



GUILDFORD
BOROUGH

Tom Horwood
Joint Chief Executive
of Guildford and Waverley
Borough Councils

www.guildford.gov.uk

Contact:

James Dearling

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6 January 2023

Dear Councillor,

Your attendance is requested at a meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** to be held in the Council Chamber, Millmead House, Millmead, Guildford, Surrey GU2 4BB on **TUESDAY, 17 JANUARY 2023 at 7.00 pm.**

Yours faithfully,

Tom Horwood
Joint Chief Executive

MEMBERS OF THE OVERVIEW AND SCRUTINY COMMITTEE

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

Councillor Chris Blow
Councillor Guida Esteves
Councillor Graham Eyre
Councillor Angela Goodwin
Councillor Richard Morris

Councillor Maddy Redpath
Councillor Tony Rooth
Councillor Will Salmon
Councillor Deborah Seabrook
Councillor Fiona White

Authorised Substitute Members

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

QUORUM: 4

WEBCASTING NOTICE

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

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



THE COUNCIL'S STRATEGIC FRAMEWORK (2021-25)

Our Vision:

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

Our Mission:

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

Our Values:

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

Our strategic priorities:

Homes and Jobs

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

Environment

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

Community

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

AGENDA

ITEM NO.

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

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

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

Councillors are further invited to disclose any non-pecuniary interest which may be relevant to any matter on this agenda, in the interests of transparency, and to confirm that it will not affect their objectivity in relation to that matter.
- 3 **MINUTES** (Pages 5 - 8)

To confirm the minutes of the Committee meeting held on 8 November 2022.
- 4 **LEAD COUNCILLOR QUESTION SESSION**

Both Councillor Anderson and Councillor Bigmore will attend for this item. The session will cover Councillor Anderson's new portfolio (Property and land assets; Engineers; Facilities) together with Finance and Procurement (recently moved to Councillor Bigmore's portfolio).
- 5 **UPDATE ON GUILDFORD-WAVERLEY COLLABORATION**
- 6 **PROCUREMENT ANNUAL REPORT** (Pages 9 - 70)
- 7 **PERFORMANCE MONITORING REPORT 2022-23 QUARTER 2** (Pages 71 - 144)
- 8 **AIR QUALITY STRATEGY - WORKPLAN UPDATE** (Pages 145 - 162)
- 9 **OPERATION OF LEISURE MANAGEMENT CONTRACT 2021-22** (Pages 163 - 220)
- 10 **REVIEW OF THE ANNUAL REPORT AND MONITORING ARRANGEMENTS FOR THE OPERATION OF THE G LIVE CONTRACT 2021-2022** (Pages 221 - 272)
- 11 **STRAY DOG SERVICE** (Pages 273 - 280)
- 12 **OVERVIEW AND SCRUTINY WORK PROGRAMME** (Pages 281 - 290)

To agree the draft Overview and Scrutiny work programme.

Please contact us to request this document in an alternative format

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OVERVIEW AND SCRUTINY COMMITTEE

8 November 2022

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

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|-----------------------------|-----------------------------|
| Councillor Chris Blow | Councillor Tony Rooth |
| * Councillor Guida Esteves | * Councillor Will Salmon |
| Councillor Graham Eyre | Councillor Deborah Seabrook |
| * Councillor Angela Goodwin | Councillor Fiona White |
| * Councillor Maddy Redpath | |

*Present

Councillor Julia McShane (Leader of the Council and Lead Councillor for Community and Housing) was also in attendance, with Councillors Tim Anderson (Lead Councillor for Resources) and John Redpath (Lead Councillor for Economy) in remote attendance.

In accordance with Council Procedure Rule 23(i), Councillor Ruth Brothwell attended as a substitute for Councillor Deborah Seabrook.

OS25 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

The Committee was advised of apologies for absence from Councillors Chris Blow, Graham Eyre, Tony Rooth, and Deborah Seabrook and a substitution as detailed above.

OS26 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

There were no declarations of Disclosable Pecuniary Interests.

OS27 MINUTES

The minutes of the Overview and Scrutiny Committee meeting held on 18 October 2022 were agreed.

OS28 UPDATE ON GUILDFORD-WAVERLEY COLLABORATION

The Joint Chief Executive of Guildford and Waverley Councils advised the meeting that the Joint Executive Heads had taken office on 1 October and attended meet-and-greets with Councillors at both Councils. The Joint Chief Executive indicated that the two vacant roles within the joint management team had been filled on an interim basis and permanent recruitment to the posts progressed. He informed the meeting that the appointment of the Monitoring Officer role would be overseen by the Joint Appointments Committee and subject to full Council approval.

The Committee was reminded that the next steps agreed in the Guildford-Waverley collaboration were the preparation of business cases for further collaboration. The Joint Chief Executive indicated that the criteria for such business cases would be discussed by the joint management team and the executives of both Councils and provided to the Committee for its consideration.

The Committee was advised of an upcoming meeting of the Joint Governance Committee to review the Inter Authority Agreement and the collaboration risk assessment.

There were no questions or comments from Councillors.

The Chairman thanked the Joint Chief Executive and indicated that the briefing note provided to him would be circulated to Committee members.

OS29 BOROUGH RESPONSE TO REFUGEES

The Leader of the Council and Lead Councillor for Community and Housing introduced the item. She praised the Council teams involved in the refugee schemes and, drawing on examples from within the Borough, advised the meeting of the impact of the Council's work on those being supported. In addition, the Leader of the Council and Lead Councillor for Community and Housing thanked those residents who had been able to help host and support refugees.

The Joint Executive Head of Community Services advised that the Council had become involved in issues relating to the bridging hotel in the Borough due to the hotel's location and impact on the wider community. She indicated that further information on the funding from central government for the various refugee schemes could be provided at the meeting if members desired.

In response to questions, the Head of Regulatory Services advised the meeting of the challenge of finding accommodation for refugees under the Homes for Ukraine once the arrangement of Host and Guest ended. She informed the Committee that 34 refugees from Ukraine had moved into private rented accommodation and 19 had returned to their home country.

A member of the Committee queried the availability of mental health support for refugees and their hosts. In reply, he was advised of pressures on such services and of the need for Council staff to use referral pathways for mental health professionals or adult social care. With reference to the distribution of funding from refugee schemes, the Joint Executive Head of Community Services indicated that the NHS and Surrey County Council were aware of the demands experienced by districts and boroughs within the county.

A member of the Committee advised the meeting of the Mental Health Improvement Fund at Surrey County Council.

In response to a question asking about the greatest needs, the Joint Executive Head of Community Services spoke of the additional pressures on housing locally and of the value of adult social care support for those refugees who had experienced trauma.

In reply to a question about raising concerns with central government over the long-term transition funding within the Homes for Ukraine scheme, the Committee was advised of both the Council's participation in the South East Strategic Partnership for Migration and the role of Surrey County Council's Ukraine group in co-ordinating such concerns.

The Joint Executive Head of Community Services advised the Committee of the difficulties of both relocating refugees from areas in which they have settled and re-purposing accommodation.

In reply to questions, the Joint Executive Head of Community Services indicated that while much of the work required to respond to refugees had been absorbed by Council staff in housing, regulatory services, and family support, there were insufficient staff for this work and that recruiting to fill extra posts was difficult. She advised that the administration of elements of the refugee schemes could be as challenging as operational delivery.

The Joint Executive Head of Community Services outlined the tensions caused by the establishment of a bridging hotel in the Borough, including greater support within the local community for refugees from Ukraine than for the asylum dispersal process and shortcomings in the management of the hotel.

RESOLVED: (I) That the Committee's support for the Council's response to refugees be noted.

(II) That an update on the Borough's response to refugees be provided to the Committee within 6-12 months.

OS30 COMMUNICATIONS REVIEW

The Lead Councillor for Resources introduced the report requested by the Committee. He advised the meeting of the role and size of the Council's communications team, indicated the Council had sought a more proactive approach to external communications, and praised the communications team.

A member of the Committee asked how residents unable to access the internet could engage with Council communications. In response, the Joint Executive Head of Communications and Customer Service advised that the information sent out digitally by the Council was used by partners in newsletters and other printed media and some Council communications were non-digital. She advised the meeting of an accessibility audit of all documents on the Council's website to maximise the availability of information.

The Lead Councillor for Resources suggested that increasing use of the Council's website would improve the availability of Council staff to deal with telephone queries. The Lead Councillor for Economy reiterated the value of the internet as a method for the Council to issue information.

In reply to questions and comments, the Leader of the Council and Lead Councillor for Community and Housing advised the meeting of the importance of residents being able to contact the Council and measures taken by Council services to communicate with people known to be unable to access information digitally.

A member of the Committee requested details of the pickup of Council press releases, the open rate for Council newsletters, and evidence that people found the information they were seeking on the Council's website. In response, the Joint Executive Head of Communications and Customer Service indicated that a breakdown of press release pick-ups, the open rate of a recent newsletter, and search and user journey information from the Council's website would be provided to Committee members. In addition, the Joint Executive Head of Communications and Customer Service indicated that national benchmarking rates could be provided to Committee members.

With reference to appendix 1 of the report submitted to the Committee, a member of the Committee questioned the static number of press release output in some service areas. In response, the Joint Executive Head of Communications and Customer Service confirmed that a more proactive approach to press releases was being introduced.

In reply to a question, the Joint Executive Head of Communications and Customer Service informed the meeting that the communications team had an ongoing tracker of upcoming events to aid planning Council communications.

The Leader of the Council and Lead Councillor for Community and Housing encouraged Councillors to share the social media posts produced by the Council.

The Chairman thanked the Lead Councillor for Resources and the Joint Executive Head of Communications and Customer Service.

OS31 ANNUAL REPORT: MODERN SLAVERY MOTION

The Lead Councillor for Resources introduced the item. He advised the meeting that the Modern Slavery Charter was adopted by the Council in February 2020 and implementation of the policy through procurement and contracting was reported annually.

RESOLVED: That the annual update report on the Modern Slavery Motion for the financial year ending 31 March 2022 be noted.

OS32 OVERVIEW AND SCRUTINY WORK PROGRAMME

The Senior Democratic Services Officer (Scrutiny) advised the Committee of a change to its work plan since the publication of the papers for the meeting; namely, confirmation of Guildford's Air Quality Strategy item for January 2023.

RESOLVED: That, subject to the addition of Guildford's Air Quality Strategy to the January 2023 meeting, the work programme attached at appendix 1 to the report submitted to the Committee be approved.

The meeting finished at 8.09 pm

Signed

Date

Chairman

Overview and Scrutiny Committee Report

Ward(s) affected: All wards

Report of Director of Resources

Author: Adrian Swift, Senior Specialist Procurement (Interim)

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Email: adrian.swift@guildford.gov.uk

Lead Councillor responsible: Cllr Joss Bigmore

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Date: 17 January 2023

Procurement Annual Report: Updates on Procurement Service Strategy (2020-2023 including Core Financial Controls: Procurement internal audit recommendations (2021)), Procurement Savings Strategy (April 2020) and Modern Slavery Motion updates (Nov 2022).

Executive Summary

The Council spends approximately £50 million per annum on goods and services.

The Council have produced several separate documents relating to the Council's procurement activity namely:

Procurement Service Strategy 2020-2023
Procurement Savings Strategy April 2020
Modern Slavery Motion update FY21/22

In March 2022, the Council recommended that the various reports are combined to allow a more integrated approach to reporting on procurement matters.

Due to reporting timelines for the Modern Slavery Motion updates (publishing required within 6 months of financial year end) Corporate Management Board (CMB) recommended that the Modern Slavery update report for FY21/22 was separated for this iteration of the Procurement Annual Report).

This report is the first iteration of the combined report incorporating the various updates.

Procurement Service Strategy 2020-2023

The Procurement Service Strategy was adopted by GBC (Guildford Borough Council) Executive Committee on 26 May 2020 and supports GBC in delivering its strategic objectives and to ensure that, in the procurement of goods, works and services, GBC obtains the best value, namely, the required quality at the best price achievable. It outlines the strategic objectives of the procurement function along with how this supports the Council's corporate objectives.

The procurement service is broadly on track to meet this objective. Over the past 12 months we have more visibility around spend and are moving towards a holistic category management being adopted.

We are increasing engagement levels with services, which increases demand for the procurement service's finite resources coupled with continual recruitment and talent retention challenges means that there is more progress to be made in this area.

Procurement Savings Strategy April 2020

The Procurement Savings Strategy was approved in April 2020 with a savings target of £1.2m (cumulative) to achieve for general fund cashable savings for the four financial years of FY19/20 – FY22/23. This has since been superseded by a savings target of £1.555m (including a target of £355,000 for parks non-staff savings) for the FY21/22 to FY25/26 for savings which achieve a budget reduction for the General Fund only.

About **£900,000** of savings have been identified at various stages of implementation including:

- A total saving of about **£568,000** (i.e., a budget reduction has been achieved and implemented): this includes procurement activity such as Payment Acceptance contract replacement resulted in savings of about £233,000 and Software licencing retender saving about £42,000 over a three-year contract.
- Savings awaiting finance closure – totalling over **£250,000**: this includes items such as the lift maintenance contract retender
- Pipeline – forecasts which may not come to fruition. For example, the temporary resource contract (Comensura) when renewed/retendered has tentative savings of over £50,000 per annum.

The following savings types are excluded:

- those achieved by procurement activity in HRA (Housing Revenue Account),
- Capital Programmes,
- spending that is funded by reserves
- previously savings where the budget has been spent

Summary of General Fund Savings:

The target and savings achieved so far in the five-year period on a year-by-year basis are:

	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26
Savings target (cumulative)	£189,000	£467,000	£933,000	£1,466,000	£1,555,000
Savings achieved (cumulative %)	£55,537 (4%)	£153,245 (10%)	£305,953 (20%)	£457,661 (29%)	£567,487 (36%)
Total Savings (including those awaiting finance approval (cumulative %))	£251,847 (16%)	£389,417 (25%)	£556,644 (36%)	£722,871 (46%)	£847,216 (54%)

Future savings

Inflationary pressures caused by the COVID19 and events in Ukraine mean that savings from tendering on a like-for-like basis alone are now becoming more challenging. This means that the Council will have to be more aggressive and identify new opportunities beyond those identified in the procurement pipeline as well as exploring opportunities for joint procurement with other local Districts and Boroughs. GBC procurement team attend the Surrey Procurement Group and explore opportunities to join other Districts and Boroughs in joint procurement activity.

In addition, Procurement is also trialling new methods of evaluating pricing, to ensure that savings opportunities are optimised during tendering or negotiating with suppliers.

Non-General fund savings

There are also other non-targeted savings, which are not included in the above target or savings achieved. These total more than £2,000,000, a full list can be found in the Savings Appendix. For example, a new compliant agreement for property adaptations has been implemented, which could potentially save the Council £461,000 over the financial years FY21/22 to FY25/26 and significantly reduce lead times and risks for works for property adaptations.

	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26
Savings achieved to date (Cumulative)	£580,267	£937,383	£1,294,498	£1,651,614	£2,007,929

The Modern Slavery Charter

The Modern Slavery Charter was adopted in February 2020 by the then Leader of the Council to implement measures to respond to the rise in modern slavery in its safeguarding policy and procedures.

The Charter sets out specific measures to be undertaken to demonstrate adoption of the motion. Part of the commitment to adopt the motion is to report annually on the implementation of the Policy.

This annual report outlines how the Council, through Procurement and contract management, continue to implement the Modern Slavery Motion. There are ten specific measures which this report outlines progress to date. Additional steps the Council are working towards to strengthen this work area includes consideration of some emerging policy from the Home Office published in September 2020 requiring certain organisations with a turnover exceeding £36 million to produce a Modern Slavery Statement within 6 months of the preceding Financial Year.

A key output from the last 12 months is that all members of the Procurement Service have successfully completed the Chartered Institute of Procurement and Supply's (CIPS) ethical Procurement and Supply training.

The Annual report on the Modern Slavery Charter for FY21/22 was noted by OSC on 08 November 2022 to allow reporting timelines to be met. The report and details can be found here:

<https://democracy.guildford.gov.uk/ieListDocuments.aspx?CId=262&MId=1487>.

Core Financial Controls: Procurement – KPMG Governance, Risk & Compliance Services

The Council commissioned an internal audit report which concluded that The Council has implemented and approved a Procurement Service Strategy 2020-23, outlining the procurement strategic objectives around key areas. This drives the procurement processes, with the procurement procedure rules being updated, to bring them in line with the strategy.

However, the Council could not evidence that the strategic objectives outlined in the Procurement Strategy 2020-23 have been subject to consistent and regular monitoring and reporting throughout the Council's governance structure.

The Council's processes for identifying the need for procurement activity and updating service plans and the contracts register accordingly are not formally documented with clear review and approval controls. Since then, we have implemented the Verto programme management tool for collating service plans and maintaining GBC's contract register.

The Council has broadly well-designed procurement and tendering processes, with clear rules to follow regarding specific thresholds for purchases and contract amounts.

Recommendation to Committee

That the Committee notes the annual procurement report for financial year ending 31 March 2022.

Reason(s) for Recommendation:

The Council have an obligation to report annually on the implementation of the Modern Slavery Policy and provide an update on procurement activity.

Is the report (or part of it) exempt from publication?

No

1. Purpose of Report

- 1.1 To provide an annual update report detailing the progress made against the various procurement activities (for financial year ending 31 March 2022) to demonstrate progress and measures taken to implement the strategies and policies through Contracting and Procurement.

2. Strategic Priorities

- 2.1 Procurement supports the Council's Strategic Framework, in particular the Innovation theme as it encourages sustainable and proportionate economic growth to help provide the prosperity and employment that people need.
- 2.2 Procurement and Commissioning is a highly innovative work area which utilises technology and new ways of working to improve value for money and efficiency in Council services.
- 2.3 In addition, there are an ever-growing number of opportunities to collaborate with Waverley Borough Council, a recent example being Pest Control services tender. It is now standard practice to check for

collaboration opportunities and for above threshold tenders, the Procuring Officer must ensure that this check is done.

3. Background

3.1 Over the past few years, the Council have adopted several priorities for the Procurement Service. These include:

- Modern Slavery
- Savings targets
- Services Plan and
- Compliance with Core Financial Controls (Procurement) – as set out in the recent KPMG report.

3.2 The above bullet points have been reviewed and are summarised in the table below.

Area	Ref	Measure	Progress Update
Procurement Service Strategy (2020-23)	PST1	See Page 2 of report namely below To support the delivery of GBC's corporate objectives through the effective procurement of goods, works and services.	Procurement continues to disseminate procurement knowledge and market intelligence to services to align with GBC's corporate objectives.
	PST2	To identify and deliver cashable and non-cashable savings through effective procurement and the detailed analysis of GBC's spend profile.	See savings strategy.
	PST3	To provide a consistently high quality and effective source of best practice procurement advice, guidance to services within GBC including issuing instructions to GBC's legal team.	GBC procurement have issued several Knowledge Based Articles via service desk explaining the procurement function to services and have delivered several training sessions to teams (and are developing training for Councillors on procurement).
	PST4	To be a trusted advisor on all procurement matters.	Services frequently engage with procurement and have completed 95 instructions together with 172 procurement award requests in FY21/22.
	PST5	To help drive supplier and service innovation during the commissioning cycle and beyond.	Procurement actively engages with services and discuss best value concepts with service during the tender pack development.
	PST6	To provide insights into internal and external market trends to include benchmarking, market intelligence and spend analytics to support decision makers and commissioners.	Procurement service report findings to Corporate Procurement Board (CPB) during route to market options appraisals and attend industry events delivered by The Chartered Institute of Purchasing and Supply, The Chartered Institute of Public Finance and Accountancy and the Crown Commercial Service.
	PST7	Ensure the procurement process is conducted in an open, transparent, and fair manner which mitigates the potential for fraud and any potential Procurement challenges.	Procurement service have not received any challenges during FY21/22.

	PST8	To significantly contribute to the ongoing process of supplier relationship, contract, and performance management to drive out cost and increase performance standards.	Procurement Specialists frequently engage with suppliers post award to provide further detail and clarification of tender outcomes.
	PST9	To support services with contract management, negotiations, resolution of performance issues with existing suppliers, and the completion of some standard contracts.	Procurement engages with the service and legal teams to highlight and remedy any underperformance issues on contracts.
	PST10	To attend the Corporate Procurement Board to ensure compliance with the Public Contract Regulations 2015, review and approve exemptions/waivers to the Procurement Procedure Rules and to implement this Procurement Strategy	Procurement representation is compulsory for CPB, and procurement have attended all CPB sessions in FY21/22 and recorded decisions throughout.
KPMG Audit	PSTA1	Monitoring and updating service plans and contracts register There are no formal review and approval controls for the quarterly update to the Council's contracts register. The process for procurement officers updating the register and for service plan monitoring and updates is not formally documented.	The procurement service diarises the publication of the Contract Register each quarter.
	PSTA2	Monitoring and reporting on strategic procurement objectives The Council could not evidence that the strategic objectives outlined in the Procurement Strategy 2020-23 have been subject to consistent and regular monitoring and reporting throughout the Council governance structure.	Overview and Scrutiny Committee requested that there is formal arrangement for reporting against the objectives set out in each report.

Modern Slavery Motion	MSM1	Train the Procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.	All procurement specialist team members have undertaken the specified CIPS training and assessment.
	MSM2	Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.	A clause is included in all the Council's Terms and Conditions which are issued for contracts by Legal Services. Legal Services also ensure that where alternate Terms and Conditions are used, they contain a clause requiring the same level of compliance.
	MSM3	Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.	Abnormally low Tenders have been challenged (and some rejected) in line with the Public Contract Regulations 2015. Only when a satisfactory reason is received to justify the abnormally low price would the Tender be considered compliant and therefore accepted. This will include consideration of whether the contractor is practising modern slavery.
	MSM4	Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.	A paragraph has been added into the template Invitation to Tender (ITT) and Request for Quotation (RFQ) documents.
	MSM5	Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.	Under the modern slavery paragraph in the ITT and RFQ it is stated that the Council will report any contractor expected of being involved with Modern Slavery.
	MSM6	Require its contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.	This has been included in the ITT and RFQ stating that contractors must abide by the Council's whistleblowing policy.
	MSM7	Review its contractual spending regularly to identify any potential issues with modern slavery.	The Council's Procurement Strategy adopted on 26 May 2020 specifies a Category Management model and a key component of this is spend analysis and visibility of expenditure across the organisation which is actively taking place.

	MSM8	Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.	A section within the ITT and RFQ stipulates that any indications of Modern Slavery will be reported to the National Crime Agency for investigation.
	MSM9	Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.	The Council has not made any referrals to date because there have not been any contractors identified as a cause of concern regarding modern slavery.
	MSM10	Report publicly on the implementation of this policy annually.	This report is the second annual report and there will be a further report available in 2023.
Procurement Savings Strategy	PSA1	Savings target of £1.55m to be achieved in the FY (Financial Year) 21/22 to FY26/27	<p>£567,487 budget reductions achieved and approved by finance in the period FY21/22 to FY25/26 to date resulting in general fund savings.</p> <p>C. £2m has been achieved for other savings types – such as cost avoidance, HRA savings and Capital expenditure reductions.</p> <p>A full list of savings achieved can be found in the Savings Appendix.</p>

4. Consultations

- 4.1 Councillor Joss Bigmore – Deputy Leader, Lead Councillor for Finance and Planning Policy.

5. Key Risks

- 5.1 Modern Slavery: If progress is not demonstrated in relation to Modern Slavery and an annual report is not provided to Committee the Council are not fulfilling their obligations under the Modern Slavery Motion and financial penalties may be imposed. The penalties may be imposed on organisations who fail to meet their statutory obligation to publish annual modern slavery statements.
- 5.2 Procurement service strategy: if these strategies are not continually updated and/or implemented, then there is a risk that the Council will not achieve its objectives.
- 5.3 Savings targets: despite a tough supply market it is necessary to continue to identify savings opportunities for the Council arising from procurement activities. Where savings targets are not delivered, there is a risk that the Council will overspend, with the consequences of reductions in service levels being seen.
- 5.4 Core financial controls: if the standards are not maintained in this area, the risks could be poor audit outcome and potentially exposing the Council to financial and procurement risks, for example fraud.

6. Financial Implications

- 6.1 Financial penalties may be imposed if the Council does not meet its statutory obligations as stated under Modern Slavery.
- 6.2 Where Procurement is continued to be under resourced, this is a restraint on Procurement's capacity to deliver.

7. Legal Implications

- 7.1 The Council as a public body has a duty to ensure that it is compliant with the Public Contract Regulations (2015) and is not complicit in modern slavery practice by identifying and reporting contractors who are breaching the Modern Slavery Act. The Council (by including a Modern Slavery clause in its contract terms) is passing its duty onto its contractors and any sub-contractors.

8. Human Resource Implications

- 8.1 Where procurement continues to be under resourced, there is restraint on procurement being able to deliver on its savings targets, the service plan and ensuring the Core Financial Controls are met.
- 8.2 There may be opportunities presented by the Guildford and Waverley collaboration which may impact resource requirements.

9. Equality and Diversity Implications

- 9.1 This report concerns ethical procurement and the eradication of Modern Slavery in Council contracts, there is therefore a strong theme of equality running throughout this report.

10. Climate Change/Sustainability Implications

- 10.1 No specific Climate change/sustainability implications apply. Procurement processes do challenge tenderers to support achievement of the Council's net zero target.

11. Suggested issues for overview and scrutiny

- 11.1 Overview and Scrutiny are asked to note the annual update report.

12. Summary of Options

- 12.1 Option 1 - to note the contents of this report including the progress made so far.
- 12.2 Option 2 - to not consider this report.

13. Conclusion

The Council will continually monitor progress against the targets that have been set for Procurement.

14. Background Papers

Not applicable

15. Appendices

- 1. Core Financial Controls: Procurement December 2021
- 2. Procurement Savings Strategy April 2020
- 3. Procurement Service Strategy 2020-23
- 4. Savings Appendix



Core Financial Controls: Procurement

Guildford Borough Council

KPMG Governance, Risk & Compliance Services

December 2021

Overall rating:	
	Significant assurance
>	Significant assurance with minor improvement opportunities
	Partial assurance with improvements required
	No assurance

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Corporate Governance and Standards
Committee

Report status

Closing meeting: 13 December 2021

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Presented to Corporate Governance and
Standards Committee: 20 January 2022

Executive summary

01

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Conclusion

We reviewed the design and effectiveness of processes and controls for procurement at Guildford Borough Council ('the Council') and provide 'significant assurance with minor improvement opportunities (amber-green). This is in line with management's anticipated assurance rating. Our rating is driven by good practice in areas such as governance with the Corporate Procurement Board, newly introduced electronic template forms and the clear categories for exempt good and services being outlined in the procurement procedure rules documentation. Our findings are around formalising the process for updating service plans and the contracts register and introducing review controls and ensuring that there is regular monitoring and reporting on the strategic objectives outlined in the Procurement Service Strategy 2020-23.

The Council has implemented and approved a Procurement Service Strategy 2020-23, outlining the procurement strategic objectives around key areas. This drives the procurement processes, with the procurement procedure rules being updated, to bring them in line with the strategy. However, the Council could not evidence that the strategic objectives outlined in the Procurement Strategy 2020-23 have been subject to consistent and regular monitoring and reporting throughout the Council governance structure.

The Council's processes for identifying the need for procurement activity and updating service plans and the contracts register accordingly are not formally documented with clear review and approval controls.

The Council has broadly well designed procurement and tendering processes, with clear rules to follow regarding specific thresholds for purchases and contract amounts.

We selected samples to test the operating effectiveness of the formal controls identified throughout the procurement process. Our testing found no issues and for the samples selected the Council provided evidence of the formal controls operating as designed.

Summary

Overall rating:	Significant assurance with minor improvement opportunities	
Priority rating:	Control design	Operating effectiveness
High	0	0
Medium	2	0
Low	0	0

Acknowledgements

We thank the following individuals for their contribution during this internal audit:

- Claire Morris – Director of Resources, Executive Sponsor
- Faye Gould – Senior Specialist Procurement



Executive summary

Areas of good practice

- ✓ The Corporate Procurement Board is well represented with officers from Legal, Procurement and Finance to provide a complete overview of tenders being awarded.
- ✓ Template electronic forms have been introduced for Procurement Instruction, Exemptions, Direct Awards and Procurement Award Recommendation Report.
- ✓ Categories for exempt goods and services are clearly outlined within the Procurement Procedure Rules.
- ✓ Procurement Service Strategy 2020-2023 outlines strategic priorities for the Council for the coming years including training and making use of technology.
- ✓ Threshold for engaging with Procurement has been reduced from £10,000 to £1,500.
- ✓ Threshold for mandatory e-advertisement on Contracts Finder has been reduced from £100,000 to £25,000.

Summary of key findings

Identifying need for procurement activity

- 2.1** There are no formal review and approval controls for the quarterly update to the Council's contracts register. The process for procurement officers updating the register and also for service plan monitoring and updates is not formally documented.

Monitoring and reporting on strategic procurement objectives

- 2.2** The Council could not evidence that the strategic objectives outlined in the Procurement Strategy 2020-23 have been subject to consistent and regular monitoring and reporting throughout the Council governance structure.

Out of scope

Our work is limited to the design and testing of processes and controls as set out in the scope extract.

Findings and management actions

02

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2.1 Monitoring and updating service plans and contracts register

Medium

There are no formal review and approval controls for the quarterly update to the Council's contracts register. The process for procurement officers updating the register and also for service plan monitoring and updates is not formally documented.

Expiring contracts and new contractual requirements are extracted manually from the Contracts Register and Service Plans at service level to form the pipeline of Procurement work.

There is a risk that there is an error in extracting data from these sources. However, the Council has confirmed that it is looking to automate this process through the introduction of the Project & Programme Governance (PPM) tool in December 2021.

We recommend that the Council formally documents the processes and ensures that there are review and approval controls to ensure that contracts register updates are subject to review prior to being published.

2.2 Monitoring and reporting on strategic procurement objectives

Medium

The Council could not evidence that the strategic objectives outlined in the Procurement Strategy 2020-23 have been subject to consistent and regular monitoring and reporting throughout the Council governance structure.

The strategy is subject to ongoing monitoring by the senior specialist (procurement) and objectives are managed by individuals responsible for actioning progress. We note that the Overview and Scrutiny (O&S) Committee have requested an annual report on progress of Procurement Savings, due in 2022. However, outside of the CPB, the strategic objectives have not been formally reported through the governance structure since approval in May 2020. There is a risk that there is no formal and central oversight of the strategic objectives identified in the strategy and therefore a risk that there are no assurances being sought as to whether there is progress against the objectives. It is suggested therefore that updates on objectives are contained within the same report to O&S on Procurement Savings.



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Risk:

Inconsistent approaches are taken to the updates to service plans and the contract register.

Inaccurate information is included in contract register updates.

Council does not have business-critical goods and services when required.

Agreed management actions:

Ensure automated reports generating contracts close to expiry and new contractual requirements are implemented.

Risk:

There is no oversight of the progress of strategic objectives.

Agreed management action:

The strategic objectives set out in the Procurement Strategy 2020-23 will be subject to annual monitoring and reporting to O&S Committee as part of the Procurement Savings report which is scheduled for 2022.

Evidence to confirm implementation:

Updated Procurement Procedure Rules.

Automated reports generated from the Project & Programme Management tool.

Responsible person/title:

Faye Gould – Senior Specialist, Procurement

Target date:

30 June 2022

Evidence to confirm implementation:

Updated reporting to O&S Committee.

Responsible person/title:

Faye Gould – Senior Specialist, Procurement

Target date:

30 June 2022

Detailed findings – design of controls

Below we set out our understanding of the processes and controls for procurement at GBC as well as our commentary on the design of the process.

Process	Control	KPMG Commentary
<p>Identifying the need for procurement activity and (re)procurement</p> <p>Procurement officers maintain the Contract Register on an ongoing basis as contracts are finalised. The Contracts Register is published on the Council’s website quarterly.</p> <p>Service Leaders maintain Service Plans which includes new and existing workstreams and contracts. These are extracted by the Procurement Team to inform the pipeline of work.</p> <p>Both the Service Plans and Contracts Register are manually monitored on an ongoing basis to identify expiring contracts requiring (re)procurement.</p>	<p>No formal controls identified.</p>	<ul style="list-style-type: none"> ✓ The Council has introduced a Procurement Service Strategy 2020-2023 which outlines procurement strategic objectives around key areas including use of technology in procurement processes, saving and efficiencies strategies and introduction of spend analysis from Business World. The strategy was approved by Executive in May 2020. • The Council could not evidence that the strategic objectives outlined in the Procurement Strategy 2020-23 have been subject to consistent and regular monitoring and reporting throughout the Council governance structure. Action 2.2. • Currently, the monitoring of expiring contracts requiring (re)procurement is carried out manually which increases the risk that business-critical goods or services are not available when needed. However, the Council has confirmed that this is due to be automated with the introduction of the Corporate Project & Programme (PPM) Governance tool in December 2021. Action 2.1. • The maintenance of the Contracts Register by the procurement officers, and the service plans monitoring, is performed manually and on an ad-hoc basis. The process for this is not formally documented and there is no requirement for a formal review and approval prior to the register being published on the Council website. Action 2.1.

Detailed findings – design of controls

Process	Control	KPMG Commentary
<p>Procurement and tendering</p> <p><i>Purchases below £1,500</i></p> <p>There is no requirement to seek procurement advice. Officers are able to directly requisition a purchase on Business World subject to approvals in line with the scheme of delegation.</p> <p><i>Purchases above £1,500</i></p> <p>Service Leaders must seek procurement advice on route to market to demonstrate best value and initiate tendering if required. A specific responsible Procurement Lead is identified.</p>	<ol style="list-style-type: none"> 1. Service leaders complete procurement instruction forms capturing material information relating to procurement requirement. 2. The identified procurement lead authorises to ensure no current contracts satisfy the procurement need. 3. Budget holders authorise to ensure spend falls within Council’s budgetary limits. 	<ul style="list-style-type: none"> ✓ Threshold for seeking procurement advice has been lowered from £10,000 to £1,500 as part of the Procurement Strategy in line with the Council’s objectives to deliver significant savings and efficiencies. ✓ Procurement Procedure Rules introduced in April 2021 contains detailed internal guidance on responsibilities of Procurement Service and Service Leaders, tendering thresholds and evaluation criteria of tender responses. ✓ Template procurement forms include detailed entries required for project specific details, business critical justification and detailed budgetary requirements. This ensures that Procurement and Finance has sufficient details of each procurement requirement to make an informed decision.
<p>Tenders are advertised and responses received electronically.</p>	<ol style="list-style-type: none"> 4. Contracts estimated to be valued over £25,000 after April 2021 must be advertised online on Contracts Finder. 5. Commercial and technical evaluations are carried out by Procurement and Service Representatives. 6. Procurement Award Recommendation report is completed after moderation by Procurement. 	<ul style="list-style-type: none"> ✓ Opportunities valued over £25,000 must be advertised on Contracts Finder. This is reduced from the previous threshold of £100,000 to allow a larger number of businesses exposure to contracting opportunities with the Council. This promotes value through a process of fair and open competition.

Detailed findings – design of controls

Process	Control	KPMG Commentary
<p><i>Below national Gateway threshold of £4,733,252 for works and £189,330 for services</i></p> <p>Contract is awarded and implemented in line with the approved Procurement Award Recommendation Report.</p> <p><i>Above national Gateway threshold of £4,733,252 for works and £189,330 for services</i></p> <p>Gateway reports are prepared and signed off by the Corporate Procurement Board (CPB) before a contract is awarded.</p>	<p>7. Sign-off of gateway reports of awards above the national Gateway thresholds by the Corporate Procurement Board in line with the Public Contract Regulations 2015.</p>	<p>✓ The Gateway review process for each procurement activity is split into two stages: Commissioning and Procurement Strategy and Tender Evaluation and Contract Award. This allows for thorough vetting of high-value contracts.</p>
<p>Reporting</p> <p>Corporate Procurement Board (CPB) meets fortnightly.</p>	<p>8. Board oversight of new and ongoing procurement activities.</p>	<p>✓ The CPB consists of representatives from Procurement, Legal, Finance and chaired by the Director of Finance to ensure involvement of key corporate advisors in all significant procurement decisions.</p>
<p>Exempt goods/services</p> <p>Goods or services exempt from tendering and quotations requirements must be signed off before purchase.</p>	<p>9. Completed Procurement Exemption form with detailed justification for exemption.</p> <p>10. Corporate Procurement Board (CPB) sign-off before purchase takes place.</p>	<p>✓ Goods or services exempt from procurement procedures includes where prices are wholly controlled by trade organisations, the works are of a specialised nature or where there is an urgent need for the goods or services so as to preclude the invitation of quotations or tenders.</p> <p>✓ Procurement Procedure Rules clearly outlines that goods or services above the national Gateway thresholds cannot be exempted from procurement processes. This ensures that all high-value contractual requirements undergo full procurement processes.</p>

Detailed findings – operating effectiveness

Below we have set out a summary of the findings from our sample testing. We reviewed evidence to support the operation of controls identified.

Control	Results
1. Completed Procurement Instruction form capturing material information relating to procurement requirement.	<ul style="list-style-type: none"> ✓ We selected a sample of 20 tenders covering the period October 2020 – November 2021, with our sample including tenders that were initiated before and after the introduction of the procurement instruction form in April 2021, when the Procurement Procedure Rules were updated. We were able to evidence the controls in operation where procurement instructions forms were in place post April 2021. For those initiated prior to April 2021, we were able to evidence emails and help desk tickets showing that the previous process and controls were adhered to.
2. Procurement authorisation to ensure no current contracts satisfy the procurement need.	
3. Finance authorisation to ensure spend falls within Council’s budgetary limits.	
4. Contracts estimated to be valued over £25,000 after April 2021 must be advertised online on Contracts Finder.	<ul style="list-style-type: none"> • Prior to April 2021, the threshold for mandatory advertisement on Contracts Finder is £100,000. ✓ We identified seven samples below £100,000 tendered through a closed invite. Two samples below £100,000 were advertised on Contracts Finder despite no mandatory requirement to do so. ✓ One sample above £100,000 was correctly advertised on Contracts Finder.
5. Commercial and technical evaluations are carried out by Procurement and Service Representatives	<ul style="list-style-type: none"> ✓ We inspected moderation and evaluation notes for eight samples. ✓ We confirmed that one sample received no submissions and hence, did not progress further and one submission is still in progress and has yet to be awarded.
6. Procurement Award Recommendation report is completed after moderation by Procurement.	<ul style="list-style-type: none"> ✓ We inspected award recommendation reports for eight samples. ✓ As above, we confirmed that one sample received no submissions and hence, did not progress further and one submission is still in progress and has yet to be awarded.

Detailed findings – operating effectiveness

Control	Results
7. Sign-off of gateway reports of awards above the national Gateway thresholds by the Corporate Procurement Board in line with the Public Contract Regulations 2015.	✓ We reviewed a sample of five tenders above gateway thresholds and inspected evidence of review from Corporate Procurement Board minutes.
8. Board oversight of new and ongoing procurement activities.	✓ We reviewed a sample of five Corporate Procurement Board minutes and confirm that meetings are attended by representatives from Procurement, Legal and Finance. Sufficient oversight of the gateway process and exemptions were highlighted.
9. Completed Procurement Exemption form with detailed justification for exemption.	✓ We reviewed a sample of 10 exemptions. Nine of the exemptions had a completed procurement exemption form and were appropriately justified. One exemption did not progress so no evidence was retained.
10. Corporate Procurement Board (CPB) sign-off before purchase takes place.	✓ We confirmed that each of the 10 exemptions were signed off by the Corporate Procurement Board.

Appendix B

Scope extract

Scope of internal audit

This is an annual review as we undertake our work on financial systems on a cyclical basis, reviewing separate systems each year to provide coverage across all systems across our internal audit strategy. In 2020/21 we undertook reviews encompassing the following areas: Income and Accounts Receivable and Expenditure and Accounts Payable. Our work this year revisited those controls as part of a compliance testing review, a review on Capital Management and this review on Procurement.

In 2019/20, £88m was incurred on non-pay expenditure, excluding property charges such as depreciation and impairment. Given the level of expense being incurred, there is potential for significant efficiencies to be achieved through effective procurement processes and controls.

The Council produced a 2020-23 procurement strategy and updated its Procurement Procedure Rules to improve and manage spending in line with the strategy.

Our review on Procurement covered:

- Review of the design of procurement and tendering processes and controls to assess whether they were sufficient to enable efficient and effective

procurement and provide assurance that fraud will not occur within procurement;

- Processes for identifying procurement activity to be undertaken, including the alignment to the strategy;
- How expiring contracts requiring (re)procurement are identified;
- Design of the tendering process to ensure that the supplier offering the most economically advantageous offer is appointed to contracts; and
- How the results of procurement activities are monitored to assess the financial and quality impact of tender awards.

Our approach

Our work involved the following activities:

- Meetings with the key staff involved in the Council's Procurement team;
- Desktop review of documentation relating to the processes and controls around Procurement, such as policies and procedures; and
- Meetings with key staff/desktop review to evidence the operating effectiveness of the controls.

Key risks identified

- 1 There are insufficient policies and procedures in place setting out key processes and controls for the financial systems identified.
- 2 Data and information held on financial systems is incorrect
- 3 There is insufficient information available to evidence the operating effectiveness of controls identified.



Appendix C

Ratings definitions

We have set out below the overall report grading criteria and priority ratings used to assess each individual finding.

Overall report rating	Definition
Significant assurance	The system is well designed and only minor low priority management actions have been identified related to its operation. Might be indicated by priority three only, or no management actions (i.e. any weaknesses identified relate only to issues of good practice which could improve the efficiency and effectiveness of the system or process).
Significant assurance with minor improvement opportunities	The systems is generally well designed however minor improvements could be made and some exceptions in its operation have been identified. Might be indicated by one or more priority two management actions. (i.e. there are weaknesses requiring improvement but these are not vital to the achievement of strategic aims and objectives - however, if not addressed the weaknesses could increase the likelihood of strategic risks occurring).
Partial assurance with improvements required	Both the design of the system and its effective operation need to be addressed by management. Might be indicated by one or more priority one, or a high number of priority two management actions that taken cumulatively suggest a weak control environment. (i.e. the weakness or weaknesses identified have a significant impact preventing achievement of strategic aims and/or objectives; or result in an unacceptable exposure to reputation or other strategic risks).
No assurance	The system has not been designed effectively and is not operating effectively. Audit work has been limited by ineffective system design and significant attention is needed to address the controls. Might be indicated by one or more priority one management actions and fundamental design or operational weaknesses in the area under review. (i.e. the weakness or weaknesses identified have a fundamental and immediate impact preventing achievement of strategic aims and/or objectives; or result in an unacceptable exposure to reputation or other strategic risks).

Finding priority rating	Definition
Low	Issues arising that would, if corrected, improve internal control in general but are not management actions which could improve the efficiency and / or effectiveness of the system or process but which are not vital to achieving your strategic aims and objectives. These are generally issues of good practice that the auditors consider would achieve better outcomes.
Medium	A potentially significant or medium level weakness in the system or process which could put you at risk of not achieving its strategic aims and objectives. In particular, having the potential for adverse impact on your reputation or for raising the likelihood of your strategic risks occurring.
High	A significant weakness in the system or process which is putting you at serious risk of not achieving its strategic aims and objectives. In particular: significant adverse impact on reputation; non-compliance with key statutory requirements; or substantially raising the likelihood that any of your strategic risks will occur. Any management action in this category would require immediate attention.



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Procurement Savings Strategy

April 2020

Version 0.2



1. Approach

The Procurement Strategy and plan is governed under the Service Challenge work package (WP7) of the Future Guildford transformation programme. The project is concerned with delivering non-staffing efficiency; outputs of the council should be delivered at improved value for money.

There will be inter-dependencies with other projects in WP7 which include:

- Major Projects review
- Review and grants
- Review of community events
- Printing and reprographics review

Savings in the above areas are attributable to other projects but there may be data analysis which can be disseminated from this data-driven project to facilitate these. These are out of scope for the procurement strategy and plan project because they are either:

- Self-contained (e.g. the Major Projects review/printing and reprographics review will consider spend across all categories within the scope of the service/project)
- Driven through strategy based reduction (e.g. by reducing service levels by stopping events or grants)

The savings targeted by this project have the following profile:

Financial Year	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Target cumulative saving	£360,000	£600,000	£1,200,000	£1,200,000

A new list of procurement categories has been developed to classify expenditure against (see Appendix A). The aim of these categories is to enable procurement good practice:

- Finance Specialists will be accountable for monitoring spend against specific budgets within a set envelope for the financial year
- A category management approach will allow monitoring of spend by category across the council, ensuring a holistic and joined up approach, best value for money and ultimately that budget envelopes are set at the right level.

Supplier payments data for the last three financial years has been analysed by applying these new categories to historic expenditure. Transactions are also classified by supplier, cost centre and account code. Categories have been considered for further analysis based on:

- High absolute expenditure (i.e. a high share of the council's total spend)
- High relative expenditure (i.e. high compared to other authorities)
- Varying expenditure (i.e. varying from year to year)
- Significant distribution of expenditure across the authority

The selection of categories have been subsequently structured around the approach that will be adopted to generate sustainable savings:

- **Remove requirement:** fundamentally stopping the purchase of goods and services within a category
- **Review requirements:** reducing the purchase of good and services with a view to improving value for money across the organisation where duplication is evident and efficiencies can be straightforwardly made, or where alternative delivery methods are more suitable
- **Consolidation of suppliers and contracts:** centralising contracts to capitalise on economies of scale and ensure consistently apply the best terms of agreement for each supplier. Reduce off-contract spend
- **Negotiate better deal:** apply specialist knowledge in procurement and commissioning to drive down the cost of arrangements
- **Contract management:** monitoring contracts effectively to ensure service level agreements are met and efficiencies are driven out of the contracts during the contract period
- **Category strategy:** creation of a dedicated strategy to understand complex requirements across one or more areas; holistically re-structuring and aligning contracts

Other dependencies and activities relating to the project and embedding the project approach into business as usual include:

- The budget setting process; structuring budgets in a way which maximises the impact of the category management approach
- Accountability for enacting changes across services and setting budget envelopes

2. Summary of spend by category and year

Categories	Number of Suppliers by Item			Total transaction value by Item		
	Year			Year		
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
Access security & security services	27	27	19	£646,121	£359,348	£616,784
Asbestos	9	12	13	£46,421	£70,332	£131,553
Bereavement	30	45	48	£135,444	£228,490	£523,100
Building maintenance	205	271	175	£13,470,930	£15,035,539	£11,947,130
Business Services, Consultancy	127	57	101	£1,118,226	£857,423	£820,791
Catering & Hospitality	33	30	20	£238,491	£184,378	£177,143
Cleaning, Hygiene Services	33	23	18	£271,991	£223,702	£327,325
Clothing, Luggage	26	22	29	£36,678	£37,215	£39,451
Community Events	47	13	10	£1,020,402	£1,056,054	£1,038,182
Construction, Services	185	164	158	£4,201,737	£4,051,961	£11,492,096
Delivery, Postage and Packing	15	10	5	£20,939	£27,793	£38,331
Electrical, Lighting Supplies & Flooring	2	2	1	£525	£4,395	£5,687
Employee Benefits	4	2	4	£58,381	£74,763	£98,855
Entertainment	21	42	22	£241,000	£223,908	£132,199
Farming, Forestry & Wildlife	3	1	3	£41,620	£12,390	£41,460
Financial, Insurance Services	11	13	15	£1,194,201	£304,851	£832,868
Furniture, Furnishings; Office Equipment	25	11	16	£96,431	£63,227	£70,579
Grants	188	178	142	£3,065,030	£2,591,534	£2,753,948
Healthcare, Medical Services	4	3	4	£111,295	£88,718	£99,353
Homelessness	5	6	3	£524,812	£679,213	£1,068,076
IT Hardware	23	11	14	£201,846	£60,092	£1,165,620
IT Software	86	88	90	£1,059,976	£1,140,405	£1,405,240
Laboratory Equipment (Inc. Scientific Supplies)	0	1	1	£0	£73	£77
Late Payment Charge	0	0	0	£4,895	£0	£0
Legal Services	48	48	43	£971,555	£773,577	£1,255,078
Medical Supplies/First Aid	2	3	3	£277	£518	£166
News, Publications & Adverts	133	132	106	£194,351	£195,844	£178,540

Categories	Number of Suppliers by Item			Total transaction value by Item		
	Year			Year		
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
Office Consumable, Stationary (Inc. paper materials & supplies)	26	31	51	£53,679	£17,693	£38,220
Parking	46	47	33	£2,012,610	£912,807	£1,965,807
Pension	1	1	1	£4,077,448	£1,732,372	£1,539,231
Plant, Flower & Animal Supplies	23	46	18	£120,331	£414,866	£120,194
Politics, Civic Affairs	67	2	12	£34,848	£42,742	£34,714
Printing & Reprographics	66	80	39	£777,158	£638,828	£496,441
Recruitment	15	17	7	£203,582	£70,655	£122,346
Roofing	11	5	7	£128,106	£90,286	£114,902
Safety services	8	20	3	£65,652	£74,509	£57,234
Site/Landscaping	41	97	38	£356,246	£559,114	£552,312
Sports, Recreational	0	2	2	£0	£1,249	£1,888
Subscriptions	56	75	53	£148,746	£151,862	£136,310
Telecommunications	26	17	13	£423,640	£708,903	£425,813
Temporary Staffing	25	27	20	£2,149,615	£1,862,050	£1,940,693
Tools, General Machinery	119	202	122	£962,185	£1,079,444	£1,074,682
Training	180	148	152	£258,731	£253,600	£280,921
Transportation	8	11	7	£480,268	£414,709	£277,322
Travel	2	5	2	£338	£2,226	£1,577
Utilities	44	62	49	£705,636	£973,247	£875,131
Vehicles	119	94	101	£3,539,490	£1,115,777	£1,404,615
Waste Disposal and Recycling	43	38	41	£1,548,138	£1,419,251	£1,459,406
Windows, Doors & Storefronts	10	16	9	£128,863	£83,696	£255,149
Parish Precepts	23	23	23	£1,562,093	£1,908,360	£1,724,276
Unclassified	782	567	740	£1,288,681	£1,504,338	£1,692,828

3. Summary of revenue spend by category and year

Categories	Number of Suppliers by Item			Revenue transaction value by Item		
	Year			Year		
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
Access security & security services	27	27	19	£625,270	£358,528	£615,167
Asbestos	9	12	13	£17,765	£36,115	£95,889
Bereavement	30	45	48	£110,733	£162,031	£124,536
Building maintenance	205	271	175	£5,310,648	£3,359,766	£3,957,580
Business Services, Consultancy	127	57	101	£740,905	£531,706	£638,171
Catering & Hospitality	33	30	20	£236,289	£184,350	£192,082
Cleaning, Hygiene Services	33	23	18	£273,984	£223,702	£327,204
Clothing, Luggage	26	22	29	£36,771	£37,215	£39,306
Community Events	47	13	10	£905,478	£1,052,730	£1,025,290
Construction, Services	185	164	158	£2,015,623	£1,123,720	£2,270,087
Delivery, Postage and Packing	15	10	5	£21,216	£27,793	£38,240
Electrical, Lighting Supplies & Flooring	2	2	1	£721	£4,395	£0
Employee Benefits	4	2	4	£58,314	£74,763	£98,855
Entertainment	21	42	22	£305,162	£223,908	£136,061
Farming, Forestry & Wildlife	3	1	3	£33,127	£12,390	£41,460
Financial, Insurance Services	11	13	15	£1,192,906	£242,032	£519,421
Furniture, Furnishings; Office Equipment	25	11	16	£96,074	£63,227	£35,179
Grants	188	178	142	£2,402,132	£2,070,834	£2,339,064
Healthcare, Medical Services	4	3	4	£108,589	£88,718	£99,074
Homelessness	5	6	3	£524,717	£679,213	£1,067,991
IT Hardware	23	11	14	£137,440	£23,945	£34,525
IT Software	86	88	90	£821,937	£809,204	£1,019,751
Laboratory Equipment (Inc. Scientific Supplies)	0	1	1	£0	£73	£77
Late Payment Charge	0	0	0	£4,897	£0	£0
Legal Services	48	48	43	£742,997	£721,731	£804,921
Medical Supplies/First Aid	2	3	3	£277	£518	£166
News, Publications & Adverts	133	132	106	£164,049	£195,844	£174,772
Office Consumable, Stationary (Inc. paper materials & supplies)	26	31	51	£53,806	£17,693	£38,361

Categories	Number of Suppliers by Item			Revenue transaction value by Item		
	Year			Year		
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
Parish Precepts	23	23	23	£1,562,093	£1,908,360	£1,631,985
Parking	46	47	33	£2,002,304	£912,807	£1,966,398
Pension	1	1	1	£4,077,448	£1,732,372	£1,539,231
Plant, Flower & Animal Supplies	23	46	18	£114,563	£167,013	£98,761
Politics, Civic Affairs	67	2	12	£34,848	£42,742	£38,513
Printing & Reprographics	66	80	39	£769,195	£638,278	£495,862
Recruitment	15	17	7	£203,582	£70,655	£122,346
Roofing	11	5	7	£131,342	£36,775	£77,672
Safety services	8	20	3	£57,285	£48,719	£49,353
Site/Landscaping	41	97	38	£352,859	£559,114	£214,082
Sports, Recreational	0	2	2	£0	£1,249	£1,888
Subscriptions	56	75	53	£149,003	£151,862	£136,310
Telecommunications	26	17	13	£432,141	£324,876	£386,814
Temporary Staffing	25	27	20	£2,148,836	£1,852,530	£1,868,901
Tools, General Machinery	119	202	122	£960,952	£1,070,260	£1,072,513
Training	180	148	152	£257,550	£253,600	£276,680
Transportation	8	11	7	£480,268	£414,709	£268,123
Travel	2	5	2	£773	£2,226	£1,244
Unclassified	782	567	740	£1,226,907	£1,324,211	£1,374,393
Utilities	44	62	49	£708,666	£869,210	£861,877
Vehicles	119	94	101	£989,458	£765,020	£860,999
Waste Disposal and Recycling	43	38	41	£1,537,515	£1,382,705	£1,456,279
Windows, Doors & Storefronts	10	16	9	£128,863	£83,696	£66,075

4. Analysis by category

The highest spend remove and review categories were identified, and their 2018-19 transactional analysis was reviewed to identify key savings areas.

Business services, consultancy

The top directorates by spend are listed below, these eight directorates make up ~64% of the Business services, consultancy spend.

Directorate	Spend 2018-19
Planning Policy Management (PPM)	£240,158
ICT Management	£136,610
Health & Community Care Management	£51,406
Heritage Management	£27,666
Financial Services Management	£21,942
Housing Advice Management	£19,515
Development Control Management	£15,185
Business Systems Management (BSM)	£14,850
Total	£527,333
<i>Total Category Spend</i>	<i>£820,791</i>

From these, the following remove and review requirement opportunities have been found.

- The supplier *David Lock Associates* has a **PPM** spend of ~£200K to develop Guildford's strategic development frameworks as part of the Local Plan 2013. *Is this spend necessary? Can the skills be brought in house? Can the contract be reviewed?*
- The supplier *Illuminet Solutions* has a ~£146K spend across **BSM & ICT Management** (~£15K **BSM** & ~£131K **ICT**) for consulting and temporary ICT staff. A review should be undertaken to ensure that the service and cost are consistent across directorates.
- Of the ~£28K **Heritage Management** business service spend £24K was spent on activity and business plan development. *Can this be brought in house? Is this a necessary spend?*
- Of the £137K **ICT Management** spend, ~£20K was to provide temporary staff services. *Can this skill set be brought in house?*

Temporary Staff & Recruitment:

The directorates with a spend of over £100K are shown below, an indicative annual FTE spend is shown with a percentage temporary staff & recruitment spend for comparison.

Directorate	Spend 2018-19	Est. Annual Cost of Salaried Employees (CC)	Spend as % of Salaries
Fleet & Waste Management	£518,482	£3,793,020	14%
Building Control Management (BCM)	£192,098	£519,790	37%
Housing Benefit Management	£182,398	£629,710	29%
Infrastructure Programme Management (IPM)	£166,643	£357,060	47%
Legal Services Management	£148,310	£927,550	16%

Health & Community Care Management	£144,269	£1,214,090	12%
Property Management	£107,962	£1,529,330	7%
Total	£1,460,163	£8,970,550	-
Total Category Spend	£2,063,038	-	-

- **BCM** and **IPM** have a significant temporary staffing spend compared with the salaried employees. These directorates are key candidates for minimising temporary staffing by improved training of FTEs and reviewing operating model requirements.
- **Fleet & Waste Management** has the highest spend by far on temporary staff & recruitment, *is this area a candidate for driving down requirements? Can FTEs be cross trained to reduce the need for temporary staff?*

Unclassified Spend:

The unclassified spend review is still underway, currently the Unclassified category spend for 2018-19 totals almost £1.7M. The following has been noted as savings opportunities.

- There is £46K is unclassified redacted supplier spend, £34K of which is under the directorate of **Heritage Management** and classed as *PICTURE SALES FOR EXHIBITIONS* or *CRAFTWORK - SALE OR RETURN*. The commission income from picture and craftwork sales was only £10K. *Can the spend be reduced?*
- **FISH** (Fun in the School Holidays) - this programme cost £23K in 2018-19 with £11K of that spend going to Kings College hire. *Is this programme loss making? If so, can the Kings College spend be negotiated or removed?*
- **Christmas Street Decorations** - cost £22K in 2018-19, with £11K of this spend going to one supplier of Christmas lights screens. *Can this cost be negotiated?*
- **Guildford Business Forum** - cost £19K in 2018-19. *Is this event income generating? Is it a requirement?*
- **Williams Brothers newsagents** - cost of over £2K in 160 separate purchases of corporate newspapers. *Is the council aware of this spend? Can this expenditure be stopped?*
- **Rundle & co. debt recovery** - cost of £22K. It would be interesting to see their recovery rate. *Does this generate sufficient income to cover the cost of recovery?*
- **Amazon payments** - cost of £1.6K in 52 disparate transactions, *is there oversight on these one-off purchases?*

Construction services:

Of the ~£11M 2018-19 transactions, £2.3M has been classed as revenue. This revenue has been reviewed to identify saving opportunities.

- There is ~£26K of construction, consultancy spend for Design and Conversation sitting under the Policy department. *Can this activity be removed?*
- The Museum major project activity has a significant transaction value attached, ~£220K. *Does this align with our strategic goals?*
- Local Plan 2013 construction consultancy spend has been identify which related to temporary staffing requirements (~£16K). *Can these skills be brought in house? Or this activity suspended?*

Department	Revenue Transactions
BUILDING MAINTENANCE	£933,532
MAJOR PROJECTS	£737,281
POLICY	£242,661
BUILDING CONTROL SUMMARY	£52,147
CORPORATE PROPERTY SERVICES	£49,975
INDUSTRIAL ESTATES	£40,778
PARKS & COUNTRYSIDE	£39,801
Investment Property	£39,667
BUSINESS & TOURISM	£29,988
Other Property	£22,467

Cost Centres	Revenue Transactions
BUILDING MAINTENANCE	£933,532
ASH BRIDGE	£281,282
GUILDFORD MUSEUM REDEVELOPMENT	£180,812
LOCAL PLAN 2013	£166,209
GLDF STATION PLATFORM STUDY	£87,933
BUILDING CONTROL - FEE	£52,147
A331 HOTSPOTS	£51,450
CORPORATE PROPERTY SERVICES	£49,975
POLICY	£48,135
BIKE SHARE SCHEME	£46,775
INDUSTRIAL ESTATES ADMIN.	£40,778
INVESTMENT PROPERTY ADMIN	£38,267
ECONOMIC DEVELOPMENT	£29,988
DESIGN AND CONSERVATION	£26,658
SPECTRUM 2.0	£25,671
OTHER PROPERTY ADMIN	£22,467

5. Key areas in savings approaches

General principles are adopted for each savings area and are set out below, with a table of specific opportunities against each area. A category could appear in more than one table below because a combination of approaches is required (and should be carried out in the hierarchical order below). For example, the “Business Services, Consultancy” category will require the removal of requirements before reviewing the remaining requirements to structure them efficiently.

Remove requirement

This relates to fundamentally stopping the purchase of goods/services; control is the key factor. Default ownership is therefore with Finance Specialists, who provide Directors with information that enables them to challenge budgets in the cycle leading up to the sign off of council budget in February.

Category	Annual saving	Accountable for project approach	Accountable for ongoing approach	Actions/Next steps
Business Services, Consultancy	£100,000	Victoria Worsfold	Victoria Worsfold	<p>In addition to £155K Major Projects Review:</p> <ul style="list-style-type: none"> Remove requirements for David Lock Associates against LDP Stop consultancy for business cases in Heritage and ensure new operating model defines skill sets required by role Separate any ICT temporary staffing fees and re-classify Review ICT consultancy spend against requirements covered off in the transformation programme budget and ongoing annual costs
Construction, Services	£50,000	Victoria Worsfold	Victoria Worsfold	<ul style="list-style-type: none"> Remove consultancy spend for Design and Conservation Freeze on temporary staffing spend associated with Local Plan 2013 implementation (e.g ~15K on temp PMO) Remove construction consulting spend for Museum development
Legal Services	£100,000	Diane Owens	Diane Owens	<ul style="list-style-type: none"> Removing requirements for outsourcing by moving activity in-house in the new model (estimated net figure allowing for £174K increase Legal Specialists, owned by Lead Legal Specialist)
Temporary Staffing	£225,000	Victoria Worsfold	Victoria Worsfold	<ul style="list-style-type: none"> Track budgets to which Building Control staffing is charged and remove any additional to budgets already removed as part of outsourcing decision Review use of the in-house staffing arrangements and analyse impact of Teckal on sick and other factors. Build on existing temporary staff review Examine existing governance/policy/controls on purchasing temporary

				staffing - set thresholds to drive down volumes of purchasing across other departments and maximise multi-skilled generalist officers in the new model
Unclassified	£250,000	Victoria Worsfold	Victoria Worsfold	Total list of classified transactions to be reviewed one by one (<i>Ignite</i>)

Figure 1: Savings targeted in categories through “remove requirement”

Review requirements

This relates to challenging the detail of contract requirements to descope activity and revisit specification; default ownership is therefore with Procurement Specialists. This way of working will involve auditing largest contracts in descending order using a standard approach to capture the basics of the contract (i.e. value, end date, budgeted/actual annual expenditure, break points, exit penalties). The approach will rely on mutual agreement on actions required or rely on escalation to the service challenge board.

Category	Annual saving	Accountable for project approach	Accountable for ongoing approach	Actions/Next steps
Access security & Security services	£10,000	Faye Gould	Faye Gould	
Business Services, Consultancy	£100,000	Faye Gould	Faye Gould	In addition to £155K Major Projects Review - total list of classified transactions to be reviewed one by one (<i>Ignite</i>)
Catering & Hospitality	£20,000	Faye Gould	Faye Gould	Policy review
Cleaning, Hygiene Services	£20,000	Faye Gould	Faye Gould	Reduce cleaning services in some areas to reflect need
Construction, Services	£50,000	Faye Gould	Faye Gould	Pending capital total
Unclassified	£50,000	Faye Gould	Faye Gould	Total list of classified transactions to be reviewed one by one (<i>Ignite</i>)

Figure 2: Savings targeted in categories through “review requirements”

Consolidation of contracts and suppliers

This relates to analysis of off-contract spend and spot purchase transactions, identifying where this expenditure would be more appropriately channelled through a contract or framework. This is likely to involve consolidating contracts against a single supplier and considering the reduction of multiple suppliers providing similar services. This includes analysis of Procurement Card expenditure.

Category	Annual saving	Accountable for project approach	Accountable for ongoing approach	Actions/Next steps
Access security & Security services	£10,000	Faye Gould	Resources Case Manager	

Cleaning, Hygiene Services	£20,000	Faye Gould	Resources Case Manager	Consolidate numerous cleaning contracts across services
Community Events	£50,000	Community Services Manager	Community Services Manager	More holistic view of the programme of events - number of suppliers looks quite low for this spend but do multiple contracts exist?
Legal Services	£50,000	Diane Owens	Diane Owens	Introduction of a key supplier for each area in legal
Temporary Staffing	£75,000	Faye Gould	Faye Gould	Reducing off-contract spend of new requirement for temporary staffing <ul style="list-style-type: none"> Analyse spend off the Comensura contract
Procurement Cards	£150,000	Faye Gould	Faye Gould	Line by line review of procurement card expenditure

Figure 3: Savings targeted in categories through “consolidation of contracts and suppliers”

Negotiate better deal

This relates to examining the detail in contract basics to create the most desirable circumstances to the council with respect to cost and risk. This could involve changing break clauses, managing out inflation, improvement incentives, building in contract management metrics etc.

Category	Annual saving	Accountable for project approach	Accountable for ongoing approach	Actions/Next steps
Telecommunications	£10,000	Faye Gould	Faye Gould	Identify all telecoms contracts/suppliers, review current terms and conditions and engage where appropriate to ensure agreement is optimised for GBC
Vehicles	£100,000	Faye Gould	Faye Gould	Relating to the purchase of new vehicles and building new depot. Review current terms and conditions and engage where appropriate to ensure agreement is optimised for GBC

Figure 4: Savings targeted in categories through “negotiate better deal”

Contract management

This involves taking an effective, risk-based and pragmatic approach in monitoring the performance of contracts within the existing parameters. It is likely to involve training managers in best practice and enabling them to report up on monitoring and intervention.

Category	Annual saving	Accountable for project approach	Accountable for ongoing approach	Actions/Next steps
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Utilities	£50,000	Deputy Head of Asset Management	Deputy Head of Asset Management	Reducing spend through contracts as assets reduce
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Figure 5: Savings targeted in categories through “contract management”

Category strategy

A genuine strategic plan to reduce expenditure against a category where there is complex demands from multiple services or there is significant long-term saving potential. This could involve, for example, positioning the authority with potential suppliers in the commissioning cycle, considering joint procurement with another organisation or adopting alternative delivery models.

Category	Annual saving	Accountable for project approach	Accountable for ongoing approach	Actions/Next steps
Building Maintenance	£100,000	Faye Gould	Faye Gould	Holistic review of approach across services including Corporate property and Housing
Parking	£500,000	Faye Gould	Faye Gould	Review of parking arrangements with Surrey CC and Waverley BC and review other parking requirements to bring under a single strategy
Tools, General Machinery	£50,000	Faye Gould	Faye Gould	Reviewing suppliers, governance approach to purchasing - depends on level of capital spend
Waste Disposal and Recycling	£50,000	Faye Gould	Faye Gould	Review requirements to bring under a single strategy

Figure 6: Savings targeted in categories through “category strategy”

6. Summary of category and savings approach

The following table summarises the target savings by:

- Category; which will monitor reduction in expenditure type, usually across multiple sources in the organisation
- Approach; which identifies the component of category spend for which different owners are accountable

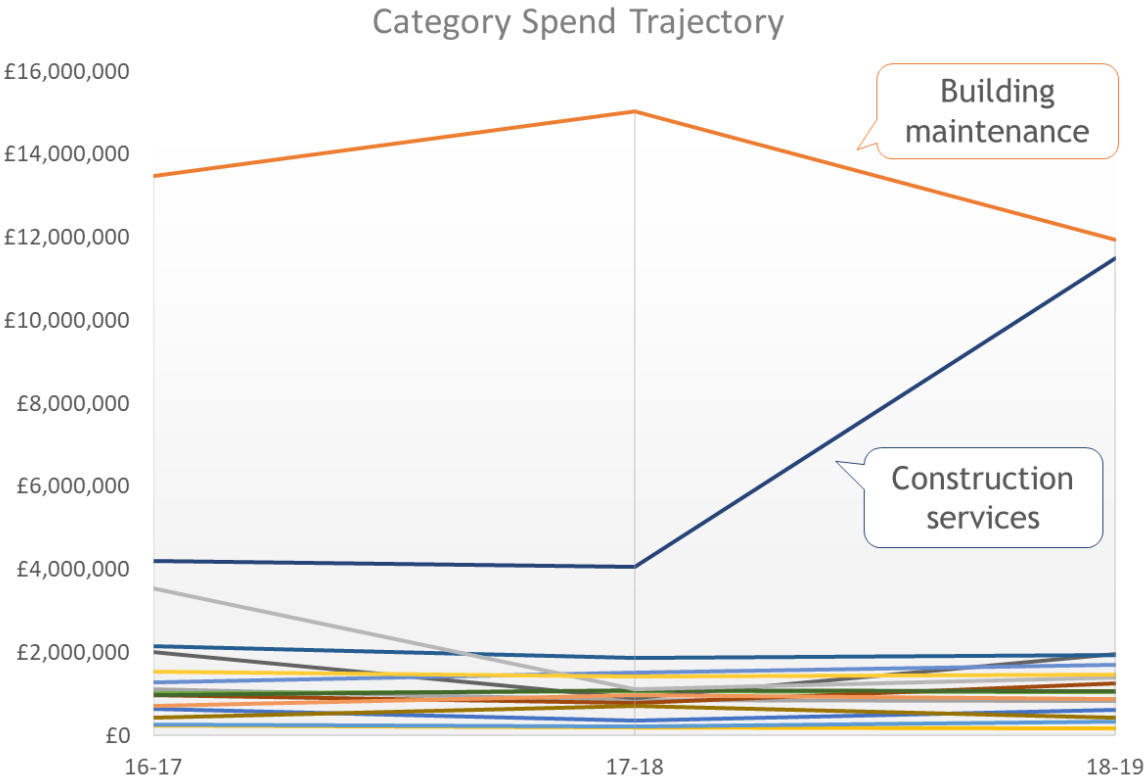
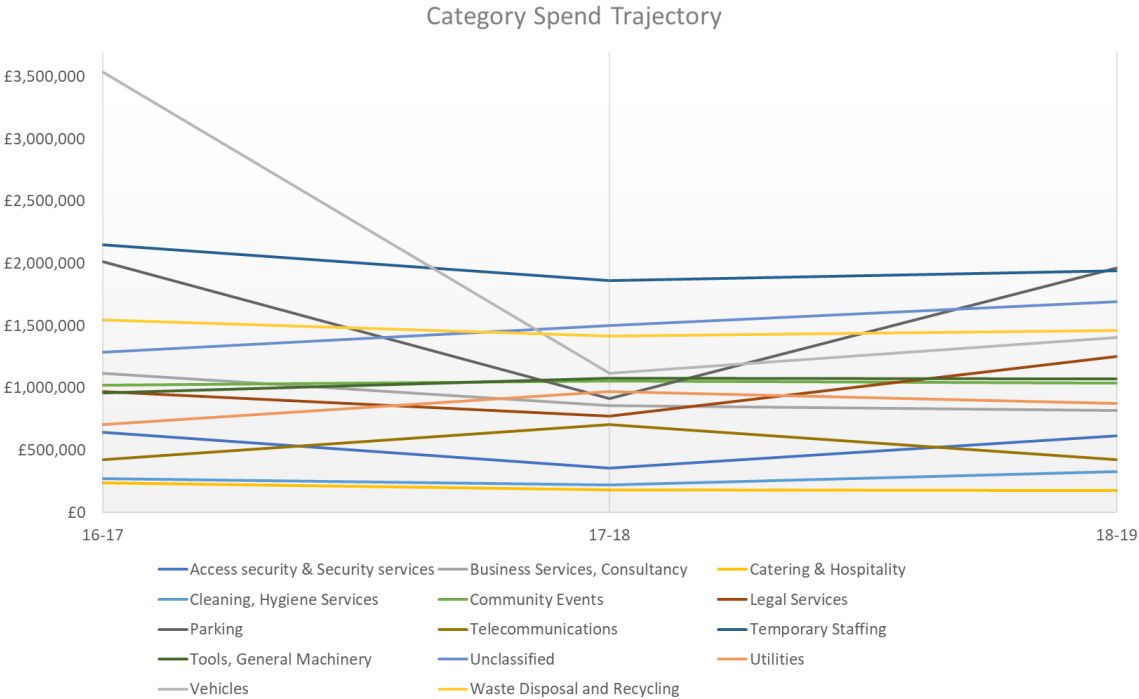
Category	Savings approach						Grand Total	% of Avg. 3YR Revenue Transactions
	Remove requirement	Review requirements	Consolidation of suppliers and contracts	Negotiate better deal	Contract management	Category strategy		
Access security & Security services		£10,000	£10,000				£20,000	4%
Building Maintenance						£100,000	£100,000	2%
Business Services, Consultancy	£100,000	£100,000					£200,000	31%
Catering & Hospitality		£20,000					£20,000	10%
Cleaning, Hygiene Services		£20,000	£20,000				£40,000	15%
Community Events			£50,000				£50,000	5%
Construction, Services	£50,000	£50,000					£100,000	6%
Legal Services	£100,000		£50,000				£150,000	20%
Parking						£500,000	£500,000	31%
Telecommunications				£10,000			£10,000	3%
Temporary Staffing	£225,000		£75,000				£300,000	15%
Tools, General Machinery						£50,000	£50,000	5%
Unclassified	£250,000	£50,000					£300,000	23%
Utilities					£50,000		£50,000	6%
Vehicles				£100,000			£100,000	11%
Waste Disposal and Recycling						£50,000	£50,000	3%
Grand Total	£725,000	£250,000	£205,000	£110,000	£50,000	£700,000	£2,040,000	

7. Appendices

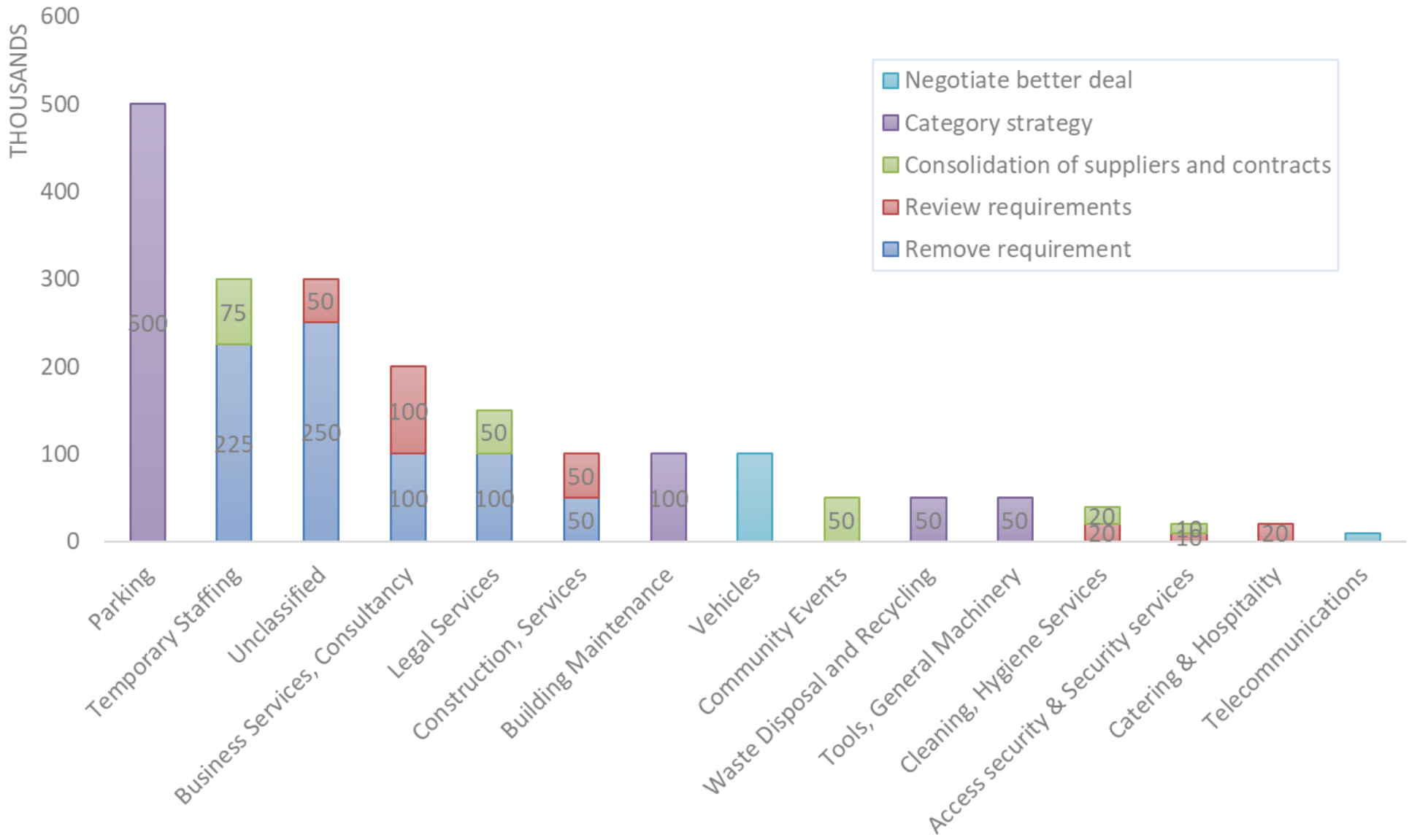
Appendix A: Transactional analysis

See attached spreadsheet of raw transactional data for financial years 16/7, 17/18 and 18/19.

Priority Categories	Total transaction value by Item		
	Year		
	2016-17	2017-18	2018-19
Access security & Security services	£646,121	£359,348	£616,784
Building Maintenance	£13,470,930	£15,035,539	£11,947,130
Business Services, Consultancy	£1,118,226	£857,423	£820,791
Catering & Hospitality	£238,491	£184,378	£177,143
Cleaning, Hygiene Services	£271,991	£223,702	£327,325
Community Events	£1,020,402	£1,056,054	£1,038,182
Construction, Services	£4,201,737	£4,051,961	£11,492,096
Legal Services	£971,555	£773,577	£1,255,078
Parking	£2,012,610	£912,807	£1,965,807
Telecommunications	£423,640	£708,903	£425,813
Temporary Staffing	£2,149,615	£1,862,050	£1,940,693
Tools, General Machinery	£962,185	£1,079,444	£1,074,682
Unclassified	£1,288,681	£1,504,338	£1,692,828
Utilities	£705,636	£973,247	£875,131
Vehicles	£3,539,490	£1,115,777	£1,404,615
Waste Disposal and Recycling	£1,548,138	£1,419,251	£1,459,406
Total (of Total Spend)	£34,569,448 <i>(of £50,003,769)</i>	£32,117,797 <i>(of £44,378,328)</i>	£38,513,503 <i>(of £52,851,640)</i>



Annual Saving by Category



Appendix B: procurement categories

Suggested Procurement Categories	Definition
Access Control/Security; Security, Safety Services	Security services, building access, CCTV
Asbestos	Removal of asbestos
Audio, Visual, Media Services	
Banking Services	Banking charges
Bereavement	Funeral services & maintenance of crematoriums
Building maintenance	All building maintenance for GBC maintained buildings,
Business Services, Consultancy	Consulting services, excluding legal & insurance
Catering & Hospitality	Food costs, refreshments & catering equipment
Chemicals (non-janitorial)	Water treatment, pool chemicals etc.
Cleaning, Hygiene Services	Cleaning services & equipment
Clothing, Luggage	Clothing, uniforms
Community Events	Unspecified community event spend
Construction, Services	Construction services, inclusive of planning consultancy services
Delivery, Postage and Packing	Postage fees, packaging materials & delivery fees
Electrical, Lighting Supplies and flooring	Physical item purchase & replacement, not to include maintenance which is categorised in building maintenance and excluding cost of electricity to be categorised as Utilities.
Employee Benefits	Discretionary staff benefits inclusive of accommodation & transport costs of discretionary staff activities and training
Entertainment	Entertainment for events e.g. performers bookings
Farming, Forestry, Wildlife	Farm maintenance, forest care
Financial, Insurance Services	Insurance & financial services (not to be confused with consulting)
Furniture, Furnishings; Office Equipment, Furniture	Furniture & office furnishing
Grants	Grants, including parish precepts
Healthcare, Medical Services	Primary care services and medical devices (adult social care costs) (not inclusive of staff occupational healthcare which is classified as Employee Benefits)
Homelessness	Emergency accommodation, rent in advance, storage costs
ICT Hardware	ICT hardware including maintenance ex. Telephones

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ICT Software	ICT software including maintenance and software licenses
Laboratory Equipment (Inc. Scientific Supplies)	
Late Payment Charge	Late payment charges for suppliers (e.g. Gas, electricity)
Legal Services	Legal services (not to be confused with consulting)
Medical Supplies/First Aid	Medical Supplies/First Aid (ex. Training which should be classed as such)
News, Publications, Adverts	Cost of acquiring newspapers, and placing adverts, creating publications (exc. For printing & reprographic costs). Note this does not include subscription costs which should be classed as Subscriptions
Office Consumable, Stationary (Inc. paper materials & supplies)	Stationary, paper, kitchen items etc.
Organisations, Clubs	Payments to clubs for membership (not to be confused with subscriptions)
Parking	Parking collection & maintenance services
Pension	Pension payments
Plant, Flower, Animal Supplies	Flower/seed purchase including animal feed and fertiliser excluding bereavement items
Politics, Civic Affairs	Election costs
Printing & Reprographics	All printing costs Inc. ink costs but excluding paper
Recruitment	Recruitment services
Roofing	Roofing including purchasing and equipment but excluding maintenance to be classified under building maintenance
Safety/Fire	Fire, terrorism services including fire alarm testing
Site/Landscaping	Landscaping
Sports, Recreational	Instructor fees, ground hire
Subscriptions	Subscription costs
Telecommunications	Including telephone purchases and line rental
Temporary Staffing	Agency staffing
Tools, General Machinery	Tools & equipment (general) excluding tools & equipment for categories already classified
Training	Staff training costs excluding transport or accommodation costs for the training to be included in Employee Benefits
Transportation	Transportation for vulnerable members of the community (e.g. school bus transportation for children with special needs), not to include expensed travel to events by staff
Travel	Taxi, coach hire for internal & external customers
Utilities	Gas, electricity & water costs
Vehicles	Vehicle hire, purchase & maintenance inc. fuel
Waste Disposal and Recycling	Waste management (Inc. fly-tipping)

Windows/Doors/Storefronts	Purchase only, not to include maintenance. Maintenance to be included in Building Maintenance
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Procurement Service Strategy

2020 – 2023

Objective of the Procurement Strategy

To support GBC in delivering its strategic objectives and to ensure that, in the procurement of goods, works and services, GBC obtains the very best value, namely, the required quality at the best price achievable.

I. Introduction

Procurement in Local Government has changed significantly in recent years with the introduction of dedicated centralised procurement teams, the e-enabling of procurement and the introduction of category based procurement.

GBC's spend over the last three years was approximately £50 million per annum with the Procurement function currently operating on a devolved model with limited resource deployed centrally.

There is therefore a transformation need and huge scope for a more efficient service which will play a significant role in supporting the delivery of both corporate objectives and improving the quality of services to members of the public in addition to savings achieved through improved procurement. This will in turn, assist to help support the delivery of front line and priority services.

The aim of the procurement function is to provide procurement consultancy, transactional procurement services and contract management support to all directorates within GBC.

The primary purpose of the procurement function is to:

1. To support the delivery of GBC's corporate objectives through the effective procurement of goods, works and services.
2. To identify and deliver cashable and non-cashable savings through effective procurement and the detailed analysis of GBC's spend profile.
3. To provide a consistently high quality and effective source of best practice procurement advice, guidance to services within GBC including issuing instructions to GBC's legal team.
4. To be a trusted advisor on all procurement matters.
5. To help drive supplier and service innovation during the commissioning cycle and beyond.
6. To provide insights into internal and external market trends to include benchmarking, market intelligence and spend analytics to support decision makers and commissioners.
7. Ensure the procurement process is conducted in an open, transparent and fair manner which mitigates the potential for fraud and any potential Procurement challenges.
8. To significantly contribute to the ongoing process of supplier relationship, contract and performance management in order to drive out cost and increase performance standards.
9. To support services with contract management, negotiations, resolution of performance issues with existing suppliers, and the completion of some standard contracts.

10. To attend the Corporate Procurement Board to ensure compliance with the Public Contract Regulations 2015, review and approve exemptions/waivers to the Procurement Procedure Rules and to implement this Procurement Strategy.

This procurement strategy should be read in conjunction with the Procurement Procedure Rules and Financial Procedure rules, which are under review as part of the transformation.

The centralised procurement service for GBC is a new concept and will evolve over time, this is likely to necessitate changes and updates to this Procurement Strategy, the Procurement Procedure rules and the overall structure of the centralised procurement function – and this will result in the need for a review of how GBC allocates staffing and system resources.

The new Finance and HR system Business World due to come on line in Summer 2020 will bring a significant change to purchasing activity at GBC whereby the introduction of a 'No purchase Order, No Pay policy' will be in place and any spend in excess of £1,500 will involve procurement guidance, a significant change from the historic £10,000 threshold for engagement with Procurement. Furthermore all new supplier requests will need to be approved by the procurement team as part of the move to streamline the number of suppliers and contracts within the organisation. These key steps will support this Procurement Strategy and allow the delivery of Category Management across the organisation which will in turn deliver significant savings and efficiencies.

II. Corporate Objectives

The core objective of this Procurement Strategy is to support GBC in delivering its Corporate Objectives.

GBC Corporate Objectives 2018-23
<p>Fundamental themes that support our vision</p> <p>Place-making</p> <ul style="list-style-type: none">• Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes• Making travel in Guildford and across the borough easier• Regenerating and improving Guildford town centre and other urban areas <p>Community</p> <ul style="list-style-type: none">• Supporting older, more vulnerable and less advantaged people in our community• Protecting our environment• Enhancing sporting, cultural, community and recreational facilities <p>Innovation</p> <ul style="list-style-type: none">• Encouraging sustainable and proportionate economic growth to help provide the prosperity and employment that people need• Creating smart places infrastructure across Guildford• Using innovation, technology and new ways of working to improve value for money and efficiency in Council services <p>Values for our residents</p> <ul style="list-style-type: none">• We will strive to be the best council.• We will deliver quality and value for money services.• We will help the vulnerable members of our community.• We will be open and accountable.• We will deliver improvements and enable

How will procurement support delivery of these Corporate Objectives?

1. Ensure proposed procurement activity is aligned to Member priorities and corporate objectives in particular, wherever appropriate, pursuing market testing in order to achieve best value through a process of fair and open competition.
2. Through open, transparent and fair competition which treats all bidders equally and undertake effective, timely and appropriate procurement processes with a view to minimising both GBC and bidder procurement life cycle costs and ensure contract management and monitoring processes are measurable and effective;
3. By seeking to manage demand for goods, works and services. Implementing category management techniques to bring contracts similar in nature together into a single procurement exercise and seeking opportunities to collaborate and/or develop shared services with other public bodies which maintain or improve quality but at a lower overall price;
4. Support services in the development of appropriate specifications which include any qualitative aspects required by commissioners / service users. Early and on-going engagement with markets to identify new opportunities for innovation and to consider lifetime sustainability costs at the outset including environmental impact and any carbon reduction commitments;
5. Engage with young people through the provision of work based work experience opportunities and encourage bidders to make provision for apprenticeships through Social Value clauses;
6. Ensure local businesses are aware of contracting opportunities with GBC through engagement and collaboration with the Councils Economic Development Team.

III. Procurement Strategic Objectives

a. People – Staff Training and Development

The skills and capacity required to deliver a fully centralised procurement, commissioning and contract management function requires thorough analysis and consideration.

The current resource is three posts; one permanent Procurement Manager and two interim Procurement Officers. Moving forwards into the centralised model, there will be the need for permanent posts and additional resource.

The Procurement function shall undertake and keep under review a training needs analysis which will inform a business case for on-going procurement related training to both the team and officers within GBC who routinely engage in procurement and /or contract management activity.

b. Processes – e-enabling Procurement and Making Use Of Technology

The Procurement function will seek to utilise new and existing forms of technology to streamline the end to end procurement process where it can be clearly demonstrated that this will deliver cashable and / or transactional cost savings to the GBC. This includes:

1. Advertising all opportunities via GBC's own web pages and Contracts Finder portal and minimising the number of contract notices placed in trade media;
2. Transactional procurement processed via an on-line procurement portal to streamline the procurement cycle for GBC and bidders and ensure consistency;
3. Supplement reviews of bidders annual audited financial accounts via credit reference agencies to ascertain a bidders most recent financial status and viability to deliver goods, works or services;
4. Procurement project management and progress reporting systems to facilitate consistent and open reporting;
5. Purchase to Pay software to deliver control and visibility over spend, and;
6. Spend analytics software to highlight off contract spend and opportunities for consolidation of lower value goods, works and services.

c. Creating commercial opportunities

Promote revenue generation and value, review options (make or buy), support and encourage innovation; promote the development of new ideas and solutions to service delivery.

d. Savings and Efficiencies

A number of strategies shall be employed to identify and deliver both cashable and efficiency savings:

1. Aim to maximise savings when re-procuring goods, works or services;
2. Seek price reductions from incumbent suppliers in return for extension or direct award of contracts;
3. Seek price reductions from incumbent suppliers through an analysis of the existing specifications and associated working practices;
4. Reduce and standardise specifications wherever possible;
5. Align with services on where risk should lay so as to prevent increased submission costs in tenders.
6. Analyse and aggregate spend through category management model;
7. Demand management and oversight of spend via purchase to pay systems;
8. Spend analytics to identify off contract spend and aggregation opportunities;

e. Category Management

Adopt a Category Management procurement structure. Most Councils align their procurement teams with internal directorates and this works well, however, external markets do not necessarily align in this way and greater value can be achieved by procuring goods, works and services in an aggregated or joined up manner in line with standard market categories rather than internal category structures.

Category management is an important and effective means of managing procurement and developing appropriate skills, capacity, and expertise. Fitting it to GBC will require an examination of the overall structure, spend data, and pipeline of procurement activity.

f. Spend Analysis

GBC shall utilise the new Business World system to review procurement spend data. This activity will be central to producing a procurement and category management strategy for the category areas. Spend analysis will inform commissioning and procurement strategies and realise both cashable and efficiency savings.

Spend classification will be key when analysing spend and it will be necessary from the outset to establish the appropriate coding structure to facilitate this, be it ProClass, CPV or UNSPSC codings.

Achieving this will be through close working between the procurement and finance function, and the commissioning of effective finance and case management systems.

g. Collaboration and Shared Services

GBC shall collaborate whenever possible with other Authorities for procurement exercises for goods, works and services

GBC shall actively seek to involve other public bodies as may be appropriate when procuring goods, works or services to take advantage of potential savings achieved through increased volumes and/or reduced client side costs.

GBC shall actively take part in collaborative procurement exercises undertaken by buying consortia such as Crown Commercial Services, ESPO, YPO or such other contracting authority where it can be demonstrated GBC will benefit from these arrangements.

h. Contract and Supplier Relationship Management

Contract and relationship management involves the continual review and management of contractual terms and conditions including any performance targets. Effective contract management seeks to ensure:

1. Officers engaged in performance and/or contract management are appropriately trained and supported.
2. Agreed strategic priorities and objectives are agreed at the outset and delivered as expected;
3. Non-compliance, defaults and variations are identified and addressed as they emerge, and appropriate action plans adopted to manage poor or inconsistency performance;
4. Issues and concerns are escalated if resolution is proving problematic;
5. Risks and costs are appropriately identified and managed;
6. Reviews are undertaken both during the lifetime of the contract and prior to natural termination for lessons learnt to aid continuous improvement both during the contract lifecycle and any subsequent re commissioning of the goods, works or services.

i. Commissioning and Market Testing

Services and the procurement function shall work together to review and carefully consider how a service (including services directly provided by GBC) may be delivered, who could do it and the most cost effective manner. The primary objective being to improved outcomes

for residents and service users. This requires both services and officers within the procurement function to develop skills, activities and practices which:

1. Lead to a greater and more in-depth understanding of residents and service users needs;
2. Use evidence based tools to identify what works and what does not;
3. Increased collaboration with other organisations and existing partners;
4. Understanding the true cost and value of the services provided;
5. Adopting a more “commercial” focused outlook on services, and;
6. Managing performance and relationships with existing contractors through clearly defined contract management processes and procedures.

j. Leadership and Governance

In order to achieve consistency and compliance with the Procurement Strategy and the Procurement procedure rules, GBC shall adopt a Corporate Procurement Board (CPB) made up of Procurement, Legal and Finance and chaired by the Director of Finance.

GBC shall adopt a gateway review process to assess key procurement project outputs and outcomes during the procurement cycle.

A record of all contracts shall be maintained by the procurement function on the contracts register and will be used to inform the procurement work plan. This will also be published in-line with the Transparency Agenda.

A procurement pipeline shall be developed each year which shall include all planned procurement activity; the Procurement Board shall monitor the delivery of the procurement work plan.

k. SME's / Voluntary Sector and Social Value

The stimulation of the local economy and voluntary sector is an important objective for GBC. GBC will encourage local organisations and/or voluntary groups to bid for appropriate contracts either on their own or in collaboration with others. No selection criteria for the short listing of potential contractors will discriminate in any way against local providers, and where there is evidence that local markets, contractors or voluntary organisations require capacity building, GBC will consider how best to achieve this.

GBC shall ensure compliance with the Public Services (Social Value) Act 2012 and consider from the outset how what is proposed to be procured might improve the economic, social and environmental wellbeing of the relevant area, and, how in conducting the process of procurement, GBC might act with a view to securing such improvement.

This is a requirement for above threshold activity, however the principle will be followed for all purchasing and procurement.

I. Equality

GBC's core tender documentation, including selection questionnaires (SQ's) and terms and conditions, shall include specific reference to equality issues. Potential contractors shall be required to answer a set of equality questions within their response to GBC. Services shall undertake Equality Impact Assessments as necessary with the findings of the assessment being considered within the proposed commissioning and associated Procurement Strategy.

GBC has adopted the Modern Slavery Motion which ensures all requires suppliers to fully comply with the Modern Slavery Act 2015.

General Fund Savings achieved in the FY21/22 to FY25/26 by project

Financial year	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Grand Total
1. Closed	£55,537	£97,708	£152,708	£151,708	£109,826	£567,487
The Provision of Treasury Management Services		£9,000	£8,000	£7,000	£6,000	£30,000
Summer Tree Works (Parks & Countryside)	£5,417					£5,417
Software Partner		£14,215	£14,215	£14,215		£42,645
Payment Acceptance	£0	£20,000	£80,000	£80,000	£53,333	£233,333
Parking Services - Night Guarding	£40,400	£40,400	£40,400	£40,400	£40,400	£202,000
MSCP lighting maintenance		£1,680	£1,680	£1,680	£1,680	£6,720
Moth Processionary Survey (Parks)	£5,720					£5,720
Domestic Homicide Review (DHR) and Safeguarding Adults Review (SAR)	£4,000	£4,000				£8,000
Confidential Waste	£0	£8,413	£8,413	£8,413	£8,413	£33,652

General Fund Savings achieved in the FY21/22 to FY25/26 by project – awaiting approval

Financial year	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Grand Total
2. Awaiting Finance Approval	£196,310	£39,862	£14,519	£14,519	£14,519	£279,727
Summer Housing Tree Works	£6,795					£6,795
Stationery	£5,343	£5,343				£10,686
Services for Non-Housing Asset Valuations	£28,429					£28,429
Modern.Gov	£1,224					£1,224
Lift Maintenance contract	£11,685	£11,685	£11,685	£11,685	£11,685	£58,425
Building Maintenance - Repairs & Maintenance	£20,000	£20,000				£40,000
Building Maintenance - Planned Maintenance	£120,000					£120,000
Air Source Heat pumps Contract	£2,834	£2,834	£2,834	£2,834	£2,834	£14,168

Non-General Fund Savings achieved in the FY21/22 to FY25/26 by project

Year	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Grand Total
Total	£580,267	£357,115	£357,115	£357,115	£356,315	£2,007,927
Air Source Heat pumps Contract	£259,115	£259,115	£259,115	£259,115	£259,115	£1,295,577
Adaptations to properties	£72,900	£97,200	£97,200	£97,200	£97,200	£486,000
Asbestos Surveying, Inspecting, Sampling, Remedial Work, Removal and Disposal of Asbestos Containing Materials	£130,357					£130,357
Provision of replacement of doors borough wide	£61,770					£61,770
North Street Bus Interchange Design - Appointment of Architects	£27,250					£27,250
Hays extension of Interim Procurement Staff	£15,780					£15,780
Unit 4 - The Billings roof replacement	£6,100					£6,100
GPR - Planning Consultant	£3,426					£3,426
Collection Management System (CMS)	£800	£800	£800	£800		£3,200
Opening the High Street, Green landscaping in the Town Centre	£1,431					£1,431
Dropped Kerb at Bowers Lane	£1,338					£1,338

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Overview and Scrutiny Committee Report

Ward(s) affected: n/a

Report of Joint Strategic Director Transformation and Governance

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Date: 17 January 2023

Performance Monitoring Report 2022/23 Quarter 2

Executive Summary

This report presents the quarter 2 Performance Monitoring Report (attached as Appendix 1).

The report includes key headlines from quarter 2 performance, including:

- H&J1 – Average time to let void housing properties – while performance has not improved at the speed we had hoped for, an action plan has been put in place, including the appointment of a new contractor, streamlining the process to reduce confirmation times for household circumstances, as well as the recruitment of staff to fill current vacancies.
- H&J8 - Total number of households on the housing transfer register – while we do not have direct control over the number of households seeking to apply for a transfer, we have seen a reduction this quarter.
- COM2 – Number of community transport single journeys – due to successful recruitments we have seen an increase in customer journeys this quarter, which we hope will increase further once all new posts have been fully trained and will be able to work independently.
- COM6 – Number of public sector adaptations completed – although there has been a slight reduction in the number of jobs completed this quarter, this is being monitored and if there are any significant changes, mitigating actions will be put in place.
- COU11 - Speed of determining planning applications for minor development – while there is still a substantial backlog and challenging staffing situation, measures are being put in place that seeks to address

this and these are outlined in the 'Action taken to improve performance' section for this PI. This measures the number of minor applications that are determined in 8 weeks or an agreed extension of time.

- COU18 – Percentage of customer complaints upheld – the target is less than or equal to 20% which has been achieved since Quarter 4 2021/22.
- COU20 – Average phone wait times – although this is still above target, mitigations have been put in place, including recruitment and cross-training staff, as well as a call back system to prevent customers staying on hold for longer than needed.

The report also presents the outcomes of the KPI review workshop held in November 2022, and the revised corporate performance indicators recommended/agreed at Executive Liaison Group in January 2023 (attached as Appendix 2).

Recommendation to Committee

1. That the Committee reviews the Performance Monitoring Report for 2022/23 quarter 2 (Appendix 1) and makes any observations or comments.
2. That the Committee reviews the revised corporate performance indicators and makes any observations or comments.

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 given.

1. Purpose of Report

- 1.1 The purpose of this report is to present the Performance Monitoring Report for quarter 2 of the financial year 2022/23 (Appendix 1).
- 1.2 The Performance Monitoring Report is presented to this Committee on a quarterly basis, allowing councillors to monitor our performance against the indicators set out in our performance framework.
- 1.3 The Performance Monitoring Report is a public document which shows the Council's progress against a variety of performance indicators.

- 1.4 In addition, this report presents the revised indicators recommended/agreed at the KPI review workshop held in November 2022 (Appendix 2).

2. Introduction

- 2.1 The Performance Monitoring Report is part of our performance monitoring framework. It includes our quarterly performance indicators and where appropriate, annual performance information. We will continue to present the report to the Committee on a quarterly basis for review.
- 2.2 The KPI review workshop in November 2022, was organised at the request of Executive Liaison Group and Corporate Management Board (CMB) to review the appropriateness and value of the current set of corporate performance indicators in demonstrating performance against delivery of the key themes with our [Corporate Plan 2021-2025](#).

3. Strategic Priorities

- 3.1 The Council's performance management arrangements support our aim of delivering value for money services by tracking our progress against each indicator. As trends develop, we will be able to build a bigger picture of our performance to help inform and shape future activity and decision making.
- 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 previous Performance Monitoring Report was received positively by the Overview and Scrutiny Committee.
- 4.2 Officers have noted previous discussions and feedback received through the quarterly presentation of the Performance Monitoring Report and have implemented changes where appropriate. Joint Executive Heads of Service provide commentary where PIs are not meeting their target or are not heading in the preferred direction of travel.
- 4.3 The report for quarter 2 shows 64 quarterly PIs with 45.3% showing a positive green or amber rating. Where no data is available at this time, the aim is that this percentage will increase. The red rating has decreased by 6.2% since the last quarter which is due to revisions in data provided in quarter 1. There are 9.4% of the quarterly PIs reporting as no data available which relates to the PIs identified in the exception summary in Appendix 1 at section 4. This will reduce once data is provided from Q3 onwards. The primary reasons for the lack of

data submission are due to time lags in receiving data and data being unavailable due to an IT issue with the database.

- 4.4 The table below focusses on the quarterly recorded PIs to provide a comparison across 2021/22 and 2022/23.

		RAG Rating				
Year	Quarter	Green	Amber	Red	Data only	No data
2021/22	Q2	35	1	15	10	2
	64 PI	55.6%	1.6%	23.8%	15.9%	3.2%
	Q3	30	1	21	9	2
	64 PI	47.6%	1.6%	33.3%	14.3%	3.2%
	Q4	22	4	26	7	1
	60 PI*	36.7%	6.7%	43.3%	11.7%	1.7%
2022/23	Q1	29	1	18	15	1
	64 PI	45.3%	1.6%	28.1%	23.4%	1.6%
	Q2	23	6	14	15	6
	64 PI	35.9%	9.4%	21.9%	23.4%	9.4%

*following PI review in Q4

- 4.5 In addition to the quarterly KPIs, we have also provided an update on the annual KPI COU8 - Financial return on commercial property investments, as the data is now available for 2021/22. The figure for 2021/22 of 5.9% exceeded the target of 5%.
- 4.6 The time lags and data not possible to record in this report relate to the following PIs:

PI ref:	Indicator	Reason
ENV1	Kilograms of domestic residual waste collected, per household, from the kerbside	3-month time lag
ENV2	Household waste recycled and composted	3-month time lag
H&J3	Number of net new additional homes	3-month time lag
H&J16	Percentage of vacant town centre retail units	1-2 month time lag
H&J19	Domestic Abuse Victims prioritised for Housing	2-3 month time lag
H&J20	Percentage of affordable housing units granted planning permission on eligible sites	Data not possible to record

- 4.7 We currently have 73 KPIs (64 quarterly and 9 annual PIs) and there has been some challenge on the number, their definitions and relevance of the current set of KPIs.
- 4.8 CMB and Joint Executive Heads of Service (JEHOS) were invited to discuss their KPIs with Executive members and the Chair and Vice Chair of Overview and Scrutiny Committee during the workshop.
- 4.9 Joint Executive Heads of Services have reviewed the recommendations made during the workshop in relation to their PIs and, in some cases, updated their definitions or introduced new PIs.
- 4.10 Executive Liaison Group approved the recommended indicators presented in Appendix 2, in January 2023.

5. Key headlines from Q2 performance

- 5.1 Our performance monitoring framework will continue to evolve and there will be changes to the report and PIs to ensure that they continue to provide the right information and detail required. For PIs that are off target or heading in the wrong direction, mitigating actions have been put in place to address these.
- 5.2 There have been several changes in the quarterly PIs since the last report, including:

- **H&J1 – Average time to let void housing properties** – while performance has not improved at the speed we had hoped for, an action plan has been put in place, including the appointment of a new contractor, streamlining the process to reduce confirmation times for household circumstances, as well as the recruitment of staff to fill current vacancies.
- **H&J8 - Total number of households on the housing transfer register** – while we do not have direct control over the number of households seeking to apply for a transfer, we have seen a reduction this quarter.
- **COM2 – Number of community transport single journeys** – due to successful recruitments we have seen an increase in customer journeys this quarter, which we hope will increase further once all new posts have been fully trained and will be able to work independently.
- **COM6 – Number of public sector adaptations completed** – although there has been a slight reduction in the number of jobs completed this quarter, this is being monitored and if there are any significant changes, mitigating actions will be put in place.

- **COU11 - Speed of determining planning applications for minor development** – while there is still a substantial backlog and challenging staffing situation, measures are being put in place that seeks to address this and these are outlined in the 'Action taken to improve performance' section for this PI. This measures the number of minor applications that are determined in 8 weeks or an agreed extension of time.
- **COU18 – Percentage of customer complaints upheld** – the target is less than or equal to 20% which has been achieved since Quarter 4 2021/22.
- **COU20 – Average phone wait times** – although this is still above target, mitigations have been put in place, including recruitment and cross-training staff, as well as a call back system to prevent customers staying on hold for longer than needed.

5.3 In addition to the quarterly KPIs, we have also provided an update on the annual KPI COU8 - Financial return on commercial property investments, as the data for 2021/22 is available in quarter 2.

5.4 Finally, the current position of our quarterly PIs shows that 45.3% are showing a positive green or amber rating, which is hoped to increase further in Q3 once the data for the KPIs showing as no data is provided. The red rating has decreased by 6.2% since the last quarter which is due to revisions in data provided in quarter 1. There were 9.4% of the quarterly PIs reporting as no data available and will reduce once data is provided from Q3 onwards. The primary reason for the lack of data submission was due to time lags in receiving data and data being unavailable due to an IT issue with the database.

6. KPI workshop outcomes

6.1 The recommended/agreed KPI's in Appendix 2 are presented as:

- retained as a corporate indicator
- monitored as a service PI through the Service Planning process
- reported through another method, e.g., through budget monitoring reports
- removed completely.

6.2 In addition, EHOS also made recommendations for the following new Housing Services KPIs to be included in the new set of performance indicators:

- Percentage of homes that do not meet the Decent Home Standard (DHS)
- Repairs completed within target timescale (emergency and non-emergency repairs)

6.3 CMB and ELG recommend that the revised set of KPIs be reported to this committee with effect from Quarter 3 of 2022/23 onwards.

7. Consultations

- 7.1 Joint Executive Heads of Service are required to record their KPIs and commentary through the Service Planning framework in advance of each quarterly report.
- 7.2 CMB, Executive members and the Chair and Vice Chair of Overview and Scrutiny Committee were invited to participate in the KPI workshop.
- 7.3 The recommendation set out in Appendix 2 were approved by Executive Liaison Group in January 2023.

8. Key Risks

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

9. Financial Implications

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

10. Legal Implications

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

11. Human Resource Implications

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

12. Equality and Diversity Implications

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

13. Climate Change/Sustainability Implications

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

14. Summary of Options

- 14.1 The Committee is asked to consider and comment on the Performance Monitoring Report and the recommended revised performance indicators presented in this report.

15. Conclusion

- 15.1 The Committee is presented with an opportunity to review the Council's performance over the last quarter as set out in the Performance Monitoring Report. The Council's corporate performance indicators have been reviewed through consultation with CMB and Executive members. The Committee will receive the next Performance Report against the recommended revised indicators set out in this report.

16. Background Papers

None.

17. Appendices

Appendix 1 – Performance Monitoring Report Quarter 2, 2022/23
Appendix 2 – Recommendations from KPI Review Workshop

Guildford Borough Council – Performance Monitoring Report Quarter 2, 2022/23

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 73 PI: 64 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 for each 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](#) in section 3 and an [exception summary](#) in section 4 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 Board and our Overview and Scrutiny Committee on a quarterly basis for their comment and review.

1.1 External factors






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

In addition, there has also been an impact on services due to an increase in vulnerable people being referred to Community Services and the Homes for Ukraine scheme.

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 KPIs 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

Our performance monitoring framework will continue to evolve and there will be changes to the report and PIs to ensure that they continue to provide the right information and detail required.

There have been several changes in the quarterly PIs since the last report, including:

- H&J1 – Average time to let void housing properties – while performance has not improved at the speed we had hoped for, an action plan has been put in place, including the appointment of a new contractor, streamlining the process to reduce confirmation times for household circumstances, as well as the recruitment of staff to fill current vacancies.
- H&J8 - Total number of households on the housing transfer register – while we do not have direct control over the number of households seeking to apply for a transfer, we have seen a reduction this quarter.
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- COM6 – Number of public sector adaptations completed – although there has been a slight reduction in the number of jobs completed this quarter, this is being monitored and if there are any significant changes, mitigating actions will be put in place.
- COU11 - Speed of determining planning applications for minor development – while there is still a substantial backlog and challenging staffing situation, measures are being put in place that seeks to address this and these are outlined in the ‘Action taken to improve performance’ section for this PI. This measures the number of minor applications that are determined in 8 weeks or an agreed extension of time.
- COU18 – Percentage of customer complaints upheld – the target is less than or equal to 20% which has been achieved since Quarter 4 2021/22.
- COU20 – Average phone wait times – although this is still above target, mitigations have been put in place, including recruitment and cross-training staff, as well as a call back system to prevent customers staying on hold for longer than needed.

In addition to the quarterly KPIs, we have also provided an update on the annual KPI COU8 - Financial return on commercial property investments, as the data for 2021/22 is available in quarter 2.

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 at least three PIs. Remedial actions will be followed up to ensure that our data gathering and reporting remains as robust as possible.

During Q2 of 2022/23, we reviewed the data for:

Housing Management Services:

COU6 – Rent collection rate – percentage of rent collected in year

COU7 – Rent collection rate – percentage of rent collected in year plus arrears brought forward

All documentation was reviewed for accuracy and provided assurance that the calculations were correct. It was recommended that to provide further resilience to the team, procedure notes should be updated. This will be followed-up in Q3.

Exchequer Services:

H&J10 – Local Council Tax Support claimants – pension and working age

H&J12 – Non-domestic (business) rates collected (%)

H&J13 – Total number of empty days in rateable properties

H&J14 – Number of empty rateable properties

COU5 – Time taken to assess new Housing Benefit claims

COM10 – Council Tax collection (%) was considered by KPMG during 2021/22 so was not included within this review.

All documentation was reviewed for accuracy and provided assurance that the calculations were correct and that checks were made by relevant senior officers throughout the process. Procedure notes were also provided along with supporting documentation.

As mentioned in para. 1.6 below, once the new set of KPIs have been finalised, during Q3 we will be working with Housing Services and will be reviewing their KPIs.

1.6 Review of Indicators

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

At the request of Executive Liaison Group (ELG) and CMB, a workshop was held in November to further consider a revised set of KPIs against the key themes, priorities, and Core Values within our Corporate Plan.

Together with CMB, EHOS were invited to discuss their KPIs with Lead Members, following which agreement was reached as to where they should be reported to in future.

In addition, following the workshop, EHOS have reviewed their PIs and, in some cases, updated their definitions and the recommendations are provided in the document attached at Appendix 2 which summarises which KPIs will be retained or removed as:

- a corporate indicator
- monitored as a service PI through the Service Planning process
- reported through another method, e.g. through the budget monitoring report; or
- removed completely.

In addition, EHOS also made recommendations for the following new Housing Services KPIs to be included in the new set of performance indicators:

- Percentage of homes that do not meet the Decent Home Standard (DHS)
- Repairs completed within target timescale (emergency and non-emergency repairs)

Following discussions at CMB and ELG, it was agreed that the revised set of KPIs be reported to this committee with effect from Quarter 3 2022/23 onwards.

2. Scorecard summary

Table 1 below provides an overview of the RAG rating for each PI for Q2-Q4 for 2021/22 and Q1 and Q2 of 2022/23. Table 2 provides an update on an annually reported PI as the data is available from Q2.

For quarter 2, there may be no means of assessing the RAG rating against a preferred direction of travel if we do not have data for the preceding quarter. Where this is the case, quarter 2 data has 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	2021/22			2022/23	
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough	Q2	Q3	Q4	Q1	Q2
ENV1	Environment	Kilograms of domestic residual waste collected, per household, from the kerbside	P					
ENV2	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	2021/22			2022/23	
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough	Q2	Q3	Q4	Q1	Q2
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					
H&J19	Homes & Jobs	Domestic abuse victims prioritised for housing	D/O					
H&J20	Homes & Jobs	Percentage of affordable housing units granted planning permission on eligible sites	P					
H&J21	Homes & Jobs	No. of visits to paid, town centre on-street parking spaces	H/B	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					

TABLE 1 - QUARTERLY PIs:			PI Measure	2021/22			2022/23	
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough	Q2	Q3	Q4	Q1	Q2
COM4	Community	Number of handyperson jobs completed	D/O	✓	✗	✓	✓	✓
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	Percentage of Council tax collected	P	✓	□	□	ⓘ	ⓘ
COM11	Community	Total attendance at G Live	D/O	ⓘ	ⓘ	✗	ⓘ	ⓘ
COM12	Community	Total visits to sports and leisure venues (Spectrum, Lido, Ash Manor)	D/O	✓	✗	✗	ⓘ	ⓘ
COM13	Community	Total visits to heritage attractions	D/O	✓	✗	✗	ⓘ	ⓘ
COM14	Community	Number of people participating in events, activities and outreach sessions facilitated by Heritage Services	D/O	✓	✗	✗	✗	✗
COM15	Community	Total visitor numbers to key parks and countryside sites	D/O	✓	✓	✓	✓	✓
COM16	Community	Number of bookings of sports pitches and courts	D/O	✓	✓	✓	ⓘ	ⓘ
COM17	Community	Number of visitors to Thrive at the Hive	D/O	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
COM18	Community	Number of visitors to the Community Fridge	D/O	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
COM19	Community	Number of attendees at Playranger Sessions	D/O	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
COU1	Council	Staff sickness absence	P	✓	✓	✓	✓	✓
COU2	Council	Staff turnover	P	✗	✗	✗	✓	✓
COU3	Council	Council suppliers paid within 30 days	P	✗	✗	✗	✓	□

TABLE 1 - QUARTERLY PIs:			PI Measure	2021/22			2022/23	
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough	Q2	Q3	Q4	Q1	Q2
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	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
COU15	Council	% of contact via the phone into the Customer Services Centre	P	n/a	n/a	n/a	✗	✗
COU16	Council	Total number of followers on our corporate communications digital channels, including Facebook, Twitter, Instagram, LinkedIn, Nextdoor and our digital newsletter.	P	✓	✓	✓	✓	✓
COU17	Council	Number of customer complaints received	P	✓	✗	✓	✗	✓
COU18	Council	Percentage of customer complaints upheld	P	✓	✗	✓	✓	✓
COU19	Council	Number of Local Government & Social Care Ombudsman and Housing Ombudsman complaints upheld	P	✗	✓	✗	✓	✓
COU20	Council	Average phone wait times	P	n/a	n/a	n/a	✗	✗

TABLE 1 - QUARTERLY PIs:			PI Measure	2021/22			2022/23	
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough	Q2	Q3	Q4	Q1	Q2
COU21	Council	% of contact that is digital: 1. Direct contact that is digital 2. Overall contact that is digital	P					
COU22	Council	% of contacts received with a Guildford address that have a MyGuildford account	P					
COU23	Council	Average response times for online contact through forms	P	n/a	n/a	n/a		
COU24	Council	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	P					

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TABLE 2 - ANNUAL PI:			PI Measure	2019/20	2020/21	2021/22
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough			
COU8	Council	Financial return on commercial property investments	P			

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 2

At the end of quarter 2, we have been able to give a RAG rating to all 64 of our quarterly recorded KPIs are shown in the table below.

Quarter	RAG Rating				
	Green	Amber	Red	Data only	No data
2	23	6	14	15	6
	35.9%	9.4%	21.9%	23.4%	9.4%

In the table above, the number of quarterly PIs that are showing a positive green or amber rating totals 45.3%, which is hoped to increase further in Q3 once the data for the KPIs showing as no data is provided. The red rating has decreased by 6.2% since the last quarter which is due to revisions in data provided in quarter 1. There were 9.4% of the quarterly PIs reporting as no data available which relates to the PIs identified in the exception summary below and will reduce once data is provided from Q3 onwards. The primary reason for the lack of data submission was due to time lags in receiving data and data being unavailable due to an IT issue with the database.

3.2 Previous quarters

There are 64 PIs for quarter 2 of 2022/23. The table below focusses on the quarterly recorded PIs to provide a comparison across the year. The change in the number of PIs from 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.

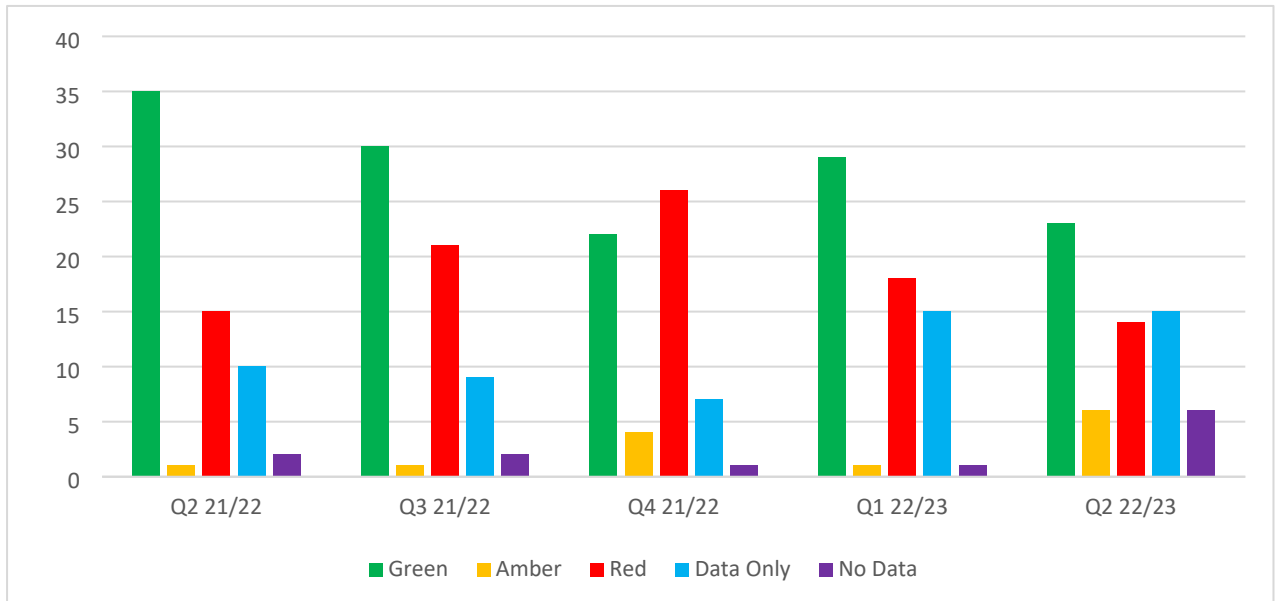
Year	Quarter	RAG Rating				
		Green	Amber	Red	Data only	No data
2021/22	Q2	35	1	15	10	2
	64 PI	55.6%	1.6%	23.8%	15.9%	3.2%
	Q3	30	1	21	9	2
	64 PI	47.6%	1.6%	33.3%	14.3%	3.2%
2022/23	Q4	22	4	26	7	1
	60 PI*	36.7%	6.7%	43.3%	11.7%	1.7%
2022/23	Q1	29	1	18	15	1
	64 PI	45.3%	1.6%	28.1%	23.4%	1.6%
	Q2	23	6	14	15	6
	64 PI	35.9%	9.4%	21.9%	23.4%	9.4%

*following PI review in Q4

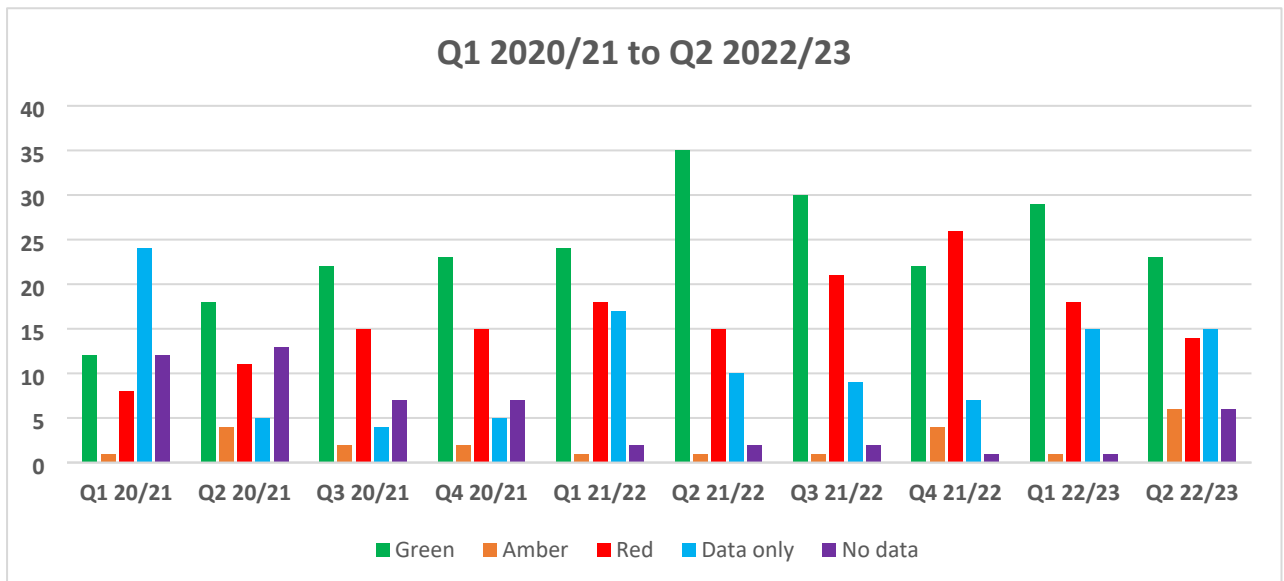
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The data is demonstrated in the chart below:



We have not been able to provide data prior to Covid-19 restrictions for this quarter, but instead we have provided a summary table of all data collected from April 2020/21 to date.



4. Exception summary

This section highlights any indicators where data has not been submitted for the period of this report (2022/23 quarter 2). The exception summary below covers quarterly PIs, i.e. the situation at the end of quarter 2.

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 3, 2022/23 onwards.

We have a total of 64 quarterly PI reportable for quarter 2 and 9.4% of these PI had no data provided. We have relied on Executive Heads of Service to communicate any reason for the non-submission of data for this quarter.

Reason	Number	Percentage
Time lag in data provision	4	66.7%
Data not currently available/ possible to record	2	33.3%
No reason given		
Total		100%

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

Reason	Directorate		
	Community Wellbeing	Place	Transformation & Governance
Time lag in data provision	2	2	
Data not currently available/ possible to record	1	1	
No reason given			
Total	3	3	

Service Area	Time lag in data provision	Data not currently available	No reason given
Housing Services		1	
Environmental Services	2		
Regeneration & Planning Policy	2	1	

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: Environmental Services	
					Service Lead: Chris Wheeler	
					Preferred direction of travel:	
					This quarter:	
					Last quarter:	
2021/22				2022/23		
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	
92.5kg	93.11kg	90.87kg	95.67kg	92.96kg		
Description:	Kilograms of domestic residual waste collected from each household at kerbside, as per the DEFRA definition. Figures relate to waste collected each quarter. There is a 1-2 month time lag on provision of this data.					
Comments:	None.					

ENV2	Household waste recycled and composted				Lead Councillor: James Steel	
					Service Area: Environmental Services	
					Service Lead: Chris Wheeler	
					Preferred direction of travel:	
					This quarter:	
					Last quarter:	
2021/22				2022/23		
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	
61.4%	61.7%	59.6%	54%	59%		
Description:	Percentage of household waste recycled and composted. Figures relate to household waste collected each quarter. There is a 1-2 month time lag on provision of this data.					
Comments:	None.					

ENV3	Number of fly tips				Lead Councillor: James Steel														
					Service Area: Environmental Services														
					Service Lead: Richard Homewood														
<table border="1" style="display: none;"> <caption>Number of fly tips by quarter</caption> <thead> <tr> <th>Quarter</th> <th>Number of fly tips</th> </tr> </thead> <tbody> <tr> <td>21/22 Q1</td> <td>325</td> </tr> <tr> <td>21/22 Q2</td> <td>242</td> </tr> <tr> <td>21/22 Q3</td> <td>396</td> </tr> <tr> <td>21/22 Q4</td> <td>384</td> </tr> <tr> <td>22/23 Q1</td> <td>280</td> </tr> <tr> <td>22/23 Q2</td> <td>355</td> </tr> </tbody> </table>						Quarter	Number of fly tips	21/22 Q1	325	21/22 Q2	242	21/22 Q3	396	21/22 Q4	384	22/23 Q1	280	22/23 Q2	355
Quarter	Number of fly tips																		
21/22 Q1	325																		
21/22 Q2	242																		
21/22 Q3	396																		
21/22 Q4	384																		
22/23 Q1	280																		
22/23 Q2	355																		
			<div style="background-color: #cccccc; padding: 5px; border: 1px solid #ccc;">Preferred direction of travel: </div> <div style="background-color: #cccccc; padding: 5px; border: 1px solid #ccc;">This quarter: </div> <div style="background-color: #cccccc; padding: 5px; border: 1px solid #ccc;">Last quarter: </div>																
2021/22				2022/23															
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2														
325	242	396	384	280	355														
Description:	Number of reported fly tips in each quarter. There is a 2-month lag in reporting due to sign off/processing requirements.																		
Comments:	<p>2022/23 – Quarter 2:</p> <p>This figure varies throughout the year with relatively no pattern. This is the number of fly tips on relevant land, this is not a figure we have control over, but the two different quarters are roughly consistent with the annual average.</p>																		

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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: Regulatory Services													
				Service Lead: Richard Homewood													
<table border="1"> <caption>Number of outstanding statutory nuisance investigations</caption> <thead> <tr> <th>Quarter</th> <th>Number of Cases</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>180</td> </tr> <tr> <td>22/23 Q1</td> <td>186</td> </tr> <tr> <td>21/22 Q4</td> <td>95</td> </tr> <tr> <td>21/22 Q3</td> <td>104</td> </tr> <tr> <td>21/22 Q2</td> <td>140</td> </tr> </tbody> </table>				Quarter	Number of Cases	22/23 Q2	180	22/23 Q1	186	21/22 Q4	95	21/22 Q3	104	21/22 Q2	140	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>	
Quarter	Number of Cases																
22/23 Q2	180																
22/23 Q1	186																
21/22 Q4	95																
21/22 Q3	104																
21/22 Q2	140																
2021/22			2022/23														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2													
140	104	95	186 (as at 20.07.22)	180 (as at 28.11.22)													
Description:	Includes all outstanding cases (including current ongoing investigations) received up to the day the report was compiled at the end of the quarter.																
Comments:	<p>2022/23 – Quarter 2:</p> <p>The number of outstanding cases has dropped slightly from Q1. There are a number of high profile projects within environmental protection discipline, including the AQMA and A3 projects. The term “outstanding” in this case means the number of cases currently in action. As of 28.11.22, of all these cases in action, only 78 of the 180 cases are allocated to an Environmental Protection (EP) Officer, the rest are still allocated to Caseworkers, who are awaiting further documents from the customer before the case can be transferred to an officer for investigation. Of the circa 100x cases still allocated to Caseworkers, the vast majority are noise reports where it is standard procedure to await 2-weeks of noise diaries before a case is investigated. Some reporters do not provide these diaries and cases are either closed off by the Casework team or where diaries are submitted the case is then transferred to an EP officer for investigation.</p>																
Action Taken to Improve Performance:	We have recently backfilled 2x (1.5FTE) posts who will be focusing on day-to-day cases.																

5.2 Homes and Jobs

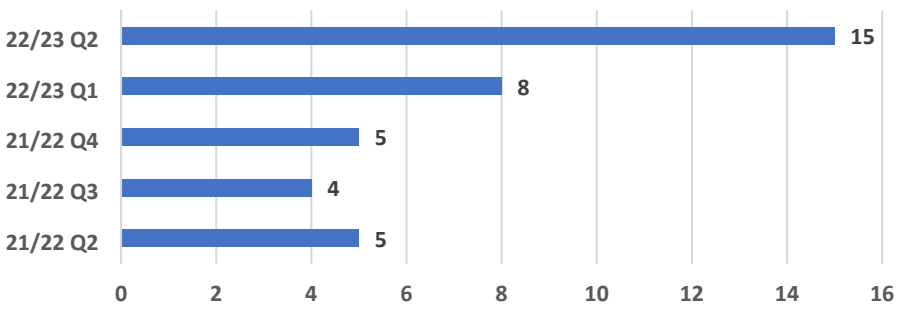



This section includes all performance indicators with a broad homes and jobs theme.

H&J1	Average time to let void housing properties			Lead Councillor: Julia McShane																			
				Service Area: Housing Services																			
				Service Lead: Andrew Smith																			
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>No of voids</th> <th>Days void</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>54</td> <td>115</td> </tr> <tr> <td>21/22 Q3</td> <td>58</td> <td>144</td> </tr> <tr> <td>21/22 Q4</td> <td>55</td> <td>239</td> </tr> <tr> <td>22/23 Q1</td> <td>53</td> <td>248</td> </tr> <tr> <td>22/23 Q2</td> <td>59</td> <td>221</td> </tr> </tbody> </table>						Quarter	No of voids	Days void	21/22 Q2	54	115	21/22 Q3	58	144	21/22 Q4	55	239	22/23 Q1	53	248	22/23 Q2	59	221
Quarter	No of voids	Days void																					
21/22 Q2	54	115																					
21/22 Q3	58	144																					
21/22 Q4	55	239																					
22/23 Q1	53	248																					
22/23 Q2	59	221																					
2021/22			2022/23																				
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2																			
54/115	58/144	55/239	53/248	59/221																			
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:	<p>2022/23 – Quarter 2: Some of the initial arrangements have not progressed as hoped, and whilst performance has improved this has not been at the speed hoped for.</p> <p>Arrangements for the management of void works has now moved to the Housing Service, and changes are being made to the way that this is being delivered. Sadly the teams that deliver this function have been impacted upon by sickness and through vacancies.</p> <p>Whilst a number of properties are coming back quicker than previously there is a reducing backlog.</p>																						
Action Taken to Improve Performance:	<p>As part of the action plan there are number of key areas where work is progressing:</p> <ul style="list-style-type: none"> • Void Works – The arrangements with the new contractor have not been progressed and a new contractor is now due to undertake the work. This is an additional resource that will mean that previous competing priorities for work will be avoided with dedicated resources in place which will reduce turnover periods. • Utilities Handover – New process to improve the arrangements for meter reading and charging will start with the new contractor have been delayed, which will free up colleagues to focus on lettings. • Verification – Streamlining verification process to reduce time taken to confirm households’ circumstances, supported by new IT system. • Staffing – Due to vacancies and staff sickness a backlog had developed, work on recruitment is underway. • Void Process – The void process is complex, involving the coordination of service provision from a range of organisations to ensure the property and the household is ready for the move. This includes utility companies, grounds maintenance, gas, electric, Asbestos contractors, building contractors and joint working with social care, other social landlords and support providers. The improved approach is helping to co-ordinate this process. 																						

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H&J3	Number of net new additional homes	Lead Councillor: Joss Bigmore		
		Service Area: Regeneration & Planning Policy		
		Service Lead: Abi Lewis		
				<p>Target: 1,686 over the preceding 3-year period (100% of Delivery Test)</p> <p>This quarter: </p> <p>Last quarter: </p>
2021/22		2022/23		
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
65	96	186	241	
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:	<p>2022/23 - Quarter 2:</p> <p>Please note that whilst the majority of completions per quarter are captured within the 3 month period following that quarter there are some that come through after this period. In order to reflect the most up to date and accurate information, previous quarter totals will be updated where this occurs, or other anomalies are identified. 241 C3 completions (i.e. houses and flats) occurred in Q1.</p>			

H&J4	Affordable new homes completed each year	Lead Councillor: Julia McShane		
		Service Area: Housing Services		
		Service Lead: Andrew Smith		
				<p>Target: no target</p> <p>This quarter: </p> <p>Last quarter: </p>
2021/22		2022/23		
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
Total affordable units 23	Total affordable units 13	Total affordable units 55	Total affordable units 3	Total affordable units 0
Description:	Data only. Affordable new homes completed each year			
Comments:	None.			

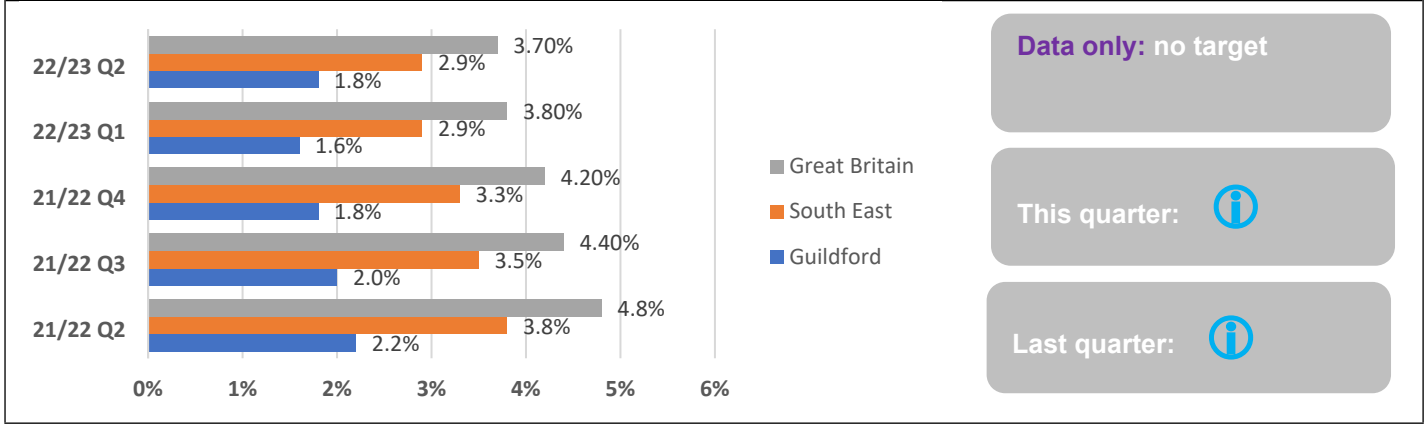
H&J5	Number of homeless families placed in B&B			Lead Councillor: Julia McShane													
				Service Area: Housing Services													
				Service Lead: Andrew Smith													
 <table border="1"> <caption>Data for Bar Chart: Number of homeless families placed in B&B</caption> <thead> <tr> <th>Quarter</th> <th>Number of Families</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>15</td> </tr> <tr> <td>22/23 Q1</td> <td>8</td> </tr> <tr> <td>21/22 Q4</td> <td>5</td> </tr> <tr> <td>21/22 Q3</td> <td>4</td> </tr> <tr> <td>21/22 Q2</td> <td>5</td> </tr> </tbody> </table>				Quarter	Number of Families	22/23 Q2	15	22/23 Q1	8	21/22 Q4	5	21/22 Q3	4	21/22 Q2	5	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>	
Quarter	Number of Families																
22/23 Q2	15																
22/23 Q1	8																
21/22 Q4	5																
21/22 Q3	4																
21/22 Q2	5																
2021/22			2022/23														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2													
5	4	5	8	15													
Description:	Number of homeless families placed in B&B.																
Comments:	<p>2022/23 – Quarter 2:</p> <p>There continues to be an increase of on the day homeless presentations which require us by law to accommodate pending our enquiries. There have been families fleeing violence and Ukrainian households excluded by family and friends. We aim to place people in nightly accommodation however we are finding it hard to source this. Households are remaining in B&B accommodation longer due to no move on options, especially for 3 bedroom size families. The pressure on local accommodation means we are placing people out of the area.</p>																
Action Taken to Improve Performance:	<p>There is no target for this indicator as it provides context and insight into service provision.</p> <p>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.</p>																

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H&J7	Total number of households on the housing needs register	Lead Councillor: Julia McShane		
		Service Area: Housing Services		
		Service Lead: Andrew Smith		
22/23 Q2				Preferred direction of travel:
22/23 Q1				This quarter:
21/22 Q4				Last quarter:
21/22 Q3				
21/22 Q2				
		2021/22		2022/23
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
-	1,290	1,401	1,491	1,548
Description:	Total number of households on the housing needs register.			
Comments:	2022/23 - Quarter 2: An increase in households seeking to join the register from one quarter to another, results in a red indicator.			
Action Taken to Improve Performance:	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 Services		
		Service Lead: Andrew Smith		
22/23 Q2				Preferred direction of travel:
22/23 Q1				This quarter:
21/22 Q4				Last quarter:
21/22 Q3				
21/22 Q2				
		2021/22		2022/23
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
-	383	458	472	422
Description:	Total number of households on the housing transfer register.			
Comments:	2022/23 - Quarter 2: An increase in households seeking to join the register from one quarter to another, results in a red indicator.			
Action Taken to Improve Performance:	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: Regeneration & Planning Policy
		Service Lead: Abi Lewis



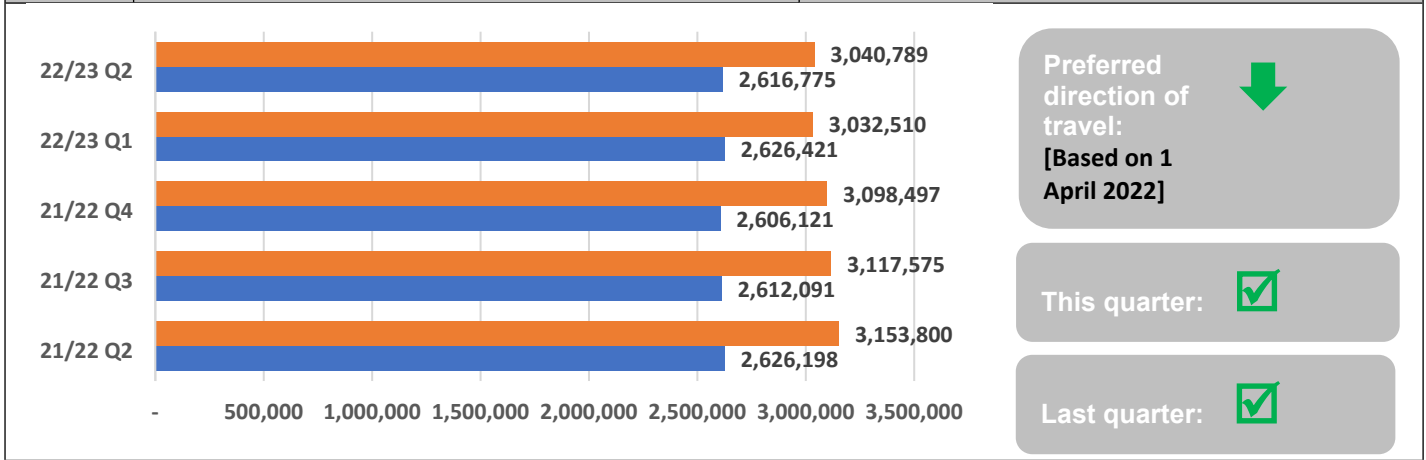
Data only: no target

This quarter:

Last quarter:

2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
2.2%	2.0%	1.8%	1.6%	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: Joss Bigmore
		Service Area: Finance (Revenues & Benefits)
		Service Lead: Peter Vickers



Preferred direction of travel:
[Based on 1 April 2022]

This quarter:

Last quarter:

2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
£3,153,800/ £2,626,198	£3,117,575/ £2,612,091	£3,098,497/ £2,606,121	£3,032,510/ £2,626,421	£3,040,789/ £2,616,775
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 age (shown in orange above) and pension age (shown in blue above). 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:		None.		

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H&J11	Food businesses with a food hygiene rating of 3 or over	Lead Councillor: James Steel														
		Service Area: Regulatory Services														
		Service Lead: Richard Homewood														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>98.40%</td> </tr> <tr> <td>22/23 Q1</td> <td>98.40%</td> </tr> <tr> <td>21/22 Q4</td> <td>98.36%</td> </tr> <tr> <td>21/22 Q3</td> <td>98.1%</td> </tr> <tr> <td>21/22 Q2</td> <td>98.7%</td> </tr> </tbody> </table>		Quarter	Percentage	22/23 Q2	98.40%	22/23 Q1	98.40%	21/22 Q4	98.36%	21/22 Q3	98.1%	21/22 Q2	98.7%	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>		
Quarter	Percentage															
22/23 Q2	98.40%															
22/23 Q1	98.40%															
21/22 Q4	98.36%															
21/22 Q3	98.1%															
21/22 Q2	98.7%															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1											
		98.7%	98.1%	98.36%	98.40%											
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:		<p>2022/23 – Quarter 2:</p> <p>The outturn figure for Q2 is the same as Q1. This equates to only 18 non-broadly compliant food premises out of a total of 1123 food premises. 3 of the non-broadly compliant businesses have completed the works required and have paid for food hygiene revisits which will take place in Q3, so the figure should again show an improvement at the end of Q3.</p>														

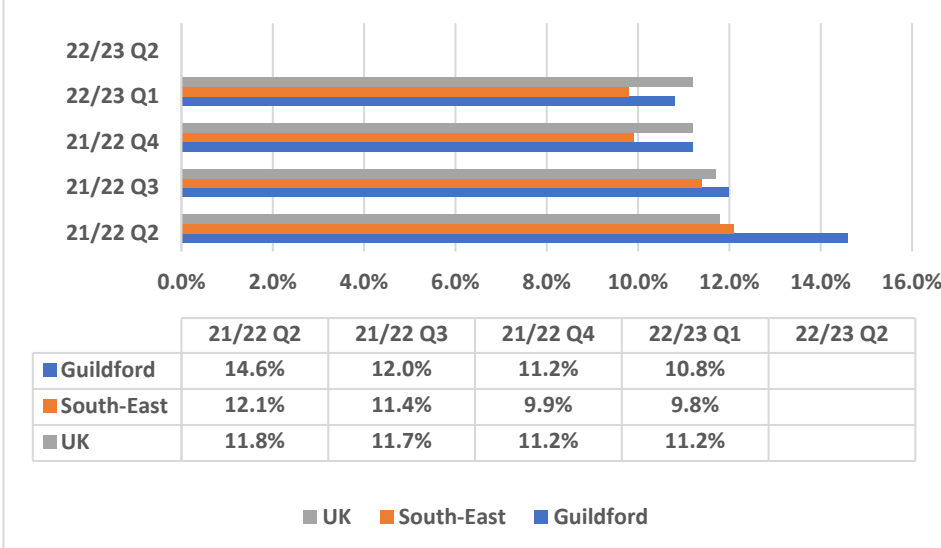
H&J12	Non-domestic (business) rates collected (%)	Lead Councillor: Joss Bigmore														
		Service Area: Finance (Revenue & Benefits)														
		Service Lead: Peter Vickers														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>59.43%</td> </tr> <tr> <td>22/23 Q1</td> <td>31.60%</td> </tr> <tr> <td>21/22 Q4</td> <td>95.50%</td> </tr> <tr> <td>21/22 Q3</td> <td>78.01%</td> </tr> <tr> <td>21/22 Q2</td> <td>48.65%</td> </tr> </tbody> </table>		Quarter	Percentage	22/23 Q2	59.43%	22/23 Q1	31.60%	21/22 Q4	95.50%	21/22 Q3	78.01%	21/22 Q2	48.65%	<p>Target: 99% for the year</p> <p>This quarter: </p> <p>Last quarter: </p>		
Quarter	Percentage															
22/23 Q2	59.43%															
22/23 Q1	31.60%															
21/22 Q4	95.50%															
21/22 Q3	78.01%															
21/22 Q2	48.65%															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1											
		48.65%	78.01%	95.5%	31.6%											
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:		None.														

H&J13	Total number of empty days in rateable properties			Lead Councillor: Joss Bigmore													
				Service Area: Finance (Revenues & Benefits)													
				Service Lead: Peter Vickers													
<table border="1"> <caption>Empty days in rateable properties</caption> <thead> <tr> <th>Quarter</th> <th>Empty Days</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>208,348</td> </tr> <tr> <td>22/23 Q1</td> <td>199,096</td> </tr> <tr> <td>21/22 Q4</td> <td>197,509</td> </tr> <tr> <td>21/22 Q3</td> <td>195,113</td> </tr> <tr> <td>21/22 Q2</td> <td>201,476</td> </tr> </tbody> </table>				Quarter	Empty Days	22/23 Q2	208,348	22/23 Q1	199,096	21/22 Q4	197,509	21/22 Q3	195,113	21/22 Q2	201,476	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>	
Quarter	Empty Days																
22/23 Q2	208,348																
22/23 Q1	199,096																
21/22 Q4	197,509																
21/22 Q3	195,113																
21/22 Q2	201,476																
2021/22			2022/23														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2													
201,476	195,113	197,509	199,096	208,348													
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:	<p>2022/23 – Quarter 2: These measures were introduced as COVID monitors. They attempt to indicate the number of empty business properties in the Borough based on rating records.</p> <p>H&J14 indicates that the number of empty properties has increased from 579 on 1 April to 589. This is a snapshot comparing the number of empty properties on one day to the number on another.</p> <p>H&J13 totals the number of empty days for all properties across the year and indicates whether properties are empty for longer. This measure 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. A property falling empty on 29 June would be assumed to be empty until 31 March at the end of Q1 – 276 days. By the end of Q2 we may know that it was reoccupied on 20 July after only 22 days. Q2 shows an increase in empty days.</p> <p>Combined the two indicators suggest that more business properties have fallen empty during 2022/23. However, it should be noted that our records do depend on businesses advising us that they have moved in.</p>																
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.																

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H&J14	Number of empty rateable properties			Lead Councillor: Joss Bigmore													
				Service Area: Finance (Revenue & Benefits)													
				Service Lead: Peter Vickers													
<table border="1"> <caption>Number of empty rateable properties</caption> <thead> <tr> <th>Quarter</th> <th>Number of empty rateable properties</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>589</td> </tr> <tr> <td>22/23 Q1</td> <td>542</td> </tr> <tr> <td>21/22 Q4</td> <td>579</td> </tr> <tr> <td>21/22 Q3</td> <td>553</td> </tr> <tr> <td>21/22 Q2</td> <td>557</td> </tr> </tbody> </table>				Quarter	Number of empty rateable properties	22/23 Q2	589	22/23 Q1	542	21/22 Q4	579	21/22 Q3	553	21/22 Q2	557	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>	
Quarter	Number of empty rateable properties																
22/23 Q2	589																
22/23 Q1	542																
21/22 Q4	579																
21/22 Q3	553																
21/22 Q2	557																
2021/22			2022/23														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2													
557	553	579	542	589													
Description:	Snapshot data: these are the properties showing as empty on the system on the last day of the quarter.																
Comments:	<p>2022/23 – Quarter 2:</p> <p>These measures were introduced as COVID monitors. They attempt to indicate the number of empty business properties in the Borough based on rating records.</p> <p>H&J14 indicates that the number of empty properties has increased from 579 on 1 April to 589. This is a snapshot comparing the number of empty properties on one day to the number on another.</p> <p>H&J13 totals the number of empty days for all properties across the year and indicates whether properties are empty for longer. This measure 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. A property falling empty on 29 June would be assumed to be empty until 31 March at the end of Q1 – 276 days. By the end of Q2 we may know that it was reoccupied on 20 July after only 22 days. Q2 shows an increase in empty days.</p> <p>Combined the two indicators suggest that more business properties have fallen empty during 2022/23. However, it should be noted that our records do depend on businesses advising us that they have moved in.</p>																
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&J16	Percentage of vacant town centre retail units	Lead Councillor: John Redpath
		Service Area: Regeneration & Planning Policy
		Service Lead: Abi Lewis



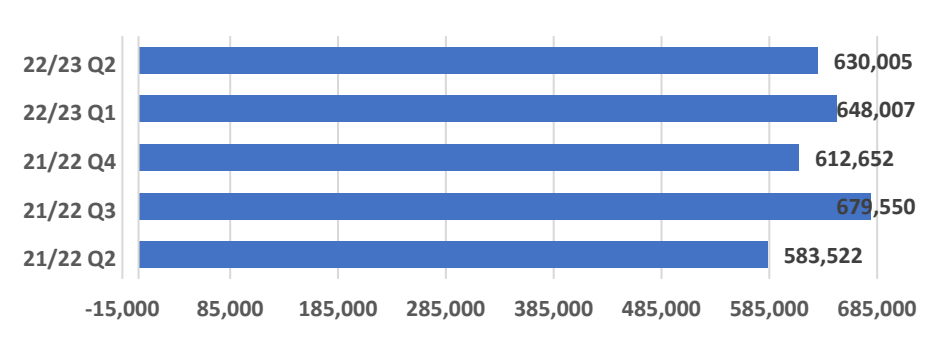
Preferred direction of travel:

This quarter:

Last quarter:

2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
14.6%	12.0%	11.2%	10.8%	
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: John Redpath
		Service Area: Commercial Services
		Service Lead: Kelvin Mills



Preferred direction of travel:

This quarter:

Last quarter:

2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
583,522	679,550	612,652	648,007	630,005
Description:	Ticket sales for town centre car parks.			
Comments:	2022/23 – Quarter 2: This is a minor seasonal variation associated with general parking behaviours. It is expected that there will be an increase in Q3 due to it covering the pre-Christmas period. It is too early to ascertain what impact the cost of living situation could have on more general trends in respect to economic activity and its influence on parking behaviours.			

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H&J18	Guildford town centre footfall	Lead Councillor: John Redpath														
		Service Area: Regeneration & Planning Policy														
		Service Lead: Abi Lewis														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Footfall</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>1,983,702</td> </tr> <tr> <td>22/23 Q1</td> <td>2,139,558</td> </tr> <tr> <td>21/22 Q4</td> <td>1,885,429</td> </tr> <tr> <td>21/22 Q3</td> <td>2,093,125</td> </tr> <tr> <td>21/22 Q2</td> <td>2,146,787</td> </tr> </tbody> </table>				Quarter	Footfall	22/23 Q2	1,983,702	22/23 Q1	2,139,558	21/22 Q4	1,885,429	21/22 Q3	2,093,125	21/22 Q2	2,146,787	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>
Quarter	Footfall															
22/23 Q2	1,983,702															
22/23 Q1	2,139,558															
21/22 Q4	1,885,429															
21/22 Q3	2,093,125															
21/22 Q2	2,146,787															

2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
2,146,787	2,093,125	1,885,428	2,139,558	1,983,702
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. The indicator is impacted by a wide range of external factors and is not a direct measure of the Council's own performance.			
Comments:	2022/23 – Quarter 2: Springboard, our footfall count provider, reports that high streets across the UK have seen a decline in footfall due to the economic challenges facing households (e.g. rise in energy prices). Springboard forecasts that footfall for the remainder of the year is set to decline each month, with an increase expected in December.			
Action Taken to Improve Performance:	To stimulate footfall in the town centre, a variety of events are being planned in the lead up and during the Christmas period, including the Festive Family fun day on 20 November.			

H&J19	Domestic Abuse Victims prioritised for Housing	Lead Councillor: Julia McShane		
		Service Area: Housing Services		
		Service Lead: Andrew Smith		
Data not available for Q2 2022/23				<p>Preferred direction of travel: Data Only</p> <p>This quarter: </p> <p>Last quarter: </p>
2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
8				
Description:	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. There is a 2-3 month time lag on reporting figures which require approval from the DLUHC (Dept. for Levelling Up, Housing & Communities).			
Comments:	2022/23 - Quarter 2: Data not available as it is pending approval from DLUHC.			

H&J20	Percentage of affordable housing units granted	Lead Councillor: Joss Bigmore
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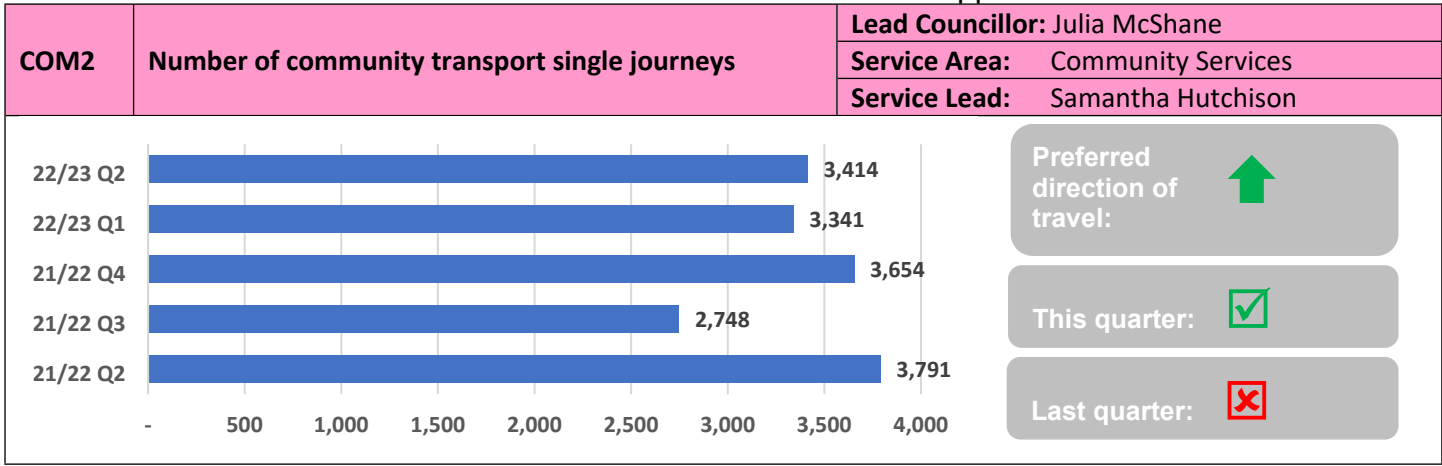
planning permission on eligible sites		Service Area: Regeneration & Planning Policy
		Service Lead: Abi Lewis
		<p>Target: 40%</p> <p>This quarter: </p> <p>Last quarter: </p>
2021/22		2022/23
Quarter 2	Quarter 3	Quarter 4
58%	n/a	40%
Description:		Percentage of affordable housing units granted planning permission on eligible sites.
Comments:		<p>2022/23 - Quarter 2: There were four permissions on qualifying sites during Q1 and all achieved policy compliant 40% for affordable housing. In total across the four sites, 296 affordable units were secured comprising 40% of the total of 739 C3 or C3 equivalent units permitted during this period.</p> <p>There were no qualifying sites during Q2. The data for Q2 is not complete as the reporting function on the database is not functioning.</p>

H&J21	No. of visits to paid, town centre on-street parking spaces	Lead Councillor: John Redpath
		Service Area: Commercial Services
		Service Lead: Kelvin Mills
		<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>
2021/22		2022/23
Quarter 2	Quarter 3	Quarter 4
n/a	n/a	91,121
Description:		Visits to paid, town centre on-street parking spaces. New PI for 2022/23.
Comments:		<p>2022/23 – Quarter 2: This is a minor seasonal variation associated with general parking behaviours. It is expected that there will be an increase in Q3 due to it covering the pre-Christmas period. It is too early to ascertain what impact the cost of living situation could have on more general trends in respect to economic activity and its influence on parking behaviours.</p>

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												
<table border="1"> <caption>Number of customers taking part in day care activities</caption> <thead> <tr> <th>Quarter</th> <th>Number of customers</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>1,521</td> </tr> <tr> <td>22/23 Q1</td> <td>1,470</td> </tr> <tr> <td>21/22 Q4</td> <td>1,566</td> </tr> <tr> <td>21/22 Q3</td> <td>1,671</td> </tr> <tr> <td>21/22 Q2</td> <td>1,574</td> </tr> </tbody> </table>			Quarter	Number of customers	22/23 Q2	1,521	22/23 Q1	1,470	21/22 Q4	1,566	21/22 Q3	1,671	21/22 Q2	1,574	<p>Preferred direction of travel: Data Only</p> <p>This quarter: </p> <p>Last quarter: </p>	
Quarter	Number of customers															
22/23 Q2	1,521															
22/23 Q1	1,470															
21/22 Q4	1,566															
21/22 Q3	1,671															
21/22 Q2	1,574															
			2021/22													
			Quarter 2	Quarter 3												
			1,574	1,671												
			Quarter 4	Quarter 1												
			1,566	1,470												
			Quarter 2	Quarter 2												
			1,521	1,521												
Description:	Includes activities taking place at all day centres and activity packages delivered to customer homes. From 2022/23 this PI will be recorded as Data Only as it is a measure of demand, rather than a target.															
Comments:	<p>Attendance to the day centre by our older residents is dependent on many factors including the availability of social care funded spaces.</p> <p>We are now regularly using the Hive for intergenerational activities and during these activities we see on average an extra 70 family visits per term time, which are not included in these figures.</p>															

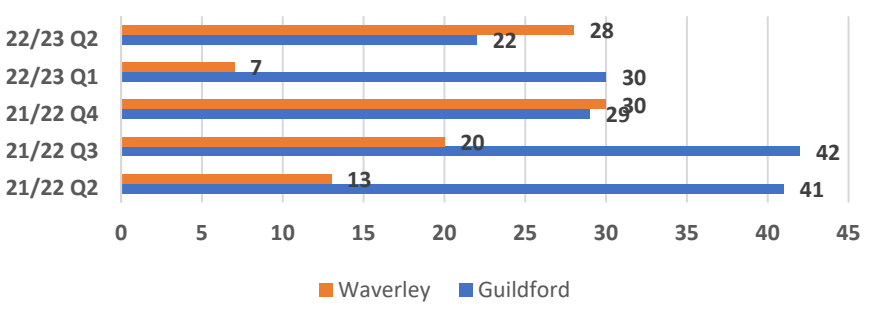





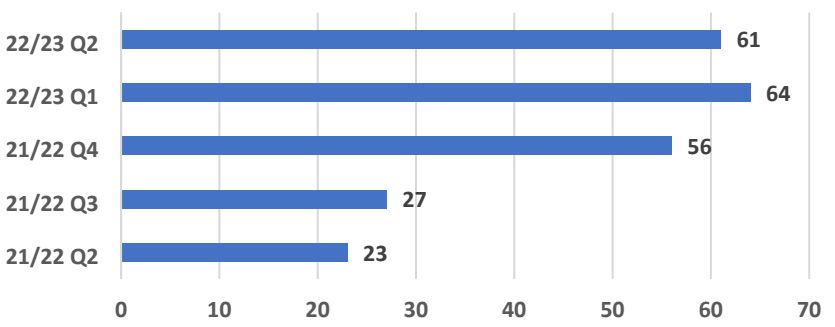



2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
3,791	2,748	3,654	3,341	3,414
Description:	Includes all journeys completed by Community Transport. For example, trips to medical appointments, community centres, supermarkets etc. A return journey is classed as two single trips.			
Comments:	2022/23 – Quarter 2: We successfully recruited two new Community Transport Drivers in August. There is a robust training plan in place, which means they have to be shadowed before being able to do lone work. They are now starting to increase capacity, but this still left a full-time vacancy at the end of Q2 and also a vacancy in the Community Meals team, which the community transport drivers have been covering. It is hoped the Community Meals post will start in early Q4.			
Action Taken to Improve Performance:	<p>The final vacant Transport Driver post will be starting in Q3 and will then be undertaking the training programme. It is hoped they will be trained by the end of Q3/early Q4 to be a lone worker and should increase the number of journeys we are able to provide.</p> <p>Once the Community Meals postholder is fully trained, we will be able to reduce the cover provided by the Transport Team, freeing up time for customer journeys.</p> <p>Although the number of journeys we do within the community transport team relies on residents requesting the service, we are fully expecting that once all new starters are fully trained, the number of journeys will increase, as the service is always run at capacity.</p>			

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COM3	Number of community hot meals delivered	Lead Councillor: Julia McShane														
		Service Area: Community Services														
		Service Lead: Samantha Hutchison														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Meals Delivered</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>9,190</td> </tr> <tr> <td>22/23 Q1</td> <td>9,291</td> </tr> <tr> <td>21/22 Q4</td> <td>9,267</td> </tr> <tr> <td>21/22 Q3</td> <td>9,805</td> </tr> <tr> <td>21/22 Q2</td> <td>10,361</td> </tr> </tbody> </table>		Quarter	Meals Delivered	22/23 Q2	9,190	22/23 Q1	9,291	21/22 Q4	9,267	21/22 Q3	9,805	21/22 Q2	10,361	<p>Preferred direction of travel: Data Only</p> <p>This quarter: </p> <p>Last quarter: </p>		
Quarter	Meals Delivered															
22/23 Q2	9,190															
22/23 Q1	9,291															
21/22 Q4	9,267															
21/22 Q3	9,805															
21/22 Q2	10,361															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1											
		10,361	9,805	9,267	9,291											
Description:		Includes community meals delivery service as well as meals ordered by day care customers at our day centres.														
Comments:		None.														

COM4	Number of handyperson jobs completed	Lead Councillor: Julia McShane																				
		Service Area: Community Services																				
		Service Lead: Samantha Hutchison																				
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Waverley</th> <th>Guildford</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>160</td> <td>246</td> </tr> <tr> <td>22/23 Q1</td> <td>140</td> <td>235</td> </tr> <tr> <td>21/22 Q4</td> <td>164</td> <td>262</td> </tr> <tr> <td>21/22 Q3</td> <td>132</td> <td>240</td> </tr> <tr> <td>21/22 Q2</td> <td>185</td> <td>283</td> </tr> </tbody> </table>		Quarter	Waverley	Guildford	22/23 Q2	160	246	22/23 Q1	140	235	21/22 Q4	164	262	21/22 Q3	132	240	21/22 Q2	185	283	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>		
Quarter	Waverley	Guildford																				
22/23 Q2	160	246																				
22/23 Q1	140	235																				
21/22 Q4	164	262																				
21/22 Q3	132	240																				
21/22 Q2	185	283																				
		2021/22		2022/23																		
		Quarter 2	Quarter 3	Quarter 4	Quarter 1																	
		283 Guildford 185 Waverley	240 Guildford 132 Waverley	262 Guildford 164 Waverley	235 Guildford 140 Waverley																	
Description:		Number of handyperson jobs completed.																				
Comments:		2022/23 – Quarter 2: The jobs completed in Q2 were larger jobs such as installing galvanised rails which take up more time than the smaller jobs such as grab rails. There have also been some staff shortages in the depot which has also had an impact.																				
Action taken to Improve Performance:		The Operations Lead advised that they still have 2 vacancies but are looking to recruit in the near future.																				

COM5	Number of Care and Repair jobs completed	Lead Councillor: Julia McShane															
		Service Area: Community Services															
		Service Lead: Samantha Hutchison															
		<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>															
<table border="1"> <thead> <tr> <th colspan="3">2021/22</th> <th colspan="2">2022/23</th> </tr> <tr> <th>Quarter 2</th> <th>Quarter 3</th> <th>Quarter 4</th> <th>Quarter 1</th> <th>Quarter 2</th> </tr> </thead> <tbody> <tr> <td>54 projects: 41 Guildford 13 Waverley</td> <td>62 projects: 42 Guildford 20 Waverley</td> <td>59 projects: 29 Guildford 30 Waverley</td> <td>37 projects: 30 Guildford 7 Waverley</td> <td>50 projects: 22 Guildford 28 Waverley</td> </tr> </tbody> </table>		2021/22			2022/23		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	54 projects: 41 Guildford 13 Waverley	62 projects: 42 Guildford 20 Waverley	59 projects: 29 Guildford 30 Waverley	37 projects: 30 Guildford 7 Waverley	50 projects: 22 Guildford 28 Waverley	
2021/22			2022/23														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2													
54 projects: 41 Guildford 13 Waverley	62 projects: 42 Guildford 20 Waverley	59 projects: 29 Guildford 30 Waverley	37 projects: 30 Guildford 7 Waverley	50 projects: 22 Guildford 28 Waverley													
Description:		Private sector only, includes Waverley jobs.															
Comments:		2022/23 – Quarter 2: The outstanding jobs from Q1 were prioritised for Q2. It is expected there will be an increase from Q2 onwards.															

COM6	Number of public sector adaptations completed	Lead Councillor: James Steel															
		Service Area: Regulatory Services															
		Service Lead: Robin Homewood															
		<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>															
<table border="1"> <thead> <tr> <th colspan="3">2021/22</th> <th colspan="2">2022/23</th> </tr> <tr> <th>Quarter 2</th> <th>Quarter 3</th> <th>Quarter 4</th> <th>Quarter 1</th> <th>Quarter 2</th> </tr> </thead> <tbody> <tr> <td>23</td> <td>27</td> <td>56</td> <td>64</td> <td>61</td> </tr> </tbody> </table>		2021/22			2022/23		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	23	27	56	64	61	
2021/22			2022/23														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2													
23	27	56	64	61													
Description:		Number of public sector adaptations completed. Public sector only, includes Waverley jobs.															
Comments:		2022/23 – Quarter 2: There will always be fluctuations in the number of adaptations carried out each quarter, due to internal and external influences, including contractor capacity, supply chain issues, the number of OT referrals, numbers on the waiting list, the size of the projects and staff capacity. The number of jobs completed each quarter are monitored by the Lead Specialist and if there are significant fluctuations, mitigating actions will be put in place.															

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COM7	Number of households living in temporary accommodation	Lead Councillor: Julia McShane														
		Service Area: Housing Services														
		Service Lead: Andrew Smith														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of households</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>30</td> </tr> <tr> <td>22/23 Q1</td> <td>37</td> </tr> <tr> <td>21/22 Q4</td> <td>30</td> </tr> <tr> <td>21/22 Q3</td> <td>30</td> </tr> <tr> <td>21/22 Q2</td> <td>32</td> </tr> </tbody> </table>		Quarter	Number of households	22/23 Q2	30	22/23 Q1	37	21/22 Q4	30	21/22 Q3	30	21/22 Q2	32	<p>Preferred direction of travel: </p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Number of households															
22/23 Q2	30															
22/23 Q1	37															
21/22 Q4	30															
21/22 Q3	30															
21/22 Q2	32															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2										
		32	30	30	37	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 Services														
		Service Lead: Andrew Smith														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of rough sleepers</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>4</td> </tr> <tr> <td>22/23 Q1</td> <td>4</td> </tr> <tr> <td>21/22 Q4</td> <td>6</td> </tr> <tr> <td>21/22 Q3</td> <td>4</td> </tr> <tr> <td>21/22 Q2</td> <td>6</td> </tr> </tbody> </table>		Quarter	Number of rough sleepers	22/23 Q2	4	22/23 Q1	4	21/22 Q4	6	21/22 Q3	4	21/22 Q2	6	<p>Target: Less than 5 [target for 2020/21 was <10]</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Number of rough sleepers															
22/23 Q2	4															
22/23 Q1	4															
21/22 Q4	6															
21/22 Q3	4															
21/22 Q2	6															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2										
		6	4	6	4	4										
Description:		These figures are intelligence-based estimates relating to a specified date each quarter. HOST collate information based on their caseload, rough sleeper outreach and multi-agency feedback received.														
Comments:		None.														

COM9	Number of successful homelessness outcomes	Lead Councillor: Julia McShane			
		Service Area: Housing Services			
		Service Lead: Andrew Smith			
		<p>Target: Higher prevention to relief</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>			
		2021/22		2022/23	
Quarter 2		Quarter 3		Quarter 1	
32/32		34/31 (subject to DLUHC confirmation)		42/30 (subject to DLUHC confirmation)	
		Quarter 4		Quarter 2	
		34/33 (subject to DLUHC confirmation)		42/32 (subject to DLUHC confirmation)	
Description:		Successful prevention/ relief case outcomes.			
Comments:		None.			

COM10	Council tax collected (%)	Lead Councillor: Joss Bigmore			
		Service Area: Finance (Revenue & Benefits)			
		Service Lead: Peter Vickers			
		<p>Target: 99% for the year</p> <p>This quarter: <input type="checkbox"/></p> <p>Last quarter: <input type="checkbox"/></p>			
		2021/22		2022/23	
Quarter 2		Quarter 3		Quarter 1	
57.46%		85.04%		29.6%	
		Quarter 4		Quarter 2	
		97.52%		57.10%	
Description:		Percentage calculated, as a cumulative year-to-date figure, from the total of council tax payments received compared to the total amounts payable in that year.			
Comments:		<p>2022/23 – Quarter 2:</p> <p>Council Tax collection is not as high as we would like at this point in the year (closer to 59% would be better). However, we know that instalment plans have been recalculated because of administration of the Energy Rebate, with the result that comparisons with previous years may be less useful with more debt falling to be paid later in the year. Collection should be somewhere between 50% and 60% and this has been achieved.</p>			
Action Taken to improve Performance:		We monitor monthly allowing us to see if the situation is improving.			

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COM11	Total attendance at G Live	Lead Councillor: James Steel														
		Service Area: Commercial Services														
		Service Lead: Kelvin Mills														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Attendance</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>75,158</td> </tr> <tr> <td>22/23 Q1</td> <td>49,562</td> </tr> <tr> <td>21/22 Q4</td> <td>45,944</td> </tr> <tr> <td>21/22 Q3</td> <td>58,056</td> </tr> <tr> <td>21/22 Q2</td> <td>13,547</td> </tr> </tbody> </table>		Quarter	Attendance	22/23 Q2	75,158	22/23 Q1	49,562	21/22 Q4	45,944	21/22 Q3	58,056	21/22 Q2	13,547	<p>Target: 230,000 per year</p> <p>This quarter: </p> <p>Last quarter: </p>		
Quarter	Attendance															
22/23 Q2	75,158															
22/23 Q1	49,562															
21/22 Q4	45,944															
21/22 Q3	58,056															
21/22 Q2	13,547															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1											
		13,547	58,056	45,944	49,562											
Description:		Ticket sales plus estimates of other events. Data provided from HQ Theatres. HQ Theatres data collection is approximately 2 months behind and will be a year to date figure reported on a quarterly basis. For 2022-23 a cumulative total will be provided each quarter.														
Comments:		2022/23 – Quarter 2: There was very limited programming in August, which is why this figure feels much lower than the previous period.														
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.														

COM12	Total visits to sports and leisure venues (Spectrum, Lido, Ash Manor)	Lead Councillor: James Steel														
		Service Area: Commercial Services														
		Service Lead: Kelvin Mills														
<table border="1"> <thead> <tr> <th>Venue</th> <th>22/23 Q1</th> <th>22/23 Q2</th> </tr> </thead> <tbody> <tr> <td>Spectrum</td> <td>348,584</td> <td>700,628</td> </tr> <tr> <td>Lido</td> <td>16,488</td> <td>77,884</td> </tr> <tr> <td>Ash Manor</td> <td>16,071</td> <td>28,234</td> </tr> </tbody> </table>		Venue	22/23 Q1	22/23 Q2	Spectrum	348,584	700,628	Lido	16,488	77,884	Ash Manor	16,071	28,234	<p>Target: Spectrum - 1.7m visits per year; Lido and Ash Manor – 80,000 visits per year per venue</p> <p>This quarter: </p> <p>Last quarter: </p>		
Venue	22/23 Q1	22/23 Q2														
Spectrum	348,584	700,628														
Lido	16,488	77,884														
Ash Manor	16,071	28,234														
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1											
		420,956	1,055,676	1,456,036	Spectrum: 348,584 Lido: 16,488 Ash Manor: 16,071											
					Spectrum: 700,628 Lido: 77,884 Ash Manor: 28,234											
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. For 2022-23 cumulative totals will be provided each quarter.														
Comments:		None.														

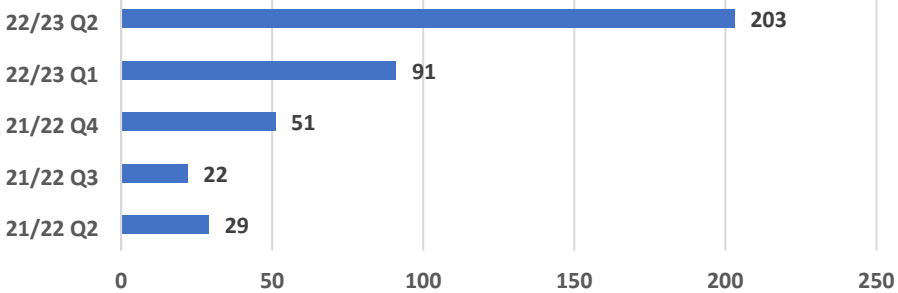


COM13	Total visits to heritage attractions			Lead Councillor: John Redpath													
				Service Area: Commercial Services													
				Service Lead: Kelvin Mills													
<table border="1"> <caption>Total visits to heritage attractions</caption> <thead> <tr> <th>Quarter</th> <th>Visits</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>9,925</td> </tr> <tr> <td>22/23 Q1</td> <td>3,319</td> </tr> <tr> <td>21/22 Q4</td> <td>1,369</td> </tr> <tr> <td>21/22 Q3</td> <td>2,122</td> </tr> <tr> <td>21/22 Q2</td> <td>2,624</td> </tr> </tbody> </table>				Quarter	Visits	22/23 Q2	9,925	22/23 Q1	3,319	21/22 Q4	1,369	21/22 Q3	2,122	21/22 Q2	2,624	<p>Target: 50,000 in first year (to be reviewed in 2023/24)</p> <p>This quarter: </p> <p>Last quarter: </p>	
Quarter	Visits																
22/23 Q2	9,925																
22/23 Q1	3,319																
21/22 Q4	1,369																
21/22 Q3	2,122																
21/22 Q2	2,624																
2021/22			2022/23														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2													
2,624	2,122	1,369	3,319	9,225													
Description:	Target changed from Q1 2022/23. 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. For 2022-23 a cumulative total will be provided each quarter.																
Comments:	<p>2022/23 – Quarter 2: Currently all attractions are operating on reduced opening days/ times which will be considered within the Heritage review.</p> <p>Visitor numbers are bolstered by the seasonal opening of the Castle (end of July - October) and the Undercroft (May – September). The Gallery at Guildford House was closed until mid-July for essential maintenance.</p>																
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.																

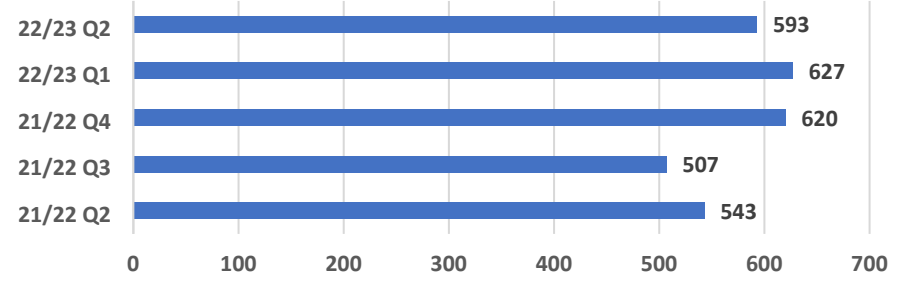


COM14	Number of people participating in events, activities and outreach sessions facilitated by Heritage Services			Lead Councillor: John Redpath													
				Service Area: Commercial Services													
				Service Lead: Kelvin Mills													
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Participation</th> </tr> </thead> <tbody> <tr> <td>2021/22 Q2</td> <td>180</td> </tr> <tr> <td>2021/22 Q3</td> <td>385</td> </tr> <tr> <td>2021/22 Q4</td> <td>616</td> </tr> <tr> <td>2022/23 Q1</td> <td>313</td> </tr> <tr> <td>2022/23 Q2</td> <td>139</td> </tr> </tbody> </table>						Quarter	Participation	2021/22 Q2	180	2021/22 Q3	385	2021/22 Q4	616	2022/23 Q1	313	2022/23 Q2	139
Quarter	Participation																
2021/22 Q2	180																
2021/22 Q3	385																
2021/22 Q4	616																
2022/23 Q1	313																
2022/23 Q2	139																
2021/22			2022/23														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2													
180	385	616	313	139													
Description:	Participation in 'in person' and virtual sessions. Participants are recorded by facilitators and through bookings. Sessions in the Victorian School Room sessions are also included. For 2022-23 a cumulative total will be provided each quarter.																
Comments:	2022/23 – Quarter 2: Due to limited resources, we are operating a reduced schedule of events, activities and outreach sessions. This is being considered as part of the Heritage review.																
Action Taken to Improve Performance:	Heritage Services is currently under review.																

COM15	Total visitor numbers to key parks and countryside sites			Lead Councillor: James Steel													
				Service Area: Commercial Services													
				Service Lead: Chris Wheeler													
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Visitor Numbers</th> </tr> </thead> <tbody> <tr> <td>2021/22 Q2</td> <td>421,912</td> </tr> <tr> <td>2021/22 Q3</td> <td>296,685</td> </tr> <tr> <td>2021/22 Q4</td> <td>362,983</td> </tr> <tr> <td>2022/23 Q1</td> <td>215,509</td> </tr> <tr> <td>2022/23 Q2</td> <td>420,408</td> </tr> </tbody> </table>						Quarter	Visitor Numbers	2021/22 Q2	421,912	2021/22 Q3	296,685	2021/22 Q4	362,983	2022/23 Q1	215,509	2022/23 Q2	420,408
Quarter	Visitor Numbers																
2021/22 Q2	421,912																
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2022/23 Q1	215,509																
2022/23 Q2	420,408																
2021/22			2022/23														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2													
421,912	296,685	362,983	215,509	420,408													
Description:	Based on counters at Stoke Park Gardens, Castle Grounds, Chantry Wood, Riverside Nature Reserve and Westnye Gardens. Target revised from 2022/23 to reflect visitor numbers more accurately. For 2022-23 a year to date figure will be provided each quarter.																
Comments:	None.																

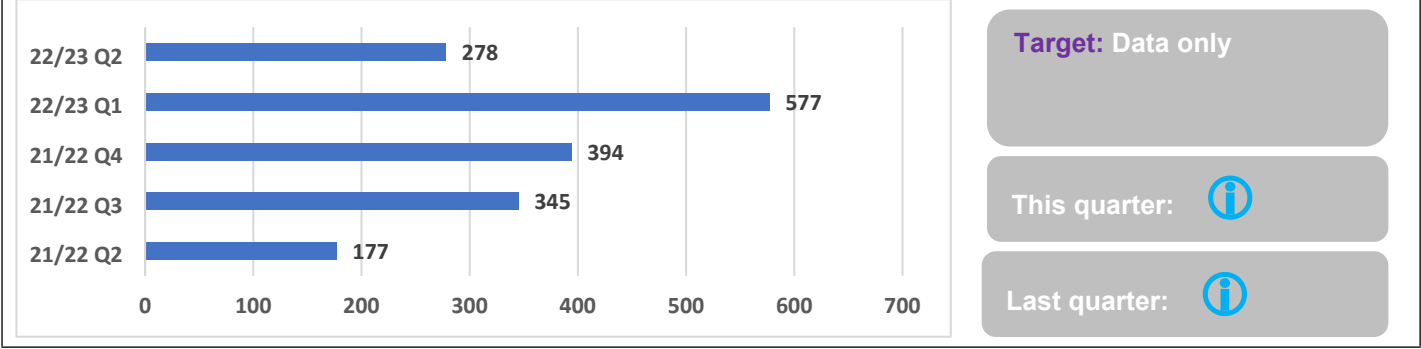
COM16	Number of bookings of sports pitches and courts	Lead Councillor: James Steel														
		Service Area: Commercial Services														
		Service Lead: Chris Wheeler														
<table border="1"> <caption>Bookings Data</caption> <thead> <tr> <th>Quarter</th> <th>Bookings</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>525</td> </tr> <tr> <td>22/23 Q1</td> <td>194</td> </tr> <tr> <td>21/22 Q4</td> <td>731</td> </tr> <tr> <td>21/22 Q3</td> <td>627</td> </tr> <tr> <td>21/22 Q2</td> <td>437</td> </tr> </tbody> </table>		Quarter	Bookings	22/23 Q2	525	22/23 Q1	194	21/22 Q4	731	21/22 Q3	627	21/22 Q2	437	<div style="background-color: #d6d8db; padding: 5px; border-radius: 10px; text-align: center;"> Target: 3,300 per year </div> <div style="background-color: #d6d8db; padding: 5px; border-radius: 10px; text-align: center; margin-top: 5px;"> This quarter: i </div> <div style="background-color: #d6d8db; padding: 5px; border-radius: 10px; text-align: center; margin-top: 5px;"> Last quarter: i </div>		
Quarter	Bookings															
22/23 Q2	525															
22/23 Q1	194															
21/22 Q4	731															
21/22 Q3	627															
21/22 Q2	437															
2021/22		2022/23														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2												
835 437	871 627	717 731	194	525												
Description:	Data collated from pitch/ court booking system. Excludes tennis court bookings at Stoke Park Gardens (these have been contracted out). A year to date figure will be provided each quarter.															
Comments:	<p>2022/23 – Quarter 2: The method of calculation has been reviewed against the bookings made on the pitch bookings/courts system and the figures for 2021/22 have been revised.</p> <p>We are between online booking systems as the previous online system had to be removed before the replacement system was available.</p> <p>The 2021/22 bookings were higher as a result of the impact of covid due to fixtures having to be accommodated due to the covid delays, as they were extended beyond their current season.</p>															
Action Taken to Improve Performance:	We are in the process of transferring the bookings back to Parks in order to re-establish relationships with customers.															

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COM17	Number of visitors to Thrive at the Hive	Lead Councillor: Julia McShane														
		Service Area: Community Services														
		Service Lead: Sam Hutchison														
 <table border="1"> <thead> <tr> <th>Quarter</th> <th>Visitors</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>203</td> </tr> <tr> <td>22/23 Q1</td> <td>91</td> </tr> <tr> <td>21/22 Q4</td> <td>51</td> </tr> <tr> <td>21/22 Q3</td> <td>22</td> </tr> <tr> <td>21/22 Q2</td> <td>29</td> </tr> </tbody> </table>		Quarter	Visitors	22/23 Q2	203	22/23 Q1	91	21/22 Q4	51	21/22 Q3	22	21/22 Q2	29	<p>Target: Data only</p> <p>This quarter: </p> <p>Last quarter: </p>		
Quarter	Visitors															
22/23 Q2	203															
22/23 Q1	91															
21/22 Q4	51															
21/22 Q3	22															
21/22 Q2	29															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1											
		29	22	51	91											
Description:		Thrive at the Hive provides a space for individuals and families to get good quality pre-loved clothing, homeware, and toys. Everything is donated by the community and is available on a pay-as-you-feel basis. This means you can give as much or as little as you like for items. All donations go back into community projects.														
Comments:		2022-23 – Quarter 2: There has been a significant increase in visitors since Quarter 1, which is partly due to this service being widely promoted, but also includes returning customers.														

COM18	Number of visitors to the Community Fridge	Lead Councillor: Julia McShane														
		Service Area: Community Services														
		Service Lead: Sam Hutchison														
 <table border="1"> <thead> <tr> <th>Quarter</th> <th>Visitors</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>593</td> </tr> <tr> <td>22/23 Q1</td> <td>627</td> </tr> <tr> <td>21/22 Q4</td> <td>620</td> </tr> <tr> <td>21/22 Q3</td> <td>507</td> </tr> <tr> <td>21/22 Q2</td> <td>543</td> </tr> </tbody> </table>		Quarter	Visitors	22/23 Q2	593	22/23 Q1	627	21/22 Q4	620	21/22 Q3	507	21/22 Q2	543	<p>Target: Data only</p> <p>This quarter: </p> <p>Last quarter: </p>		
Quarter	Visitors															
22/23 Q2	593															
22/23 Q1	627															
21/22 Q4	620															
21/22 Q3	507															
21/22 Q2	543															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1											
		543	507	620	627											
Description:		Situated at the Hive, the Community Fridge is open for everyone. The fridge reduces food waste in the borough and celebrates sharing of quality food.														
Comments:		None.														

COM19	Number of attendees at Playranger Sessions	Lead Councillor: Julia McShane
		Service Area: Community Services
		Service Lead: Sam Hutchison



2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
177	345	394	577	278
Description:	Playrangers is a project which encourages children to play freely outdoors. All children between the age of 8 and 12 are welcome to join the free sessions that are held after school in five locations around Guildford.			
Comments:	Attendances can be expected to vary by season. There was a drop in sessions in Q2 as it included the Summer school holidays.			

5.4 Council

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

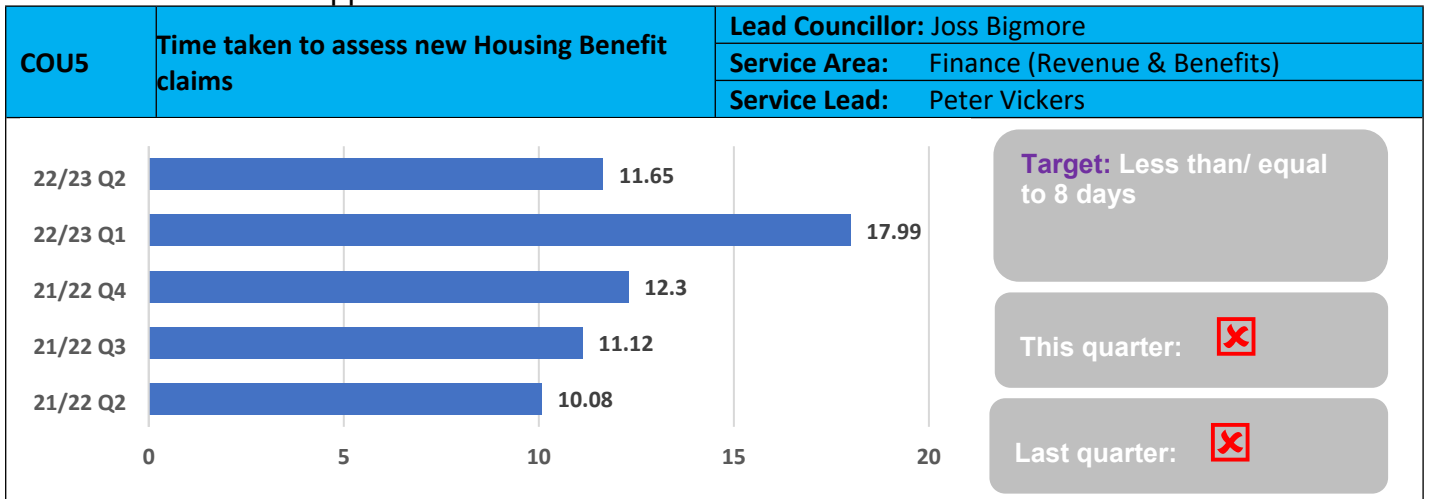
COU1	Staff sickness absence - all sickness		Lead Councillor: George Potter													
			Service Area: Organisational Development													
			Service Lead: Robin Taylor													
<table border="1"> <caption>Staff Sickness Absence - All Sickness (Days)</caption> <thead> <tr> <th>Quarter</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>7.8</td> </tr> <tr> <td>22/23 Q1</td> <td>8.2</td> </tr> <tr> <td>21/22 Q4</td> <td>8.8</td> </tr> <tr> <td>21/22 Q3</td> <td>7.5</td> </tr> <tr> <td>21/22 Q2</td> <td>7.0</td> </tr> </tbody> </table>			Quarter	Days	22/23 Q2	7.8	22/23 Q1	8.2	21/22 Q4	8.8	21/22 Q3	7.5	21/22 Q2	7.0	<p>Target: Less than / equal to 9 days</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>	
Quarter	Days															
22/23 Q2	7.8															
22/23 Q1	8.2															
21/22 Q4	8.8															
21/22 Q3	7.5															
21/22 Q2	7.0															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2										
		7.0 days	7.5 days	8.8 days	8.2 days	7.8 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:		<p>2022/23 – Quarter 2:</p> <p>Performance against this KPI is within the target range but is 0.8 days above the same quarterly figure from the previous financial year so will need to continue to be closely monitored. Performance against this KPI across directs Local Authorities in Surrey for quarter 2 ranges from 3.2 days at the lowest to 11.8 days at the highest so GBC's performance of 7.8 days is close to the median average.</p>														

COU2	Staff turnover		Lead Councillor: George Potter															
			Service Area: Organisational Development															
			Service Lead: Robin Taylor															
<table border="1"> <caption>Staff Turnover (Percentage)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>15.3%</td> </tr> <tr> <td>22/23 Q1</td> <td>15.1%</td> </tr> <tr> <td>21/22 Q4</td> <td>16.2%</td> </tr> <tr> <td>21/22 Q3</td> <td>17.2%</td> </tr> <tr> <td>21/22 Q2</td> <td>17.6%</td> </tr> <tr> <td>21/22 Q1</td> <td>16.4%</td> </tr> </tbody> </table>			Quarter	Percentage	22/23 Q2	15.3%	22/23 Q1	15.1%	21/22 Q4	16.2%	21/22 Q3	17.2%	21/22 Q2	17.6%	21/22 Q1	16.4%	<p>Target: <=17%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>	
Quarter	Percentage																	
22/23 Q2	15.3%																	
22/23 Q1	15.1%																	
21/22 Q4	16.2%																	
21/22 Q3	17.2%																	
21/22 Q2	17.6%																	
21/22 Q1	16.4%																	
		2021/22		2022/23														
		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2												
		17.6%	17.2%	16.2%	15.1%	15.3%												
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:		Performance against this KPI is within the target range and lower than the same quarterly figure from the previous financial year. Performance against this KPI across directs Local Authorities in Surrey for quarter 2 ranges from 10.6 % at the lowest to 21.8% at the highest so GBC's performance of 15.3% compares relatively favourably.																

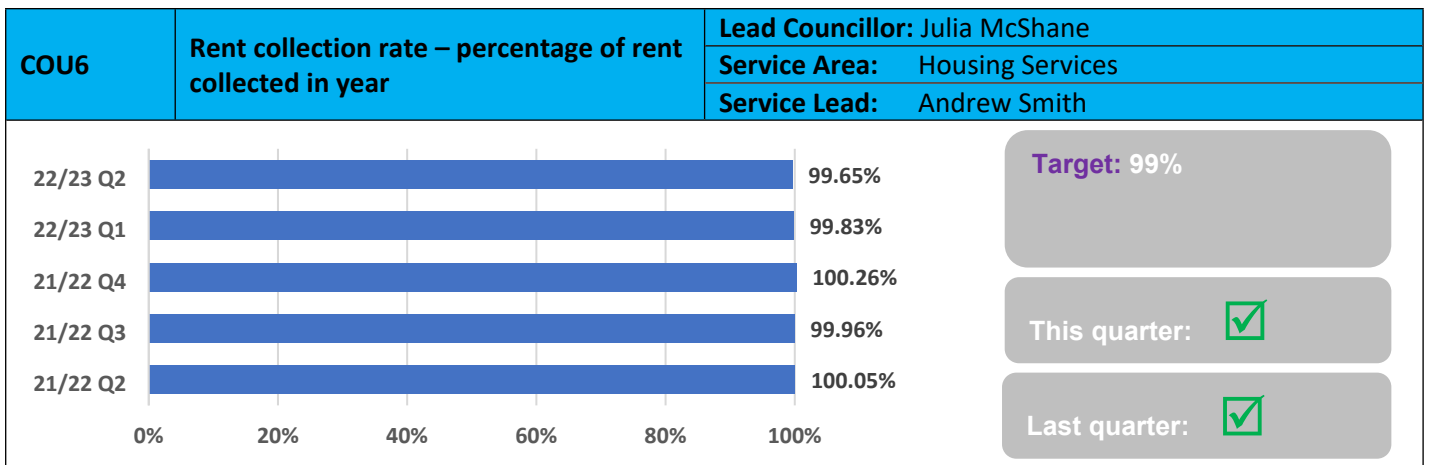
COU3	Council suppliers paid within 30 days	Lead Councillor: John Redpath																	
		Service Area: Communications & Customer Services																	
		Service Lead: Nicola Haymes																	
		<p>Target: 90%</p> <p>This quarter: ■</p> <p>Last quarter: ✓</p>																	
<table border="1"> <thead> <tr> <th colspan="3">2021/22</th> <th colspan="2">2022/23</th> </tr> <tr> <th>Quarter 2</th> <th>Quarter 3</th> <th>Quarter 4</th> <th>Quarter 1</th> <th>Quarter 2</th> </tr> </thead> <tbody> <tr> <td>85%</td> <td>86%</td> <td>77%</td> <td>96%</td> <td>89%</td> </tr> </tbody> </table>		2021/22			2022/23		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	85%	86%	77%	96%	89%	<p>Description: Percentage of Council suppliers paid within 30 days.</p> <p>Comments: 2022/23 – Quarter 2: There has been a decrease compared to Q1, however the level of invoices paid in 30 days remains very close to the target.</p> <p>Action Taken to Improve Performance: Processes within the team have been improved to ensure invoices are not outstanding unnecessarily and the team are regularly chasing and reminding services of outstanding invoices that require processing in order to improve this KPI.</p>		
2021/22			2022/23																
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2															
85%	86%	77%	96%	89%															

COU4	Council sundry debt invoices collected within 30 days	Lead Councillor: John Redpath																	
		Service Area: Communications & Customer Services																	
		Service Lead: Nicola Haymes																	
		<p>Target: 90%</p> <p>This quarter: ✗</p> <p>Last quarter: ✗</p>																	
<table border="1"> <thead> <tr> <th colspan="3">2021/22</th> <th colspan="2">2022/23</th> </tr> <tr> <th>Quarter 2</th> <th>Quarter 3</th> <th>Quarter 4</th> <th>Quarter 1</th> <th>Quarter 2</th> </tr> </thead> <tbody> <tr> <td>78%</td> <td>75%</td> <td>88%</td> <td>73%</td> <td>73%</td> </tr> </tbody> </table>		2021/22			2022/23		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	78%	75%	88%	73%	73%	<p>Description: Percentage of sundry debt owed to the Council collected within 30 days.</p> <p>Comments: 2022/23 - Quarter 2: Although the percentage is the same as last quarter, the overall value of debt has decreased significantly with focus being on chasing and resolving high value outstanding debt, so progress is being made in this area.</p>		
2021/22			2022/23																
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2															
78%	75%	88%	73%	73%															

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2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
10.08 days	11.12 days	12.3 days	17.99 days	11.65 days
Description:	Days taken to process new Housing Benefit claims.			
Comments:	2022/23 – Quarter 2: As reported in Q1 resourcing of the Case Team is being addressed. Two new assessors were appointed and undergoing training from the other assessors. Whilst the days processing is moving in the correct direction, it takes many months for an assessor to be fully proficient and able to work with substantial independence.			
Action Taken to Improve Performance:	Training is ongoing.			



2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
100.05%	99.96%	100.26%	99.83%	99.65%
Description:	Percentage of council house rent collected in year.			
Comments:	None.			

COU7	Rent collection rate – percentage of rent collected in year, plus arrears brought forward		Lead Councillor: Julia McShane	
			Service Area: Housing Services	
			Service Lead: Andrew Smith	
2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
99.55%	99.63%	99.25%	99.27%	99.09%
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: Assets and Property	
			Service Lead: Marieke van der Reijden	
2019/20	2020/21	2021/22		
6%	5.8%	5.9%		
Description:	This is the average over four quarters from the previous financial year, which we report in Q2. We take the actual rent receivable during previous financial year (what was invoiced, which means the rent frees and concessions are accounted for) but not including debt, divided by the book value as at 31 January the previous year.			
Comments:	This annual KPI is reported KPI in Q2 for the previous year. It is only available when Finance have closed the accounts.			

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COU9	Vacancy rates of commercial property investments	Lead Councillor: Tim Anderson														
		Service Area: Assets & Property Services														
		Service Lead: Marieke van der Reijden														
<table border="1"> <caption>Vacancy rates of commercial property investments</caption> <thead> <tr> <th>Quarter</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>4.62%</td> </tr> <tr> <td>22/23 Q1</td> <td>4.60%</td> </tr> <tr> <td>21/22 Q4</td> <td>3.46%</td> </tr> <tr> <td>21/22 Q3</td> <td>3.08%</td> </tr> <tr> <td>21/22 Q2</td> <td>3.35%</td> </tr> </tbody> </table>		Quarter	Rate	22/23 Q2	4.62%	22/23 Q1	4.60%	21/22 Q4	3.46%	21/22 Q3	3.08%	21/22 Q2	3.35%	<p>Target: Less than 5%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Rate															
22/23 Q2	4.62%															
22/23 Q1	4.60%															
21/22 Q4	3.46%															
21/22 Q3	3.08%															
21/22 Q2	3.35%															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1											
		3.35%	3.08%	3.46%	4.6%											
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: Planning Development Services														
		Service Lead: Gilian MacInnes														
<table border="1"> <caption>Speed of determining planning applications for major development (%)</caption> <thead> <tr> <th>Quarter</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>89.00%</td> </tr> <tr> <td>22/23 Q1</td> <td>81.82%</td> </tr> <tr> <td>21/22 Q4</td> <td>69.00%</td> </tr> <tr> <td>21/22 Q3</td> <td>75.00%</td> </tr> <tr> <td>21/22 Q2</td> <td>66.67%</td> </tr> </tbody> </table>		Quarter	Rate	22/23 Q2	89.00%	22/23 Q1	81.82%	21/22 Q4	69.00%	21/22 Q3	75.00%	21/22 Q2	66.67%	<p>Target: 60%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Rate															
22/23 Q2	89.00%															
22/23 Q1	81.82%															
21/22 Q4	69.00%															
21/22 Q3	75.00%															
21/22 Q2	66.67%															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1											
		66.67%	75%	69%	82.82%											
Description:		Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 13 weeks.														
Comments:		None.														

COU11	Speed of determining planning applications for minor development (%)		Lead Councillor: Tom Hunt													
			Service Area: Planning Development Services													
			Service Lead: Gilian MacInnes													
<table border="1"> <caption>Speed of determining planning applications for minor development (%)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>50.00%</td> </tr> <tr> <td>22/23 Q1</td> <td>40.39%</td> </tr> <tr> <td>21/22 Q4</td> <td>28.41%</td> </tr> <tr> <td>21/22 Q3</td> <td>28.13%</td> </tr> <tr> <td>21/22 Q2</td> <td>52.63%</td> </tr> </tbody> </table>			Quarter	Percentage	22/23 Q2	50.00%	22/23 Q1	40.39%	21/22 Q4	28.41%	21/22 Q3	28.13%	21/22 Q2	52.63%	<p>Target: 70%</p> <p>This quarter: ✘</p> <p>Last quarter: ✘</p>	
Quarter	Percentage															
22/23 Q2	50.00%															
22/23 Q1	40.39%															
21/22 Q4	28.41%															
21/22 Q3	28.13%															
21/22 Q2	52.63%															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2										
		52.63%	28.13%	28.41%	52.17%	50%										
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:		<p>2022/23 – Quarter 2: Going in the right direction, continuing upward trend. However, there is still a substantial backlog and challenging staffing situation.</p>														
Action Taken to Improve Performance:		<p>Measures have been put in place to address the backlog of applications including employing consultant and employing temporary staff. Other measures to improve the throughput of applications will also be sought. A key focus is on continuing to recruit temporary and permanent staff. It is recognised that there is unlikely to be a ‘quick fix’. It is also 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.</p> <p>Performance over the first two quarters experienced downward pressure due to the need to clear a high volume of older applications during this period. This is likely to continue for the next two quarters. It is anticipated that extensions of time will be used extensively, however, it is unrealistic to expect these to be secured for all applications.</p> <p>Although this is no longer the government performance target it is a useful benchmark to assess the speed of determination of the ‘minors’ subset of planning application performance.</p> <p>It should be noted that the Government rolling 2 year performance threshold for non major applications (Minors and others) of at least 70% of applications being determined in time or extensions of time has not been met and this may result in Government designation.</p>														

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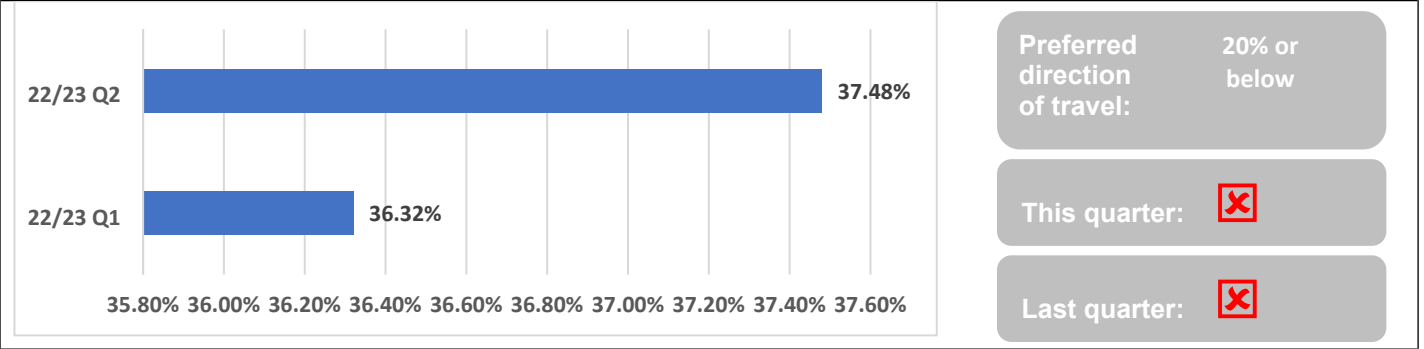
COU12	Speed of determining planning applications for other development (%)			Lead Councillor: Tom Hunt													
				Service Area: Planning Development Services													
				Service Lead: Gilian MacInnes													
<table border="1"> <caption>Speed of determining planning applications for other development (%)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>53.00%</td> </tr> <tr> <td>22/23 Q1</td> <td>34.70%</td> </tr> <tr> <td>21/22 Q4</td> <td>24.14%</td> </tr> <tr> <td>21/22 Q3</td> <td>18.45%</td> </tr> <tr> <td>21/22 Q2</td> <td>35.92%</td> </tr> </tbody> </table> <p>Target: 85%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>						Quarter	Percentage	22/23 Q2	53.00%	22/23 Q1	34.70%	21/22 Q4	24.14%	21/22 Q3	18.45%	21/22 Q2	35.92%
Quarter	Percentage																
22/23 Q2	53.00%																
22/23 Q1	34.70%																
21/22 Q4	24.14%																
21/22 Q3	18.45%																
21/22 Q2	35.92%																
2021/22			2022/23														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2													
35.92%	18.45%	24.14%	34.7%	53%													
Description:	Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 8 weeks.																
Comments:	<p>2022/23 – Quarter 2: Going in the right direction, continuing upward trend Continued to expect fluctuations as dealing with high number of backlog cases – some with extensions of time, some we will miss timings. By end of Q4 22/23, expected to be hitting the target.</p>																
Action Taken to Improve Performance:	<p>Measures have been put in place to address the backlog of applications including employing consultant and employing temporary staff. Other measures to improve the throughput of applications will also sought. A key focus is on continuing to recruit temporary and permanent staff. It is recognised that there is unlikely to be a ‘quick fix’. It is also 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.</p> <p>Performance over the first two quarters experienced downward pressure due to the need to clear a high volume of older applications during this period. This is likely to continue for the next two quarters. It is anticipated that extensions of time will be used extensively, however, it is unrealistic to expect these to be secured for all applications.</p> <p>Although this is no longer the government performance target it is a useful benchmark to assess the speed of determination of the ‘others’ subset of planning application performance.</p> <p>It should be noted that the Government rolling 2 year performance threshold for non Major applications (Minors and others) of at least 70% of applications being determined in time or extensions of time has not been met and this may result in Government designation.</p>																

COU13	Appeals dismissed against the Council's refusal of planning permission (%)	Lead Councillor: Tom Hunt														
		Service Area: Planning Development Services														
		Service Lead: Gilian MacInnes														
<table border="1"> <caption>Percentage of appeals dismissed against the Council's refusal of planning permission (%)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>60.5%</td> </tr> <tr> <td>22/23 Q1</td> <td>62.5%</td> </tr> <tr> <td>21/22 Q4</td> <td>68.0%</td> </tr> <tr> <td>21/22 Q3</td> <td>65.0%</td> </tr> <tr> <td>21/22 Q2</td> <td>59.0%</td> </tr> </tbody> </table>		Quarter	Percentage	22/23 Q2	60.5%	22/23 Q1	62.5%	21/22 Q4	68.0%	21/22 Q3	65.0%	21/22 Q2	59.0%	<p>Data only: no target</p> <p>This quarter: ⓘ</p> <p>Last quarter: ⓘ</p>		
Quarter	Percentage															
22/23 Q2	60.5%															
22/23 Q1	62.5%															
21/22 Q4	68.0%															
21/22 Q3	65.0%															
21/22 Q2	59.0%															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2										
		59%	65%	68%	62.5%	60.5%										
Description:		Percentage of appeals dismissed where the Council has refused planning permission.														
Comments:		None.														

COU14	Number of planning applications	Lead Councillor: Tom Hunt														
		Service Area: Planning Development Services														
		Service Lead: Gilian MacInnes														
<table border="1"> <caption>Number of planning applications validated during each quarter</caption> <thead> <tr> <th>Quarter</th> <th>Number of applications</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>774</td> </tr> <tr> <td>22/23 Q1</td> <td>860</td> </tr> <tr> <td>21/22 Q4</td> <td>830</td> </tr> <tr> <td>21/22 Q3</td> <td>840</td> </tr> <tr> <td>21/22 Q2</td> <td>502</td> </tr> </tbody> </table>		Quarter	Number of applications	22/23 Q2	774	22/23 Q1	860	21/22 Q4	830	21/22 Q3	840	21/22 Q2	502	<p>Data only: no target</p> <p>This quarter: ⓘ</p> <p>Last quarter: ⓘ</p>		
Quarter	Number of applications															
22/23 Q2	774															
22/23 Q1	860															
21/22 Q4	830															
21/22 Q3	840															
21/22 Q2	502															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2										
		502	840	830	860	774										
Description:		Relates to number of planning applications validated during each quarter.														
Comments:		None. For comparison purposes, the total number of applications validated in 2020/21 was 2,317 and 2,890 in 2021/22. The cumulative total for 2022/23 is 1,634 for Q1 and Q2.														

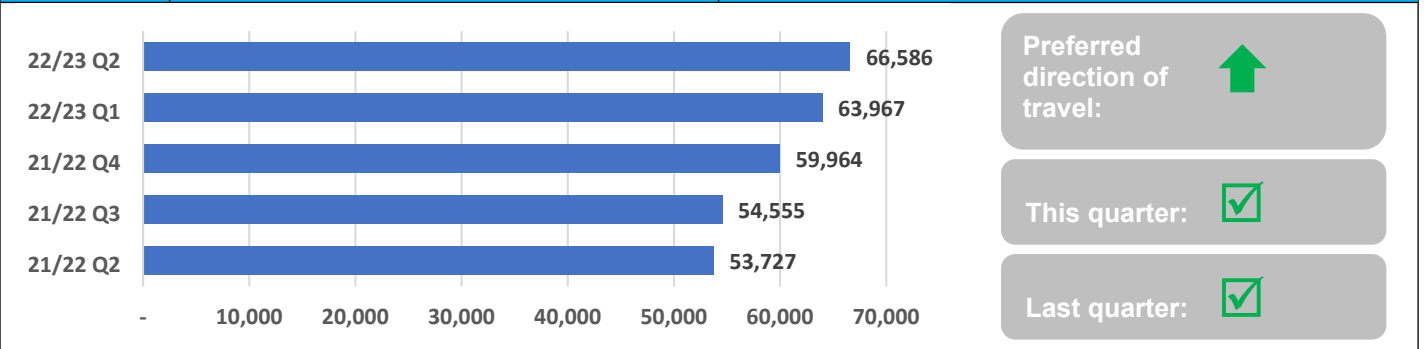
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COU15	% of contact via the phone into the Customer Services Centre	Lead Councillor: John Redpath
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
n/a	n/a	n/a	36.32%	37.48%
Description:	New PI for 2022/23.			
Comments:	2022/23 – Quarter 2: Although this has increased it is a very small difference to the previous quarter. We are continuing to improve our customer journeys and online options with the aim of channel shifting contact online where residents are digitally enabled to allow us to support residents who are not able to access our online support.			
Action taken to improve Performance:	This shift will not be overnight but the changes we are making using the outcomes of our user experience testing, ongoing feedback from residents and councillors and planned improvements will have an impact in the longer term.			

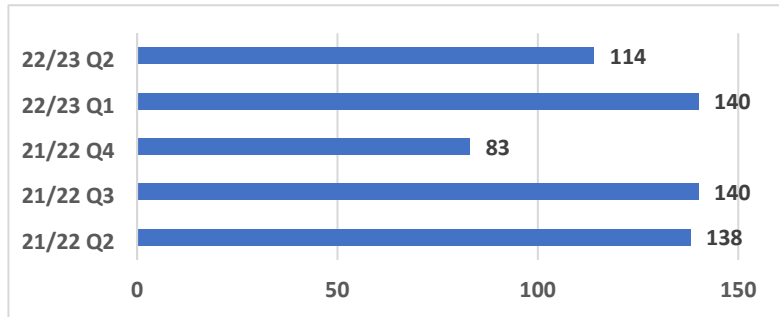
COU16	Total number of followers on our corporate communications digital channels, including Facebook, Twitter, Instagram, LinkedIn, Nextdoor and our digital newsletter.	Lead Councillor: Julia McShane
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
53,727	54,555	59,964	63,967	66,586
Description:	Total number of social media followers across all platforms at the end of each quarter.			
Comments:	None.			

COU17	Number of customer complaints received, including:	Lead Councillor: John Redpath
	No. of complaints; Categorisation (high level); Time taken to respond	Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes

Table 1:

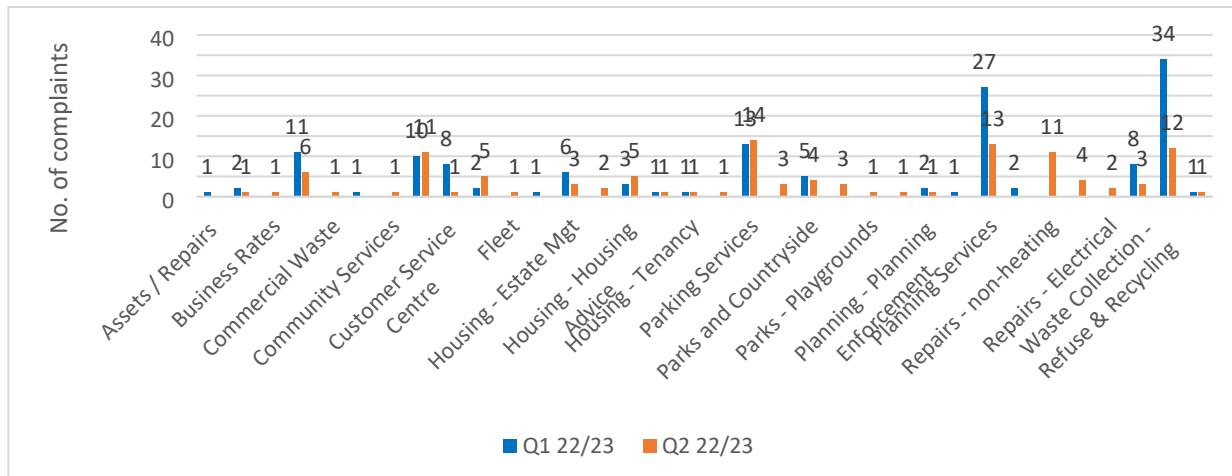


Preferred direction of travel:

This quarter:

Last quarter:

Table 2:



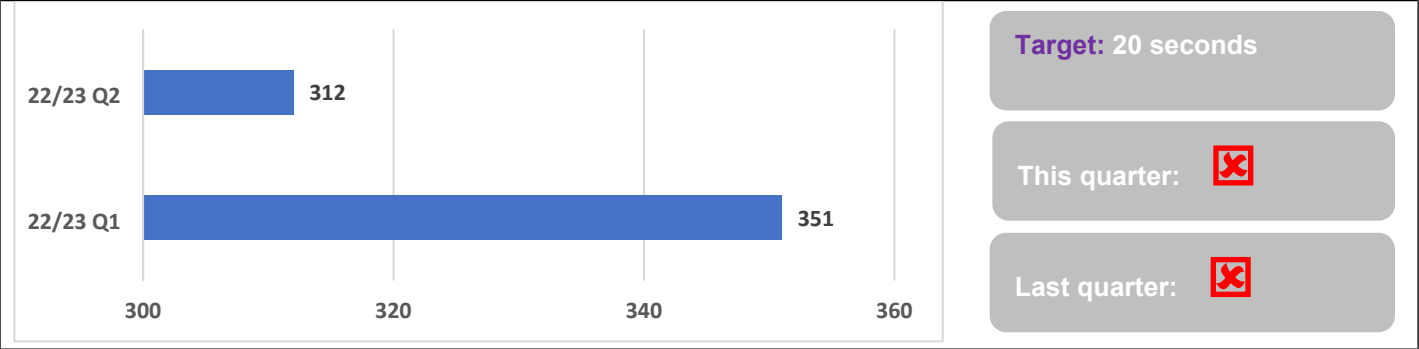
	2021/22			2022/23	
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
	138	140	83	140	114
Description:	<p>This includes complaints received through our formal complaints system (currently eCase). It excludes general enquiries received through the complaints system and specific enquiries which already 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.</p> <p>Table 1 shows the total number of complaints received each quarter. Table 2 provides a breakdown by service area of the complaints received.</p>				
Comments:	<p>2022/23 – Quarter 2: 68% of complaints that were due for response within Q2 were actioned within advertised timescales.</p>				
Action Taken to Improve Performance:	<p>The complaints policy has recently been refreshed and published on our website. From this we have put in place an action plan to ensure that staff are aware of the complaints policy, associated standards and procedures and importance of complaints and the potential learning from them.</p>				

Agenda item number: 7
Appendix 1

COU18	Percentage of customer complaints upheld	Lead Councillor: John Redpath														
		Service Area: Communications & Customer Services														
		Service Lead: Nicola Haymes														
<table border="1"> <caption>Percentage of customer complaints upheld</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2021/22 Q2</td> <td>12.32%</td> </tr> <tr> <td>2021/22 Q3</td> <td>22.86%</td> </tr> <tr> <td>2021/22 Q4</td> <td>19.04%</td> </tr> <tr> <td>2022/23 Q1</td> <td>18.75%</td> </tr> <tr> <td>2022/23 Q2</td> <td>18.42%</td> </tr> </tbody> </table>		Quarter	Percentage	2021/22 Q2	12.32%	2021/22 Q3	22.86%	2021/22 Q4	19.04%	2022/23 Q1	18.75%	2022/23 Q2	18.42%	<p>Target: less than or equal to 20%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Percentage															
2021/22 Q2	12.32%															
2021/22 Q3	22.86%															
2021/22 Q4	19.04%															
2022/23 Q1	18.75%															
2022/23 Q2	18.42%															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2										
		12.32%	22.86%	19.04%	18.75%	18.42%										
Description:		The data relates to the complaints upheld in each quarter; it does not include partially upheld complaints.														
Comments:		None.														

COU19	Number of Local Government & Social Care Ombudsman and Housing Ombudsman complaints upheld	Lead Councillor: John Redpath														
		Service Area: Communications & Customer Services														
		Service Lead: Nicola Haymes														
<table border="1"> <caption>Number of Local Government & Social Care Ombudsman and Housing Ombudsman complaints upheld</caption> <thead> <tr> <th>Quarter</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>2021/22 Q2</td> <td>1</td> </tr> <tr> <td>2021/22 Q3</td> <td>0</td> </tr> <tr> <td>2021/22 Q4</td> <td>1</td> </tr> <tr> <td>2022/23 Q1</td> <td>0</td> </tr> <tr> <td>2022/23 Q2</td> <td>0</td> </tr> </tbody> </table>		Quarter	Number	2021/22 Q2	1	2021/22 Q3	0	2021/22 Q4	1	2022/23 Q1	0	2022/23 Q2	0	<p>Preferred direction of travel: </p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Number															
2021/22 Q2	1															
2021/22 Q3	0															
2021/22 Q4	1															
2022/23 Q1	0															
2022/23 Q2	0															
		2021/22		2022/23												
		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2										
		1	0	1	0	0										
Description:		Number of Housing Ombudsman (HO) and Local Government & Social Care Ombudsman (LGSCO) complaints upheld.														
Comments:		2022/23 – Quarter 2: There were 4 complaints received during quarter 2 (1 HO and 3 LGSCO). Of the 4 complaints received, 1 was premature, to be considered through our complaints process and 3 remain open.														

COU20	Average phone wait times	Lead Councillor: John Redpath
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



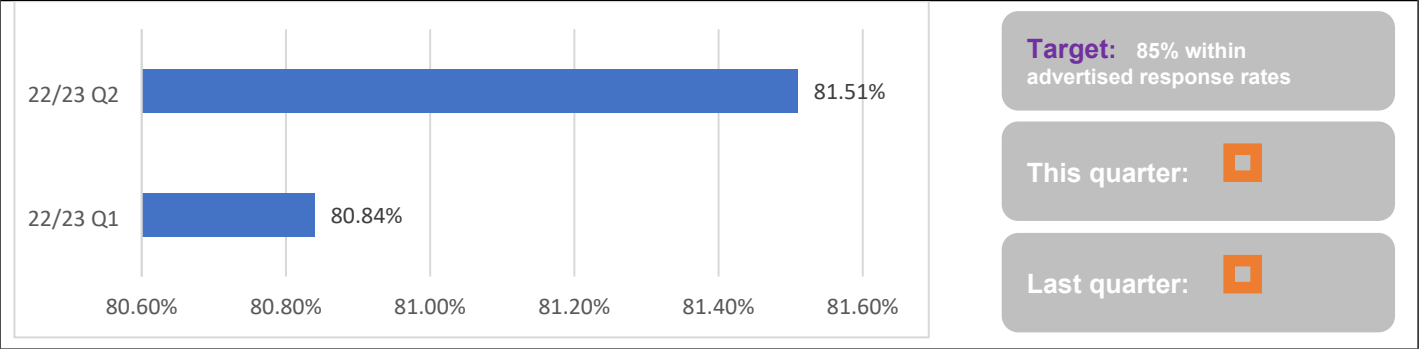
2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
n/a	n/a	n/a	5 mins 51 secs	5 mins 12 secs
Description:	The average time for phone calls to be answered.			
Comments and:	2022/23 – Quarter 2: The average call wait time is still higher than we would like but we are seeing improvements month by month. Whilst wait times are higher than we like we are seeing an increase in the percentage of calls being answered each week.			
Action Taken to Improve Performance:	We are continuing to recruit to our vacancies and cross train staff to further improve response times. We have also reduced the call back wait time to 10 minutes to prevent residents staying on hold longer than needed.			

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Appendix 1

COU21	% of contact that is digital:		Lead Councillor: John Redpath													
	1. Direct contact that is digital		Service Area: Communications & Customer Services													
	2. Overall contact that is digital		Service Lead: Nicola Haymes													
<table border="1"> <caption>% of contact that is digital</caption> <thead> <tr> <th>Quarter</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>62.52%</td> </tr> <tr> <td>22/23 Q1</td> <td>63.69%</td> </tr> <tr> <td>21/22 Q4</td> <td>72.00%</td> </tr> <tr> <td>21/22 Q3</td> <td>43.00%</td> </tr> <tr> <td>21/22 Q2</td> <td>48.00%</td> </tr> </tbody> </table>			Quarter	%	22/23 Q2	62.52%	22/23 Q1	63.69%	21/22 Q4	72.00%	21/22 Q3	43.00%	21/22 Q2	48.00%	<p>Target: 75%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>	
Quarter	%															
22/23 Q2	62.52%															
22/23 Q1	63.69%															
21/22 Q4	72.00%															
21/22 Q3	43.00%															
21/22 Q2	48.00%															
2021/22			2022/23													
Quarter 2		Quarter 3	Quarter 4	Quarter 1	Quarter 2											
48%		43%	72%	63.69%	62.52%											
Description:	Revised definition from Q1 22/23. Direct contact resident/customers completing an online form. Overall contact would include contact searches on our website.															
Comments:	<p>2022/23 – Quarter 2: This figure represents digital contact that can be tracked through the customer services CRM but will not include all digital contact through routes that are not captured through salesforce.</p> <p>Although this has increased it is a very small difference to the previous quarter. We are continuing to improve our customer journeys and online options with the aim of channel shifting contact online where residents are digitally enabled to allow us to support residents who are not able to access our online support.</p>															
Action Taken to Improve Performance:	This shift will not be overnight but the changes we are making using the outcomes of our user experience testing, ongoing feedback from residents and councillors and planned improvements will have an impact in the longer term.															

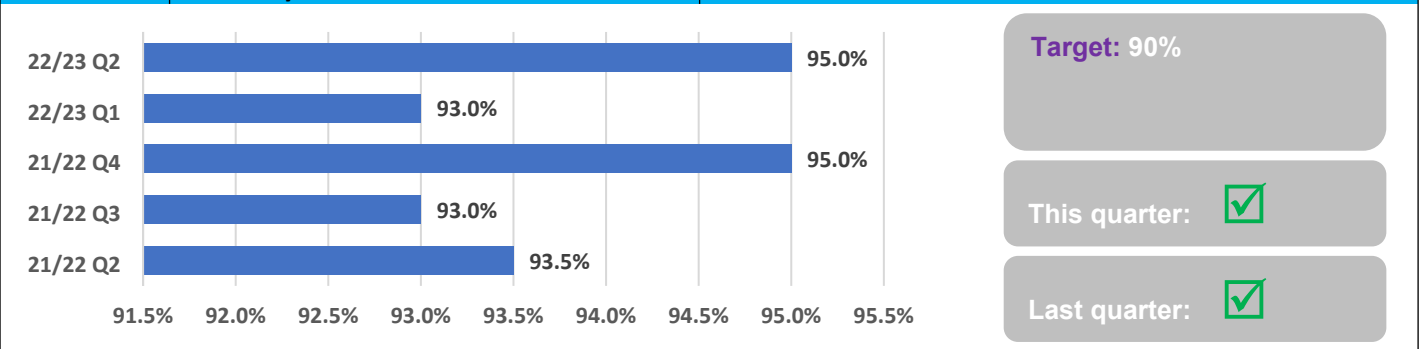
COU22	% of contacts received with a Guildford address that have a MyGuildford account		Lead Councillor: John Redpath							
			Service Area: Communications & Customer Services							
			Service Lead: Nicola Haymes							
<table border="1"> <caption>% of contacts received with a Guildford address that have a MyGuildford account</caption> <thead> <tr> <th>Quarter</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>22/23 Q2</td> <td>85%</td> </tr> <tr> <td>22/23 Q1</td> <td>85%</td> </tr> </tbody> </table>			Quarter	%	22/23 Q2	85%	22/23 Q1	85%	<p>Target: 80%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>	
Quarter	%									
22/23 Q2	85%									
22/23 Q1	85%									
2021/22			2022/23							
Quarter 2		Quarter 3	Quarter 4	Quarter 1	Quarter 2					
6,486		6,804	22,074	85%	85%					
Description:	% of contacts received with a Guildford address that have a MyGuildford account. Revised definition and target for 2022/23.									
Comments:	None.									

COU23	Average response times for online contact through forms	Lead Councillor: John Redpath
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
n/a	n/a	n/a	80.84%	81.51%
Description:	Average response times for online contact through forms. Response times are recorded in our Customer Charter and are 2 working days for an acknowledgement and 7 working days for a full response. The percentage relates to an acknowledgement provided by Customer Services.			
Comments:	2022/23 – Quarter 2: We continue to see improvements in this area towards our target.			
Action Taken to Improve Performance:	As we continue to recruit to vacancies and cross train staff we expect to see this increase further across upcoming quarters.			

COU24	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	Lead Councillor: John Redpath
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



2021/22			2022/23	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
93.5%	93%	95%	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 shows that for this quarter the number of quarterly PIs that are showing a positive green or amber rating totals 45.3% which it is hoped will increase further from Q3 onwards once the data for the KPIs showing as no data is provided. The red rating has decreased by 6.2% since the last quarter which is due to revisions in data provided in quarter 1.




Those PIs which, for quarter 2, were recorded as 'no data' (i.e. no data was submitted for this report) made up 9.4% of all quarterly PIs. This relates to the PIs identified in the exception summary set out in section 4 of this report and will reduce once data is provided from Q3 onwards. The primary reason for the lack of data submission was due to time lags in receiving data and data being unavailable due to an IT issue with the database.

THEME	CORPORATE KPI	SERVICE PLAN MONITOR	OTHER REPORTING	REMOVE
Environment	4	4	1	0
Community	4	13	2	0
Homes & Jobs	13	12	0	6
Excellence & Customer Service	19	9	1	0
	40	38	4	6

ENVIRONMENT - Protecting our Environment [Corporate Priority]										
- 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										
Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Indicators to be retained as Corporate KPIs										
Corporate KPI	ENV1	Kilograms of domestic residual waste collected, per household, from the kerbside	Quarterly	P	S	Indicates progress on reducing domestic waste Subject to seasonal change	↓	Reduced domestic waste has a positive impact on our environment	CW	JS
Corporate KPI	ENV2	Household waste recycled and composted	Quarterly	P	S	Indicates progress on increasing recycled and composted waste Subject to seasonal change	↑	Increased recycling and composted waste have a positive impact on our environment	CW	JS
Corporate KPI	ENV8	CO2 emissions from Council operations	Annual	P	S	Indicates progress on reducing carbon emissions	↓	Reduced carbon emissions have a positive impact on our environment	RT	GP
Corporate KPI	ENV9	Energy use by the Council; gas, electricity, and fleet	Annual	O/D	S	Indicates progress reducing energy consumption	↓	Reduced energy consumption has a positive impact on our environment	RT	GP
Indicators to be monitored through the Service Planning process										
Service Plan Monitor	ENV3	Number of fly tips	Quarterly	O/D	D	Indicates the no. of reported fly tips Subject to seasonal change	↓	High number of fly tips reported has an impact on the environment, our resources to remove them and customer service.	RH	JS
Service Plan Monitor	ENV4	Number of outstanding statutory nuisance investigations (all noise (except in street), bonfires, light, odour, living conditions prejudicial to health, insects and accumulations)	Quarterly	O/D		Indicates only the issues reported customers. Not reflective of 3 step process: · Reporting · Validation · investigation	↓	High number of reported issues has an impact on our environment, our customer service and on our resources to process validation and investigate reports.	RH	JS
Service Plan Monitor	ENV5	Total number of 'Green Flag' open spaces	Annual	O/D	D	Indicates the annual no. of assessed open spaces against Green Flag criteria	Target of 8 open spaces	High number of 'Green Flag' open spaces has a positive impact on the health and wellbeing of our residents	CW	JS
Service Plan Monitor	ENV6	Conservation sites in positive management (% of all sites)	Annual	O/D	D	Indicates how many countryside sites are actively managed for habitat and species protection.	75%	High number of countryside sites in positive management have a positive impact on our environment	CW	JS
Indicator(s) to be reported through Other Reporting method										
Other - Cttee reporting	ENV7	Nitrogen dioxide concentration at monitoring site(s) at risk of exceeding limits	Annual	H/B	S	Environment and Air Quality a corporate priority but a single indicator not sufficient 12 months of air quality data is required then it needs to be bias adjusted before any judgement can be made on next steps	Data not provided for 2019/20, 2020/21 and 2021/22	*Review of indicator required to establish performance impact Proposal: 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.	RH	GP

COMMUNITY - Empowering communities and supporting people who need help [Corporate Priority]

- 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




Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Indicators to be retained as Corporate KPIs										
Corporate KPI	COM7	Number of households living in temporary accommodation	Quarterly	O/D	S	This is the total number of households living in temporary accommodation at the end of the reporting quarter.		Decrease in households in temporary accommodation has a positive impact on the residents having secured a permanent home to live	AS	JMcS
Corporate KPI	COM8	Snapshot of rough sleepers	Quarterly	O/D	D	Indicates an intelligence based monthly snapshot of the no. of rough sleepers on a single night during each month.	Target less than 5	Lower number of rough sleepers has a positive impact on the number of residents being supported into housing options	AS	JMcS
Corporate KPI	COM9	Number of successful homelessness outcomes	Quarterly	P	D	Indicates the no. of successful prevention/ relief case homelessness outcomes.	Higher prevention to relief	Higher prevention and relief of homelessness has a positive impact on the number of residents being supported into housing options	AS	JMcS
Corporate KPI	COM10	Council tax collected (%) (cumulative)	Quarterly	P	S	Indicates the total of council tax payments received compared to the total amounts payable in that year.	99% annual target	Achieving the target has an impact on Council income and reduces the number of residents in debt	PV	JB
Indicators to be monitored through the Service Planning process										
Service Plan Monitor	COM1	Number of customers taking part in day care activities	Quarterly	O/D	D	Indicates demand for day care activities within in community services.	Data only	Increased demand for activities has a positive impact on the health and wellbeing of residents and increased demand on resources	SH	JMcS
Service Plan Monitor	COM2	Number of community transport single journeys	Quarterly	O/D	D	Indicates demand for community transport		Increased demand for activities has a positive impact on the health and wellbeing of residents and increased demand on resources	SH	JMcS
Service Plan Monitor	COM3	Number of community hot meals delivered	Quarterly	O/D	D	Indicates demand for community transport		Increased demand for community transport has a positive impact on the support provided to residents	SH	JMcS
Service Plan Monitor	COM4	Number of handyperson jobs completed	Quarterly	O/D	D	Indicates demand for community hot meals	Data only	Increase in jobs completed has a positive impact on the support provided to residents, quality of life for residents and contributes to falls prevention.	SH	JMcS


Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Service Plan Monitor	COM5	Number of Care and Repair jobs completed (Private sector only, minor adaptations)	Quarterly	O/D	D	Indicates the no. jobs completed only not the demand for service. Service provided for both Guildford and Waverley Councils.	↑	Increase in jobs completed has a positive impact on the support provided to residents, quality of life for residents	SH	JMcS
Service Plan Monitor	COM6	Number of public sector adaptations completed	Quarterly	O/D	D	Indicates the no. of jobs completed only not demand for service. Service provided for both Guildford and Waverley Councils.	↑	Increase in jobs completed has a positive impact on the support provided to residents, quality of life for residents	RH	JS
Service Plan Monitor	COM13	Total visits to our heritage attractions (cumulative)	Quarterly	O/D	D	Indicates the demand for heritage venues including the Castle, Guildford House Gallery, the Museum and the Guildhall.	Annual visit target: 50,000 in first year (to be reviewed in 2023/24)	Achieving the target has an impact on the sustainability of the venues through income and demonstrates increased access to heritage and culture opportunities for our residents and visitors	KM	JR
Service Plan Monitor	COM14	Number of people participating in events, activities and outreach sessions facilitated by Heritage Services (cumulative)	Quarterly	O/D	D	Indicates the demand for events, activities and outreach sessions facilitated by Heritage Services.	Annual target 2,000 attendance	Achieving the target has an impact on the sustainability of the venues through income and demonstrates increased access to heritage and culture opportunities for our residents and visitors	KM	JR
Service Plan Monitor	COM15	Total visitor numbers to key parks and countryside sites (cumulative)	Quarterly	O/D	D	Indicates occupancy at Stoke Park Gardens, Castle Grounds and Chantry Wood and Riverside Nature Reserve.	Annual target 650,000 visits	Achieving the target has an impact on the access to outdoor open space and the health and wellbeing for our residents and visitors	CW	JS
Service Plan Monitor	COM16	Number of bookings for sports pitches and courts	Quarterly	O/D	D	Indicates the demand for non-contracted sports pitch/ court bookings. Subject to seasonal change	Annual target 3,300	Achieving the target has an impact on Council income and demonstrates increased access to sports, health and leisure activities for our residents and visitors	CW	JS
Service Plan Monitor	COM17	Number of visitors to Thrive at the Hive	Quarterly	O/D	D	Indicates the demand for Thrive at The Hive.	Data only	Increased demand has a positive impact on the support provided to residents and reduces poverty and inequality	SH	JMcS
Service Plan Monitor	COM18	Number of visitors to the Community Fridge	Quarterly	O/D	D	Indicates the demand for the Community Fridge.	Data only	Increased demand has a positive impact on the support provided to residents and reduces food poverty and inequality	SH	JMcS
Service Plan Monitor	COM19	Number of attendees at Playranger Sessions	Quarterly	O/D	D	Indicates the demand for Playranger Sessions. Subject to seasonal change	Data only	Increased demand has a positive impact on the number of children accessing free, outdoor play and increases health and wellbeing	SH	JMcS

Indicator(s) to be reported through Other Reporting method

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Other - cttee reporting	COM11	Total attendance at G Live (cumulative)	Quarterly	P	D	Indicates the demand for programmes and events at G Live.	230,000 annual target	Achieving the target has an impact on the sustainability of the business and demonstrates increased access to arts and culture opportunities for residents and visitors	KM	JS
Other - cttee reporting	COM12	Total visits to sports and leisure venues (Spectrum, Lido, Ash Manor)	Quarterly	P	D	Indicates the demand for activities at Spectrum, Lido and Ash Manor.	Annual visit target: Spectrum - 1.7m Lido and Ash Manor – 80,000	Achieving the target has an impact on the sustainability of the business and demonstrates increased access to sports, health and leisure activities for our residents and visitors	KM	JS



HOMES AND JOBS - Residents having access to the homes and jobs they need [Corporate Priority]										
<ul style="list-style-type: none"> • 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 										
Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Indicators to be retained as Corporate KPIs										
Corporate KPI	H&J1	Average time to let void housing properties - Standard re-lets (does not include Specialist or Sheltered Housing)	Quarterly	P	S	Indicates the average time to let void housing properties, but excludes major voids, new builds, sheltered and supported properties.	↓	Decrease in the time to let void homes reduces risks to the Council's property and has a positive impact on the number of households able to access affordable and stable accommodation	AS	JMcS
Corporate KPI	H&J2	Number of empty homes	Annual	P	S	Indicates the no. of empty homes, including public and private sector housing stock across the borough.	679 houses or below	Decrease in the number of empty homes has a positive impact on our residents accessing suitable accommodation	RH	JMcS
Corporate KPI	H&J3	Number of net new additional homes	Quarterly	O/D	S	Indicates the no. of net new additional homes available for residents	1,686 over the preceding 3-year period (100% of Delivery Test)	Meeting the delivery test target has a positive impact on the number of households able to access stable accommodation	AL	JB
Corporate KPI	H&J4	Affordable new homes completed each year	Quarterly	O/D	S	Indicates the no. of affordable new homes completed each year and provides a breakdown of Shared Ownership; Social Rent; and Affordable Rent each quarter.	Data only	Increased availability has a positive impact on the number of households able to access affordable and stable accommodation	AS	JMcS
Corporate KPI	H&J5	Number of homeless families placed in B&B	Quarterly	O/D	S	Indicates the pressure on local accommodation	↓	Decrease in families placed in B&Bs has a positive impact on families having secured a permanent home to live	AS	JMcS
Corporate KPI	H&J6	Average waiting time (in months) for Council housing (Band C)	Annual	O/D	D	Indicates the average waiting time for Council housing becoming available, based on a Band C property.	↓	Lower average waiting times for Council housing has a positive impact on our residents accessing suitable and affordable accommodation	AS	JMcS
NEW Corporate KPI (revised definition)	H&J7	Time taken to assess new applications on the housing register	Quarterly	O/D	S	Indicates the number of working days from receipt of a fully completed application verified by an officer that all documents are present and complete to the time which an application is LIVE on Guildford Borough Council's waiting list for social housing.	↓	Decrease in households on the housing needs register has a positive impact on households securing affordable and stable accommodation	AS	JMcS


Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Corporate KPI	H&J12	Non-domestic (business) rates collected (%)	Quarterly	P	S	Indicates the % calculated, as a cumulative YTD figure, of the non-domestic business rates collected	Target 99%	Higher number of non-domestic (business) rates collected has a positive impact on the Council's budget	PV	JB
Corporate KPI	H&J15	Net change in completed commercial and business floorspace (B1, B2 and B8)	Annual	H/B	D	Indicates the net changed in completed commercial and business floorspace (B1, B2 and B8) as set out in the Local Plan: Strategy and Sites (LPSS).	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	An increase in completed commercial and business floorspace has a positive impact on the local economy and employment opportunities.	AL	JB
Corporate KPI	H&J16	Percentage of vacant town centre retail units	Quarterly	H/B	D	Indicates the % of vacant ground level retail and leisure premises situated within the Business Improvement District.		Decreased percentage of vacant ground level retail has a positive impact on the attractiveness of the town and on the local economy	RT	JR?
Corporate KPI	H&J20	Percentage of affordable housing units granted planning permission on eligible sites	Quarterly	P	S	Indicates the % of affordable housing units granted planning permission on eligible sites.	Target 40%	Increased percentage of granted applications for eligible sites has an impact on the availability and accessibility of affordable and secure homes for our residents	AL	JB
NEW Corporate KPI		Percentage of homes that do not meet the Decent Home Standard (DHS)	Quarterly			Indicates the percentage of homes that fail to meet the Decent Homes Standard at the end of the reporting quarter.			AS	JMcS
NEW Corporate KPI		Repairs completed within target timescale (emergency & non-emergency repairs)	Quarterly			Indicates the number of emergency and non-emergency repairs completed within target in the reporting period.			AS	JMcS
Indicators to be monitored through the Service Planning process										
Service Plan Monitor	H&J9	Working age population claiming key out of work benefits	Quarterly	H/B	D	Indicates the no. of people claiming benefit principally for the reason of being unemployed. Comparison data against Britain and South East	Data only	High number of claimants has an impact on the quality of life and vulnerabilities of our residents and on the local economy	AL	JR
Service Plan Monitor	H&J11	Food businesses with a food hygiene rating of 3 or over (previously known as 'scores on the doors')	Quarterly	O/D	S	Indicates a % of establishments with a rating of 3 or better under the Food Hygiene Rating Scheme.		Higher percentage has an impact on the quality and safety of food consumed by residents and visitors	RH	JS
Service Plan Monitor	H&J17	Visits to town centre car parks	Quarterly	H/B	D	Indicates the usage of town centre car parks.		Increased use of town centre car parks has a positive impact on the Council's income and on the local economy	KM	JR

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Service Plan Monitor	H&J18	Guildford town centre footfall	Quarterly	H/B	D	Indicates the footfall across High Street and North Street combined.		Increased footfall in the town centre has a positive impact on the attractiveness of the town and on the local economy	AL	JR
NEW Service Plan Monitor		Percentage of compliance with Fire Risk Assessments	Quarterly			Indicates the percentage of Fire Risk Assessments (FRAs) completed by a competent person that adheres to current Fire Safety legislation (e.g. Regulatory Reform (Fire Safety Order) 2005, Fire Safety Act 2021) and has been reviewed within relevant timescales.			AS	JMcS
NEW Service Plan Monitor		Percentage of compliance with Gas Safety checks	Quarterly			Indicates the percentage of properties that have had all the necessary gas safety checks with a valid landlord gas safety record and the percentage of properties that had their gas safety record renewed before their anniversary date.			AS	JMcS
NEW Service Plan Monitor		Percentage of domestic properties with a satisfactory Electrical Installation Condition Report (EICR) up to five years old	Quarterly			Indicates the percentage of properties with a valid EICR is a condition report carried out with regard to the latest BS7671 wiring regulations			AS	JMcS
NEW Service Plan Monitor		Percentage of compliance with Asbestos Safety checks	Quarterly			Indicates the percentage of homes in buildings that have had all the necessary asbestos management surveys or re-inspections. Checks include management and refurbishment assessments and must adhere to The Control of Asbestos Regulations 2012.			AS	JMcS
NEW Service Plan Monitor		Percentage of compliance with Water Safety checks	Quarterly			Indicates the percentage of homes that have had all the necessary legionella risk assessments.			AS	JMcS
NEW Service Plan Monitor		Percentage of compliance with Lift Safety checks	Quarterly			Indicates the percentage of lifts in buildings where the communal passenger lifts have had all the necessary safety checks as set out within the Lifting Operations and Lifting Equipment Regulations 1998.			AS	JMcS
NEW Service Plan Monitor		Number of new Anti-social Behaviour (ASB) cases reported	Quarterly			Indicates the number of new ASB cases in the reporting period.			AS	JMcS

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
NEW Service Plan Monitor		Number of live ASB cases	Quarterly			Indicates the number of live ASB cases in the reporting period.			AS	JMcS
Indicator(s) to be reported through Other Reporting method										
N/A										
Indicator(s) to be removed										
Remove	H&J8	Total number on housing transfer register	Quarterly	O/D	S	Indicates the demand for more appropriate accommodation	↓	Decrease in households on the housing transfer register has a positive impact on the appropriateness of living accommodation for residents and in	AS	JMcS
Remove	H&J10	Local Council Tax Support claimants - pension and working age	Quarterly	H/B	D	Indicates the monetary value (working age and pension age) of claimants accessing Council Tax Support	↓	Lower monetary value has a positive impact on the Council's budget	PV	JB
Remove	H&J13	Total number of empty days in rateable properties	Quarterly	H/B	D	Indicates the no. of days rateable business properties are empty for. Based on a quarterly empty assumption for year. This measure is most accurate in Q4.	↓	Decreased number of days rateable properties remain empty has a positive impact on the amount of business rate income achieved and the local economy	PV	JB
Remove	H&J14	Number of empty rateable properties	Quarterly	H/B	S	Indicates a comparison of empty rateable properties on one day to another day in the next quarter.	↓	Decreased number of rateable properties remaining empty has a positive impact on the amount of business rate income achieved and the local economy	PV	JB
Remove	H&J19	Domestic abuse victims prioritised for housing	Quarterly	O/D	D	Indicates the successful prevention or relief of survivors of domestic abuse	Data only	Higher prevention and relief from domestic abuse has a positive impact on survivors access to safe accommodation and wellbeing	AS	JMcS
Remove	H&J21	No. of visits to paid, town centre on-street parking spaces	Quarterly	H/B	D	Indicates the usage of paid, town centre on-street parking spaces.	↑	Increased use of town centre, paid for on street parking has a positive impact on the Council's income and on the local economy	KM	JR

EXCELLENCE AND CUSTOMER SERVICE [Corporate Plan Core Value]										
• We will deliver excellent customer service										
Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Indicators to be retained as Corporate KPIs										
Corporate KPI	COU1	Staff sickness absence - all sickness	Quarterly	P	D	Indicates a YTD no. of working days/shifts lost due to sickness absence.	Target less than or equal to 9 days	Lower no of days lost to staff sickness absence has a positive impact on staff health and wellbeing and on the ability to deliver services	RT	GP
Corporate KPI	COU2	Staff turnover	Quarterly	P	D	Indicates the % of posts needing to be replaced because of staff leaving	Target less than or equal to 17%	Lower staff turnover has a positive impact on the stability of the workforce and reduces the cost of recruitment	RT	GP
Corporate KPI	COU3	Council suppliers paid within 30 days	Quarterly	P	D	Indicates the no. of Council suppliers paid within 30 days.	Target 90%	Achieving the target has a positive impact on the Council's budget management, debt and reputation with suppliers	NH	JR
Corporate KPI	COU4	Council sundry debt collected within 30 days	Quarterly	P	D	Indicates the % of sundry debt owed to the Council collected within 30 days.	Target 90%	Achieving the target to collect outstanding debt has a positive impact on the Council's budget	NH	JR
Corporate KPI	COU5	Time taken to assess new Housing Benefit claims	Quarterly	P	S	Indicates the days taken to process new Housing Benefit claims.	Target less than or equal to 8 days	Achieving the target has a positive impact on the financial support provided to residents	PV	JB
Corporate KPI	COU6	Rent collection rate - percentage of rent collected in year	Quarterly	P	S	Indicates the % of council house rent collected in year.	Target 99%	Achieving the target to collect housing rent has a positive impact on the Council's budget	AS	JMcS
Corporate KPI	COU7	Rent collection rate - percentage of rent collected in year plus arrears brought forward	Quarterly	P	S	Indicates the % of council house rent collected in year including arrears brought forward.	Target 98.5%	Achieving the target to collect housing rent and outstanding debt has a positive impact on the Council's budget	AS	JMcS
Corporate KPI	COU10	Speed of determining applications for major development (%)	Quarterly	P	S	Indicates the % of decisions on applications made within 13 weeks.	Target 60%	Achieving the target to process applications within the timeframe has a positive impact on the quality of and enabling of development, and on customer service	GM	TH
Corporate KPI	COU11	Speed of determining applications for minor development (%)	Quarterly	P	S	Indicates the % of decisions on applications made within 8 weeks.	Target 70%	Achieving the target to process within the timeframe has a positive impact on the quality of and enabling of development, and on customer service	GM	TH
Corporate KPI	COU12	Speed of determining applications for other development (%)	Quarterly	P	S	Indicates the % of decisions on applications made within 8 weeks.	Target 85%	Achieving the target to process within the timeframe has a positive impact on the quality of and enabling of development, and on customer service	GM	TH

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Corporate KPI	COU13	Appeals dismissed against the Council's refusal of planning permission (%) (cumulative)	Quarterly	P	S	Indicates the % of appeals dismissed where the Council has refused planning permission.	Data only	Higher number of appeals dismissed has a positive impact on the consistency of decision making against quality and suitability of application	GM	TH
Corporate KPI	COU14	Number of planning applications	Quarterly	O/D	S	Indicates the no. of planning applications validated during each quarter.	Data only	Lower number of applications reduces the impact on resources on the Council	GM	TH
Corporate KPI	COU15	% of contact via the phone into the Customer Services Centre	Quarterly	P	D	Indicates the % of contact via the phone into the Customer Services Centre.	Target 20% or below	Lower % of customers contacting the Council by phone has a positive impact on the ability of those needing to use phone to be able access timely support	NH	JR
Corporate KPI	COU16	Total number of followers on our corporate communications digital channels, including Facebook, Twitter, Instagram, LinkedIn, Nextdoor and our digital newsletter	Quarterly	P	D	Indicates the engagement of customers in our social media platforms at the end of each quarter.		Higher number of engagement with our social media platforms has a positive impact on customers receiving information to support and inform them and reduces their need to contact the Council	NH	JMcS
Corporate KPI	COU19	Number of Local Government & Social Care Ombudsman and Housing Ombudsman complaints upheld	Quarterly	P	D	Indicates the level of complaints received by the Council and upheld by LGSCO and Housing Ombudsman		Lower number of complaints upheld has a positive impact on consistency of decisions and the quality of service being delivered	NH	JR
Corporate KPI	COU20	Average phone wait times	Quarterly	P	D	Indicates the average time customers are waiting for a phone response.	Target 20 seconds	Lower waiting times for our customers has a positive impact on the service being delivered, support provided by the Council and on the Council's reputation	NH	JR
Corporate KPI	COU21	% of contact that is digital: 1. Direct contact that is digital 2. Overall contact that is digital	Quarterly	P	D	Indicates the direct and overall engagement of customer through our digital channels	Target 75%	Achieving the target has a positive impact on the quality of information available to customers and their experience in seeking advice and support and on the availability of our phone lines for customers who are not able to use digital	NH	JR
Corporate KPI	COU23	Average response times for online contact through forms	Quarterly	P	D	Indicates the average percentage of online responses given to customers within response times	Target 85%	Achieving the target has a positive impact on the quality of information available to customers and their experience in seeking advice and support and on the availability of our phone lines for customers who are not able to use digital	NH	JR

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure <small>P=Performance; O/D=Output/Demand; H/B=Health of the Bgh</small>	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Corporate KPI	COU24	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	Quarterly	P	D	Indicates the percentage of FOI/EIR responses given within the statutory timeframe of 20 days	Target 90%	Achieving the target has a positive impact on the Council's reputation and ability to meet its statutory duty	NH	JR
Indicators to be monitored through the Service Planning process										
Service Plan Monitor	COU8	Financial return on commercial property investments	Annual	P	D	Indicates the financial return on commercial property investments for the previous year.	Target: 5%	Higher financial return has a positive impact on the Council's income generation	MV	TA
Service Plan Monitor	COU17	Number of customer complaints received	Quarterly	P	D	Indicates the level of complaints received through our formal complaints system responded to within policy		Lower number of customer complaints received has a positive impact on the services being received by customers and on the Council's reputation	NH	JR
Service Plan Monitor	COU18	Percentage of customer complaints upheld	Quarterly	P	D	Indicates the % customer complaints upheld.	Less than or equal to 20%	Achieving the target has a positive impact on the consistency of decisions and on quality of service delivered	NH	JR
Service Plan Monitor	COU22	% of contacts received with a Guildford address that have a MyGuildford account	Quarterly	P	D	Indicates the % of contacts received with a Guildford address that have a MyGuildford account.	Target 80%	Achieving the target has a positive impact on the quality of information available to customers and their experience in seeking advice and support and on the availability of our phone lines for customers who are not able to use digital	NH	JR
NEW Service Plan Monitor		Percentage of appeals dismissed against the Council's refusal of planning permission	Quarterly	P					GM	TH
NEW Service Plan Monitor		Speed of determination of major applications over a rolling 2 year period	Quarterly	P					GM	TH
NEW Service Plan Monitor		Speed of determination of non-major applications over a rolling 2 year period	Quarterly	P					GM	TH
NEW Service Plan Monitor		Number of major applications allowed on appeal as a percentage of all major applications in a rolling 2 year period	Quarterly	P					GM	TH
NEW Service Plan Monitor		Number of non-major applications allowed on appeal as a percentage of all non-major applications in a rolling 2 year period	Quarterly	P					GM	TH
Indicator(s) to be reported through Other Reporting method										

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Other - cttee reporting	COU9	Vacancy rates of commercial property investments	Quarterly	P	D	Indicates the % of vacancy rates based on days per property, excluding intentional voids.	Target: less than 5%	Lower vacancy rates of commercial property investments have a positive impact on the Council's income generation and local economy	MV	TA

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Overview and Scrutiny Committee Report

Ward(s) affected: all

Report of Strategic Director - Place

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Date: 17 January 2023

Air Quality Strategy – Workplan Update

Executive Summary

This report provides the Committee with an update on the implementation of the action plan within the Air Quality Strategy 2017-2022 adopted by Executive on 28 November 2017 and an update on other air quality activity during the last 12 months.

Recommendation to Committee

That the Committee notes the report and endorses the proposed review of the Air Quality Strategy 2017-2022 adopted by Executive on 28 November 2017.

Reason for Recommendation:

To ensure the Council meets its statutory duties in relation to air quality and the Air Quality Strategy 2017-2022 action plan is implemented.

Is the report (or part of it) exempt from publication?

No

1. Purpose of Report

- 1.1 The report aims to provide the Committee with an update on progress with the air quality action plan and other statutory air quality priorities.

2. Strategic Priorities

- 2.1 Implementing the air quality action plan supports three key priorities of the Council:

- Climate Change and Environment particularly: working with residents and businesses towards becoming a carbon neutral borough, protecting our environment, and making travel easier and more sustainable
- Housing and Community by keeping the community active and well
- Economy and Regeneration particularly: encouraging sustainable and clean economic growth

3. Background

- 3.1 On 28 November 2017, Executive approved an Air Quality Strategy drafted in consultation with the Air Quality Executive Working Group and departments across the Council.
- 3.2 On 9 January 2018 the Committee agreed to annually monitor progress with implementation of the Air Quality Strategy work plan. This report follows previous updates to the Committee in 2018, 2019, 2020 and 2021.
- 3.3 The report reviews progress with the existing air quality action plan and also provides an update on other activities which primarily focus on statutory air quality duties.

4. Update on action plan and Air Quality Strategy review

- 4.1 Resources have been targeted on statutory air quality duties, where there are breaches of air quality limits, so unfortunately non-statutory activities within the action plan have not been progressed.
- 4.2 A status summary of all measures in the action plan is shown in Appendix 1. Whilst we have been focused on other matters this year, over the life of the action plan 21 of the actions are either completed, in progress or ongoing. The four incomplete measures may be taken forward in the forthcoming review.
- 4.3 The collaboration between Guildford and Waverley Borough Councils provides a positive opportunity to explore where both Air Quality Strategies and accompanying action plans and common objectives can be aligned. There is also the opportunity to include new activities such as car free day which has commenced since the strategy was originally drafted.
- 4.4 The review of the Air Quality Strategy and action plan will be conducted in 2023.

5. Air Quality activity

Proposed Air Quality Management Area - Guildford Town Centre

- 5.1 Following the declaration of an Air Quality Management Area in Guildford Town Centre the Air Quality Action Plan (AQAP) consultation, containing draft measures that could bring the area into compliance with air quality limit values, received over 400 responses from the public.
- 5.2 Following the public consultation in the October 2022 the draft AQAP was approved by the Guildford Joint Committee and has since been approved by Defra.
- 5.3 A feasibility study is currently being commissioned to understand the impact and viability of the draft measures in the action plan. The finalised plan will be brought forward in 2023.

Shalford Air Quality Action Plan

- 5.4 A review of the Shalford AQAP has been commissioned with the updated report due in the first quarter of 2023. Producing a refreshed action plan is the aim of the review as the air quality limits are in exceedance and implementing the existing action plan has been challenging. Reducing the impact of domestic diesel vehicles will be the focus of any measures as this is the reason for the exceedance.
- 5.5 Officers have met with representatives from Shalford Parish Council and Ward Councillors throughout the year to discuss their concerns and keep them updated. A further meeting is scheduled for early 2023.

Compton Air Quality Action Plan

- 5.7 Monitoring results show a continued exceedance in air quality limits values so a review of the AQAP may be needed in future years. Currently the effectiveness of the ban of the right-hand turn into Down Lane, Compton to reduce nitrogen dioxide limits cannot be full assessed due to the change in travel patterns since the coronavirus pandemic.
- 5.8 There are challenges with identifying further effective measures in Compton in any review process and an extension list of measures was considered initially. The exceedance is primarily due to domestic diesel vehicle so this group must be the focus of any future measures. Reducing the number of domestic diesel vehicle journeys or converting to more sustainable forms of transport is the key.
- 5.9 When there is no longer an exceedance of the air quality standard for nitrogen dioxide the Council can revoke an AQMA.

A3 – through Guildford

- 5.10 The Council is continuing to work with National Highways and Surrey County Council to develop deliverable measures to improve air quality along the A3 as it passes through Guildford.
- 5.11 The study, completed with grant funding from National Highways, to assist with the development of measures to improve air quality in specified locations along the A3 has been central to understanding the issues for the exceedances of the annual mean limits values for nitrogen dioxide (NO₂) and developing solutions. The background report is available at: <https://www.guildford.gov.uk/article/26606/Working-to-improve-air-quality-on-the-A3-in-Guildford>

6. Consultations

- 6.1 The Lead Councillor has approved the report and will continue to monitor progress throughout the year.

7. Key Risks

- 7.1 Insufficient human and financial resource to fully implement the Air Quality Strategy action plan and statutory duties including three Air Quality Action Plans to achieve compliance with air quality standards within existing resource remains a risk. Additional funding opportunities such as grants from central government departments can be sought to help mitigate this risk. To help mitigate the risk in this financial year, additional funding has been obtained to provide extra officer time and to fund the AQMA reports and feasibility study.
- 7.2 Significant challenges in coordinating the measures required in Guildford Town Centre and the A3 to ensure they do not have a negative impact on each other.

8. Financial Implications

- 8.1 The source of funding such as grants, other organisations or an internal growth bid/supplementary estimate needs to be attached to any future action plan to ensure they are achievable.

9. Legal Implications

- 9.1 The provisions of Part IV of the Environment Act 1995 established a national framework for air quality management, which requires all local authorities in England, Scotland and Wales to conduct local air quality

reviews. Whilst an Air Quality Strategy is not a legal requirement, it is good practice and helps provide a clear pathway for improving air quality.

10. Human Resource Implications

- 10.1 Consideration must be given to ensure that adequate resources are allocated to deliver all air quality activities with statutory duties given primacy.

11. Equality and Diversity Implications

- 11.1 There are no equality and diversity implications arising from the report.

12. Climate Change/Sustainability Implications

- 12.1 Implementing actions within the action plan will improve air quality and reduce carbon emissions across the Borough and the wider area as residents, workers and visitors to the Borough change their behaviours.

13. Conclusion

- 13.1 Improving air quality for residents, visitors and workers in the Borough is a Council priority with available resources focused on areas where there are breaches of legal limits to meet our statutory duties. Over the life of the strategy the majority of the actions have been completed or embedded with the majority of the measures implemented during the early life of the plan.
- 13.2 A planned review of the Air Quality Strategy and accompanying action plan is scheduled will now take place in 2023.

14. Background Papers

Guildford Joint Committee – 12 December 2018

<https://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=751&MId=6884&Ver=4>

Guildford Joint Committee – 19 September 2018

<https://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=751&MId=6883&Ver=4>

Overview and Scrutiny Committee – 15 January 2019

<https://www2.guildford.gov.uk/councilmeetings/ieListDocuments.aspx?CId=262&MId=772&Ver=4>

Overview and Scrutiny Committee – 10 July 2018

<http://www2.guildford.gov.uk/councilmeetings/ieListDocuments.aspx?CId=262&MId=769&Ver=4m>

Overview and Scrutiny Committee – 9 January 2018

<http://www2.guildford.gov.uk/councilmeetings/ieListDocuments.aspx?CId=262&MId=634&Ver=4>

Executive – 28 November 2017

<http://www2.guildford.gov.uk/councilmeetings/ieListDocuments.aspx?CId=132&MId=608&Ver=4>

Local Air Quality Management, Policy Guidance (PG 16) Defra

https://consult.defra.gov.uk/communications/laqm_changes/supporting_documents/LAQM%20Policy%20Guidance%202016.pdf

Local Air Quality Management, Technical Guidance (TG 16) Defra

<https://laqm.defra.gov.uk/documents/LAQM-TG16-April-16-v1.pdf>

15. Appendices

Appendix 1 – Update on Air Quality Action Plan measures

Appendix 1: Air Quality Action Plan Measures

Key

	Initiative type
	Guildford Borough Council – existing project
	Guildford Borough Council – new
	Guildford Borough Council and partner - existing project
	Guildford Borough Council and partner – new

Measure No.	Measure	EU Category	EU Measure Classification	Lead Department	Implementation Phase	Key Performance Indicator	Costs	Progress to Date	Estimated Completion Date	Comments
Short term (2017-2018)										
1	Air quality is consideration at pre-application and application stage to allow effective use of planning conditions.	Policy Guidance and Development Control	Air Quality Planning and Policy Guidance	Planning Services and Regulatory Services	2017		Within current resource	<ul style="list-style-type: none"> Service Level Agreement between Planning Development and Regulatory Services from March 2017 with quarterly monitoring meetings including an air quality update In areas where air quality is a concern Regulatory Services recommend an air quality assessment as a pre-application condition and across the borough electric charging points in developments of 10 or more properties Completed – ongoing	2017 - completed	

Measure No.	Measure	EU Category	EU Measure Classification	Lead Department	Implementation Phase	Key Performance Indicator	Costs	Progress to Date	Estimated Completion Date	Comments
2	Work with other local authorities, land managers, and highway authorities to develop a framework to monitor forecast improvements in roadside air quality around the Thames Basin Heaths Special Protection Area to confirm that forecast improvements are being delivered and, if required, to identify and deliver supplementary measures.	Policy Guidance and Development Control	Air Quality Planning and Policy Guidance	Planning Services	Ongoing	Establishment of a framework for monitoring forecast improvements in roadside air quality	Within current resource	<ul style="list-style-type: none"> The target is a requirement stemming from the Habitats Regulations Assessment for the Local Plan: strategy and sites 2015-2034. The plan was adopted in April 2019. In progress		
3 Page 152	Green scheme parking fees for electric vehicles in GBC car parks	Traffic Management	Emission based parking or permit charges	Parking Services	2016			<ul style="list-style-type: none"> Owners of electric vehicles can apply for a parking permit to obtain reduced fees There are 6 operationally charging points in Guildford car parks Completed – ongoing	2019 - completed	https://www.guildford.gov.uk/carparks
4	Parking App to direct users to closest and cheapest spaces	Traffic Management	Other	Parking Services	2016			<ul style="list-style-type: none"> The App is operational and available to download Completed – ongoing	2019 - completed	https://www.guildford.gov.uk/parkingapp
5	Education in communities to change behaviours	Promoting Travel Alternatives	Promotion of cycling, Promotion of walking, Workplace Travel Planning	Community Development	Ongoing		Within current resource	<ul style="list-style-type: none"> In conjunction with Guildford Borough Council and Surrey County Council, Performance in Education's production of 'Abbie Ayre and the Shed of Science' toured six local primary schools (Ash Grange Primary School, Queen Eleanor's Junior School, Tillingbourne Junior School, Holy Trinity Pewley Down School, Rydes Hill Prep School and Worplesdon Primary School) during February 2020. Completed	2021 - completed	

Measure No.	Measure	EU Category	EU Measure Classification	Lead Department	Implementation Phase	Key Performance Indicator	Costs	Progress to Date	Estimated Completion Date	Comments
6	Bringing services to the communities to reduce car journeys	Promoting Travel Alternatives	Other	Community services	Ongoing		Within current resource	•Community Services encouraging partners to increase use of local facilities within communities to reduce journeys Completed – ongoing	2019 - completed	
7	GBC Air Quality Strategy	Policy Guidance and Development Control	Other policy	Regulatory Services	2017	Strategy adopted by Executive November 2017	Within current resources	•Air Quality Strategy adopted on 28 November 2017. •Implementation monitored by Overview and Scrutiny Committee Completed	2017 - completed	
8	Declaration of Air Quality Management Area in Compton	Traffic Management	Other – defined in action plan	Regulatory Services	2017	AQMA to be declared by Executive November 2017 Compliance with Action Plan		•Air Quality Management Air declared on 28 November 2017 •Consultation conducted on action plan and feedback reviewed • Officer steering group established •Action plan to be presented to 20 March 2019 Guildford Joint Committee for approval Completed	2017-completed	Air Quality Action Plan measure of banning the right hand turn into Down Lane has been implemented and impact will be reviewed.
9	Facilitate and promote home, mobile, remote and flexible working within the Council	Promoting Travel Alternatives	Encourage / Facilitate home-working	HR & IT	2018	Adopt and implement 'Home, Mobile, Remote and Flexible Working Policy' 2019 Reduction in mileage claims, increase public transport claims		•ICT support all staff to work remotely •ICT refresh programme with over £1 million financial investment •Regulatory Services and Licensing – local procedure implemented Completed	2020 - completed	

Measure No.	Measure	EU Category	EU Measure Classification	Lead Department	Implementation Phase	Key Performance Indicator	Costs	Progress to Date	Estimated Completion Date	Comments
10	Promote alternative travel to work at the Council	Promoting Travel Alternatives	Workplace Travel Planning	HR	2018	Adopt and implement a 'Staff Travel Plan' by December 2018	Initial start up fee within current resource from savings in other areas in 19/20 budget.	<ul style="list-style-type: none"> easitGUILDFORD, launched in March 2019, gives businesses and organisations across Guildford the opportunity to secure travel discounts for their staff. The Council is a member of the scheme. https://www.easit.org.uk/network/easitGUILDFORD-23 Alternative transport to work promoted: bike to work scheme (salary sacrifice scheme to buy bike) and provision of lockers, changing and shower facilities to support cyclists, runner, walkers. Completed and ongoing	2020 – completed	New working patterns have had an impact on membership as work patterns have changed significantly since the start of the pandemic.
11 Page 154	Air quality modelling of Surrey for PM10, PM2.5, NO2	Policy Guidance and Development Control	Regional Groups Co-ordinating programmes to develop Area wide Strategies to reduce emissions and improve air quality	All Surrey Local Authorities	2017	Model delivered by December 2017	£4,000 per Local Authority (already in budget)	<ul style="list-style-type: none"> The final report was received in November 2019. 12 Diffusion tube monitoring locations have been instated where modelling predicted potential exceedance of NO₂ at the relevant receptor locations. (Anjana Papnai) Completed	2019 – completed	New monitoring locations instated for Local Air Quality Management monitoring and will be continually reviewed.
12	Compliance with nitrogen dioxide air quality limits on A331 – straight line exceedance as identified in 'UK plan for tackling roadside nitrogen dioxide concentrations'	Traffic Management	Other – unknown at this time	Regulatory Services	2017-19	A331 compliant with nitrogen dioxide air quality limits by 2020	Initial Defra grant to Guildford Borough Council of £50,000 to conduct feasibility study proposal. £600,000 grant to all three Local Authorities from Defra to conduct Outline Business Case.	<ul style="list-style-type: none"> The Council worked in partnership with Rushmoor BC, Surrey Heath BC, Surrey CC and Hampshire CC to submit the Strategic Outline Case by 31 March 2018 and the Outline Business Case by 31 December 2018. The Council were not required to submit the Full Business Case due in May 2019 with other partners as no measures could be implemented before the section of A331 within the boundary of Guildford borough would be become compliant without any measure. Completed	2019 - completed	

Measure No.	Measure	EU Category	EU Measure Classification	Lead Department	Implementation Phase	Key Performance Indicator	Costs	Progress to Date	Estimated Completion Date	Comments
13	Participate in the University of Surrey iSCAPE Living Lab project. Guildford Living Lab aims to raise citizen awareness about air quality and the impact of green infrastructure to reduce air pollution and improve health and well-being.	Public Information	Via other mechanisms	Regulatory Services	2017		Within current resources	<ul style="list-style-type: none"> Behaviour Study completed in partnership with the University of Surrey. Review to improve and repeat in the future Assist with research projects e.g. site locations for testing new technologies Interactive display located in Council reception during the summer months of 2019. Completed and ongoing	2020 – completed	Continue to work in partnership with the University of Surrey. More information on the project https://www.iscapeproject.eu/
14	Anti vehicle idling, for example at level crossings, taxi ranks, the station, bus stops and outside schools.	Traffic Management	Other	GBC and SCC	2017	Reducing emissions	£3,000 for signs.	<ul style="list-style-type: none"> Plan being drafted for signage and campaign to promote. Not started		Three level crossings in the Borough (Ash and Chilworth X 2) have been identified for the potential scheme.
Medium Term (2019-20)										

Measure No.	Measure	EU Category	EU Measure Classification	Lead Department	Implementation Phase	Key Performance Indicator	Costs	Progress to Date	Estimated Completion Date	Comments
15	Adopt GBC Policy lease car and fleet vehicles procurement	Promoting Low Emission Transport and Vehicle Fleet Efficiency	Company Vehicle Procurement - Prioritising uptake of low emission vehicles Procuring alternative Refuelling infrastructure to promote Low Emission Vehicles, EV recharging, Gas fuel recharging	Operational Services	2019	GBC adopt Policy on procuring lease case and fleet vehicles		<ul style="list-style-type: none"> •There are 10 electric vehicles in the Council fleet, with another 10 electric Mini Buses imminent •Currently there are 12 charging points across Council sites with 10 more planned at Park Barn including 2 rapid charge points •Revised lease car scheme to allow reduced emissions vehicles only. Scheme now limited to Electric, PHEV and Hybrid •Fleet vehicles under 2000kg now electric by default <p>Completed</p>	2020 - completed	The lease car policy has not been changed to reflect reduce emission vehicles only, and that both lease car and fleet reduced emissions are documented in the transport policy statement currently under review.
16	Review/Create GBC policy for travelling to meetings, seminars and training courses	Promoting Travel Alternatives	Workplace Travel Planning	HR	2019	Revised policy implemented in 2019		<ul style="list-style-type: none"> •There are examples of good practice around the Council but no consistency or formal policy. <p>Not formally commenced</p>		<p>Implement Travel Policy for training courses, seminars and meeting – to include increase e-learning, in house provision, use of public transport when travelling. Incentivise non-car use.</p> <p>The COVID-19 restrictions have resulted in positive changes such as video conferencing for meetings and training becoming normal practice.</p>
17	Service delivery review to reduce public journeys to Council properties where appropriate	Promoting Travel Alternatives	Personalised travel planning	Regulatory Services	2019	Policy adopted and implemented		<ul style="list-style-type: none"> •The Council does not have a formal policy but more services are provided remotely and online. <p>In progress</p>	2021	

Measure No.	Measure	EU Category	EU Measure Classification	Lead Department	Implementation Phase	Key Performance Indicator	Costs	Progress to Date	Estimated Completion Date	Comments
18	Adopt GBC Electric Vehicle Charging Strategy	Promoting Low Emission Transport	Procuring alternative Refuelling infrastructure to promote Low Emission Vehicles, EV recharging, Gas fuel recharging	Regulatory Services	2019			Whilst the Council does not have an electric vehicle charging strategy the Council, as reported above have installed a number of electric charging points across the Council estate. Not formally commenced		<p>Actions could include:</p> <ul style="list-style-type: none"> -Increase in: GBC sites, GBC car parks, GBC assets, GBC major projects -require as part of the planning process <p>Encourage businesses and residents to provide charging points</p> <p>Apply for grants if available</p>
19	To encourage employers to introduce travel plans.	Promoting Travel Alternatives	Workplace Travel Planning	Regulatory Services	2019	Target for number of companies with travel plans		easitGUILDFORD, launched in March 2019, gives businesses and organisations across Guildford the opportunity to secure travel discounts for their staff. https://www.easit.org.uk/network/easitGUILDFORD-23	2020 – completed	New working patterns have had an impact on membership since the start of the pandemic.
20	Work in partnership with local bus companies to bid to Defra for grant from the 'Low emissions bus scheme' to increase number of low and ultra-low emission buses in Guildford or Clean Bus Technology Fund 2017-2019	Vehicle Fleet Efficiency	Promoting Low Emission Public Transport	Regulatory Services	2017	Reducing emissions		<ul style="list-style-type: none"> •Initial scoping discussions with one operator and desk top review of grants available • Currently BC unable to progress due to state aid conflicts Completed	2020 - completed	

Measure No.	Measure	EU Category	EU Measure Classification	Lead Department	Implementation Phase	Key Performance Indicator	Costs	Progress to Date	Estimated Completion Date	Comments
Long term (2020-onwards)										

Measure No.	Measure	EU Category	EU Measure Classification	Lead Department	Implementation Phase	Key Performance Indicator	Costs	Progress to Date	Estimated Completion Date	Comments
21	Improve sustainable transport opportunities in line with the Guildford Borough Transport Strategy	Policy Guidance and Development Control	Other policy	Planning and Regeneration	Present – 2035+	<p>1. Increased rail patronage / Annual entries and exits at rail stations in Guildford borough / Office of Rail and Road – annual</p> <p>2. Increased rail modal share / Rail modal share for travel to work journey in Guildford borough / Census – every 10 years</p> <p>3. Increased bus modal share / Bus modal share for travel to work journey in Guildford borough / Census – every 10 years</p> <p>4. Increased walking and cycling modal share / Walking and cycling modal share for travel to work journey in Guildford borough / Census – every 10 years</p>	Existing and future bids	<p>Progress with respect to Key Performance Indicators:-</p> <ul style="list-style-type: none"> • 1: Increased rail patronage, based on Annual entries and exits at rail stations in Guildford borough: 2014/15: 11,128,084 entries and exits: 2018/19: 10,845,312 entries and exits. • Census data used for indicators 2, 3 and 4 – next collected in 2021. <p>Progress with respect to delivering schemes providing capacity or quality improvements for rail, public transport and active modes, 2016/17-2019/20:-</p> <p>Schemes completed/ operational:</p> <ul style="list-style-type: none"> • Improvement of River Wey towpath around Parsonage Water meadows (linking A25 to A320) • North Downs Line (Great Western Railway) service frequency and timetable improvements (scheme NR6) • Tunsgate public realm scheme • Electric bus fleet operating on the Guildford Park and Ride network – part of Guildford Quality Bus Corridors project, itself part of Unlocking Guildford Package • Majority of A25 cycle corridor scheme – part of Guildford Town Centre Transport Package • Sustainable Movement Corridor: West – phase 1 Pedestrian/ cycle route across Bannisters Field and phase 2a Pedestrian/ cycle route between Ashenden Road and 	Ongoing	

Measure No.	Measure	EU Category	EU Measure Classification	Lead Department	Implementation Phase	Key Performance Indicator	Costs	Progress to Date	Estimated Completion Date	Comments
								<p>Guildford Park Road – part of Unlocking Guildford Package</p> <ul style="list-style-type: none"> • Walnut Tree Close experimental one-way closure – part of Guildford Town Centre Transport Package <p>In progress</p>		
22	Taxi and Private Hire Licensing Policy	Promoting Low Emission Transport	Taxi and Private Hire Licensing Policy	Licensing	2022	Low emission taxi fleet		<p>The Council's Taxi and Private Hire Licensing Policy was reviewed in September 2020 with improved emission standards</p> <p>The Policy proposed a two-stage plan to introduce an emissions standard in the licensed vehicle fleet:</p> <p>Firstly, from 1st April 2021 all newly licensed vehicles, and all renewal applications from 1 January 2025, must meet or exceed Euro 6 emission standards (Euro 6 compliant being registered on or after 6 Feb 2014).</p> <p>From 1 January 2030 the Council will only licence hackney carriage and private hire vehicles (new and renewal) which are Ultra Low Emission Vehicles.</p> <p>Completed</p>	Completed 2021	

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Appendix 1

Measure No.	Measure	EU Category	EU Measure Classification	Lead Department	Implementation Phase	Key Performance Indicator	Costs	Progress to Date	Estimated Completion Date	Comments
23	Revise Green Scheme Parking to introduce differential charging according to emissions Extend policy to on-street parking permits	Traffic Management	Emission based parking or permit charges	Parking Services	2020	Uptake in reduced rate permits		GBC do not have authority to extend scheme to on street and whilst GBC have raised this with SCC as part of a consultation of changes to permit schemes county wide, they have decided not to use this type of approach. (Chris Wheeler) Completed	2020 - completed	
24	To encourage freight and delivery companies to introduce travel plans	Freight and Delivery Management	Route Management Plans/ Strategic routing strategy for HGVs/Delivery and Service plans	Regulatory Services	2020			None – new initiative		
Page 161 25	Research road configuration best practice to achieve improvements in air quality	Traffic Management	Strategic highway improvements, Re-prioritising road space away from cars, inc Access management, Selective vehicle priority, bus priority, high vehicle occupancy lane	Regulatory Services	2020			Ongoing	Ongoing - completed	Learn from best practice and up to date research when proposing new schemes.

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Overview and Scrutiny Committee Report

Ward(s) affected: Whole Borough

Report of Joint Strategic Director, Transformation and Governance

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Date: 17 January 2023

Operation of Leisure Management Contract 2021-22

Executive Summary

The Council entered into a 10-year Leisure Partnership Agreement (LPA) with Greenwich Leisure Ltd (GLL) with effect from 1 November 2011, to deliver leisure services throughout the borough at Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre. GLL has subcontracted the service to Wealden Leisure Limited trading as Freedom Leisure (FL). A 2-year contract extension was granted in October 2022 and a further 2-year extension proposal is currently being considered.

Each year, a review of the Annual Report from Freedom Leisure (FL) is undertaken. This report outlines the process by which this is carried out and also gives a summary overview of the contractor's performance on its operation of the Council's leisure facilities; Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre for the eleventh contract period (from 1 April 2021 to 31 March 2022).

During the first 4 months of the period, the facilities that were allowed to open were subjected to various ongoing (and ever-changing) Covid restrictions which impacted heavily on capacities, the programming and opening hours. These changes meant that the facilities have operated very differently during the first half of this period compared to how they would normally (pre-covid), therefore undermining some of the key aspects (i.e. high footfall) that some of the facilities rely upon to drive success. When the facilities were able to return to normal, it has taken time for customers to re-adjust to busier facilities and gain confidence in returning following such a long period of time where restrictions were imposed. This has therefore impacted on the recovery of the facilities and therefore its performance.

The monitoring arrangements were modified to reflect the demands of the pandemic and the ever-changing operation we were faced with. One of the main monitoring aspects throughout the first part of the year was the continuous review of each facility's Covid risk assessments, which were subject to ongoing review and changes

as restrictions and guidance evolved. As the operation returned to normal and the venues entered the recovery phase, more normal monitoring arrangements resumed.

There remains a concern over the level of investment into the facilities while the Operator is not only in the recovery phase post pandemic but is also dealing with other pressures affecting the marketplace.

The nature of the customer feedback received in the period is reflective of the challenges faced by leisure operators in terms of recruitment, staffing levels and available funding for investment.

The declared position at the end of the financial year for the contract overall was a deficit position of £383,268. Freedom Leisure has not provided all the information that would normally be included within the Annual Report and this includes a separate catering profit and loss account.

The full Annual Report for the contract period 2021/22 is shown at Appendix 1.

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

The minutes of the Annual Report presentation that took place on 29 November 2022 are included in Appendix 2.

**Suggested items for Overview and Scrutiny to consider
That the committee considers and comments on:-**

- (1) the performance of FL in relation to the operation of Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre detailed in Appendix 1
- (2) the list of LPA objectives detailed in item 3.4

Is the report (or part of it) exempt from publication?

No

1. Purpose of Report

- 1.1 To provide an overview of performance of the leisure contractor operating Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre for the contract year period 1 April 2021 to 31 March 2022. There has been a

significant impact as a result of the Covid19 pandemic on the leisure industry and therefore this report.

2. Strategic Priorities

- 2.1 The provision of the services detailed within this report support the principles of the Guildford Health and Wellbeing Strategy by supporting people to maintain physical activity whilst also contributing to its priorities;
- Improving children's health and wellbeing
 - Developing a preventative approach
 - Promoting emotional wellbeing and mental health
 - Improving older adults' health and wellbeing
 - Safeguarding the population

3. Background of the Contract

- 3.1 The Council entered into a 10-year Leisure Partnership Agreement (LPA) with Greenwich Leisure Ltd (GLL) with effect from 1 November 2011, to deliver leisure services throughout the borough at Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre. GLL has subcontracted the service to Wealden Leisure Limited trading as Freedom Leisure (FL). A 2-year contract extension was granted in October 2022 and a further 2-year extension proposal is currently being considered.
- 3.2 A very detailed and complex contractual agreement, the Leisure Partnership Agreement (LPA), is in place between GLL and the Council. GLL and FL have a contractual agreement that mirrors the contents of the LPA.
- 3.3 The LPA is a substantial document which includes as one of its component elements a detailed service specification specific to each site covering all aspects of service delivery e.g. opening and closing hours, water and air temperatures, maintenance regimes, health and safety compliance requirements, staffing levels and qualifications.
- 3.4 The LPA sets out the following objectives for the service provision:-
- to improve the health and well-being of their communities through increased participation
 - to use sport and leisure to bring communities together
 - to enable access to services by specific groups with identified needs
 - to encourage and provide affordable and sustainable local facilities and services
 - to explore partnerships with other organisations where these will benefit the community

- to work with clubs and voluntary organisations in the borough to develop their activities and skill levels
- to encourage investment in the facilities to maintain and enhance the quality of service
- to bear in mind the rights, needs and aspirations of facility users and staff
- to demonstrate value for money and continuous improvement
- to recognise and maximise commercial opportunities in the facilities
- to improve the financial 'bottom line' of the Council.

3.5 This report reviews the eleventh contract period from 1 April 2021 to 31 March 2022. The performance of the contractor has been monitored across the sites over a number of criteria.

3.6 The operation of the catering offer at Guildford Spectrum is linked to, but does not fall directly within, the LPA. However, it is treated by Freedom Leisure as if it is part of the LPA in their submitted report.

Overview of the existing monitoring arrangements

3.7 The Council's Leisure Client team monitor the LPA. The monitoring arrangements during this period were modified accordingly to reflect the demands of the pandemic. Monitoring included an ongoing review of each facility's Covid Risk Assessment (RA) to ensure each facility was complying with the latest government guidance, regular walk rounds of each facility (to review the Covid RA mitigations in place and ensure compliance) and regular review of all incoming customer feedback submitted to us by Freedom Leisure.

3.8 As Covid restrictions have eased, normal monitoring duties have resumed. This includes regular formal meetings and monthly asset meetings, daily discussions with key FL personnel and regular visits to site, specific walk rounds to monitor service delivery, assessment of information provided by FL, regular use of the facilities as a customer, and formal and informal discussion with customers, partners and FL staff. Quarterly formal client monitoring meetings are usually diarised considering a standard agenda covering financial performance, technical issues, quality of service including customer comments, marketing development, and health and safety.

4. Performance of the Contractor – Key Performance Indicators

4.1 The first quarter of the 2021/22 period saw some facilities beginning to re-open following the various Covid closures and restrictions that had significantly impacted the venues during the majority of the previous year. The phased re-opening of each facility, and the Covid restrictions that remained in place, meant that the offering was still very different to

'business as usual', with some facilities remaining closed under the restrictions until later on in the year. This therefore makes comparisons with previous years and targets of very limited value.

- 4.2 The following tables below show a selection of the key performance indicators from the operator agreement relating to financial performance and operating performance.
- 4.3 Included here are comparisons against 2019/20 and last year (2020/21). It is important to note that there were only 16 weeks of trading during 2020/21 due to the Covid closures which have affected the figures, as well as the Covid support which was provided to Freedom Leisure. 2019/20 is seen to be a more typical year, with only the last few days of March being materially affected by the pandemic.

KPI – Key Financial 'LY' = 2020/21	Spectrum	Lido	Ash	Contract	Notes
Income (£) *combined LPA and catering income	10,553,507 (LY) 5,456,617 (2019/20) 10,987,480	636,018 (LY) 117,361 (2019/20)) 489,103	272,143 (LY) 161,159 (2019/20)) 401,234	11,441,668 (LY) 5,735,137 (2019/20) 11,877,817	The Covid support (from the Council and via grant funding) provided to FL in 2020/21 for the 3 venues has been declared under just Spectrum's income. Furlough payments however have been attributed across the three sites.
Expenditure (£) *combined LPA and catering expenditure	9,525,685 (LY) 5,103,383 (2019/20) 9,748,303	748,433 (LY) 336,247 (2019/20)) 605,665	520,520 (LY) 213,412 (2019/20)) 346,442	10,794,368 (LY) 5,653,042 (2019/20) 10,700,410	Inc. central support charges Exc. management fee & repayments
Management fee & repayments* (£)	978,848 (LY) 30,645 (2019/20) 1,288,637	51,450 (LY) 51,450 (2019/20)) (108,337))	0 (LY) 0 (2019/20)) 40,774	1,030,298 (LY) 82,095 (2019/20) 1,221,074	The management fee payments to the Council were waived during 2020/21 as part of the Covid support. (The figures for Spectrum and Lido for 2020/21 represent debt repayments.

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Net contract surplus/ (deficit)	28,974	(163,865)	(248,377)	(383,268)	
	(LY)		(LY)	(LY)	
	322,589	(LY)	(52,253)	(0)	
	(2019/20)	(270,336)	(2019/20)	(2019/20)	
	(49,460)		14,018	(43,667)	
		(2019/20)			
		(8,225)			

- 4.4 FL's approach to the chart of accounts differs to the approach used within their bid calculations. As we are now in the eleventh year of the contract, the financial bid figures are no longer relevant for comparative purposes.

KPI –Key Operational LY = 2020/21	Spectrum	Lido	Ash	Contract	Bid or previous year(s)	Notes
Attendances	1,302,194 (LY) 225,067 2019/20 1,707,671	116,334 (LY) 1,349 2019/20 69,583	34,959 (LY) 13,127 2019/20 84,233	1,453,487 (LY) 239,543 2019/20 1,861,487	Bid 1,920,399	The attendances for the period were impacted by ongoing covid restrictions in the first part of the year. The Lido was only open for 3 days (from 29/03 to 31/03) during last year (2020/21.)
Memberships	1901 (LY) 1,669 2019/20 3,738	52 (LY) 43 2019/20 110	520 (LY) 395 2019/20 659	2473 (LY) 2,107 2019/20 4507	(20/21) 2,107 (19/20) 4,507 (18/19) 3,206 (17/18) 3,456	
Active card	n/a	n/a	n/a	35,386	(2020/21) 29,245	Increased uptake due to Covid requirements (i.e. for pre-booking and tracking customer attendance)
Green Active card (concessions)	n/a	n/a	n/a	4,499	(LY) 5,281	
Overall customer satisfaction rating	-	-	-	n/a	n/a	Exercise not taken place.
Compliment	n/a	n/a	n/a	203 (LY) 131 2019/20 187		
Complaint	n/a	n/a	n/a	529 (LY) 66 2019/20 723		
Comment/ suggestion	n/a	n/a	n/a	138 (LY) 81 2019/20 85		

4.5 During the first 4 months of the period, many of the facilities (that were allowed to open) were subjected to various ongoing (and ever-changing) Covid restrictions which impacted heavily on capacities, the programming and opening hours. These changes meant that the facilities have operated very differently during the first half of this period compared to how they would normally (pre-covid), therefore undermining some of the key

aspects (e.g. high footfall) that some of the facilities rely upon to drive success. It wasn't until July, when most legal restrictions were lifted, that the facilities could operate as they used to. It is important to note that while facilities were able to return to normal, it has taken time for customers to re-adjust to busier facilities and gain confidence in returning following such a long period of time where restrictions were imposed.

- 4.6 Attendances overall have grown steadily as restrictions have eased, with some activities showing faster recovery than others. The contract's membership base has seen a steady recovery but is still a long way off pre-pandemic levels. The pandemic has caused a shift in the way people exercise due to gyms being unavailable for such a long time, which has meant operators have had to work hard to entice customers back in to certain facilities such as gyms. The success of the Lido is usually determined by the weather which has a direct impact on attendance levels. Attendances during the period however were restricted by Freedom Leisure due to technical problems which meant the pool could not operate at full capacity, which had a direct impact on the Lido's performance.
- 4.7 The total number of customer comments received during the period has increased as attendances increased. Many of the compliments received in the first quarter related to customers being so pleased to be back after such a long period of disruption. Frequent compliments were made over how covid-safe the facilities felt in terms of cleanliness and how well organised the arrangements were. These compliments pay credit to the significant amount of work and attention that was made to each facility's covid risk assessment to ensure the operation continued to be safe and in line with the ever-changing covid guidance and restrictions. Other re-occurring compliments included customer service, with frequent compliments received over how staff dealt with certain incidents such as first aids.
- 4.8 The complaints and comments/ suggestions during the period were varied but there were some trends; a significant number of complaints were received over how crowded the leisure pool felt. The leisure pool had operated at 50% capacity in accordance with Covid restrictions which meant that customers had become used to a quieter environment with more space and less queues for slides, as well as becoming generally accustomed to social distancing requirements elsewhere. When restrictions were lifted, this sudden change led to unease and customers' perception that the leisure pool was too busy.
- 4.9 The cleanliness of the pool changing areas was also a common complaint, which is a particular issue when the pools are at capacity due to the access constraints to clean the areas between uses. Staffing difficulties, which is an industry-wide issue, hampered this and also led to certain facilities, such as the slides, not always being available.

- 4.10 Swimming lessons were also impacted by the shortage of staff, which was one of the areas of complaint of this activity. Other swimming lesson feedback related to lesson handover arrangements, lesson progress and class sizes.
- 4.11 Maintenance was often referred to as part of a general complaint over another topic. Common themes included the general appearance of certain facilities particularly the pool changing areas and the need for investment and upgrade. The unavailability of the diving boards due to the delay in works to the dive pool railings also generated a number of complaints until such works were completed.
- 4.12 Freedom Leisure was unable to provide all of the information that would normally be included within the annual report such as a separate catering profit and loss account. This will be reviewed upon receipt.
- 4.13 Work on the life cycle maintenance plan had been significantly restricted in the previous year due to the closures, the availability of staff, contractors, and the direct financial impact of the pandemic. The financial impact of the pandemic has created a bigger shortfall than would have otherwise been the case in the funding for the lifecycle maintenance plan. There remains a concern over the level of investment in to the facilities while the Operator is very much still in the recovery phase post pandemic, and is also dealing with new challenges such as inflation. Discussions with Freedom Leisure in relation to the asset management of the venues is therefore ongoing.
- 4.14 Freedom Leisure's full Annual Report for the contract period 2021/22 is shown at Appendix 1.

5. Health & Safety

- 5.1 In the contract year, there were 836 accidents across the Guildford contract. This equates to 0.58 accidents per 1,000 visits, against the industry threshold of 1 accident per 1,000.
- 5.2 There were no reported incidents during the period that required reporting to the Health & Safety Executive (HSE) under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations).
- 5.3 A significant amount of work was done to suitably Covid risk assess each facility and ensure it complied with the relevant guidance and advice. The ever-changing guidance and rules meant that this was a challenge, particularly surrounding the ongoing communication to staff and customers that was required to ensure the changes were effectively put in place and understood. The compliments received during the period are testament to the work that has been put in by each facility manager to ensure their area was appropriately risk assessed and operated as safely as it possibly could.

6. Overview and Scrutiny sub-group monitoring process 2021/22

- 6.1 The presentation of the Annual Report took place on Tuesday 29 November 2022. The Freedom Leisure Area Manager, Brian Lamplough, delivered a presentation to Overview and Scrutiny sub-group members Councillor Booth and Councillor Potter and the Leisure Client Team.
- 6.2 The sub-group and the Lead Councillor for Environmental and Regulatory Services, James Steel, received a briefing note on the contract from the Council's Leisure Client team in advance of the Annual Report Presentation by Freedom Leisure. Those who were unable to attend the presentation, were included in the circulation of Freedom Leisure's Annual Report, the slide show presentation and minutes of the meeting and were given the opportunity to ask any subsequent questions.
- 6.3 The sub-group considered the presentation and a number of questions and comments were made. Some of these related to post-pandemic usage levels and recovery including membership growth and ways in which Freedom Leisure is staying competitive in the marketplace. The challenges faced by leisure providers was also a discussion point, with reference to recruitment, staffing levels and the cost of living crisis. Further explanation of the operation and usage of the ice rink was provided following a question surrounding its energy consumption and maintenance requirements.
- 6.4 Customer feedback was also considered, with particular emphasis on the lack of context around some of the information which has been an observation made at previous Annual Report presentations. The sub-group were also keen to understand the levels of engagement Freedom has with schools. The minutes of the Annual Report Presentation can be found at Appendix 2.
- 6.5 In summary, the Scrutiny sub-group;
 - Were broadly happy with the day-to-day operation of the facilities and were pleased with how the facilities were recovering following the pandemic
 - Recognised the challenges faced by the leisure industry and the direct impact this is having on the operation
 - expressed reservations over the customer feedback overview section and asked questions in efforts to obtain further clarification over the nature of complaints and reasons for these.

7. Financial Implications

- 7.1 The covid closures and restrictions that have impacted the first half of the period, and the recovery period after that mean it is difficult to draw a useful comparison with previous years or intended performance. Freedom Leisure was unable to provide a separate catering profit and loss account

which means a detailed financial review of the catering performance cannot be undertaken. This review will take place upon receipt of the information.

- 7.2 The declared position at the end of the financial year for the contract overall was a deficit position of £383,268.
- 7.3 The contract management fee paid to the council in the period was £1,073,570 (including some additional repayments) against the anticipated revised management fee of £1,070,600. This financial year covered the end of the original contract (April 1 to Oct 31) and the commencement of the extension (1 Nov to 31 Mar). The contract management fee payment to the council during the initial two-year extension was reduced reflecting the impact of the pandemic during the anticipated recovery phase.

8. Legal Implications

- 8.1 Section 3 of the Local Government Act 1999 requires that the Council as a best value authority “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Reviewing and, where required, monitoring the Council’s contractual approach is an important way in which that obligation can be fulfilled
- 8.2 Any formal changes to the current contractual arrangements will have to be agreed with GLL/Freedom Leisure and varied by agreement
- 8.3 As the Overview and Scrutiny Committee has no decision-making powers, any recommendations that may arise would need to be referred to the relevant decision making body of the Council for a decision.

9. Equality and Diversity Implications

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

10. Human Resource Implications

- 10.1 There are no HR implications arising from this report.

12. Climate Change/Sustainability Implications

- 12.1 There are no additional Climate Change/ Sustainability implications arising directly from this report.

13.Suggested items for Overview and Scrutiny to consider

13.1 Councillors may wish to consider whether:-

- To comment on the performance of FL in relation to the operation of Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre as detailed in the Annual Report at Appendix 1
- to comment on the LPA objectives detailed in 3.4 above

14.Conclusion

14.1 The first part of the eleventh contract year was directly impacted by covid closures. The remainder of the period saw facilities recover at different rates while customers gradually adjusted to more normalised operating arrangements. Certain areas, such as the gym and group exercise, saw a particularly slow recovery. The pandemic and rate of recovery following it has had a direct impact on the financial performance of the contract.

14.1 There remains a concern over the level of investment into the facilities while the Operator is not only in the recovery phase post pandemic but is also dealing with other pressures affecting the marketplace.

14.2 The nature of the customer feedback received in the period is indicative of the challenges faced by leisure operators in terms of recruitment, staffing levels and available funding for investment. The compliments received are reflective of Freedom Leisure's approach to the ever-changing covid arrangements and the level of customer care provided to customers as they were welcomed back into the facilities.

14.3 The sub-group recognised the challenges faced by the leisure industry but were generally pleased with the day to day operation of the facilities and how they appear to be recovering following the pandemic.

15. Background Papers

15.1 None

16. Appendices

Appendix 1 – Freedom Leisure Annual Report 2021/22

Appendix 2 – Minutes of Annual Report Presentation 29 November 2022



ANNUAL REPORT

April 2021 – March 2022

AUTHOR: Brian Lamplough

AREA MANAGER



G U I L D F O R D
B O R O U G H



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10. Future Development Plans

Appendix 1: Profit and Loss Account

Appendix 2: 10 Year Plan



1. Purpose of the Report

- 1.1 The purpose of this report is to review Freedom Leisure's management of the Spectrum Leisure Complex, Ash Manor Sports Centre and the Lido against the targets and standards set out in the Leisure Partnership Agreement.
- 1.2 The report covers the period from April 2021 to March 2022
- 1.3 Based on the reported results it is recommended that the Council approve that:
 - 1.3.1 The objectives set out in the Leisure Partnership Agreement ('LPA') are being achieved.
 - 1.3.2 A balanced service is being offered across the facilities meeting community and commercial needs.
 - 1.3.3 The overall performance of the partnership with Freedom Leisure is in line with the Council's objectives.

2. Introduction

2.1 Greenwich Leisure Limited (GLL) and the Council entered into the 10-year Leisure Partnership Agreement (LPA) on the 1st November 2011 – 31st October 2021 and a further 2-year extension 1st November 2021 – 31st October 2023. GLL subcontracted the service to Freedom Leisure, meaning that Freedom Leisure provides the operational services whilst GLL is available for assistance if required.

2.2 Within this Guildford Contract, Freedom Leisure directly employs over 450 staff split between 208 contracted and a further 242 casual and coaching colleagues.

2.3 The facilities which Freedom Leisure operates on behalf of the Council comprise:

Spectrum Leisure Complex: ('Spectrum')

- 32-lane tenpin bowling centre
- Olympic sized ice rink with a capacity for over 2,000 spectators
- 4 swimming pools: a leisure pool, teaching pool, competition pool and a diving pool with 3 boards
- Outdoor athletics track with football pitch
- 78 station gym and spa
- 3 multi-purpose sports halls, including a main arena with 10 badminton courts
- "Rock Box" climbing facility
- A variety of food outlets including a 'Costa proud to serve' cafe and Burrito Loco
- Children's soft play area
- 2 sports related retail outlets
- 2 squash courts

Lido:

- 50 metre swimming pool, paddling pool and 4 acres of surrounding gardens and 3 water slides
- Specialised heavy weights gym
- Burrito Loco – open on busy days

Ash Manor Sports Centre: ('Ash Manor')

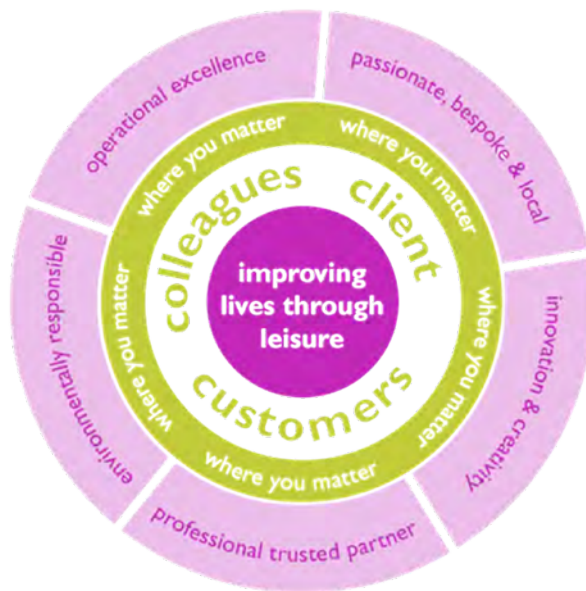
- 42 station gym
- 2 multiuse sports halls
- 4G all-weather pitch
- Multi-purpose studio

2.4 Within these facilities many other businesses, clubs and social groups operate.

freedom/leisure ethos 2.5

- Provide affordable and accessible health, leisure and sport facilities for everyone, therefore having a positive impact on the local communities in which we operate and serve - we aim to inspire people to be more active more often
- Reinvest surplus into quality services
- Exceed our partners' desired outcomes for local communities
- Enhance our reputation and status
- Grow and develop as a company in a sustainable way
- Develop our people
- Renew existing contracts and win new ones

freedom/leisure
Corporate vision



3. Achievements

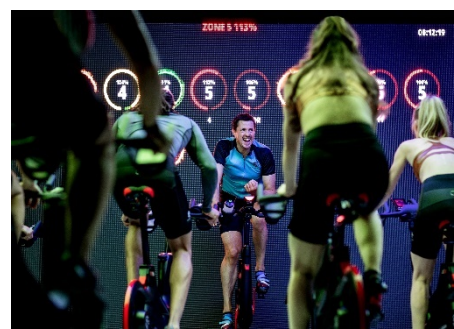
The highlights from this contract year are:

3.1 Spectrum

3.1.1

The Creche at Spectrum was closed during the first Covid lockdown in 2020. Upon re-opening, we have invested just over £55,000 to repurpose into the new "Indoor Cycle Centre. Spectrum now benefits from the state-of-the-art Life fitness IC7 coach by colour

bikes along with the impressive and immersive experience of the Myride program. Since the new product has launched we have seen an uptake of 30% average.



3.1.2

With the trend of outdoor fitness taking hold during lockdown the industry has seen a shift away from the traditional indoor gym sessions. As such, we have invested £97,000 into the new “Power House Product”; this is a first for Freedom Leisure. The product combines the traditional gym weights setting with explosive dynamic workouts which are let either in the traditional group exercise classes or add value extra for 1to1 personal training. The Power house has been a success in Guildford and is now being built at 2 more centres in Freedom.



3.1.6 Events

Spectrum is well known as an events venue. Primarily it attracts sport events, but also has large clothing sales and business events that take place within the venue.

The main events in 2021/22 are summarised below:

- 88 days of Arena based events down from 2019/20 due to Covid restrictions of which 43 days were lost due to COVID regulations / cancelled by events due to COVID impact
- Continued to successfully run and add further Give Blood sessions
- 4 major athletics events (Regional or above) down 2 on 2019/20
- 16 school sports days (Down 8 events on 2019/20)
- 52 league football matches (Up 12 games due to U23 league starting)
- 19 Swim galas and 9 lost due to Covid
- 1 diving competition (Down 3 on 19/20 year due to Covid)
- Ice Pantomime with 9,639 tickets sold v 11,199 in Dec 2019 – worth noting the performances went ahead 3 days before new covid restrictions came into force on indoor events.
- 101 Ice Hockey matches (Flames, Guildford Phoenix, Ladies and Juniors) with 48,975 crowd attendances v 54,713
- 3 Aldwych speed skating competitions
- 3 Guildford Figure skating club local competitions



3.2 Ash Manor

The biggest impact at Ash manor this year was the gym refurbishment and kit replacement. February and March saw a major gym refurb at Ash including new flooring, decoration and the brand-new Technogym range. This is a huge upgrade from what they had previously, with the addition of functional equipment and integrated apps to make the most of workouts. The upgrade in kit has brought in a new cliental for us, with younger members now joining more frequently. We continue to work closely with Ash Manor School PE department, with the gym being used for their weekly PE lessons. Therefore, promoting exercise and our junior membership.

Spin Bike replacement studio refurb

January and February saw upgrades to our spin bikes to Life Fitness IC6s, and introduced Coach by Colour and an additional 2 spin classes to the timetable. We also took the opportunity to redecorate the studio, making it seem a lot airier and open than our old, dark, red walls!

3.3 Lido

Lido opened earlier than spectrum due to the outdoor restrictions being lifted prior to indoors. Throughout the summer season, in accordance with the social distancing requirements, the lido was unable to run at “normal” numbers as per years gone by. There was change over in management during the year, with Jacob taking over the role of Guildford Pools Manager, post lockdown ending. Jacob was successfully promoted to General Manager with a competitor and Becca Mclean (nee James) we successfully recruited into a new role combining Ash Manor and Lido as Dual Site General Manager.

3.3.1 Swimathon

The Swimathon was a fantastic fundraiser with 83 individual swimmers and 5 teams taking part. This also meant we held the largest Swimathon in the company, with CEO Ivan completing his swim with us. We even managed to persuade Brian to take part. We fortunately had great weather for the weekend, so were able to welcome many spectators to the site.

3.3.2 Aquathon Events

The Lido continued to host the Aquathon series of swim/run events throughout the summer. These events are organised in partnership with the local Triathlon Club on one Friday evening per month and encouraged children and adults, novices and experienced participants, to take part in a friendly and relaxed atmosphere. We hosted 4 events, with a capacity of 200 per event. The same triathlon club also hired half the pool for lane swimming every Friday evening if there was no other hire. This brought in extra invoiced income as well as additional heads.

3.4 The Performance Indicators being monitored against are as follows:

The detail is provided in the Profit and Loss Account at Appendix 1 and is summarised below:

DETAILS	CURRENT YEAR PERIOD ACTUAL	VARIANCE ACTUAL TO BID	LAST YEAR PERIOD ACTUAL	VARIANCE ACTUAL TO LAST YEAR	YEAR TO DATE				
					CURRENT YEAR CUMULATIVE BID BUDGET	CURRENT YEAR CUMULATIVE ACTUAL	VARIANCE ACTUAL TO BID	LAST YEAR CUMULATIVE ACTUAL	VARIANCE ACTUAL TO LAST YEAR
	£	%	£	%	£	£	%	£	%
MANAGEMENT FEE									
SPECTRUM	(73,598)	13%	(514,467)	-86%	(186,620)	28,974	116%	322,589	91%
LIDO	(100,484)	-234%	(42,687)	-135%	(51,780)	(163,865)	-216%	(270,336)	39%
ASH MANOR	(11,273)	61%	(13,274)	-15%	(136,118)	(248,377)	-82%	(52,253)	375%
NET (PROFIT) / DEFICIT	(185,355)	-29%	(570,428)	-68%	(374,518)	(383,268)	-2%	0	#DIV/0!
SURPLUS SHARE	(8,749)								

- Spectrum

Spectrum				
	Bid £	2021/22 Actual £	Variance v Bid £	2019/2020 £
Income	£9,142,522	£10,553,507	£1,410,985	£10,987,480
Expenditure	£8,305,061	£9,525,685	£1,220,624	£9,748,303
Management Fee and repayments*	£1,024,082	£978,848	£-45,234	£1,288,637
Net Profit	-£186,620	£28,974	£322,589	-£49,460

2021/22 was an odd year, with 5 out of the 12 months having some sort of covid related restriction in place. However, this did work in favour for the Spectrum over the Summer leading right through Christmas. We saw a pick up in demand by users due to the wider travel restrictions in place, namely those who would normally go abroad stayed home and used the centre at various points contributing to some record months in Swimming, Ice and Bowl. Swimming lessons achieved record levels in participation due to the pent-up demand

over the last year of restrictions. This allowed us to focus on investment and maintenance that was curtailed during the 2020 - 2021. More on this in the asset section.

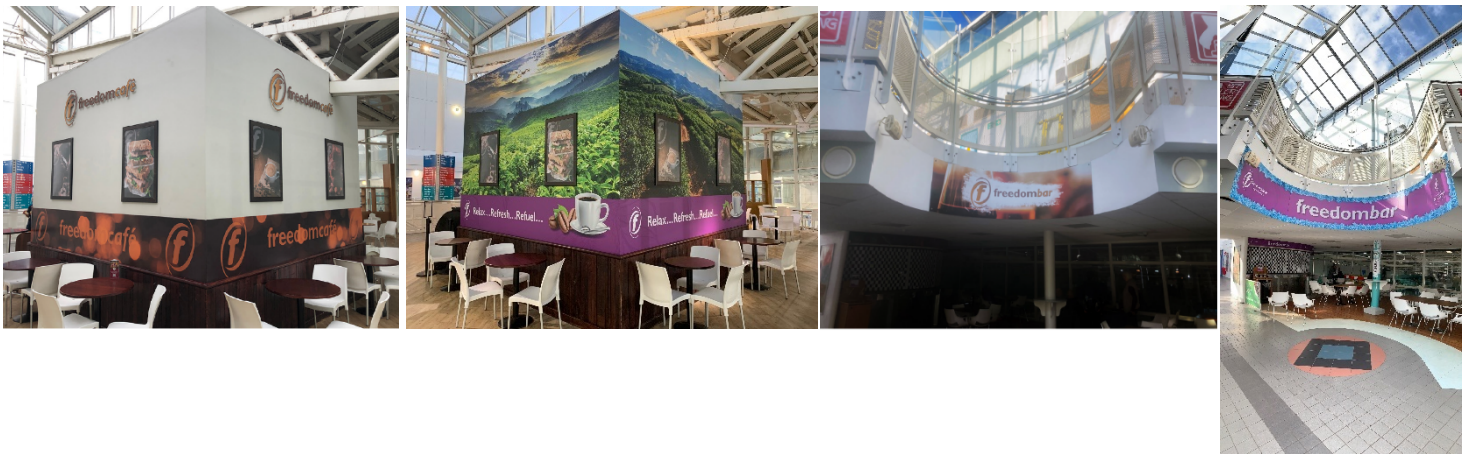
For the presentation I have compared v 2019/20 as this is the closest year without Covid distorting figures.

Spectrum Catering

Burrito Loco signed an extension to their contract to bring them in line with the length of the contract. The contract is of a lower profit share than previously, down to 5%, but at the end of the contract all catering asset will revert to the Spectrum ownership making it more attractive to bring in a new operator without initial capex being required by them.

All vending machines within the centre have been changed over to the new M&M machines which are interactive and striking. These machines have been relocated around the centre into areas we believe are the best positions. Ice rink hot drinks vending have also been replaced with new machines. This has limited the maintenance downtime we were seeing with the prior ones.

“Costa proud to serve” has had two new barista machines and the area has been refreshed along with the bar. Harveys has had two new fryers installed and the Bowl outlet has a new pizza oven.



- Ash Manor

Ash Manor				
	Bid £	2021/22 Actual £	Variance v Bid £	2019/2020 Actual £
Income	£384,120	£272,143	-£11,977	£401,234
Expenditure	£519,654	£520,520	-£866)	£346,442
Management Fee and repayments*	£584	0	-£584	£40,774



Net Profit	-£136,118	-£248,377	-£112,219	£14,018
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Ash Manor has seen some change over the year with the 3 major works taking place. The Gym was refurbished, with new data added in order to facilitate the latest state of the art gym kit. This came in at the very end of the year so had no impact on the membership base. Ash Manor’s other offerings have struggled to recover to pre-pandemic levels with Health and Fitness staying pretty steady throughout the year post reopening.

School

We continue to have issues with the school around exam usage which is directly impacting the income in the main hall which the figures on income clearly show. In the contract we are obligated to give 10 days of the year for exams. The true figure was 85 days lost. The issue here is the school insist on setting up prior to the exams on a Friday leaving the hall set up right through to the end, meaning we lose all evening and weekend income. The other pressing issue yet to be resolved is the dispute around the energy recharging.

- Lido

Lido				
	Bid £	2021/22 Actual £	Variance v Bid £	2019/2020 Actual £
Income	313,090	636,018	322,928	489,103
Expenditure	547,075	748,433	-201,358	605,665
Management Fee and repayments*	-182,204	51,450	-130,754	-108,337
Net Profit	-51,780	-163,865	-112,085	-8,225

The Lido has had a busy year, outdoor swimming was the first to open post lockdown 3 and attendance was buoyed by this. This year the flumes were included in the ticket price rather than a separate cost. Operationally this worked better as it meant no confusion by users. We continue to maintain the relationship with FOGL. On the whole, the group are engaging and realistic in expectations adding many positive suggestions and contributions to help give a positive experience for all users. Becca, the GM, holds face to face meetings with them every two months with the Area Manager attending twice a year.

The biggest change this year was the introduction of the Winter Swimming program. In years gone by the pool was open weekends only and this was extended daily. During the week the heating to the pool was switched off and only turned back on to bring back up to off season temp for the weekends, no change to prior years.

3.4.2 Attendance

Attendance		
	2021/22	2019/20
Spectrum	1,302,194	1,707,671
Ash Manor	34,959	84,233
Lido	116,334	69,583
Contract	1,453,487	1,861,487

For attendance, due to the in and out of lockdowns in 2020/21, I have compared them to 2019/20 which was the last year (except March 2020) that had no covid disruption. Please note in 2021 April – July and December had reduced capacities due to Covid restrictions. Each of these months were different with only October, November, February and March being unaffected by any restrictions.

3.4.3 Average spend per user

Average spend per user		
	2021/22	2019/20
Spectrum	£8.10	£6.43
Ash Manor	£7.78	£4.76
Lido	£5.46	£7.03
Contract Average	£7.11	£6.07

This KPI shows how much money our customers spent per visit on activities v 2019/20. It has increased at Spectrum and Ash Manor with a decrease shown for Lido which has pulled down the average for the contract. However, it needs to be noted that these figures are very difficult to compare to previous years owing to various covid restrictions.

3.4.4 Staff cost v income

Staff Cost v Income		
	2021/2022	2019/20
Spectrum	37.14%	41
Ash	46%	40
Lido	46.39%	48
Contract	37.87%	42%

Figures for 2021 – 22 were impacted due to the various restrictions/ late openings due to Covid which impacted on our income while we still needed to maintain normal staffing levels.

3.4.5 Membership

Below are the closing membership numbers as of 31st March 2022 v March 2020. The Covid closures/ restrictions took place.

Memberships		
	2021/22	2019/20
Spectrum	1901	3738
Ash Manor	520	659
Lido	52	110
Contract	2473	4507

Please also note timelines of the year, with gyms not opening until 12th April and restrictions on social distancing and capacities until September. Industry recovery average across the UK is 83% of pre Covid level and the contract is sat at 73%.

Ash Manor Gym Refurbishment was finished in late March and will help aid the recovery in the membership line. Spectrum is due to refurbish and replace its gym in the autumn 2022, prior to that, the outdoor workout space Powerhouse is due to open Mid-April. As mentioned elsewhere in this report, outside fitness is the way to go and this will be a welcomed addition to the Spectrum offering and aid the continued recovery in membership.

The following is a summary of the more successful promotions over the year which created the largest lead generation and the highest % conversion to sale ratio.

3 months for £99 (Sept 21). A centrally supported campaign, generating a large number of leads with memberships expiring in December 21 and renewals targeted for specific annual renewal offers for 12 months.

FREE 3-day pass (April 21). A free 3-day pass for customers to use the facilities once we reopened from the 3rd lockdown. This generated an influx of leads, which were converted into members throughout May 21. The 3-day pass included the gym, fitness classes and lane swimming. It offered customers the chance to visit the facilities post lockdown and for the team to provide reassurance on new post lockdown safety measures.

6-week family membership (Jul/August 21) 6 weeks paid in full family membership offer to utilise the pools and Lido. A very popular membership offer as families were keen to do things as a family again post lockdowns and they were able to utilise the Lido and Leisure Pool. This membership offer also helped the growth of the Swim School, with new enrolments into the Swim School from September 21 as a result of the family membership. An uplift of 52 of fully paid family memberships from Sept 21 was achieved off the back of this membership offer.

Available across all membership types

Refer a friend to receive a month for FREE

Complete this form & return to Guildford Spectrum

Name:

Phone no:

Referred friend name:

Referred friend phone no:

To view our Privacy Policy visit www.freedom-leisure.co.uk/privacy

Please tick the box to provide consent for us to collect and process you and your friend's details. We will be contacting your referred friend

invest in your health

for less than the price of a cup of coffee per day!

freedomleisure where you matter

SPECTRUM LEISURE COMPLEX

Leisure Centre

1 Athletics track	2 Squash courts	2 Multi sports halls
4 Studios	4 Pools	12 Badminton courts

67 Gym stations 77 Fitness classes

Membership prices start from **£19** per month

Gym memberships from £30 a month!

Limited time offer!

NEW GYM at Ash Manor Sports Centre

Scan for more information!

Coming March 2022

NEW GYM at Ash Manor Sports Centre

NEW state of the art Technogym equipment:

- Technogym Cardio
- Technogym Strength
- Technogym Functional

Ash Manor Sports Centre
Manor Road, Ash, GU12 6QH
01252 325484

- Spectrum detail**

Recovery of H&F members has been challenging in the aftermath of facility closures and COVID-19. The priority was to ensure customer confidence remained high, the recovery of cancelled members as well as to focus on lead generation and membership sales conversion. Key campaigns were instrumental in building membership numbers including September 2021, with the 3 months for £99 campaign which generated 115 sales and a further 85 conversions to full peak memberships at the end of the initial period. The influx of swimming lesson enquiries led to a larger number of family swim and family fitness sales.

The breakdown of different membership types at the end of the financial year is set out below, together with comparatives for pre covid ending January 2020.

Membership type	Total members at 31.03.2022	Total members at 31.01.2020
Energy		
Plus	256	327
Off Peak	186	286
Joint Off Peak	48	72
Joint Plus	80	118
Student	237	265
Junior 12-13	36	26
Junior 14-15	142	155
Family	143	192
Live Well	10	15
Student Plus	68	13
Class only – discontinued	0	2
Corporate		
Classic Plus	105	215
Classic Off Peak	26	37
Connected		
Corporate	31	20
Individual	8	7
Joint	8	2
Family	18	0
Swim:		
Direct	127	95
Direct Joint	10	6
Family Swim: Direct	103	62
Weekender:	3	3
Allianz	255	408
GBC Membership	1	3
Spectrum Total	1,901	2,329

- **Ash Manor**

The team at Ash Manor Sports Centre worked hard to achieve a membership growth over the year but have struggled post covid to recover to pre-pandemic levels. In March, the gym kit was replaced and a refurbishment of the area took place, we also replaced spin bikes refurbished the studio. We are confident the membership level will increase in the coming year and 600 is the target by close 2023.

Membership type	Total members at 31.3.2022	Total members at 31.1.2020	Variance
Annual	59	86	-24
Concession	144	145	-1
Corporate	34	74	-40
Energy Direct Plus	97	175	-78
Fitness Direct	26	21	+5

Half Price for Life	6	6	0
Junior	69	51	+18
Off Peak	66	40	+26
School Staff	19	19	0
Total	520	617	-94

- **Lido**

Lido figures have been rolled into Spectrum. We currently have 52 members set at lido only but no longer sell this membership from lido, they take memberships at Spectrum which include Lido use.

- **Overall**

The pandemic has had a huge impact on the way people exercise and the move away from outdoor/ home training back to gym and centre use has taken longer than expected across the industry. There is now a section of users that it's widely believed will never return to traditional ways of exercising in gyms. Price point is now becoming more of a factor with the rise in inflation.

With this we have to be willing to change the way we do things, one such product is the outdoor training area, due to open in late April. This will be a value-added use to memberships and be used for GX classes and PT.

3.4.6 Local community use

The Active Card was developed to offer sport and leisure benefits to Guildford Borough residents. The data collected from this service is used to determine the best methods of communication with the customer base and to target key times of the day when the facilities have availability.

The major growth in Active cards of 6,831 was due to the covid regulations meaning everyone was required to pre-book activities online. Prior to this, although we had mostly online bookings due to the busy nature of the Spectrum, numbers were pushed up as all bookings required an Active Card.

Date range for comparison is January 2020 (before Covid began to creep in) v 31/03/2022

The green card is a version of the Active card specifically for concessionary groups.

	Number of Active Card Holders	
	31/03/2022	31/01/2020
Spectrum		
Active Card	35,386	29,245
Spectrum Green Card		
Disabled	83	151
Income Support	28	38
Senior	3801	3619

Student	78	152
Unemployed	18	19
Ash Manor		
Active Cards	3,211	2,828
Ash Manor Green Card		
Income Support	0	2
Senior	349	341
Student	3	25
Lido		
Active card	1279	972
Lido Green Card		
Disabled	1	0
Income support	0	1
Senior	138	136
Contract Active Card Total	39,876	33,045
Contract Green Card Total	4,499	4,484

The total Green card has increased to 4,499 v 4,484 2020 with the biggest growth being seen in senior citizen at Spectrum and biggest decline being Student. In the first half of the year April – July 2021 and September – December students were mainly home learning so this is not a surprising figure.

3.4.7 Service failures or closures (non covid related)

Unplanned Closures:

2nd June - Lido

Power failure and closure due to work men off site going through a mains cable. Service was down from 2pm for the day and reopened the next morning once power was restored. It was a sell-out day. Text messages were sent to all bookings along with email to inform of the closure. Refunds in total £6,058.50.

27th October 2021 – 25M pool main feeder pipe burst overnight resulting in the 25m pool completely draining of all its water into the basement area where the pipe had burst. The pool was closed for several days whilst a replacement pipe was fitted, pool refilled and water reheated. Reopened on Monday 1st November.

9th September 2021 – Dive Pool was closed whilst railings were removed for new railings to be installed. New railings took longer to manufacture than planned and the Diving Pool reopened on Monday 4th October 2021.

Due to a major fault on the ice plant a temporary chiller was installed in 2019 just prior to the first Covid lockdown. Due to the lockdown all work to repair the Chiller was put on hold. Once we reopened in April 2021 the work recommenced. In the summer there were occasions where we reduced capacity or cancelled sessions in order to protect the ice to continue operating for the majority of the time. This was due to the extreme hot weather and the temp chiller struggling to keep up while major work/ refurbishment was completed to the Main Ice Chiller. The work was finished mid-February 2022.

3.4.8 Summary of results

These achievements and Performance Indicators demonstrate that it has been a busy year across all three sites in the Guildford contract.

There has been an excellent working partnership between the Council and Freedom Leisure throughout the process and this relationship has aided the success of the project with the minimum of customer impact.

The financial performance of the contract was initially difficult due to Covid, as highlighted in various parts, however the UK/ International long-lasting restrictions have played a part in the overall financial success of the latter part of the year. We were buoyed with the “staycations” meaning our casual attendance in the destination parts of the spectrum pulled us along.

4 Marketing, Customer Satisfaction and Programming

4.1 Marketing

4.1.1 The Guildford contract has its own dedicated marketing department which looks after the ongoing development of product advertising and facility branding along with driving the corporate promotions, where applicable, through the departments and facilities. The department is made up of Geoff Lawrence, Contract Marketing Manager and Lauren Pellatt, Marketing Assistant. The department has increased this year with the addition of Lauren as Marketing assistant.

	Number of likes/followers:	31 March 2017	31 March 2018	31 March 2019	31 March 2020	31 March 2021	31 March 2022
Facebook	Spectrum	7,633	8,861	10,892	11,705	13,884	15,362
	Ash Manor	574	668	904	1,082	1,195	1,210
	Lido	6,931	9,404	10,223	10,758	11,265	12,176
	Total	7,505	18,933	22,019	23,545	26,344	28,748
Twitter	Spectrum	4,622	5,187	5,217	5,243	5,297	5,321

Ash Manor	242	260	284	297	Account hacked and restarted	12
Lido	2,115	2,307	2,412	2,498	Account hacked and restarted	280
Total	6,979	7,754	7,913	8,038	5,297	5,613

4.1.2 Social Media

The use of social media and other electronic media to advertise the facilities increased significantly over the years and the latest additional of use is TikTok, we are in early stages of use and as such will not be reported on in this report.

The number of “sponsored ads” Facebook posts increased and has fast become an integral marketing tool for advertising and communicating to a wider audience and to attract new customers. In turn, the number of followers/likes and interaction with our social media increases each time a campaign is run in this style.

Facebook and Twitter have been the backbone of social media but it is becoming apparent that other avenues are key to ensuring engagement with all sectors of the community. The team are always looking at the emerging social media channels and working out how to ensure a presence.

4.1.3 Digital Mail Shots

The continued use of a digital mail shot each month has enabled the facilities to convey information to an increasingly large number of customers in a cost effective and efficient manner. In addition, the online booking system has enabled the cross selling of our activities and services.

Number of online bookers on our mailing lists:

Delivered	157,930
Click through or opened	46.15%
Bounced	2.02%
Unsubscribed	1.03%

Along with the standard marketing, we have refreshed and added new visuals throughout spectrum.



4.2 Customer Satisfaction

A summary of the results of our comprehensive Customer Research and Insight Programme for this reporting year are set out below.

4.2.1 Customer Satisfaction Surveys (CSS)

There were no Customer satisfaction Surveys in 2021/22. There was an NPS survey which is detailed in section 4.2.3

4.2.2 Feedback Focus

The continued use of Feedback Focus, a Leisure-net Solutions Ltd system, has enabled the gathering of more balanced qualitative feedback from customers. It has also helped with the recording, response tracking, and overall management and analysis of customer feedback for each centre and department.

All compliments, complaints, and comments/suggestions received are recorded on the system. Monthly reports are then produced and these have helped Freedom Leisure to remain proactive in responding to customers' aspirations and concerns.

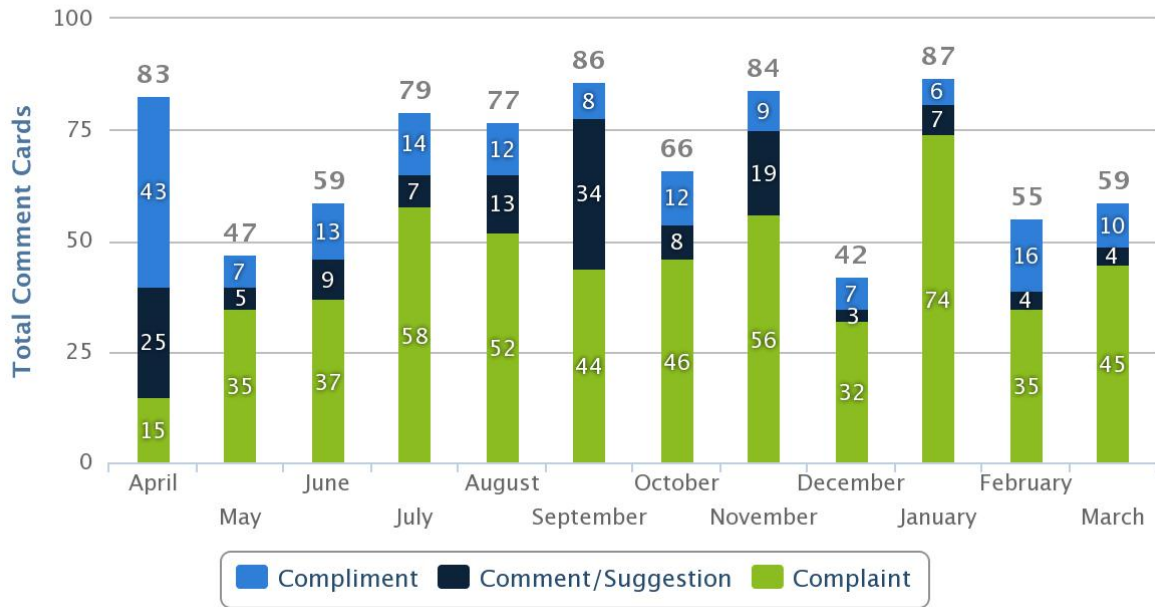
➤ Breakdown of total comments received

Total Comment Cards

Start Date: 01-04-2021 / End Date: 31-03-2022

RE: WEST / CO: GUILDFORD / LC: All

Type of Comment: All



Number and type of comments	2021/22	2019/20	Variance
Compliment	203	187	+16
Complaint	529	723	-194
Comment/suggestion	138	85	+53
Total	870	995	-125

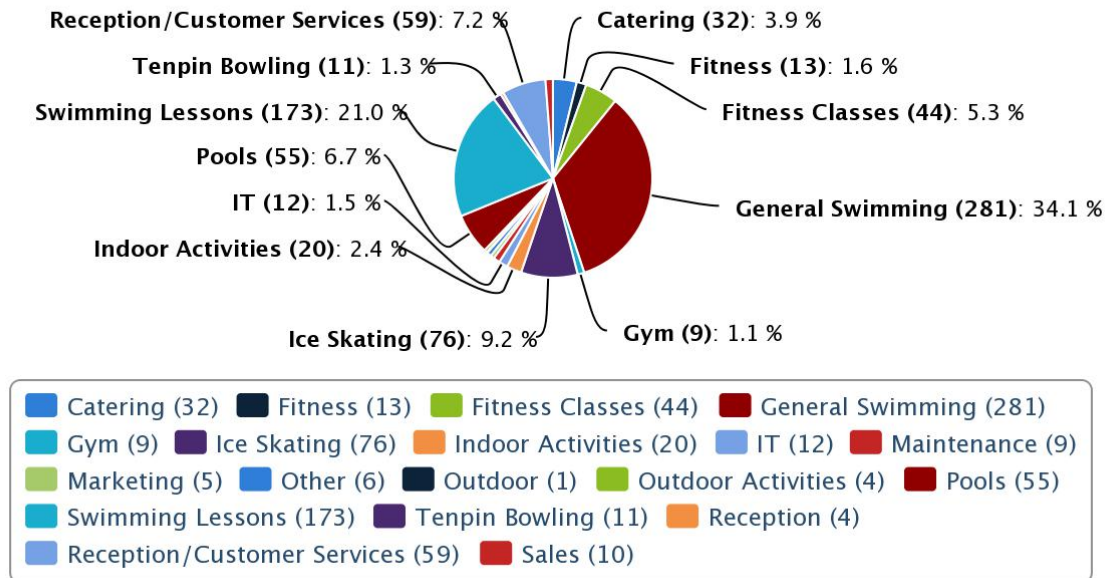
Overall, there was a decrease in feedback received by 13% with total complaints received decreasing by 34% and compliments increasing 8%. As with the theme in this report, Covid has and did play a part in this. For example, in the chart you will see April has far more compliments v rest of the months. This is due to the reopening of the facilities and the gratitude of users being back.

Breakdown by Activity Group

Start Date: 01-04-2021 / End Date: 31-03-2022

RE: WEST / CO: GUILDFORD / LC: All

Type of Comment: All



Summary and actions

Swimming:

The largest feedback as per previous years is swimming, which is across the Lido and Spectrum. General Swimming makes up nearly double the next largest feedback which is Swimming Lessons. Which, in itself, is double the next most feedback activity. Many factors feed into this, swimming is unique in that it requires use of changing rooms which is what the main feedback relates to. Cleanliness and overcrowding of these areas are the main source of feedback.

In 2021/22 at Spectrum 526,019 people attending swimming with 281 complaints received which is 0.053% of users registering a complaint in the department. Compared to the use this is a very low complaint ratio. Nevertheless, our aim is to ensure all users have a positive experience using Guildford facilities and review each month ways to improve our service. We continually review the FOH cleaning department to ensure appropriate resource and, in addition to the Pools' duty team actively maintaining standards, there is a dedicated member of Housekeeping in place at peak times.

Post reopening there were a number of complaints around Waves/slide closures due to staffing difficulties. The pandemic meant that the industry was unable to train the new batch of Lifeguards, (traditionally students) and it took time to train and resource the department to fully use the pools.

Swimming Lessons – Most of the complaints relate to staffing resource which, as per the lifeguard issues, took a while to train new teachers and fill our resource pool. The lessons have seen unprecedented growth post pandemic becoming one of the largest schools in the

country >UK Active Data< and it has been a battle to keep up. Training a teacher can take 3 months from no qualifications to the standard Swim England Level 2.

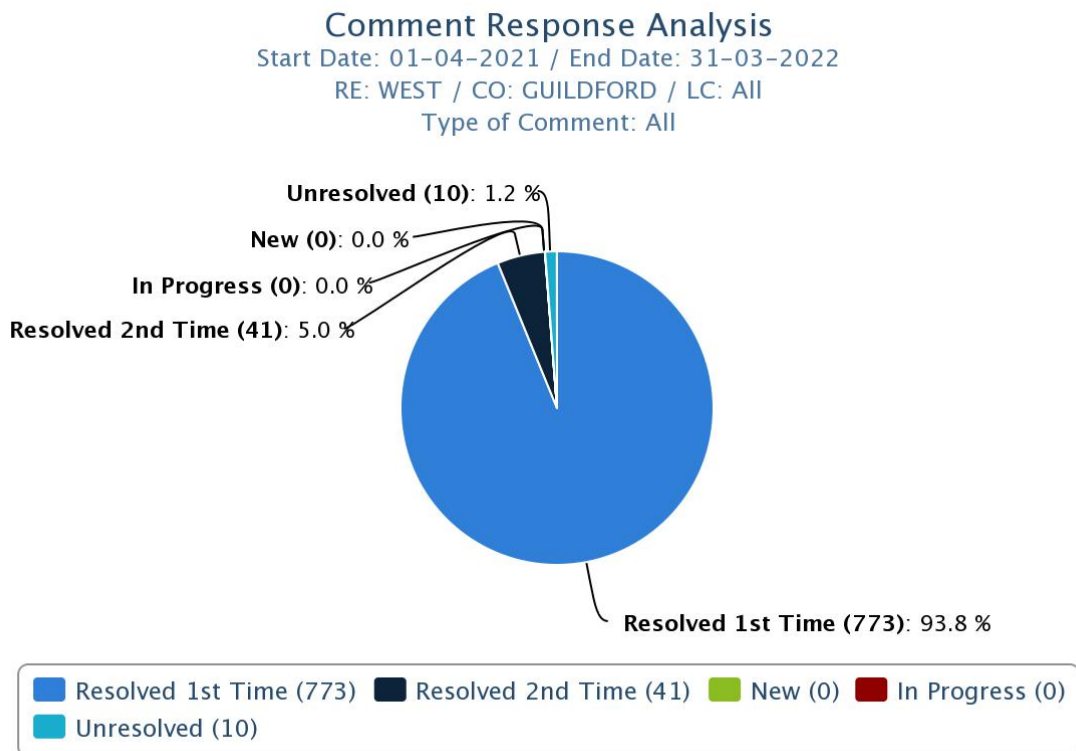
Compliments

Many positive comments were submitted coming out of lockdown in mid-2021 with reference to the reopening of all our services, efficient booking systems, good social distancing measures in place, communication to customers of what to expect upon arrival, cleanliness of the facility, safety of staff and customers were seen to be key topic of compliments. These compliments continued throughout the year, all with the same focus on each area. The Ice Rink, Gym, Bowling, Soft play all gained great feedback about the service received from reopening throughout the lockdowns experienced in 20220-2021.

➤ **Overall for the year**

The feedback Focus system continues to have a positive impact on the management of customer comments across the contract and has continued to enhance Freedom Leisure’s ability to respond in an effective and timely manner.

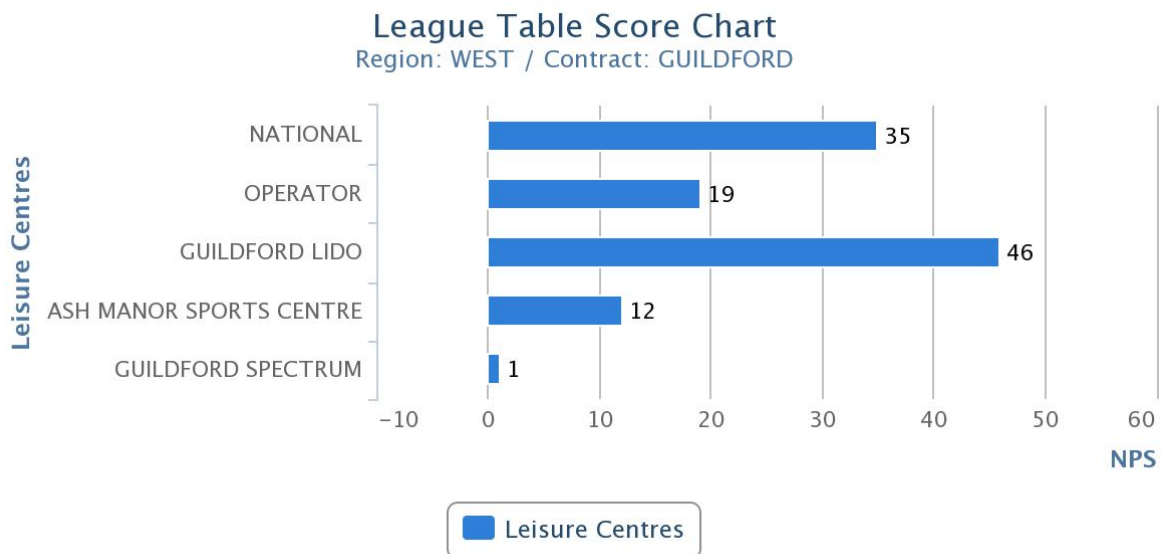
The chart below shows the complaints that centre teams have dealt with and resolved, 93.8% being the first time which is a great effort from the teams.



4.2.3 Net Promoter Score (NPS)

Freedom Leisure has continued to use the NPS system as an additional way to calibrate customer satisfaction as the results can be benchmarked both internally and against other leisure providers.

NPS – Net Promoter Score, was brought back for the first-time post pandemic in March 2022. This is a gym users survey emailed to active gym users to rate how likely they are to recommend the facilities to other people. NPS is a survey that is used across the fitness industry in both private and public sector. This is normally done twice per year.



	NPS 21/22	NPS 19/20
	Mar 22	Nov 19
Spectrum	+1	+15
Ash Manor	+12	+57
Lido	+46	+49
Freedom average	+19	+52
National average	+35	+45

Lido, Ash Manor: Although the results have slipped back since the 2019 NPS, the results show that industry results have gone backwards post pandemic and Lido is still above industry standard scores.

Ash Manor’s results were skewed. At the time the survey was sent to members the gym was closed for refurbishment and the replacement of kit, which resulted in most of the responses relating to the delayed reopening which pulled the score down.

Spectrum – the surveys were meant to go to gym membership holders, however these were sent to all Active Card holders. This meant 17,576 emails were sent rather than 2,300. The

response was unsurprisingly related to the swimming pool rather than the gym so these results are not useful.

4.3 Programming

4.3.1 Ice Skating Courses

	March 2022	March 2019	Variance
Adults	310	207	+103
Jnrs	874	807	+67
Total	1,184	1,014	+170

We have seen good growth in Ice lessons despite the covid start to the year with the courses being 96% full by close of March 2022.

Ice Pups lessons were resumed in January 2022 upon the delivery of a new Ice Barrier. Dancing on Ice Lessons for beginners in holiday times as a drop-in pay lesson, we have seen success in this in the form of conversions into our main lessons.

The TV Show Dancing on Ice have used us as a training venue and capitalising off this free exposure is the main reason for the Adult lesson growth.

4.3.2 Swim School

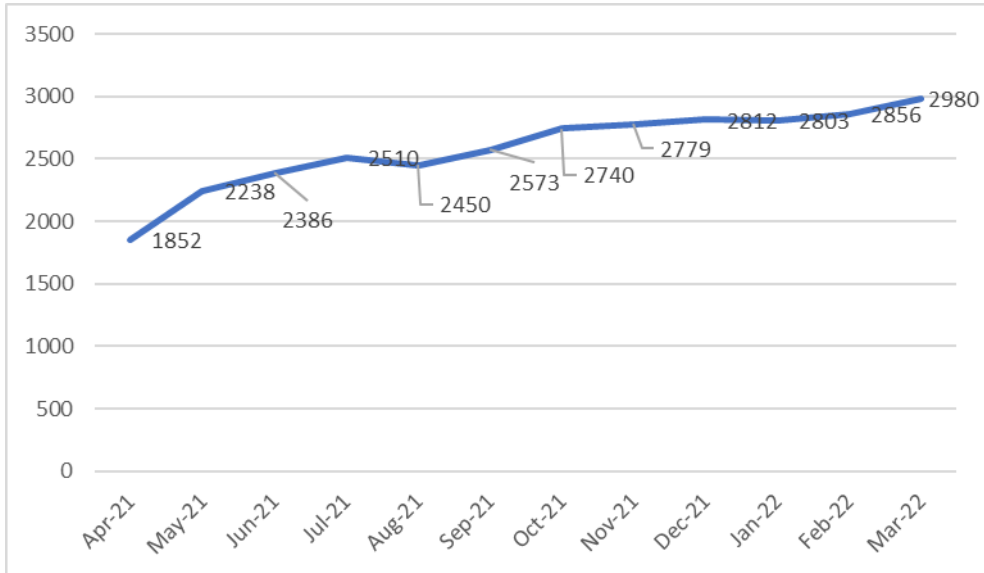
	March 2022	March 2019	Variance
LTS numbers	2980	2508	+472

Quote from Alex Hains, Head of Business Engagement, Swim England

We do benchmarking work to support our Aquatic Latent Demand offer so I can tell you that 3050 for a learn to swim programme in local authority pool stock is over 3 times the national average. In terms of performance, we consider over 1200, in a 6 lane 25m with a standard

learner pool, as performing well. We can say you are the one of the biggest swim schools in England.

Spectrum Swim School 2021/22



Swim school has seen unprecedented growth compared to pre-pandemic levels. This has been due to the pent-up demand during the various lockdowns. The numbers have continued to rise at the end of the year and we are confident it will hit 3,000 in the next financial year. In order to sustain the growth, the program was stripped back to how and when classes run.

We were able to do this because covid allowed us the opportunity to have a blank slate with programming and we reviewed everything from times to progression times along with purchase of Pool blocks for the main pool to allow us to increase lower stages participation. Blocks allow us to create a shallow pool within a deep pool and therefore grow the bottom levels. We have been in touch with UK active and we are one of the biggest swim schools in the country. This now does mean future growth will be limited and the goal of the program will be to maintain the levels currently being achieved in the next year.

4.3.3 Dry Courses (excluding Ice)

Course	Term	2021/22	2019/20	Variance
Dry (excluding Ice)	Summer Term (Apr-Jul)	256	379	-123
	Autumn Term (Sep-Dec)	242	209	+36
	Spring Term (Jan-Mar)	263	241	+22



Year total		761	829	+329
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4.3.3 Holiday Courses

Attendances	2021/22	2019/20	Variance
Easter	Closed	406	-406
May Half-Term	93	105	-12
Summer	1021	1230	-209
October Half-Term	188	181	+7
Christmas	192	150	+42
February Half-Term	216	196	+18
Total	1710	2270	-560

The decrease compared 2019/20 is down to Covid, and restrictions in place. You can see that the second half of the year performed above the previous year, this is once restrictions on numbers allowed full bookings.

4.3.5 Group Fitness Classes

The group exercise programme continued to develop and grow in 2021/22 by keeping the programme up to date and fresh. This also helped sustain consistent attendance through a difficult period of Post covid and in which a number of instructors left post reopening

In response to customer demand and industry trends, Spectrum introduced the following sessions, all of which complemented the existing offering:

- Integrated MY RIDE with new state of the art IC7 Bikes
- Building the *PowerHouse* outdoor workout space, due to open Late April 2022 – see below
- Dyna Band Cycle

The success of these new classes will be monitored as part of the class Key Performance indicators. If successful, more classes may be added to the programme.

The management of the classes and timetable continued to be strong throughout 2021/22 ever evolving with sometimes weekly Covid restrictions, through the use of the ‘traffic light system’ tool.

The Gym launched Fast Classes with the overall objective of increasing interactions and aiding retention. These classes were a success and continue to enhance the wider Fitness and Group Exercise programme.

The last quarter on 2020/21 saw the start of building of the new outdoor work out area named PowerHouse. PH will give us another studio and allow us to adapt classes in line with

post Covid trends of outdoor dynamic works outs. This will include a multi-use frame with Nets, ropes, battle ropes, free weights, boxing bag and sledge. We will also have a container integrated into the area to allow storage of a row machine, weights and other CV kit to be used in fully multi circuit classes.

We also plan to introduce *Ladies who Lift* courses in the area.

4.3.6 Parties

Parties were a struggle because of the rules on household mixing not being relaxed until September. As you can see from the table below, it is hard to compare a full year but if we take January 2022 – March 2022 the number of parties delivered have increased v 2020,2019,2018 and 2017.

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total	Net gain
2017	166	79	91	69	96	34	42	51	48	137	112	64	989	989
2018	174	94	119	76	95	50	62	76	141	122	108	84	1201	212
2019	159	97	104	76	87	52	43	78	143	162	88	84	1173	-28
2020	147	74	82	No parties - COVID									303	-870
2021	No parties - COVID								135	125	103	45	408	105
2022	165	134	137										436	

5 Community / Sports Development

- 5.2 The ELITE scheme continued to operate post reopening, offering a way to offer direct support to those identified as up and coming stars. In addition, Freedom Leisure continued to support the Sports Foundation programme run by GLL which offers a range of grants and training for regional sports stars. During this financial year 14 potential sports stars were able to use the Guildford facilities free of charge in order to help them attain their targets. This was mainly placed on the Ice in figure skating.

6 Human Resources

- 6.1 There has been a turnover in the Senior Management of the contract in the last FY. Lee Thomas, covering Area Manager was promoted to the new position of Regional Manager. Brian Lamplough joined the business in October 2021 as Area Manager.

Emma Beavis was promoted to General Manager of Spectrum in July 2021. Becca Mclean (nee James) joined the business in December 2021 to be General Manager of Lido and Ash Manor.

Andy Fisher left his role of IT manager in January 2022 with Fergus and Boopal replacing him. They work on a 7-day rota meaning Spectrum now has onsite IT cover 7days per week.

The new post of Operations Manager (Assistant GM) was added into the Spectrum to support the HOD's and Operations.

- 6.2 Attached is the contract sickness records. Covid restrictions and processes have meant that it is just not practical to compare to previous years records.
- 6.3 Training – since reopening from Covid, we have become a training centre for NPLQ and Swim England. At Spectrum we have qualified over 300 Lifeguards, 200 Swim Teachers and hosted 23 Freedom internal courses/ training from across the south with 276 learners.
- 6.4 Staff demographics

Age Band	Count	Percentage
16-25	282	63%
26-35	52	12%
36-45	53	12%
46-55	40	9%
56-65	19	4%
65+	4	1%
Grand Total	450	100%

Contract type	Count	Percentage
Casual	242	54%
Permanent	208	46%
Grand Total	450	100%

Sex	Count	Percentage
F	247	55%
M	203	45%
Grand Total	450	100%

The above shows that the vast majority of ages is 16- 25. This is down to the high volume of lifeguards and Jnr management that tend to be in this age range, therefore, most are casual students. It is interesting to note the split between Male and Female employees (as per self-identification via HR) is 55 to 45 females. The split historically has always been associated with casual roles such as swim teachers and Group Ex instructors who make up a large proportion of the workforce, but we have seen a shift in management. Across the contract it is now 60 -40 female, with highest site roles of General Manager and Assistant Manager being female.

7 Asset Management

7.1 The 10 Year Plan (Appendix 2) sets out the longer term asset management plan. It generally relates to the maintenance and replacement of plant room equipment or service facilities and does not cover new developments.

7.2 Large investments to note:

Ash Manor:

- Refurbishment of the gym and full kit replacement £134,345
- Refurbishment of the Spin Studio and Spin Bike replacement £17,953
- Changing room soft refurbishment £33,390

Lido

- Gym changing rooms, including Accessible changing room, refurbishment £48,231

Spectrum

- Ice seating replacement -£142,950
- Filter sand and media replacement £ 52,000
- New Spin bikes, install of Myride system and refurbishment £44,833
- Replacement service lift £32,840
- New outdoor training Area install £92,000
- Hospitality ovens and Strikes Pizza oven £21,000
- New pool hoist £5,125
- LED lighting install throughout Spectrum £5,374
- Comp and Dive pool chemical dosing unit replaced £6,040

7.3 The large investments detailed in 7.2, together with the standard maintenance and equipment replacement costs for the contract (including catering), breakdown provided below with detail per site provided as attachment.

	2021/22
Equipment Replacement & Maintenance	£473,778
Building and Plant Maintenance	£1,594,128
Plant Replacement	£177,275
Total	£2,245,181

8 Health and Safety

8.1 Health and Safety is a primary consideration for Freedom Leisure and so there are a number of checks and balances in place to ensure that a continued level of excellence is achieved. users. These include the following internal and external audits which are undertaken each year within the Guildford facilities:

- Area Manager audit
- GBC Officers audit the service and facilities throughout the year.

These audits provide the Freedom Leisure’s senior management team with a steer on how the site is performing and whether any extra assistance is required. Any weaknesses that are identified are added to the site Safety Action Plan with realistic deadlines set. These audits did stop due to the pandemic but have since restarted.

8.2 Freedom Leisure use the electronic system called STITCH during (a Leisure-Net Solutions product) for accident reporting, analysis and management.

Total attendance in the contract was 1,453,487.

Across all the centres 836 accidents were recorded compared with 801 in 2019/20. This is an increase by 30. This is less than Freedom Leisure’s and the industry target of 1 accident per 1,000 visits with the contract being 0.057% per 1,000 visits.

The majority of the accidents occur on the ice rink and are unavoidable due to the nature of the sport/activity.

There were no RIDDOR reportable accidents in 2021/22

8.3 The main challenge coming out of COVID – 19 lock downs was the speed in which government changed restrictions. Our colleagues worked extremely hard despite the ever-changing restrictions to ensure we were able to offer a safe and enjoyable service for all.

9. Future Development Plans

9.1

As part of the 2-year extension, Freedom Leisure have committed to just over £1.8m spend. This spend is allocated to items on the 10yr plan. Some large items on this list to be completed in the coming year with rough costs attached:

- | | |
|------------------------------------|----------|
| • Gym Kit replacement Spectrum | £178,000 |
| • Zamboni replacement to Electric | £110,000 |
| • Boilers Spectrum | £60,000 |
| • Ramp resurface | £20,000 |
| • Pool Gala timing kit replacement | £30,000 |
| • Pool Gala blocks replaced | £12,000 |
| • Ice Pit Steel replacements | £20,000 |
| • Ice Rink Gate locks replacements | £9,000 |
| • Rebranding Gym | £12,000 |
| • Pitch markings Ash Manor | £2,600 |



- Fire Alarm replacement Lido £6,000
- Lido Pool hoist £6,000

10 Environmental improvements and future plans

Environmental & Sustainability (E&S) is at the forefront of our business and has an impact on all decisions. We have appointed a Group Sustainability & Environmental Manager in March 2022 to help us along our journey.

Freedom's main priorities over the next few years

As set out in our Ethos, *Grow and develop as a company in a sustainable way*, Over the year we continued to look at best ways to invest in energy improving processes throughout the contract.

Freedom Leisure priorities over the next few years are set out below:

Carbon and Energy Management

- Achieve **Net Zero** at our East Hoathly Support Office - 2022 / 23
- Achieve a **15% carbon reduction** against our 2019 baseline year on year (10% Elect / 15% Gas/ 20% Scope 3)
- Achieve our first **Net Zero Centre** in 2023 / 24
- Achieve Net Zero at **multiple sites** in 2024 / 25
- Achieve **50% carbon reduction against our 2019 baseline in 2025 / 26** (intensity metric to evaluate performance)
- 50% of our facilities with at least one form of on-site **renewable energy generation**
- **Achieve Net Zero across our operations by 2030**

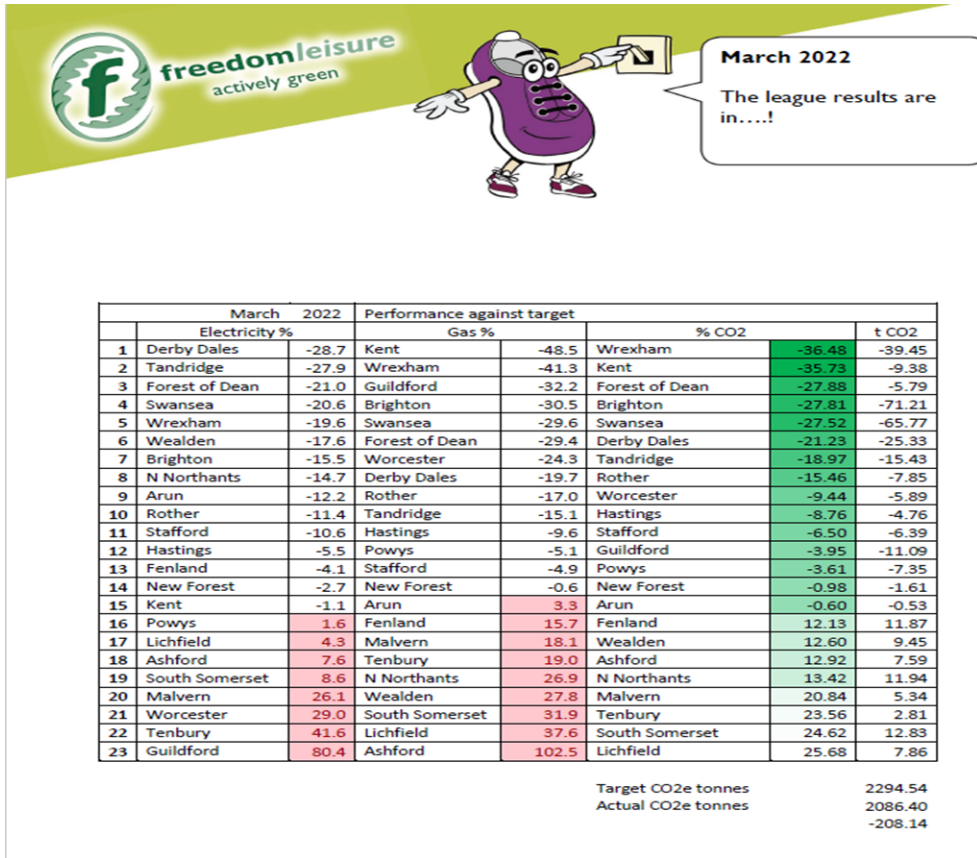
Resource and Material Management

- Achieve **Zero Waste to landfill** at all sites where we manage waste
- Achieve a **50% recycling rate** across our operations in 2022 / 23
- Reduce the **volume of waste by 15%** year on year
- 100% recycling target for all **packaging materials** generated at our sites
- Remove **non-recyclable products from our supply chain by 25%** year on year
- Recycling solutions provided at all our sites for **disposable cups** by 2022 / 23
- Reduce **water consumption by 5%** year on year against metric intensity per site
- Implement **water harvesting** at an additional 3 sites by 2023

Embedding environmental sustainability into our organisation

- **100% of Colleagues** completed Environmental Awareness training
- Set up Environmental **teams** across each region – **100% environmental literacy training**
- Engaged with all **partner councils** Climate Change teams
- Develop **Marketing and PR plan**

Examples of monthly stats for benchmarking

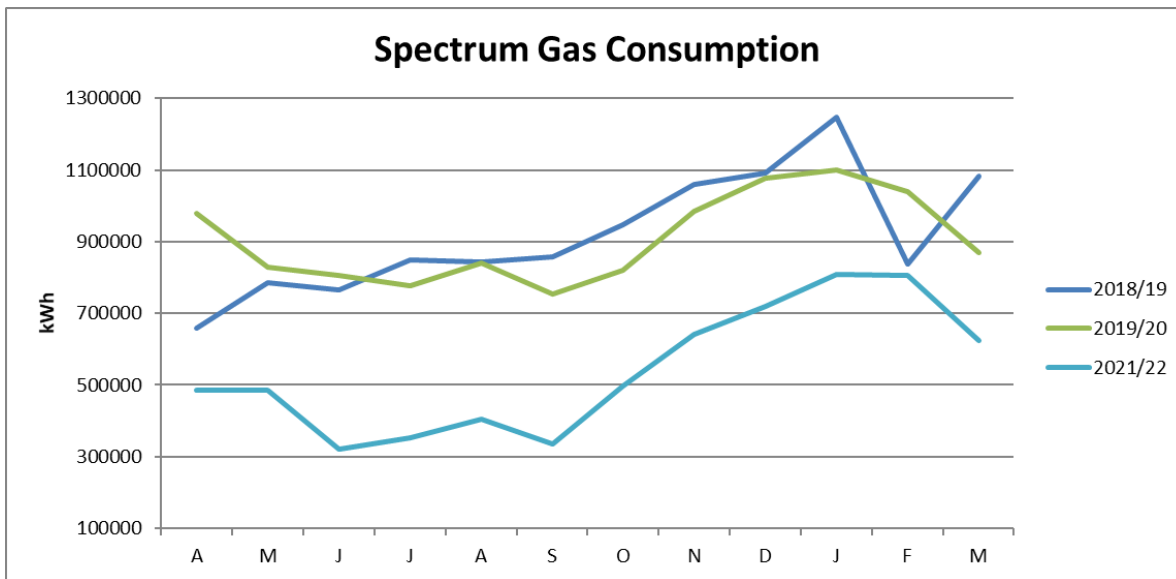
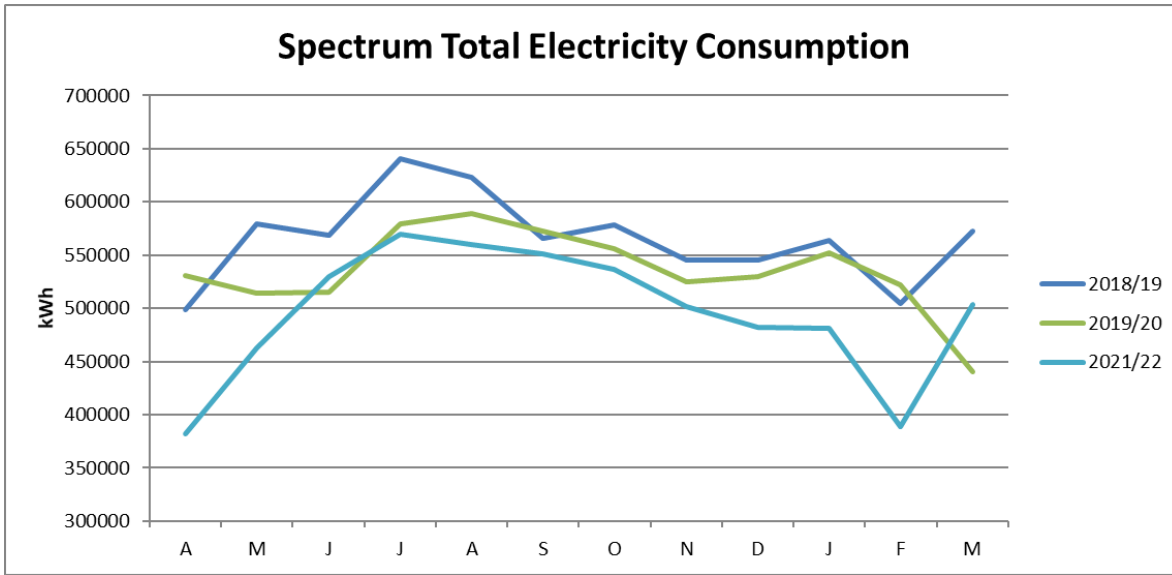


Spectrum:

At Spectrum this year we invested £19,280 by completing the following improvements with LED light replacements in the following areas:

- Bar
- Teaching Pool
- Dive Pool
- Service road outside lighting
- Main Plant Room
- Boiler room
- Staff room refit

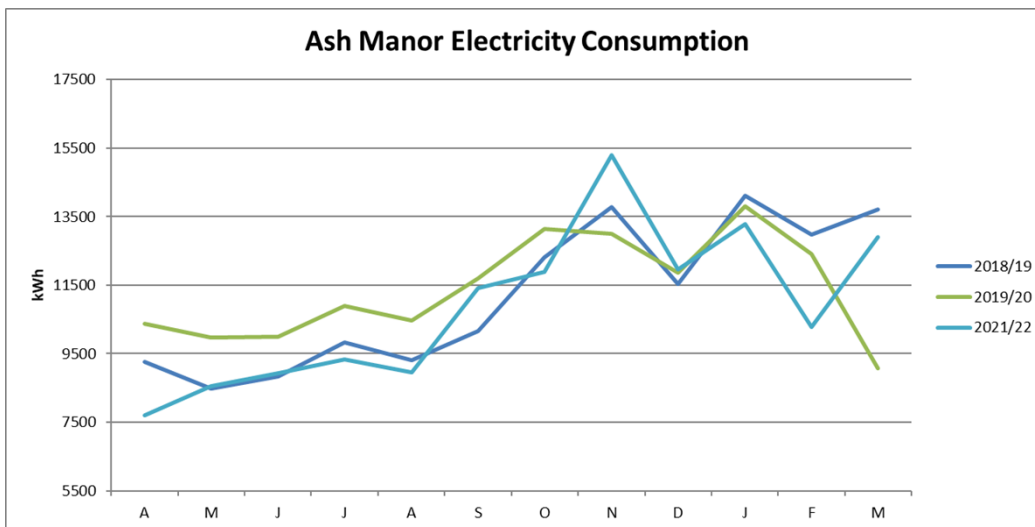
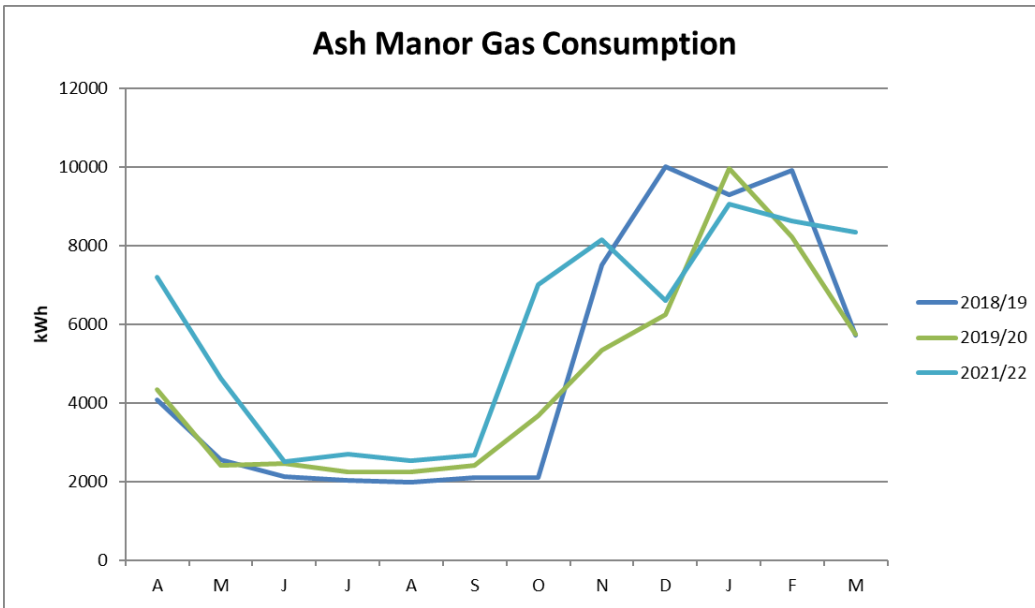
In the coming year we will continue to look at investment opportunities to help reduce our overall consumption in energy.



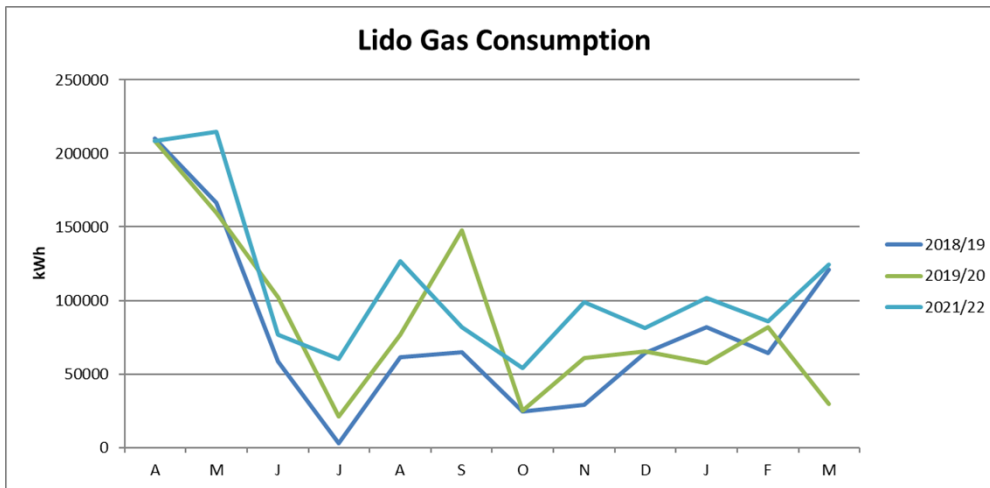
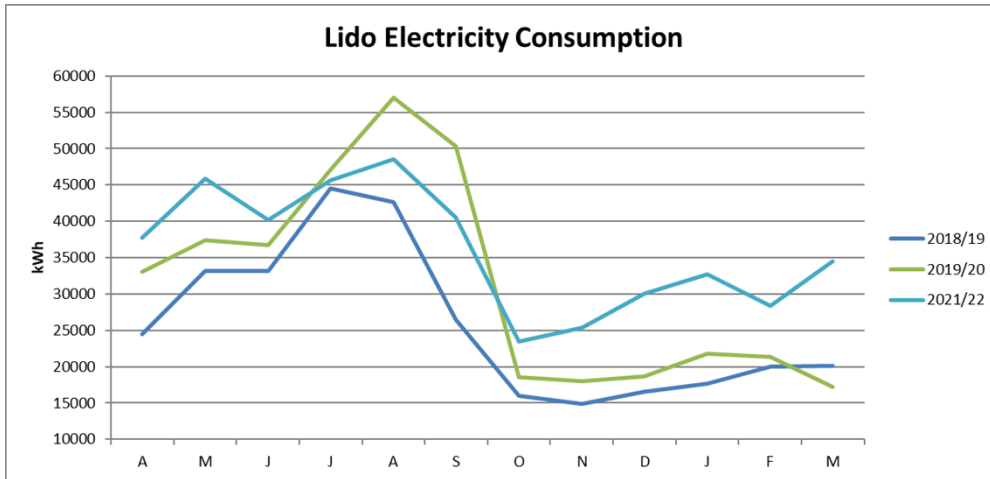
Ash Manor:

At Ash Manor this year, as part of the wider investment that took place, we used this to make the following improvements with LED light replacements in the following areas:

- Gym Kit replacement – the latest kit uses 30% less energy than the replaced kit.
- Full Gym LED replacement
- Full Spin Room LED replacement
- Changing room LED replacement



- Lido:**
 Gym changing room refurbishment took place, this included new LED lighting along with replacement showers and taps which are to the latest standard by reducing our water consumption.



----- END OF REPORT -----

Annual Report Presentation Meeting Minutes

Tuesday 29 November 2022 at 18:00

Guildford Spectrum

Present;

From GBC:

- Jonathan Sewell (JS)
- Kelvin Mills (KM)
- Charlotte Brindley (CB)
- Cllr George Potter (GP)
- Cllr Dennis Booth (DB)

From Freedom Leisure;

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

Ref:	ITEM	Action
1.0	Apologies for absence & introductions	
1.1	Apologies were received from Cllr Nigel Manning, Cllr James Steel, Ian Doyle, Lee Thomas and Matt Wickham.	Info
2.0	Presentation of the Annual Report by Brian Lamplough	
2.1	BL began the presentation by summarising the Council’s strategic priorities and priorities within the health and wellbeing strategy, and providing some background information to Freedom Leisure’s portfolio.	Info
2.2	<p>BL then presented a timeline of events which summarised the Covid restrictions throughout the reporting period (1 April 2021 to 31 March 2022). BL commented that these should be considered when reviewing the figures as the pandemic and its restrictions had a direct impact on the leisure facilities in terms of how they could operate and therefore perform during the first half of the year.</p> <p>BL confirmed that indoor leisure venues opened on 12 April but were subjected to heavy restrictions which meant that the facilities couldn’t operate at their full potential. Mid-May saw indoor catering facilities re-open but with covid restrictions in place, such as the ‘rule of 6’ or 2 households allowing to mix. Some facilities remained closed under the restrictions with the Bowl being the last to open (on 19 July).</p> <p>BL was pleased to report that Spectrum’s Learn to Swim programme saw a quick recovery, with pre-covid numbers being achieved in September. October saw the Lido’s first winter season for daily swimming, where previously the Lido was open only during weekends during the off-season.</p>	Info

Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>BL was pleased to report that the Ice Pantomime in December was a great success, with over 9,500 tickets sold. Fortunately this event was not impacted by the subsequent government restrictions that were put in place on the Monday after the pantomime.</p> <p>In January, the Spectrum achieved a record number on their Learn to Swim programme, with 3,000 participants, which had not been achieved previously. BL explained that the covid period was extremely challenging, but that Freedom Leisure have recovered well, with FL now operating over 100 leisure centres, including 2 theatres.</p> <p>BL also provided an update to some of the refurbishments and improvements which had taken place towards the end of the contract period (March), which included Spectrum's indoor cycling investment and the gym refurbishment at Ash Manor Sports Centre.</p>	
2.3	<p>BL then presented the financial summary, which showed a small surplus for Spectrum (£28,974) and losses at Ash Manor (£248,377) and Lido (£163,865) which meant the contract's overall position was a £261,005 deficit.</p> <p>BL is pleased with the performance of the venues given the impact covid had on most of the facilities for 5 out of the 12 months. GP is impressed by the figures given there were only 7 months of 'normal' operation. BL agreed and explained that Spectrum also benefited from attendance by some customers who would normally go on holiday but weren't able to due to the covid restrictions which impacted the travel industry.</p>	Info
2.4	<p>BL then highlighted that one of Spectrum and Lido's catering providers, Burrito Loco, extended their contract with FL for a further 2 years in line with the contract extension.</p>	Info
2.5	<p>BL then summarised the capital investment that had been made during the period.</p> <p>The Ash Manor gym refurbishment saw the installation of the latest state of the art kit, as well as the required data points and a full refurbishment of the gym itself. BL commented that Ash Manor has struggled to recover to pre-covid levels. Cllr DB asked what the reason for this might be. BL explained that there are a number of reasons for this; there are a number of similar competing gyms within the locality and the limited access times due to the sports centre being a dual use site with the school can also be a barrier. BL added that Spectrum's facility mix provides that added attraction for members, which Ash Manor Sports Centre cannot compete against. BL was pleased to report that indoor cycling attendance has grown since the investment there.</p>	Info

Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	IHT added that the leisure sector has been impacted and whilst some areas such as swimming have recovered well, health and fitness is at about 80-85% of pre-covid levels and so it is no surprise that Ash Manor has been impacted.	
2.6	BL continued to provide examples of the investments that had been made during the period which included new bowling balls, ice disco lighting, seating and a new indoor cycling provision at Spectrum. BL confirmed that group cycling has grown exponentially as a result and was pleased to confirm that the Guildford Flames Ice Hockey team are now hiring the kit for their training because of the data and training programmes the new 'MYRIDE' technology provides. BL confirmed that the investment into the gym changing rooms at the Lido has also brought the facilities up to current standards.	Info
2.7	<p>The attendance figures for the period were then presented. BL has compared these with the 2019/20 figures. BL reminded the meeting that attendance levels could not have reached their potential until August/ September time when all restrictions had eased and operation was returning to 'normal'.</p> <p>BL explained that being an outdoor venue, the Lido was the first facility to open (from 29 March) to customers and there was certainly an appetite from customers to use the Lido, following the significant period where there was no access to swimming. BL added that many customers appeared to prefer to use outdoor swimming facilities following the pandemic and that potentially there is now more resilience as customers have become used to and have enjoyed using the Lido even during the colder months. BL added that it is important to note however that the Lido is very weather dependent, and its overall success is heavily reliant on footfall.</p> <p>The Spectrum had a fantastic October half term last year, which is usually one of Spectrum's busiest periods.</p>	Info
2.8	<p>BL then went on to provide an overview to the customer feedback that was received during the period.</p> <p>BL summarised the main cause for complaints, which related to swimming, namely the leisure pool in terms of how busy the pool hall felt. BL/EB explained that many customers had got used to the additional space and quieter experience (including no queues) which the leisure pool could provide when operating at 50% capacity (in line with covid restrictions). When restrictions had been lifted, and capacities had reverted back to pre-covid levels, this generated a significant level of feedback. The pool changing rooms was also a common complaint, and while this was not so much of</p>	Info

Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>an issue when the pools were operating at reduced capacities, when normal capacities had resumed, the changing areas were busier and many customers felt they were too crowded and were not meeting cleanliness standards. The busier changing rooms meant that the challenge of cleaning these areas re-presented itself as access to clean the areas is difficult when all changing areas are full of customers.</p> <p>GP referred to previous years reports and presentation meetings, whereby Councillors have requested a further breakdown of the customer feedback as the numbers provided is of limited value and does not provide an indication of what the comments relate to specifically.</p> <p>BL/EB referred to other trends in complaints which related to swim lessons, and in particular lesson handover arrangements which again relates to the building constraints due to the pinch points in these areas, which is becoming even more challenging as the swim school provision grows.</p> <p>GP commented that based on the overview FL has provided, it does not appear that the issues customers are complaining about are within FL's control.</p> <p>JS commented that while the building constraints are contributing factors, the issues and the extent of them will always be dependent on the level of resourcing FL choose to provide.</p>	
2.9	<p>BL then went on to summarise Guildford's year 'in numbers'. BL confirmed that Spectrum's Learn to Swim programme now has 3,005 swimmers, which is one of the UK's biggest swimming programmes. BL explained that there was a great deal of pent-up demand from covid and that FL are now at the point of ensuring the LTS programme is being maintained (rather than growing) due to the available pool space.</p> <p>BL confirmed that FL adapted the pools programme to enable as many customers as possible to enjoy the swimming facilities under the restrictions that were in place. As a result, more toddler splash sessions were programmed, as well as new 'Family bubble swim' sessions which were very popular and saw over 12,000 visits.</p> <p>Lane swimming arrangements were also revised during the period to coincide with restrictions during the first part of the year. Lane swim visits amounted to 181,829 compared to 197,823 in 2019.</p>	Info

Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>DB commented that the general usage appears to have been pretty high during the period despite the restrictions.</p> <p>EB referred to the swimming lessons and the limits that are posed on these due to the times when children are available to attend them (i.e. around school hours). There has been a big focus on adult swimming lessons during daytime and evenings to maximise the available pool space during these times.</p>	
2.10	<p>The next slide showed further visitor numbers, which BL presented.</p> <p>Group exercise has seen an increase, with customers wanting to come back and socialise following a period of time where classes were delivered remotely. The group exercise numbers were impacted during the summer months but picked up again in the winter due to the colder weather and limited daylight hours.</p> <p>The holiday camps have seen a strong recovery, with more attendances than in 2019. BL added that there has been a change in how customers use funding for the holiday camps which may have contributed to this increased uptake.</p> <p>The figure for gym visits, which is just over half of the visits made in 2019, shows the struggle the gym has had at recovering. BL confirmed that it has improved since, with current levels being at 83% which is broadly in line with industry levels.</p>	Info
2.11	<p>BL then provided an update to FL's staff and the changes during the period. Staffing levels and recruitment has been a challenge across the board, particularly relating to swim teaching and lifeguard provision.</p> <p>GP referred to BL's comment about recruitment and staffing levels, and asked what the apprentice wage was. GP is aware that other sectors are experiencing the same problems whereby the cost of living crisis has meant people are opting for minimum wage jobs instead. BL confirmed he would check and confirmed that the apprenticeship scheme FL use (Lifetime) is a Freedom Leisure wide initiative.</p> <p>GP asked how much engagement is made with local schools. EB confirmed that a significant amount of work is done with schools, as well as engagement via other means such as social media, particularly post GCSC results where students will be looking at their options.</p>	BL
2.12	<p>BL then provided an overview to the membership information which has seen a significant increase as a result of the requirement to register and pre-book every activity during</p>	Info

Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>Covid. This has meant that FL has more customers on its database and is able to target different groups with marketing.</p> <p>BL was asked how often customers are targeted with marketing. BL confirmed that it dependent on the time of year and what the offer is. This week for example will see membership deals as part of Black Friday. EB confirmed that those who do not wish to be contacted for marketing purposes can opt out.</p> <p>BL clarified that the slide showing the Green concessionary card figures are increases and not the actual cardholder figures.</p>	
2.13	<p>BL then provided an overview to marketing, of which social media plays a key part. The figures on the slide showed how many people are interacting with the various social media pages (Facebook and Instagram) as well as website traffic information. TikTok is also being used to target audiences and explained that one of the videos that included Spectrum went viral with around 30-40,000 views. BL outlined the importance of staying up to date with social media platforms and that FL have experts both locally and centrally to support this function.</p>	Info
2.14	<p>BL then provided an overview to the winter swimming at the Lido, which for the first time allowed customers to swim all week (rather than on weekends alone). The pool was not heated during the week which meant it fell under the cold water swimming category.</p> <p>KM asked whether FL saw the same swimmers swimming more or whether there were new swimmers as a result of the programme changes. KM asked what the usage split was for casual swimming to members. BL agreed to look into the data and confirm.</p> <p>The meeting discussed the uptake and increased popularity of cold water swimming. EB added that many lidos aren't open during the winter as well as other provisions such as lakes, and so the Lido was able to provide a safe place to swim.</p>	BL
2.15	<p>GP referred to the website and online sign up process, for example for regular swimming and noted that the basic pricing information is not there and the only option would be for a call back and to talk through the options. GP acknowledged that the end of the contract is near but asked whether this was something FL is generally exploring as the current booking systems do not appear very dynamic.</p> <p>EB explained that there are certain systems that Guildford do not have, such as an online direct debit system. IHT</p>	Info

Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>explained that FL generally inherit the systems and the different contractual arrangements and terms would make it difficult to renew websites across the portfolio. IHT agrees that Guildford’s website does need investment, and this would be something that would generally be explored as part of a contract extension or at the start of a new contract.</p> <p>EB explained that some aspects do not lend themselves to being online or self-serve, such as the swimming lesson provision due to the complexities surrounding allocation of classes and timings. GP agreed and acknowledged that it wouldn’t work for all aspects.</p>	
3.0	6 Month summary update	
3.1	BL then provided a 6 month summary update which covered April to September 2022.	Info
3.2	<p>BL confirmed that the facilities had a strong start to the year, with the Easter holidays being a success. BL explained that this was helped by the fact that the holidays weren’t aligned and so there was increased footfall over a longer period.</p> <p>Power House, which is a new outdoor fitness area opened in April which has also been very popular and makes for a unique selling point for the venue. There has been a consistent following for this type of exercise and the area has now been floodlit so it can be used in the evenings.</p> <p>The Lido did not perform as well as some previous summers, with technical problems leading to capacity having to be reduced which had a direct impact on income potential. BL touched upon the issues the Lido experienced relating to anti-social behaviour and how this had been mitigated through security arrangements.</p>	Info
3.3	BL then provided some investment headlines, with Spectrum’s gym refurbishment, new Zamboni as well as installation of PIR sensors and LED lighting in some areas. The leisure pool also received a significant amount of work to repair some leaks, and while these works were undertaken, the opportunity was taken to renew the wet pour.	Info
3.4	BL was asked what the challenges have been for Freedom Leisure. BL explained that the cost of living crisis and fuel have posed a significant challenge, which FL has tried to keep pace through increasing its prices. The prices were increased in November for the second time in this financial year. IHT confirmed that this issue has been experienced across the whole business, and that the industry is also still in a recovery period post-covid. The increased costs is putting pressure on operators, but also impacting on consumer expenditure levels.	Info

Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>IHT added that while FL is protected from utility price increases under the Guildford contract, the utility issues are having a significant impact on Freedom’s service as a whole. IHT explained that there are practical steps that have been taken to address this in terms of reducing energy usage but explained that there is a balance to be made as FL must continue to operate facilities which provide a pleasant experience/ environment for customers to ensure they continue to enjoy the facilities and return.</p>	
<p>3.5</p>	<p>FL is working hard to promote its facilities, with the main focus on group exercise and gym memberships. JS referred to the price increases and the impact the cost of living will be having on the leisure pound and asked whether FL had concerns that they could be pricing themselves out of the market.</p> <p>IHT explained that inflation needs to be matched but that there is a difficult balance to be made. IHT commented that everyone will be under pressure regardless of the price increases, but there will always be customers who are prepared to pay the additional increase.</p> <p>BL commented that FL has tried to remain competitive and the Spectrum gym refurbishment, new outdoor exercise area and improved spinning provision has enabled this. BL added that the Spectrum’s unique facility mix also acts as a monopoly in the market.</p> <p>BL was asked whether Surrey Sports Park is a main competitor. BL explained that the main competitors are low budget gyms such as The Gym Group which is able to offer a 24 hour gym for a significantly cheaper price than Spectrum’s membership.</p> <p>Ice skating has also been very successful so far, and there hasn’t been a reduction in attendances in the summer months this time.</p> <p>BL touched upon the gym membership base for Spectrum, which is currently sitting at 2,300. BL outlined the importance of membership retention and how the new facilities and refurbishments will help this.</p>	<p>Info</p>
<p>3.6</p>	<p>On the aquatics side, there has been a positive start to the year, but the challenges surrounding recruitment and swim teacher availability remain.</p> <p>DB asked how the lifeguard courses are run. BL confirmed that the lifeguard courses are run on site and that many are already booked on. Other sites too also attend Spectrum’s</p>	<p>Info</p>

Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>courses. The challenges remain with recruitment itself. FL continue to work alongside schools, such as George Abbot where guided tours are given to those who are potentially looking for work.</p> <p>DB asked whether the NPLQ (National Pool Lifeguard Qualification) can be taken as part of the Duke of Edinburgh (DofE) scheme as a vocational option. EB confirmed that there are many DofE participants that use ice skating but is not aware of the NPLQ being a chosen option. The age limit for NPLQ is 16 years of age, which might be a reason for limited uptake.</p> <p>EB explained that swim teacher courses have been very limited, due to a low uptake and availability of ASA assessors. This has contributed to swim teacher shortages, and the earliest swim teacher course isn't until January and so FL is having to wait until then before teachers can be put through the training.</p>	
3.7	<p>BL referred to the GP referral scheme at Spectrum called Live Well and explained that this has undergone a complete review of its objectives and engagement strategy. BL is excited to see what this scheme will look like. KM is keen for this to be looked at as part of the Council's monitoring, as well as seeing how the Council could help.</p>	CB
3.8	<p>DB is aware of the variety of sessions provided at the ice rink but referred to the significant costs to maintain this facility. EB confirmed that the ice rink is open daily from 05:00 until 01:00, and is only vacant for 4 hours between 01:00 and 05:00. EB explained that the rink has to close for a period of time to allow for the ice to be built back up. EB explained the different uses which includes use by professional skaters between 5:00 and 7:00 each day, with training ice usage between 7:00 and 9:00. Courses and public ice skating take up the remainder of the time, as well as private hire, bookings and team training (such as the Police ice hockey team). EB added that public skating is very popular at weekends, including ice discos. The ice school runs 46 weeks of the year and has a long waiting list. DB thanked EB for the summary of opening hours and was pleased by the level of usage.</p> <p>EB was asked where the nearest ice rinks were to Spectrum. Streatham and Basingstoke are the nearest but do struggle to maintain coaches. Lee Valley is due to open and so this may present competition for coaches.</p> <p>The meeting discussed other competing venues such as pop-up rinks. EB explained that these did not impact on the Spectrum, and that there is still a preference for an ice rink</p>	Info

Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>over the temporary plastic rinks. In order to compete with other more attractive venues, such as Hampton court at Christmas time, Spectrum offer a snow globe event where snow machines are used to create a festive feel.</p> <p>DB commented that he would love to see a curling rink but appreciates this is a different type of ice. It was discussed that the only curling rink in England was at Tonbridge Wells but that has since closed.</p>	
3.9	There were no further questions and the meeting closed.	Info

Overview and Scrutiny Committee Report

Ward(s) affected: n/a

Report of Joint Strategic Director, Transformation and Governance

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Date: 17 January 2023

Review of the Annual Report and monitoring arrangements for the operation of the G Live contract 2021-2022

Executive Summary

This report provides a summarised overview of the performance of the contractor operating G Live during the eleventh year of an extended ten-year contract term. The period covers 1 October 2021 to 30 September 2022.

G Live was not subjected to covid closures or restrictions during the period but impacts of the pandemic were still felt with the emergence of the Omicron variant and reduced attendance levels in some areas while customers slowly gained confidence in returning to entertainment venues. This period is therefore considered a recovery period, with the hospitality offering being directly impacted by the challenges the industry is currently facing.

The Council entered into a 10-year contract with HQ Theatres Guildford Limited (HQT) to operate and manage G Live on 12 August 2011. The contract was extended for a further three years to 30 September 2024. HQ Theatres has since been acquired by Trafalgar Entertainment. In the contract agreement, Trafalgar is required to optimise commercial and hospitality income in G Live as well as provide different genres of entertainment. Trafalgar's Annual Report on the operation of G Live during 2021-22 can be found at Appendix 1.

The performance indicators for the previous five contract years are shown in section 4 of this report and in more detail on page 21 of the G Live Annual Report at Appendix 1. The Leisure Client team believe Trafalgar continue to operate the venue satisfactorily and broadly within the criteria set out within the contract.

A sub-group of councillors volunteered to represent the Overview and Scrutiny Committee to consider the G Live Annual Report in detail. The minutes of the Annual Report presentation that took place at G Live on 2 December 2022 are included in Appendix 2.

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

Any net income that is generated over that break-even point is referred to as a surplus and is divided between the Operator (80%) and the Council (20%). This year Trafalgar has reported a surplus of £276,931 (see Appendix 1) which means the Council's 20% share will be £55,386.

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

Suggested items for the Overview and Scrutiny Committee to consider

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

Is the report (or part of it) exempt from publication?

No

1. Purpose of Report

1.1 To provide a summarised overview of the performance of the contractor operating G Live for the contract year period 1 October 2021 to 30 September 2022. This is the eleventh year in an extended ten-year contract term.

2. Strategic Priorities

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

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

3. Background of the contract

- 3.1 The Council entered into a 10-year G Live Operator Agreement with HQ Theatres Guildford Limited and QDOS Entertainment PLC (HQT) on 12 August 2011. HQ Theatres has since been acquired by Trafalgar Entertainment. This contract, which deals with the operation and management of G Live, has been extended for 3 years, until 30 September 2024. This period of extension will hopefully allow the marketplace to recover from the impacts of the pandemic before the operation of the venue is re-tendered.
- 3.2 The Council also granted a lease of the G Live premises to HQT (now, Trafalgar) for a period of 10 years at a peppercorn rent. This lease was also extended until 30 September 2024.
- 3.3 The venue consists of main concert space capacity of 1,031 people seated, 1,700 standing, and a second space seating for up to 100. In addition, there are hospitality and meeting rooms.
- 3.4 In the contract agreement, Trafalgar is required to optimise commercial and hospitality income in G Live as well as provide different genres of entertainment. Key performance indicators set out what was thought to be the desired balance between the provision of: classical music, co-promotions, dance, rock, pop, folk, jazz and world concerts, comedy/spoken word, children's family entertainment, sport and others.
- 3.5 The original KPI targets prepared at the start of the contract were based on an unopen venue and without the benefit of recent information on the performance of a suitably equivalent venue in Guildford. These KPI targets have shown themselves to be of limited value compared to comparing performance against previous years. The performance indicators are shown in section 4 of this report and in more detail at page 10 of the G Live Annual Report at Appendix 1.
- 3.6 The venue has over 11 contract years' history and is an established venue in the marketplace. The comparison against previous year's results is usually a good indicator of performance however it is important to note that last year was significantly impacted by the pandemic which meant G Live was only able to operate for just over 5 weeks. A direct comparison with 2020/21 would therefore be inappropriate and consideration is to be made to the current reporting period where the venue is still very much in recovery and is still experiencing the impacts of the pandemic.
- 3.7 G Live is reliant on touring product, so promoters will either hire the venue or enter into an agreement for a percentage share of the box office. Promoters will seek to share the risk (i.e. share the box office proceeds) where they believe there is a risk the production may not do as well as

anticipated. As G Live has matured, more promoters have looked to hire the venue at a fixed cost. However, there remains a level of uncertainty associated with the cost of living crisis and how this will impact on the industry and consumers and therefore G Live's performance.

Overview of the existing monitoring arrangements

- 3.8 The contract is monitored by the Leisure Client Team. Staffing changes and restructures affecting both G Live and the Council has meant that some of the formal monitoring arrangements were unable to take place in the period and were adapted accordingly.

A summary of the usual formal monitoring arrangements which are being re-established following the restructures are as follows:

- Monthly client monitoring meetings with the venue's Director using a structured agenda to discuss the operation and management of the venue
- a quarterly client monitoring meeting attended by the venue's Director and Trafalgar's Regional Director, the relevant Lead Councillor and the Director of Transformation and Governance using the same agenda as above. Scrutiny sub-group members are also invited to the mid-year (i.e., March/April quarterly meeting)
- the Annual Report is presented to a separate meeting with the same attendees as the quarterly monitoring meeting plus the four Scrutiny sub-group members.
- the venue's Facilities & Building Manager has monthly meetings with the Council's Facilities Specialist to discuss the technical aspects of the venue.

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

4. Performance of the Contractor – Key Performance Indicators

KPI	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	KPI	Variant	Notes
Main Hall Live programme No of shows	203	198	91	16	194	250	-56	Exc. get ins, rehearsals & non perf. events such as beer festivals
Main Hall Community Events	173	125	62	8	61	15	46	Inc. Hillsong services on Sundays
Main Hall non	47	67	19	7	6	-	6	Get ins, rehearsals &

KPI	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	KPI	Variant	Notes
performance events								hospitality events
Total main hall event activity	423	390	172	31	262	265	-3	
Main hall attendance	246,492	258,022	136,185	16,760	179,309	161,257	18,052	
Non-main hall hospitality events STUDIO	25	29	19	3	41	125 to 156*	12	Studio only. * KPI tolerance 20% permissible
Other hospitality events	171	182	126	5	127			All other spaces
Education projects	275	263	142	0	125	100	25	
Main hall dark days	64	67	57	199	73	80	-7	
Customer service								
Show/event	99%	98%	99%	n/a	n/a	90%	n/a	90% KPI is based on rated good /very good Main bar & pre-show cafe
Service/staff	93%	93%	94%	n/a	n/a	90%	n/a	
Facilities	97%	95%	93%	n/a	n/a	90%	n/a	
Booking/info	91%	93%	92%	n/a	n/a	90%	n/a	
Catering/hospitality	65%	66%	67%	n/a	n/a	90%	n/a	
Combined	89%	89%	89%	n/a	n/a	90%	n/a	

- 4.1 The table above shows the contractual key performance indicators from the Operator agreement, covering the last five contract years. The performance for the full eleven years can be found on page 21 of the Annual Report at Appendix 1.

- 4.2 Year 9 and particularly year 10 of the contract were impacted by the pandemic and associated closures. The above table shows a strong recovery during G Live’s eleventh contract year which too was impacted by Covid with the emergence of the Omicron variant. The number of re-scheduled events into this year helped to mitigate the impacts of this and G Live was able to deliver a strong and diverse programme albeit this was slightly different to normal programming due to the level of re-scheduling that took place.

- 4.3 The speed at which the programme recovered varied between genres, with comedy, spoken word and live music seeing a significant recovery in contrast to classical music and corporate events which saw a subdued recovery.

- 4.4 As a result of industry-wide challenges relating to recruitment and staffing levels, the catering and hospitality provision at G Live has been significantly impacted, so much so that Trafalgar has had to take the decision to pause the restaurant function and reduce the café operating hours. With the exception of this, Officers consider that Trafalgar are meeting their obligations under the contract and are pleased with the day to day operation and recovery of the programme.
- 4.5 The builder of G Live, Willmott Dixon, has now completed the various latent defect works associated with the structural insulation. These works did not affect the operation of the venue.

5. Scrutiny sub-group monitoring process 2021/22

- 5.1 The sub-group of four councillors who volunteered to represent the Overview and Scrutiny Committee (the “Scrutiny sub-group”) to consider the G Live Annual Report in detail were invited to the Annual Report Presentation by Trafalgar. All councillors have received background detail of the contract in the past by the Leisure Client team and are familiar with its operation now that it is a well-established venue.
- 5.2 This year, Cllr James Steel was joined by Cllr Nagaty and Cllr Searle from the sub-group. The presentation by the newly appointed Venue Director, Andy Locke and Trafalgar’s Group Commercial Director, Chris McGuigan, covered the performance of the venue during its eleventh contract year.
- 5.3 The councillors considered the contents of the report and asked a number of questions covering a variety of topics. The minutes of this meeting are at Appendix 2. Some of the questions asked related to the current challenges posed by inflation, particularly in regard to rising utility costs and how this would impact not only on the venue itself but on consumer spending. Other challenges faced by the industry such as staffing levels and recruitment were also discussed and acknowledgement was made to the impact these have had on the hospitality offer at G Live. The group expressed a desire for Trafalgar to undertake a detailed analysis of the customer feedback to enable a clear understanding of the feedback received and the ways in which Trafalgar are addressing these.
- 5.4 The Scrutiny sub-group recognised the impact that the pandemic has caused for the entertainment industry and was pleased that the venue has so far seen a strong recovery overall.

6. Financial Implications

- 6.1 All income and tariff receipts at G Live are the property of Trafalgar (subject to the agreements with the promoters) i.e. Trafalgar keep the income attributable to the venue from hires, bookings and ticket sales and

secondary income (such as catering, refreshments, programmes, souvenirs etc.). The Council pays a management fee in monthly instalments for the operation of the venue. This is fixed at £275,000 per annum for the three-year contract extension which was negotiated from the original 10-year contract management fee of £328,596. The new management fee improves the council's financial position by £53,596 per annum.

- 6.2 Any net income that is generated over that break-even point is referred to as a surplus and is divided between the Operator (80%) and the Council (20%). Trafalgar has reported a surplus this year of £276,931 (see Appendix 1) which means the Council's 20% share will be £55,386.

7. Legal Implications

- 7.1 Section 3 of the Local Government Act 1999 requires that the Council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Reviewing and where required monitoring the Council's contractual approach is an important way in which that obligation can be fulfilled.
- 7.2 Any formal changes to the current contractual arrangements will have to be agreed with Trafalgar and varied by agreement.
- 7.3 As the Overview and Scrutiny Committee has no decision-making powers, any recommendations that may arise would need to be referred to the relevant decision-making body of the Council for a decision.
- 7.4 The 3-year contract extension was granted via a contract modification under Regulation 72 of the Public Contracts Regulation 2015.

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

9. Human Resource Implications

- 9.1 There are no HR implications arising from this report.

10. Climate Change/ Sustainability Implications

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

11. Suggested items for Overview and Scrutiny to consider

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

12. Conclusion

- 12.1 The eleventh contract year saw a strong recovery overall. The Scrutiny sub-group recognised the challenges faced by the industry and were pleased with the performance of the venue and the Operator during this recovery period.
- 12.2 The reported surplus of £276,931 means the Council's 20% share will be £55,386.
- 12.3 The hospitality provision at G Live has been hampered by challenges experienced across the industry which has led to a temporary change to the venue's café and restaurant provision.
- 12.4 Overall, this has been a positive 'recovery year' from the impact of the pandemic and the venue is positioned well for a strong 2022/23.

13. Background Papers

- 13.1 None.

14. Appendices

Appendix 1: G Live Annual Report 2021-22

Appendix 2: Minutes of Annual Report Presentation 2 December 2022

G Live – Annual Report

Oct 21 – Sep 22



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1. Purpose of Report

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1. Purpose of Report

- This report is a summary of G Live’s 11th full year of operation and sets out the venue’s performance against the KPIs included in the Operator Agreement between Trafalgar Theatres (TTH) (formerly HQ Theatres & Hospitality) and GBC
- The reporting period is **1 October 2021 to 30 September 2022**
- During this period the venue was in full operation throughout the year having reopened in late August 2021 following the Covid-19 pandemic.
- However, the period under review was impacted by the emergence of the Omicron variant (Dec 21 – Mar 22) which led to a number of cancelled performances and events and a significant reduction in consumer confidence.
- As such, the report covers a recovery and remobilisation period for the venue and its team; set against a similar recovery for audiences, visiting producers and the wider sector as a whole
- The basis of this report is the performance, community and corporate events activity as reported to GBC at the Monthly Service Review Meetings (MSRM) which have been held since commencement of the contract
- G Live has presented monthly summary reports as follows:
 - Live Programme, including final ticket sales
 - Financial summary for the wider business
 - Creative Learning / Community Activity
 - Marketing Activity
 - A summary of Hospitality Activity
 - Building-related issues and Health & Safety
- In addition, further detail of the venue operation and matters of mutual interest have been reported at the quarterly review meetings between Trafalgar Theatres and GBC. This process is concluded each year with the Annual Review Meeting and the presentation of this annual report to GBCs Overview and Scrutiny Committee

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2. Executive Summary & Key Stats

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2. Executive Summary & Key Results

Overview

- Contract Year 11 represents a 'recovery year' following Covid-19
- The venue reopened and returned to normal operations from Aug 21
- Omicron impacted operations between Dec 21 – Mar 22
- Challenging staffing and recruitment – particularly technical and kitchen

Programme & Events

- 255 events delivered in main house - increase driven by reschedules
- Spikes in comedy, live music and shows aimed at younger audiences
- Slower recovery for events aimed at older audience segments
- Return of conferences and large-scale private hires was subdued
- Hillsong returned, but to one service each Sunday (rather than 2/3)
- Total main house attendance = 179,309 (111% of GBC target)

Creative Learning

- Creative Learning returned with a refreshed and revitalised offer
- Strong delivery - 125 events and 3,316 participants during the year
- First ever Summer Youth Project (Aladdin Jr) undertaken

Food, Drink & Hospitality

- Bars, pre-show dining and restaurant remobilised following Covid closure
- Challenging trading; particularly within restaurant function
- Compounded by vacancies and recruitment challenges within kitchen
- Strong trading on bars and retail offer

179,309

MAIN HALL
ATTENDANCES

£3m

LOCAL ECONOMIC
CONTRIBUTION

68.4

NET PROMOTER
SCORE

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3. Programme Balance & Range

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3. Programme Balance & Range

Following 17 months of closure audiences , artists and producers were eager to return to performances and the profile of the programme reflected this. G Live was once again able to demonstrate the breadth of performance and participation it can successfully showcase cementing its position as one of the leading concert halls of its size in the UK.

Music

A vast array of artists took to the G Live stage in 2021-22 including global icons such as **Roger Taylor** from Queen, Pink Floyd's **Nick Mason**, **Steve Hackett** from Genesis and the one and only **Van Morrison**. The music never stopped as month after month saw appearances by **Scouting For Girls**, **Seth Lakeman**, **Gabrielle**, **Billy Bragg**, **Jools Holland**, **Levellers**, **Texas**, **Tony Hadley**, **Sophie Ellis-Bextor**, **Heather Small**, **10cc**, **Skunk Anansie**, **Marti Pellow** and **The Shires** to name but a few.

Community

The desire by local schools, performing groups and key stakeholders in Guildford to return to stage their events at G Live was very strong and a testament to the collaboration and partnerships of G Live's first decade. The past year has seen events by **Guildford Theatre School**, **Guildford Symphony Orchestra**, **Guildford Choral Society**, **Southern Pro Musica**, **Guildford County School** and **Vivace Chorus**. The venue was also home to the **Academy of Contemporary Music's** graduation ceremonies, **University of Surrey** balls, **Guildford High School's** prizegiving and **Guildford Rotary Club's** annual schools concerts.

Comedy

In 2021, more than ever, audiences wanted to escape the day-to-day and simply have a good laugh. The joy was tangible as audiences returned to meet with friends and family to see long-awaited shows from the top comedy stars in the country. These included **Ricky Gervais**, **Bill Bailey**, **Katherine Ryan**, **Romesh Ranganathan**, **Rob Brydon**, **John Bishop**, **Rhod Gilbert**, **Jimmy Carr**, **Alan Carr**, **Jason Manford**, **Henning Wehn**, **Sandi Toksvig**, **Micky Flanagan**, **Paul Merton**, **Nish Kumar**, **Jack Dee** and many,many more. It was a particular honour to host the iconic BBC Radio show **I'm Sorry I Haven't A Clue!**



3. Programme Balance & Range

Dance

The G Live stage played host to exhilarating dance performances from **Ballet Boyz**, **Lord of the Dance** and the incredible **Diversity**. It also saw live shows from the stars of Strictly: **Anton Du Beke**, **Giovanni Pernice**, **Oti Mabuse**, **Johannes Radebe**, **Karen Hauer**, **Aljaz & Janette** and **Gorka Marquez!**

Spoken Word

A wide variety of thought-provoking and entertaining speakers enthralled audiences throughout the year. From the astonishing tales of exploration from **Tim Peake**, **Rannulph Fiennes**, **Steve Backshall** and **Jason Fox** to the wit and hilarity of **Miriam Margolyes**, **Claudia Winkleman**, **Danny Baker** and **Fran Lebowitz**.

Children & Family

Developing future audiences is critical and family shows at G Live did just that. **Peppa Pig**, **Justin Fletcher**, **The Tiger Who Came To Tea**, **Milkshake** and **Dinosaur World** ensured children laughed, learned and loved seeing live entertainment – many for the first time!

Classical Music

Due to the continuing challenges of Covid and then the conflict in Ukraine it was very difficult to stage concerts from international orchestras in the way G Live normally would. However, the **Royal Philharmonic Orchestra** did return for a sold-out concert.



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3. Programme Balance & Range – KPI Measures

Main Hall Activity

The activity in G Live’s Main Hall between 1/10/21 and 30/09/22 is illustrated in the table to the right

We are pleased to see a return to more normal programming cycles and, whilst the target figures have not been exceeded overall for the main house programme - a result of 96% in the overall is a positive result. The period under review was typified by touring content geared towards a younger demographic; hence spikes in Comedy and live-music standing content – as these genres returned more quickly following the pandemic.

As with all venues that present touring work the programme breakdown is subject to availability of content at a suitable scale and the alignment of the venue diary with the routing of tours to peer venues.

Community content includes Schools Events, Graduation Ceremonies, Community Choir Activity and the regular Hillsong Sunday Services.

	GBC Target	Actual	Attendances	% of GBC Target
Children/Family	31	18	11,796	58%
Classical Music	18	9	4,788	50%
Comedy/Spoken Word	45	63	54,425	140%
Dance/Musicals	42	33	21,563	79%
GPO	4	0	0	0%
Other	6	21	6,553	350%
Rock/Pop Standing	14	28	29,625	200%
Rock/Pop/Jazz/World	84	22	14,865	26%
Sport	6	0	0	0%
Community	15	61	35,694	406%
Sub Total	265	255	179,309	96%
Get-in/get-out/Prod/Rehearsal		6		
Internal Events		0		
Rehearsals		0		
Sub Total		6		
Conference		4		
Dining/Banquet		53		
Exhibition		4		
Hospitality Other		45	Includes Meetings	
Sub Total		106		
TOTAL	265	371		

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4. Creative Learning

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4. Creative Learning

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

- promote physical, emotional, and mental wellbeing and creativity to members of the local community
- adopt an 'Arts for All' approach to our programming and decision making
- support and encourage collaborative partnerships with new and emerging artists and organisations/groups

Introduction

The re-establishment of the creative learning team at G Live in 2021 paved the way to create a refreshed and more focused programme that complimented and reflected the local changes for a post Covid landscape.

The department had an extremely successful year through the development of dynamic programming of diverse and rich creative and cultural arts opportunities for children, young people, and families with the newest development of building an adult's creative offer.

Activities took place both at G Live as well as across communities in Guildford to widen the reach and engagement in positive and cultural enriching programmes central to individuals' wellbeing and creative entitlement.

In May 2022 the long-awaited health and well-being festival Rooted was launched, which aimed to reach and work with communities offering access to excellence through participation and creativity.

September 2022 brought strength and stability to the team with the appointment of a Creative Learning Assistant to work alongside the new Creative Learning Manager who was appointed in mid -May 2022. Below, is a summary of the varied activities undertaken between October 2021 and October 2022.



4. Creative Learning

Work with Children and Young People

In October 21, February 22, May 22 and October 22, G Live staged **half-term activities** for children and young people covering a huge range of **performance and visual arts and technologies**.

These included dance, drama, computer coding, pyrography and programming, illustrations, theatrical make-up, and storytelling.

The half term workshops were **hugely popular**, most selling out in advance, delivered by both the G Live team and several locally based freelance specialists.

Future programming will have a focus on family's activities / offers as well as the **introduction of more craft-based forms** to develop the skills and experiences for participants.

We continued the successful delivery of our **Encore SEN Drama Group** for children aged 7 – 11 years and after a 10- week break, we have recruited a new artistic team to deliver an exciting creative programme launching in January 2023 with the aim of raising the quality of the provision and developing social, emotional, and creative skills amongst participants



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4. Creative Learning

Work with Adults

The introduction of an adult’s programme at G Live saw the launch and development of a series of weekly **Intro to** workshops.

Our popular **comedy programme** has developed significantly over three terms, launching as an introductory course, and developing into a series of Intermediate Comedy sessions, culminating in an **Improv Comedy** offer next year, for adults who wish to develop their skills further in one focused area.

Our **Intro to Playwriting** group encouraged local writers of all abilities to come together in a weekly collaborative and supportive workshop environment to develop their work.

Our aim was to nurture a diverse and rich range of voices and styles to enable the participants to each develop a 10–15-minute play and on the May 3rd, Creative Learning organised an event in the Bellerby Studio to celebrate their achievements. 10-12 actors were sent the scripts in advance and attended one rehearsal in preparation for a series of performances that same evening.

It was a hugely successful event that has resulted in discussions with one of the playwright’s leading a regular **Writers Group** in Spring next year.

Summer Youth Project - Aladdin Jr

This year G Live launched our first ever Summer Youth Project – **Aladdin Jr** which was a huge success both through the artistic offer and opportunities for children and young people aged 8 – 18 years to engage, participate, create, and perform, learning new skills and developing their craft/talent as aspiring young artists.

38 young people came together over a two-week period in the summer to create, rehearse and perform Aladdin Jr led by a highly skilled team of Creatives from across the Southeast of England.

Following nine days of creation, **Aladdin Jr** was performed over five shows to sell out audiences. For 2023 we will take a main title to the main stage, increasing the number of people taking part along with audience capacity over a three-night run.



4. Creative Learning

Community Development

In May 22 and Oct 22 G Live delivered two **Family Fun days**, which were designed to open the doors to the public to come and experience the offer and creativity of G Live, a building often disguised through the misconception that we are exclusively a programming theatre of live events and performances.

We welcomed **over 1,500 people** through the doors with a rich creative offering in participatory workshops and self-guided activities suitable for all ages.

Our Oct 22 Family Fun Day focused on programming activities that promoted **wellness** as well as boosting **self-esteem** and **confidence** skills and attracted an older age range, with the inclusion of a DJ scratch workshop, pyrography sessions and a series of improvisation based mini workshops, which several local children and their families attended.

These offerings were all very well achieved. As part of our ongoing commitment to Community Development we programmed and delivered Rooted in May - a one-month health and well-being festival.

Rooted in Guildford was a month-long community festival focused on Arts and Mental Health, hosted by G Live and supported and funded by the Aspire community fund and Coop Community Fund. We hosted a variety of drop ins, workshops, shows, and events throughout May 2022.

The festival idea grew from a research trip to the Edinburgh Fringe Festival in 2019 by G Live's Creative Learning Department.

Inspired not only by the work we were seeing for both children and adults, but also the wellbeing programme designed to help artists and professionals navigate a busy and potentially stressful time, we wondered if the local community would benefit from a series of themed events specifically around creativity and wellbeing. We had already seen first hand the pastoral care and wellbeing support Creative Learning gives within its offer, and how widespread the benefits of engaging in creative activity are, and we began to reach out to local community partners, residents, and participants to assess community need.

As with everything the department does, the ambition and goals for the festival fed directly

back into our three-pronged Manifesto for Change strategy: **Promoting arts, creativity, and culture for wellbeing - An Arts for All approach - Supporting and encouraging local, emerging, and early career talent.**

As part of this, we were committed reach out not just to our regular attenders, but to people who, for various reasons, may have barriers to access or may not have engaged with the venue before. We know that barriers to access can be multifaceted, so put much effort into connecting with community groups, providing flexible booking options, and using the funding awarded to ensure half of the events were free, and the rest were minimal charge. We also gave complimentary tickets to several of our most in need community members. As well as the fantastic contribution from the performers and facilitators we engaged to deliver the event, every single event was a combined effort from multiple teams, with fantastic support from other local providers, volunteers, schools, and companies to help spread the word.



4. Creative Learning

Local Community Partnerships

Throughout the year G Live have worked with The Halow Project to run a choir who meet regularly at the venue to rehearse. Halow is a community-based charity supporting young people aged 16+ with learning disabilities. Watching, and listening to them grow in confidence and ability is a joy and, when safe, the choir will perform at G Live. Other key partnerships have been with TALK Surrey and a continuation of our work with Gosden House School; while launching a new formal partnership with Guildford County School. The groups have been welcomed to the building to meet and to experience arts workshops and tours. G Live has also worked to increase awareness of these charities and raise money for them. New partnerships with the Community Well-being team have been born to share resources, expertise, and work through a joined-up approach to provide opportunities for communities and engage them in positive creative outlets.

Schools' partnerships

G Live continued to work with Gosden House School throughout the year, supporting the creative arts work of the teachers and pupils. In 2019-20 a new schools partnership began with Guildford County School and in the first few months' G Live staff worked with students on their playwriting skills and there are many activities planned both in school and at the venue. Due to Covid we paused all the activities and resumed them in 2022.

G Live are now actively promoting solutions to those with financial barriers, whether through concessionary rates, payment plans or free places plus personal assistance places. We are continuing to explore further offers to ensure equal access to opportunities through an introduction of hardship funds and sibling discount offers so we are a place where people can thrive and take part without limitations. This works in tandem with our ethos of providing access to and widening the reach to communities, serving broader communities, and engaging more people and ensuring access to

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G Live Creative Learning Team

Emma Jones – Creative Learning Manager

Amy Kaye – Creative Learning Assistant

5. Food, Drink & Hospitality

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5. Food, Drink & Hospitality

Overview

Whilst recovery in terms of programmed content and audiences was rapid through this reporting period; recovery of the hospitality operation was less certain. The G Live team worked to successfully remobilise pre-show dining and reopened bars, retail and kiosk positions in readiness for the return of live-shows at the venue.

Bars & Retail

During Contract Year 11 the G Live Hospitality team solidified its approach to pre-show retailing by enhancing and developing aspects which support guest experience and enjoyment - whilst exploring opportunities to further improve commercial performance.

Bars & Retail accounted for around 72% of total hospitality income during the year.

By focusing on core retail activity in bars and kiosks, G Live is improving speed of service, encouraging earlier dwell, and ensuring that we are delivering a value-for-money pre-show operation whilst enhancing customer experience and creating a sense of occasion in front of house areas.

An excellent addition to the pre-show experiences this year has been the development of the soft-scoop ice cream parlour, complete with serve-over counters and eye-catching neon signage. This concession is extremely popular with a range of exciting flavours.

A primary factor in developing the retail operation this year has been the enhancing of the product range. A comprehensive review of the range, considering sales patterns, feedback, and opportunities to improve margins allowed us to expand the partnership with Hogsback Brewery and list additional bottled and draft products with them.

Looking ahead, G Live and Hogsback Brewery are committed to reenergising the partnership through investment in the bar area and provision of product training and team members.

Pre Show Dining

The G Live team worked to remobilise the pre-show dining operation ahead of reopening and returned with restaurant service from September 2021. However, reduced customer desire to return; coupled with recruitment and

retention challenges within the kitchen brigade and wider hospitality team meant the trading period was subdued and pre-show dining accounted for just 10% of total retail income in the year.

Just over 2,800 attenders chose to dine with (representing around 1.5% of the audience). Whilst feedback and SPH from these customers was positive the twin challenges of a skills shortage and reduced customer appetite were impactful.

As part of a wider strategic review of Pre Show Food & Beverage moving forward, Trafalgar Theatres is considering options for an improved and simplified operation and we expect to unveil plans in this regard across all venues during Q1 2023.



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5. Food, Drink & Hospitality

Events

G Live continues to retain its position as a prime event venue of choice for organisations and event organisers in Guildford and throughout the surrounding region. Through creative programming and careful relationship building G Live has developed a broad mix of self-produced, in-house ticketed events and an enviable list of high-profile, client relationships who utilise the venue and its capabilities.

The popular disco event Tropicana Nights was held quarterly, with each events selling to capacity with over 800 in attendance.

Other ticketed events included the popular monthly 'Pie, Mash and Quiz' and bi-monthly Dinner Dance formats – The Jersey Boys, Mamma Mia and others, each well attended at over 200 for a sit-down banqueting style food and drink offer.

In total , 76 in-house ticketed events were held at G Live in this contract year.

G Live's Event & Sales team have continued to foster key relationships and built a solid, returning business of event organisers and major companies.

Despite challenges in the conferencing and events market a range of corporate events took place

during the contract year including:

- **Surrey Property Awards** (450 banquet style).
- **Surrey Business Awards** – for the first time. (370 banquet style).
- **Genistar** bought their three-day conference to G Live with over 800 guests in attendance each day.
- An **Indian Dance Show** was staged with over 1000 guests attending.
- The **University of Surrey** maintained its use of the venue staging both its **Society Ball** and **Colours Ball** on consecutive days.
- Other notable public events in partnership with G Live included the **Guildford Record Fair**, **A Gin Affair** (720 in attendance) and (new for 2022) – a **Whiskey Fair**.

The ability to build and retain these key relationships, continually develop new partnerships and explore in-house ticketed events, ensures that the operation is agile and able to both respond to opportunities - but equally can also sustain its significant operation through self-produced dynamic event programming.



6. Operator Agreement & KPIs

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6. Operator Agreement & KPIs

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

YEAR	1	2	3	4	5	6	7	8	9	10	11	KPI	Variance
Live Shows	180	188	193	164	169	205	203	198	91	16	194	250	-56
Community Events	60	41	40	92	136	166	173	125	62	8	61	15	46
Non-performance events	48	47	47	63	51	49	47	67	19	7	6	0	6
Total Events	288	276	280	319	356	420	423	390	172	31	262	265	-3
Attendance	130,574	136,021	139,199	177,079	198,900	230,527	246,492	258,022	136,185	16,760	179,309	161,257	18,052
Hospitality (Studio)	50	35	30	27	40	49	25	29	19	3	41	125	-84
Hospitality (Other)	97	66	105	59	128	167	171	182	126	5	127	-	127
Education projects	218	85	215	193	230	212	275	263	142	0	125	100	25
Main Hall Dark Days	114	115	116	91	85	64	67	57	199	336	73	80	-7

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- Strong recovery through Contract Year 11 - though due to reporting period; **Y9, 10 and 11** can be considered ‘pandemic impacted’
- Attendances over past 12 months are 18k ahead of KPI target and recovery is continuing well into the autumn and winter period
- Return to more normal programming levels; some Omicron impact on programme though bolstered by rescheduled events
- Strong delivery of Creative Learning events; and Hospitality Studio and Hospitality (Other) which includes pre-show dining services

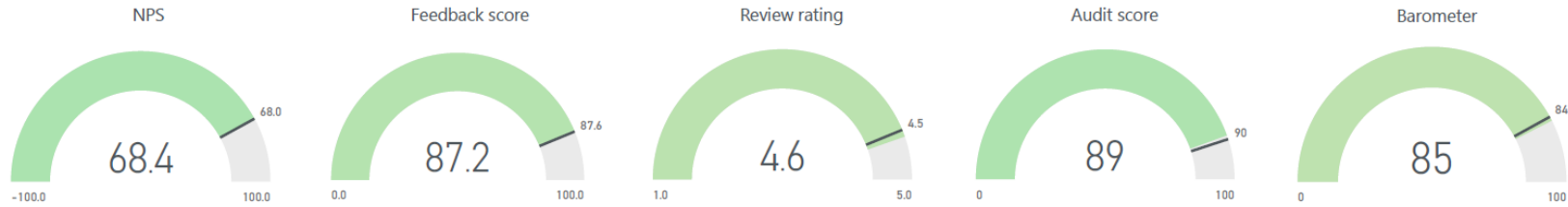
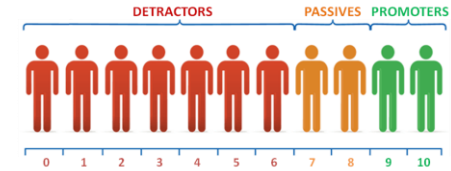
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7. Customer Satisfaction

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7. Customer Satisfaction

Guest Experience Management (GEM)



- Guest Experience Management platform in use across the business
- Automated emails sent to customers post-visit with survey to be completed
- Aggregation of results split by venue to inform service standards and required enhancements and improvements
- G Live Net Promoter Score = **68.4**
- Average review rating = **4.6 out of 5**
- Detailed responses and feedback forms distributed electronically to venue team

7. Customer Satisfaction



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 **Richard J**
Farnham, UK • 141 contributions



[A great night out!](#)


Feb 2022

My wife and I enjoyed a lovely evening at G Live, where we saw 'I'm Sorry I haven't a Clue' in the theatre. The event was made more special with the addition of a visit to the mezzanine restaurant where we had a delicious meal and were looked after superbly by the friendly and efficient staff. Thanks particular to Jenna who was very attentive and helpful. We look forward to the next time!



Written 3 February 2022

This review is the subjective opinion of a Tripadvisor member and not of Tripadvisor LLC. Tripadvisor performs checks on reviews.

 **jackieblake101**
2 contributions



Excellent venue

Jun 2022

I attended a convention at G-Live very recently. This is the second time I have been to this venue which is in a great location and has fantastic staff too.

Written 3 July 2022

This review is the subjective opinion of a Tripadvisor member and not of Tripadvisor LLC. Tripadvisor performs checks on reviews.



 **Jenny**
1 contribution



Magic of Motown

Jul 2022 • Friends

Event was great fun and loved everyone getting up and enjoying themselves!

Venue was well organised, seating with enough space and air conditioning was a great bonus.

Staff both friendly and very helpful. Thank you

Written 8 July 2022

This review is the subjective opinion of a Tripadvisor member and not of Tripadvisor LLC. Tripadvisor performs checks on reviews.

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7. Customer Satisfaction



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Ron Whitcher
20 reviews · 8 photos

★★★★★ 7 months ago

What a great venue to live acts. We have just seen 10cc, and it was brilliant. There are no bad seats that we could see. We sat at the back of the circle and could see everything.



👍 1



Angela Rayson
Local Guide · 29 reviews · 166 photos

★★★★★ 4 months ago

Great venue - just around the corner from the Guildford Harbour Hotel, making an excellent combination for anyone not wanting to travel between hotel & performance venue. 🥰 The venue staff I spoke to were all very pleasant & helpful, the auditorium that I was in was just the right size - I think it holds just over 1,000 people, so it's not too vast. Bars & seating areas were all good, & the stage-lighting & acoustics were brilliant. I went there on Wednesday 15th June to see Adam Ant live on his Antics 2022 tour & he was outstanding, breathtaking, mesmerising & totally as wonderful as he has always been. ❤️ I had a great night. Thank you Adam & thank you G-Live! 🥰



↩ Reply 👍 2



Scott Humphreys
Local Guide · 183 reviews · 11 photos

★★★★★ 3 weeks ago **NEW**

Excellent fairly personal venue, good sized seats, friendly staff, ample staff and fair priced bar. Totally recommended.



↩ Reply 👍 Like

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8. Facilities and Health & Safety

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8. Facilities and Health & Safety

Facilities

Following its support for the NHS through the height of the pandemic as a large-scale vaccination centre, G Live finally reopened for public shows and events in August 2021, once Covid related conditions enabled the return of live entertainment to the venue.

G Live reopened with all appropriate 'See It Safely' public measures and communication plans in place. Contact points were reduced through investment in cashless operations and digital ticket scanning technologies. Appropriate hygiene, distancing and other public reassurance measures were implemented.

G Live remains a fantastic asset for Guildford and the team take great care to ensure the building and facilities remain of a high standard despite the 'wear and tear' sustained from the exceptionally high numbers of people visiting the venue each year.

Significant investment in repairs, maintenance and general improvements continued through the 2021-22 contract year.

For example, the emergency lighting system has been renewed with a new inverter and battery system. In this contract year GBC also led the completion of major repairs to the venue's external cladding to address defects originating from the construction of the venue.

Additionally, all of the Mezzanine restaurant furniture has been renewed and the meeting rooms refurbished.

Despite post-pandemic staff turnover the G Live team have continued to work closely with Guildford Borough Council staff to monitor the building on a monthly basis.

G Live was recently nominated for, and won, the prestigious 'Best Entertainment Venue in Guildford' in the Best Bar None Awards.



8. Facilities and Health & Safety

Health & Safety

Now under the umbrella of Trafalgar Entertainment, G Live has benefitted from renewed investment in best practice in the management of Health, Safety and Security.

The central Trafalgar group operations team now includes a new Group Health & Safety Manager whose role it is to support and guide the venue-based management teams.

Quarterly Health & Safety auditing continues through the independent sector safety experts, RB Health & safety Ltd, and all venue directors attend both group and local safety committee meetings.

A new inter-group H&S scorecard mechanism is also being introduced to further enable the sharing of best practice between venues.

Compliance with regulatory requirements continues to be ensured through the group safety portal with support and guidance from the group Facilities Manager.

Security also remains paramount through a specific Counter Terrorism risk assessment, targeted CT training and through the implementation of the group CT plan.



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9. Financial Performance

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9. Financial Performance

Contract Year 11	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
REVENUES													
SALES													
Theatre Rentals	33	42	47	19	7	39	54	57	50	27	29	0	403
Ancillary Spaces	0	0	0	0	0	0	0	0	0	0	0	0	0
Ticket Sales	383	410	533	299	201	352	468	391	345	209	53	141	3,785
TOTAL SALES	417	453	580	318	207	391	522	447	395	236	82	141	4,189
COSTS													
Artists Fees	329	376	457	243	173	296	409	368	293	155	65	79	3,244
Royalties	0	3	11	15	0	2	1	0	10	2	2	0	47
PRS	4	2	-1	-1	3	3	4	3	4	3	-1	3	25
CCC	2	7	7	-1	1	4	7	2	1	2	1	1	35
TOTAL COSTS	336	387	475	257	177	304	421	373	308	163	68	82	3,350
GROSS PROFIT	81	65	106	61	30	87	101	74	87	73	14	59	838
GP %	19%	14%	18%	19%	15%	22%	19%	17%	22%	31%	17%	42%	20%
Total Other Income	51	65	54	33	25	9	36	15	33	21	38	31	412
Total Supplier Relief	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Hospitality Contribution	74	77	123	45	55	66	75	86	66	64	5	52	787
TOTAL REVENUES	206	207	283	140	110	162	212	176	185	158	57	142	2,038
OVERHEADS													
Total Staffing Costs	115	112	164	99	105	117	105	121	105	102	85	93	1,321
Total Admin Costs	63	6	63	11	55	46	58	43	57	50	54	63	568
Total Capex	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Utilities	7	10	11	14	12	7	18	13	12	7	20	15	146
TOTAL OVERHEADS	184	127	237	124	172	170	181	177	174	159	158	171	2,036
Surplus/Deficit	21	80	45	16	-62	-8	30	-2	11	-1	-101	-29	2
Subsidy	23	23	23	23	23	23	23	23	23	23	23	23	275
TOTAL SURPLUS / (DEFICIT)	44	103	68	39	-39	15	53	21	34	22	-78	-6	277
GBC Share (20%)	9	21	14	8	-8	3	11	4	7	4	-16	-1	55
G Live Share (80%)	35	82	55	31	-31	12	43	17	27	18	-63	-5	222

A monthly breakdown of financial performance is provided here

It should be noted that Trafalgar Theatres statutory accounts are produced based on a financial period from Jan - Dec

The summary produced for this report is not audited and therefore subject to change

It is pleasing to see the venue returning to a level of profit generating activity following the Covid-19 closures.

The strength of the recovery is notable and – despite some disruption due to Omicron – activity at the venue (particularly commercial performances) has returned to a level of relative normality

Figures here reflect the reduced fixed-subsidy payment of £275,000 agreed as part of the contract extension

A surplus of £276,931 was generated in Contract Year 11. This will invoke the agreed profit-share arrangement and GBC will receive a rebate of **£55,386**

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9. Financial Performance

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

Subsidy Per Attendance

In Contract Year 11 the net council subsidy per attendance was **£1.22**. This result is the third-lowest result in the contract's history

Subsidy Per Head of Population

In Contract Year 11 the net council subsidy per head of population was **£1.26**. This result is the lowest in the contract's history

	Attendance	Profit	Profit Share	Net subsidy	Per Attender	Per Population
Year 1	130,574	£0	£0	£328,595	£2.52	£2.22
Year 2	136,021	£34,235	£6,847	£321,748	£2.37	£2.18
Year 3	139,199	£138,906	£27,781	£300,815	£2.16	£2.03
Year 4	177,079	£173,021	£34,604	£293,992	£1.66	£1.99
Year 5	198,900	£177,121	£35,424	£293,172	£1.47	£1.98
Year 6	230,527	£228,999	£45,800	£282,796	£1.23	£1.91
Year 7	246,492	£315,440	£63,088	£265,508	£1.08	£1.80
Year 8	258,022	£350,092	£70,018	£258,577	£1.00	£1.75
Year 9	136,185	£298,432	£59,686	£268,909	£1.97	£1.82
Year 10	16,760	£0	£0	£328,595	£19.61	£2.22
Year 11	179,309	£276,931	£55,386	£219,614	£1.22	£1.26

Fixed GBC Subsidy = £275,000

Guildford Borough Population = 147,899 (ONS 2018)

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10. Economic Impact

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9. Economic Impact

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

Economic Contribution Assessment	
Additional Voluntary Spend	£1,840,892
Local Venue Expenditure	£352,827
Visiting Company Expenditure	£212,884
Staff Wages Spent Locally	£647,290
TOTAL	£3,053,893

In Contract Year 11 we estimate that activities at G Live contributed **more than £3m** into the local economy

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

Figures included are net of VAT and have been adjusted for inflation where appropriate. In order for this figure to be credible we apply a series of adjustments and reductions in line with ACE recommendations.

This includes allowances within the totals to account for:

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



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G Live Annual Report Presentation Meeting Minutes**Friday 2 December 2021 at 14:00****Present:**

From GBC:

Cllr James Steel (JS) (Lead Councillor)

Cllr Ramsey Nagaty (RN)

Cllr Pauline Searle (PS)

Jonathan Sewell (JBS)

Kelvin Mills (KM)

From Trafalgar Theatres (TT):

Andy Locke – Trafalgar Venue Director

Chris McGuigan – Group Commercial Director

Apologies:

Cllr Graham Eyre (GE)

Cllr Colin Cross (CC)

Ian Doyle (ID)

Alvin Hargreaves (AH) – Trafalgar

Fiona Martin (FM) - Trafalgar

Ref:	ITEM	Action
1.0	Introduction	
1.1	<p>CM introduced himself and provided background into the transition of G Live whereby HQ Theatres integrated into Trafalgar Theatres (TT) in 2021.</p> <p>AL, the newly appointed Director of G Live, introduced himself.</p> <p>AL/CM wanted to recognise that this was JS' last meeting before he leaves the Council. CM thanked JS for his input and involvement into G Live throughout the years; his support through involvement and management is greatly appreciated. Cllr PS also thanked JS on behalf of the Cllrs and added that he would be sorely missed.</p>	Info
2.0	Presentation of the G Live Annual Report by Chris McGuigan and Andy Locke	
2.1	TT's full report will be circulated to everyone after the meeting.	CB
2.2	<p>CM provided an overview to the report's Executive Summary. This report covers the operation of G Live between 1 October 2021 and 30 September 2022. This is G Live's 11th contract year and is the first year of the contract extension.</p> <p>The venue re-opened in August 2021, having been used as a vaccination centre. The period saw full operation throughout, but the emergence of the Omicron variant impacted the venue, by a number of cancelled shows and a further reduction in consumer confidence. CM added that due to the</p>	Info

City of Guelph Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>pandemic some shows were rescheduled up to four times. CM explained that the frequent movement of the programme through rescheduling meant that it was an unusual year and the programming overserved the market at times as a result with similar audience events being scheduled much closer together than would normally be the case. TT considers this period to be a 'recovery year' with its main focus of getting people back in to use the building after a significant dormant period.</p>	
2.3	<p>CM outlined the challenges G Live faced through staffing shortages. The technical and kitchen teams were impacted the most, and CM explained that this was an industry-wide issue and one of the reasons for this was that some staff took the opportunity (during the various lockdowns/ covid closures) to look at different career paths. There was also more work in the television/ film sector too, which recovered more quickly than theatres/ entertainment venues.</p> <p>Despite this, CM was pleased to report that the programming was still a success, with 255 events delivered in the main auditorium. CM explained that this number was partly driven by the re-scheduled shows, which meant there was approximately 18 months' worth of programming within the 12-month period. This meant that typically quiet months (July & August) were unusually busy.</p> <p>Cllr PS is aware that much of the planned maintenance takes place during August and asked if this still took place. CM confirmed that there were less dark days and that these essential works were completed around the programme, which was a challenge.</p>	
2.4	<p>CM went on to explain how Covid had impacted the programme in terms of availability of audiences and touring product, and how different target audiences recovered at different rates. CM confirmed that comedy was very quick to return. There was a huge appetite for comedy, and the performers were also very keen to return following a significant time during which they were unable to perform and therefore earn.</p> <p>In contrast, classical music and similar genres to this were slower to recover. There was a subdued return for conferences and private hires due to the impact of new ways of working. CM confirmed that this is coming back but slowly, and similarly Hillsong have returned but at a reduced level, with only 1 service per week.</p> <p>Despite this, SM was very pleased to report the main hall attendances of just under 180,000.</p>	Info
2.5	<p>CM was pleased with the delivery of community events, which saw 125 community events and just over 3,000 participants.</p>	Info

G Live Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>The Summer Youth Project, Aladdin Jnr was a great success and there are plans to take this forward.</p>	
2.6	<p>The food, drink and hospitality provision re-opened very quickly but trading has been a challenge, particularly relating to pre-show dining as a result of staffing issues and chef availability.</p>	Info
2.7	<p>AL provided a summary overview to the programming during the period.</p> <p>Music saw a strong recovery, and it was pleasing to see all community groups (both performing and non-performing) return. As CM illuded to earlier, comedy saw a particularly strong return, and G Live was pleased to host a number of 'big' names; Jimmy Carr, Romesh Ranganathan, Bill Bailey and many more. Ricky Gervais' warm up gig was put on sale just 24 hours before and was a sell out.</p> <p>Dance continued to be well received, with a number of Strictly events taking place.</p> <p>Spoken word also bounced back, with speakers including Miriam Margolyes, Claudia Winkleman and Steve Backshall. Tim Peake's event sold out, and G Live was able to put on a third showing, which also sold out.</p> <p>Children and family audiences were also well served, with a variety of shows, from The Tiger Who Came to Tea to Dinosaur world.</p> <p>Classical music did return but this was a harder audience to attract due to the general audience age and associated confidence to return post pandemic. Despite this, the Royal Philharmonic Orchestra's performance sold out. The industry also saw touring challenges as a result of Brexit, visa challenges and the conflict in Ukraine which meant that some Classical Music was simply unavailable.</p>	Info
2.8	<p>The next slide showed the Programme against the Contractual KPI measures. The success of comedy and spoken word can be seen here, with it superseding the target at 140%. Rock and Pop events have also bounced back, with an overall 200% target although it is recognised that some smaller shows saw a decrease.</p> <p>The venue did not see any sport on the programme during this period, against a targeted 6.</p> <p>JS outlined that the KPI targets were set prior to the operation of the venue and were based on the venue's predecessor. They are therefore out of step with the modern marketplace and how the business has developed since opening.</p> <p>In response to a question, JS added that sports in the Civic Hall included Snooker, Darts and Boxing, however the venue</p>	Info

Copy of Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>is reliant on what is touring. AL confirmed that a Kickboxing enquiry has recently been received but that generally there are very few sporting enquiries.</p> <p>GBC confirmed that the genres and targets will definitely be reviewed for the next procurement and will likely be a range/ guide in the future contract to reflect the fluidity of the programme and how it relies on the market/ touring product.</p> <p>KM referred to Health and wellbeing and how important this is to Councils and that the future agreement would incorporate targets on that too. JS referred to the Community event target which does get exceeded, but that the original targets were based on the main hall alone, and some community events are better suited to smaller areas. AL referred to the 61 main hall community events which took place in the period, of which 49 were Hillsong. TT is proud of G Live's range of programme and product offering which is able to serve the local community and attract visitors from afar.</p>	
2.9	<p>The meeting was then provided with an overview to the Creative Learning provision which is integral to G Live's operation. This year, Creative Learning has been relaunched following the appointment of a new CL Manager.</p> <p>The meeting was encouraged to read the Creative Learning section of the Annual Report, where it summarises the variety of activities, outreach and events which serve the community.</p> <p>Cllr RN asked whether G Live has partnered with Watts Gallery. CM confirmed that G Live hasn't but that TT would certainly look to do that.</p> <p>The health and wellbeing festival, 'Rooted', was also a success, aiming to reach and work with communities offering access to excellence through participation and creativity.</p> <p>There were also a variety of initiatives for young people, with a number of activities during holiday periods. CM outlined how diverse the activities were, from drama, and arts and crafts to more technology-based sessions such as computer programming. Pyrography also proved very popular amongst the young people</p> <p>Cllr JS wondered whether E-Sports would fall under the sporting category and whether there would be an appetite for such an event.</p>	Info
2.10	<p>Trafalgar Theatres Group is excited to roll out a new artistic programme from January onwards. The Aladdin Jr was so successful in the studio, that this is going to be expanded to</p>	Info

G Live Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	the main hall allowing for more participants (varying from ages 8-18yrs).	
2.11	The Creative Learning programme for adults, saw a number of introductory workshops looking at comedy (writing and performing) and play writing. The Halow choir also continues to meet weekly at G Live and there are a number of other community projects (such as TALK surrey) and school partnerships (e.g. Gosden House and Guildford County School) that G Live has engaged with.	Info
2.12	<p>CM then went on to summarise performance of Food, Drink and Hospitality.</p> <p>CM explained that the recovery of this was far less certain than the live programme, with the main challenges driven by recruitment which is a nationwide issue. Each provision within G Live was remobilised following the pandemic and there was a strong appetite for bars and retail. G Live is proud of its product range and availability, and the pre-booking mobile application continues to enhance the customers' experience. The new ice cream offering also proved very popular and is a more exciting provision to the traditional ice cream tubs you would ordinarily see at theatres. The meeting discussed the expectations surrounding drinks, as while customers are prepared to purchase drinks at the price being charged, there is an expectation surrounding the quality and presentation.</p>	Info
2.13	<p>The recruitment challenges and staff retention has impacted on pre-show dining, banqueting events and hospitality overall. Consumer confidence has also been slower and so while many purchase drinks during the interval or prior, there were a very small number of attendees (2,800) who opted for pre-show dining which makes up for only 1.5% of total attendees. CM explained that as a result of the pressures, TT made the decision to pause this service during the Autumn, in order to focus on the areas which were able to cater for more. Cllr PS asked whether these services could be bought in. CM confirmed that agency staff had been used and that the catering provision is being reviewed as a whole, with the potential of offering a more simplified model over the traditional three course meal which currently exists. JS fully appreciates the stresses and strains with staffing and recruitment but highlighted that there is a contractual requirement for pre-show dining and therefore it is a concern that this decision has been made, and that the client has not been consulted or informed, and as a result Cllrs were not informed. JS reminded TT that this is a management contract, and that the Council would expect a full package and that this decision has compromised that without consultation with the client. CM apologised.</p>	
2.14	The events during the period were then summarised, with various business awards taking place, as well as continued	Info

Copy and Paste Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>partnerships with Guildford Record Fair. The Whiskey and Gin Affair events were also well attended.</p>	
2.15	<p>The next slide, showing the Operator agreement and KPI's shows a strong recovery for the venue. CM explained that it was important to note that the timing of the contract years (which run from October to September) meant that Covid has impacted 3 of the years (Yrs 9, 10 & 11).</p> <p>Despite the KPI target for audience numbers being met, the Omicron variant has impacted these figures. CM was pleased to see normal programming levels return and the product settle down. CM is proud of the delivery in terms of number of events while maintaining a high standard.</p>	Info
2.16	<p>The customer satisfaction for the period was then summarised. CM explained that all guests are contacted via email following their visit to rate their experience. G Live scored an average of 4.6 out of 5.</p> <p>Another tool used to generate customer feedback is the Net Promotor Score (NPS). JS commented that while the NPS is a useful tool, it should only be used as an indicator as it is a standard metric.</p> <p>The Trip advisor review scores averaged at 4 out of 5, with Google reviews scoring an average of 4.5 out of 5.</p> <p>CM explained that the feedback often reflects the customers perception of the event itself rather than G Live and the service within TT's control.</p> <p>Cllr JS is interested to know whether the customer review scores have changed post covid and asked whether an analysis could be done to see whether it had changed in the last 6 or 12 months.</p>	CM
2.17	<p>CB asked whether TT could drill down into the data and provide GBC with a summary of the feedback received so that it could be known what the feedback related to (positive and negative) and whether there were any re-occurring issues or trends. It would then be helpful to understand what action has been taken to improve/ resolve these complaints, and indeed continue the service where compliments were being received. JS referred to what has traditionally driven feedback in the past, such as waiting times for drinks, and how this was resolved by the introduction of the pre-ordering app. CM confirmed that he would arrange for this analysis to be done and will share the results with GBC.</p>	CM
2.18	<p>AL then presented the Facilities and Health and Safety section of the report.</p>	Info

G Live Annual Report Presentation Meeting Minutes

Ref:	ITEM	Action
	<p>AL summarised the works taken place during the period to ensure the asset remains at a high standard despite the wear and tear. New furniture was purchased for the Mezzanine restaurant, and some significant maintenance items were undertaken, such as the renewal of the emergency lighting system. The venue also saw the completion of the latent defect works by GBC, including the external cladding works.</p>	
2.19	<p>AL was pleased to report that G Live won the 'Best Entertainment Venue in Guildford Award'</p> <p>AL went on to summarise the Health and Safety section of the report and outlined the benefits of being part of a wider group in terms of the central support function and expertise to support the venues. There is also a new Group H&S Manager role whose function is to ensure best practice is embedded across TT's portfolio.</p> <p>CLlr RN asked whether the arrangements had been tightened following the Manchester bombing. CT confirmed that emergency procedures are regularly reviewed and are shared widely across the building so that everyone is aware of their role in an emergency situation. CT added that each venue has counter terrorism risk assessments in place.</p> <p>As well as the central H&S support provided by TT, there is also a H&S scorecard mechanism in place, as well as quarterly audits. This means that G Live not only is answerable to a central function but that the venue and its staff also receive support for the venue.</p> <p>CM highlighted the need for staff to undergo aggression de-escalation training as a result of a number of issues that have arisen across a number of entertainment venues post covid, which were particularly prevalent on immediate opening up. This appears to have been an issue in a number of venues whereby aggressive and, in some cases, violent situations have escalated amongst the public. It is difficult to pin down the reasons, but some contributing factors could be alcohol consumption and the final release for people to enjoy themselves following such a long period of restrictions. This seems to be on the rise again and therefore TT is focusing on ensuring the teams are well equipped with the skills to de-escalate the situation where they possibly can, while also ensuring their safety. The meeting agreed that this issue is apparent elsewhere in terms of Council areas such as Parks sites.</p>	Info
2.20	<p>CM provided an overview to the finances for the period, which show a strong performance following the re-opening post covid. CM reminded the meeting of the reduced subsidy</p>	Info

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Ref:	ITEM	Action
	<p>payment (of £275,000) that had been agreed as part of the contract extension. The surplus for this period was £276,931 and therefore GBC's 20 percent share of the profit will be £55,386.</p> <p>It was noted that the subsidy per attendance for the period was £1.22, which is the third lowest in the contracts' history. Based on Guildford's population of 147,899 (ONS 2018), the net subsidy per head for this year was at its lowest yet, at £1.26. JS commented that this was a very positive result and is its lowest cost in its contract following the revised 3-year contract extension arrangements.</p>	
2.21	<p>The final slide set out G Live's impact on the economy. CM explained how the economic contribution assessment is calculated by Arts Council England, and outlined the various areas that are taken into consideration, such the additional voluntary spend prior to attending (e.g. parking, shopping, bar / restaurants), as well as the impact on hotels and hospitality. Staff's contribution is also considered, in terms of spending locally, rent etc.</p> <p>For this period, the estimated economic impact figure is just over £3m.</p> <p>The presentation ended and questions were welcomed.</p>	Info
3.0	Questions	
3.1	<p>Cllr PS asked whether G Live retained its volunteers following the pandemic. CM/ AL confirmed that the volunteers are an integral part to the venue's meet and greet team, and that many have continued their role at G Live post the pandemic. AL confirmed that there are just over 100 volunteers currently and outlined how many of the volunteers have been involved in the venue since it opened. Their local knowledge, experience and perspective is invaluable, and compliments G Live's newer, younger and more fluid workforce. CM added that many of the staff were engaged with throughout Covid and throughout the changes so that everyone was invited to hear what G Live's future plans were and to ensure communication was maintained throughout the unsettling period.</p>	Info
3.2	<p>JS asked how TT sees things going forward with utility prices and increased pressure on the leisure pound.</p> <p>CM commented that utility price increases are enormous and if the rates continue in the way they are going, this will be hugely challenging. TT have not received the invoices through for October yet and so it is difficult to quantify as the market is so volatile and there are too many unknowns. JS commented that the Council's utility bills are excessive, with gas increasing by 50% and electricity by 33%, on what</p>	Info

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	<p>were already extremely high rates. The night-time electricity rate has seen an even bigger proportional increase than the daytime on the contracts that the Council is on.</p> <p>CM confirmed that in terms of mitigation, the venue has reduced consumption where possible through staff behaviour i.e. turning off lights etc. and also through investment such as LED lighting and renewal of stage equipment.</p> <p>CM confirmed that there has been an inflation effect on ticket pricing within the sector, whereby event organisers are increasing their ticket prices following increased costs. CM responded to Cllr RN's question over how this compares across different venues and explained that there is little elasticity with prices. TT has seen general inflationary increases across the board, and it is important to note that the prices are set by the promotor and are often consistent across the tour.</p> <p>Demand-based pricing (similar to airline pricing) has been explored but TT is yet to see a model that has worked in entertainment industry.</p> <p>Despite the cost-of-living crisis, events are selling more strongly than they were, in fact, sales have actually surged in the last 3 months across the board. Consumers appear to be booking more last minute (compared to pre-covid when people would book well in advance), possibly due to the historic level of uncertainty, and people are now looking to see what is on now that they know Covid will not impact their plans.</p> <p>G Live has also seen an increase to online ticket sales, and JS commented that this might partly be due to the venue not being open during the day which would reduce walk-in sales.</p>	
3.3	<p>CM referred to previous financial downturns, such as the recession in 2008, where G Live was not impacted. CM explained that while secondary spend was impacted and therefore people had to cut back on some aspects, they still wanted to have a good time and didn't generally want to cut back on live entertainment which meant that the industry actually thrived. Certainly now, people are excited to return to venues following a long period of not being able to and so it is hoped this will continue. Consumers are also willing to spend good money on named artist as they know that it is a guaranteed good night. Some newer acts therefore may be perceived as higher risk and so may not be so popular. CM confirmed that therefore G Live hasn't seen the impact of the cost of living in ticket sales. Whilst interest rates still remain</p>	Info

City of Cape Town Annual Report Presentation Meeting Minutes

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	<p>low, there is an element of disposable income and there is still an appetite for people to enjoy live entertainment throughout these difficult times.</p> <p>CM is pleased that the programming is looking strong and that acts are already being booked for 2024. CM is confident that G Live will remain buoyant.</p> <p>JS wonders whether community groups may elect to use alternate/ smaller venues if they are under pressure to sell out in order to break even (for example).</p> <p>Cllr RM added that people have not received their bills yet and so may not have felt the impacts yet. Cllr PS agreed and commented that she would be interested to know the impacts post-Christmas</p>	
3.4	<p>JS asked what TT's plan for the possible power cuts which may be effective from January 2023.</p> <p>CM confirmed that TT has engaged with a company who supply generators and that a survey has already been completed to determine what is required. CB agreed to check whether G Live has facilities to couple a temporary generator in the past.</p>	CB
3.5	<p>No further questions were forthcoming, so the meeting closed. CM and AL were thanked for the presentation.</p>	Info

Overview and Scrutiny Committee Report

Ward(s) affected: All Wards

Report of Director of Place

Author: Mike Smith, Senior Specialist for Licensing and Community Safety

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Date: 17 January 2023

Stray Dog Service

Executive Summary

The Council has a statutory responsibility under the Environmental Protection Act 1990 to have measures in place to respond to stray dogs found in the Borough.

In 2019, following a procurement exercise, the Council appointed 'Dogbusters' to provide a stray dog collection and reception service on its behalf.

The Stray Dog Service has been called for consideration by the Overview and Scrutiny Committee. This report sets out the details of the service, including:

- Council's responsibilities with regards to stray dogs.
- Details of service
- Statistics
- Contract management
- Complaints
- Contract review timetable and process

Recommendation to Committee

That the Overview and Scrutiny Committee considers the information in this report.

Reason(s) for Recommendation:

To ensure sufficient consideration of the Council's stray dog service provision.

Is the report (or part of it) exempt from publication?

No

1. Purpose of Report

- 1.1 The purpose of this report is to brief the Overview and Scrutiny Committee on the provision of the stray dog service in the Borough.

2. Strategic Priorities

- 2.1 The Stray Dog Service contributes to the following priorities in the Council's Corporate Plan 2021-25:

Environment – Protecting our natural environment through effective control of stray dogs.

3. Background

- 3.1 Sections 149 and 150 of the Environmental Protection Act 1990 require the Council to have arrangements in place for the seizure of stray dogs in the local authority's area and the reception of strays found by the public delivered to the local authority. Once in the custody of the authority, the legislation places duties upon the authority in respect of the welfare and return of strays.
- 3.2 Furthermore, the Environmental Protection (Stray Dogs) Regulations 1992 places a requirement upon the Council to maintain a register of stray dogs.

Guildford's register is maintained online at:

https://mylicencegbc.guildford.gov.uk/registers/index.html?fa=stray_dog_register

- 3.3 In 2019, following a procurement exercise, the Council appointed 'Dogbusters' to undertake the collection and reception of stray dogs found in the Borough.
- 3.4 The reason for the new arrangement was twofold:

Firstly, the Council's long-standing provider of reception and kennelling facilities gave notice ending the contract as their site was due to be developed. This required the Council to procure a new provider with the kennelling facilities required to house strays.

Secondly, the Council's previous arrangements involved the employment of a Dog Warden to collect strays found in the Borough, amongst other duties. These other duties mainly surrounded the regulation of licensed animal establishments, including pet shops, riding establishments, dog kennels and dog breeders; but also involved a number of duties around antisocial behaviour involving animals. This often meant that the Officer

was undertaking other duties when a call to collect a stray was received, resulting in delays to attend.

However, the principal reason for procuring a provider who could collect strays was new legislation, the Licensing of Activities Involving Animals Regulations 2018 which changed the way in which animal boarding establishments, dog breeding establishments, pet shops, and riding establishments are licensed, together with the commencement of responsibility for the licensing of the keeping of animals for exhibition. Under the new legislation, the inspection process is far more comprehensive, and built around providing the premises with a 'risk rating', which establishes whether the business is 'low risk' or 'higher risk' based on the level to which it meets the standards set out in the regulations and guidance, thus determining the length of the licence.

The new regulations have seen an increase in the number of licences that are granted as the threshold for requiring a licence has been reduced, and an increase in enforcement cases as more businesses requiring licensing have been identified.

- 3.5 Therefore, in order to allow the Officer more time to dedicate to licensing duties, together with the desire to ensure a better service to customers, the Dog Warden post was reviewed into an Animal Welfare Officer role and the duties to collect stray dogs included under the terms of the procurement for new kennelling facilities.
- 3.6 Following an open procurement exercise, scored on both cost and technical specification, Dogbusters were awarded the contract to provide the Stray Dog service from April 2019. The Contract was for an initial 3-year period and has been extended for an additional year.

4. The Stray Dog Service

The Stray Dog Service Contract

- 4.1 The contract includes a provision for Dogbusters to provide a service for stray dogs 24 hours a day, 7 days a week, for the benefit of residents.

The service is operated in fully licensed and insured boarding kennels which have achieved the highest star rating possible (5 stars) under the animal welfare licensing regulations. The kennels are mainly used for commercial dog boarding and the stray block is to the same high standard as the rest of the kennels, in a separate area. The vans used to transport the dogs have secure fixed cages, as well as air conditioning for hot weather. They carry water for the dogs and have mobile telephones and breakdown cover in case of emergency. Part of the contract monitoring

involves regular liaison and inspections of the kennels to ensure that the dogs are well looked after.

Dogbusters take and log all calls from Guildford residents about lost and found dogs 24 hours a day 7 days a week. When an owner is identified, the dog is delivered back to them instead of the owner having to travel to the kennels on the next occasion that the kennels is open. Owners have to pay the government and council prescribed fee as has always been the case. The fees are publicly available on our website and are charged on a staggered basis with an increase in fee depending on how much time the dog has spent in Dogbusters care. Fees are set to cover the cost of the service only. The Council does not make a profit on fees and Dogbusters are under no instructions to keep dogs longer than necessary so that the public have to pay higher fees.

Dogbusters have asked that we do not publish the location of their kennels and we understand the request. Members of the public will not attend the kennels, as all dogs are collected and returned to the owners property.

Dogbusters will provide the Council with details of where unclaimed dogs go after the statutory 7 day holding period. As previously, all unclaimed dogs will be sent to established rescue organisations or centres if Dogbusters are unable to find them homes themselves. We are pleased to say that we do not destroy healthy dogs (unless the dog is one of the four banned breeds named under the Dangerous Dogs Act 1991 and then we have a legal duty to euthanise by a Vet).

Service Volumes

4.2 The following volumes have been dealt with by Dogbusters since April 2019:

	2019/20	2020/21	2021/22	2022/23*
Number of Strays	147	102	64	43
Cancelled calls	12	0	0	0
Returned to owner	85	78	32	7
Rehomed/Foster care	48	23	30	36
Signed to finder	0	0	0	0
Put to sleep / Euthanised / Destroyed	2	1	2	0

*as at 29/11/2022

Fees

- 4.3 The Council pays Dogbusters a monthly fee to provide the service. The fee is commercially sensitive and consequently not included in this report.
- 4.4 For dogs which are collected by Dogbusters, there is a fee payable for the dogs return. The fees include a statutory fee of £25 and then additional fees based on a staggered cost depending on how long the dog has been in the care of Dogbusters.

The Council has the following Fee Structure in place. This is normally approved by Budget Council.

First day or part of: £120.00
Second day or part of: £140.00
Third day or part of: £161.00
Fourth day or part of: £189.00
Fifth day or part of: £218.00
Sixth day or part of: £247.00
Seventh day or part of: £285.00

Complaints

- 4.5 The Council has received three formal complaints about the Service. These are detailed as follows:

23 May 2019: Complaint received from a member of the public who had lost a dog about not being provided information as to who to contact at the Council about payment for their return of their dog. The complainant was advised that Dogbusters take fees and arrange the return, with no further action taken.

30 April 2020: Complaint received from a member of the public who had lost a dog about the treatment their dog received whilst in the care of Dogbusters. The complainant believed that their dog's basic needs were not met in that they believed that their dog was not provided with food, water, or care.

The complaint was investigated with Dogbusters, who keep records of interactions with each dog in their care. They also take a photo of the dog upon reception, with the photograph taken in this instance showing a bowl of food and water available. This complaint was not upheld.

4 September 2020: Complaint received via Woking's MP from a member of the public about a failure to return dog over a bank holiday and the cost of the return fee. The complainant alleged they were told by Dogbusters that they are instructed to hold onto the dog for longer than necessary by the Council so that higher fees are due.

The complaint was investigated with Dogbusters, who advised that there was a delay in identifying the owner due to the dog's microchip not being registered correctly, as is legally required. As soon as the microchip was updated and fee paid the dog was returned to the owner. Dogbusters confirmed that they would never advise that they would hold onto a dog unnecessarily and the Council have not issued instructions to keep dogs longer than necessary. The MP was responded to with details to pass onto their constituent, together with details of the Council's corporate complaints process.

Contract Management

- 4.6 The Council's contract with Dogbusters details the levels of service to be provided. This was drafted following the tendering exercise with colleagues from procurement and legal.
- 4.7 The levels of service are regularly monitored together with meetings between Officers and Dogbusters. This includes visits and inspection of their facilities.

Contract Review Timetable and Process

- 4.8 The current contract is due to expire on 31 March 2023.
- 4.9 The Council is in the process of a procurement exercise to tender for this contract, with a view for a new contract to commence from 1 April 2023. Discussions have taken place with partners Waverley Borough Council about a joint procurement exercise, as the needs of both Councils are similar.

5. Key Risks

- 5.1 The provision of a stray dog service is a statutory duty placed upon local authorities. By not providing this service the Council would be in breach of its statutory duties.

6. Financial Implications

- 6.1 The Council pays Dogbusters a monthly fee for the provision of the service. This was subject of an open tendering process in order to demonstrate value.
- 6.2 As set out in section 4.4 of the report, the Council requires a fee payable for the return of a stray dog. The fees include a statutory fee of £25 and then additional fees based on a staggered cost depending on how long the

dog has been in the care of Dogbusters. These are set with a view to recovering some of the cost associated with the provision of the service.

7. Legal Implications

- 7.1 Sections 149 to 151 of the Environmental Protection Act 1990 and related regulations referred to above require the Council to have arrangements in place for the seizure and kennelling of stray dogs in the local authorities area and the reception of strays found by the public delivered to the local authority. Once in the custody of the authority, the legislation places duties upon the authority in respect of the welfare and return of strays.
- 7.2 Furthermore the Environmental Protection (Stray Dogs) Regulations 1992 places a requirement upon the Council to maintain a register of stray dogs.

8. Human Resource Implications

- 8.1 The current model of service provision allows the Animal Welfare Officer additional time to focus on proactive and reactive Animal Welfare and Licensing duties, improving service delivery in these areas.

9. Equality and Diversity Implications

- 9.1 Public authorities are required to have due regard to the aims of the Public Sector Equality Duty (Equality Act 2010) when making decisions and setting policies.
- 9.2 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.
- 9.3 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.
- 9.4 The stray dog service is available for use by any resident of the borough, regardless of protected characteristics. The current model of operation,

where stray dogs are collected and returned directly to owners will improve service delivery for vulnerable residents who may not have access to transport to collect their stray dog.

10. Climate Change/Sustainability Implications

- 10.1 There are no climate change and sustainability implications arising from this report.

11. Summary of Options

- 11.1 The Overview and Scrutiny Committee is invited to consider the information about the Stray Dog Service contained within this report.

12. Conclusion

- 12.1 The Council is under a statutory duty to provide a stray dog service. The Council engages Dogbusters for this purpose which enables an efficient service to be provided to residents whilst upholding high standards of welfare and allowing the Council's Animal Welfare Officer to undertake other statutory Animal Welfare and Licensing duties.

13. Background Papers

[The Environmental Protection Act 1990, Sections 149 to 151 – Control of dogs](#)

[The Environmental Protection \(Stray Dogs\) Regulations 1992](#)

[Guildford Borough Council – Animal Activity Licensing Policy \(2018\)](#)

[Department for Environment, Food and Rural Affairs Guidance on Dog Control and Welfare for Police and Local Authorities \(2018\)](#)

14. Appendices

There are no appendices to this report.

Overview and Scrutiny Committee Report

Report of Joint Strategic Director of Transformation and Governance

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Date: 17 January 2023

Overview and Scrutiny Work Programme

Recommendation

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

Reason for Recommendation

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

1. Purpose of Report

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

2. Work Programme Meetings

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

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

attached as Appendix 2 to these procedure rules [and as Appendix 2 to this report].

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

- 2.2 The next work programme meeting of the chairmen and vice-chairmen of the OSC and the EABs is scheduled for 1 February 2023 with a subsequent meeting arranged for 15 March 2023.
- 2.3 Councillors are encouraged to attend a work programme meeting to explain in more detail their proposal, including how it fulfils the criteria outlined in the mnemonic P.A.P.E.R. (Public interest; Ability to change; Performance; Extent; and Replication).
- 2.4 In addition to the work programme meetings in section 2.2 above, Councillors can discuss and submit proposals to the OSC Chairman and Vice-Chairman.

3. Financial Implications

- 3.1 There are no specific financial implications arising from this report.
- 3.2 The Council's governance arrangements review of 2015 led to the introduction of a discretionary budget for overview and scrutiny, set at £5,000 per annum. It is envisaged that the work programme, as drafted, is achievable within the existing financial resource.

4. Human Resource Implications

- 4.1 There are no specific human resources implications. It is envisaged that the work programme, as drafted, is achievable within the existing resources.
- 4.2 Overview and scrutiny will call on relevant officers during the conduct of its reviews. Individual scoping reports will seek to take additional resource requirements into account when drafted.

5. Equality and Diversity Implications

- 5.1 The Council has a statutory duty under section 149 of the Equality Act 2010 which provides that a public authority must, in exercise of its functions, have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

- 5.2 This duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report. Future overview and scrutiny reviews will consider equality implications on a case-by-case basis.

6. Legal Implications

- 6.1 There are no specific legal implications.

7. Climate Change/Sustainability Implications

- 7.1 There are no specific climate change / sustainability implications.

8. Conclusion

- 8.1 Developing a work programme for the overview and scrutiny function is an essential stage in the scrutiny process. An effective overview and scrutiny work programme identifies the key topics to be considered over the coming months. In addition, it is suggested that a well-developed programme ensures that the views of councillors, partners, the public, and external organisations are represented effectively in the process.
- 8.2 The Committee is requested to consider the work programme attached at Appendix 1 and determine its work plan.
- 8.3 For information, attached at Appendix 3 is the procedure which task and finish groups are expected to operate and report their findings in accordance with.

9. Background papers

None

10. Appendices

1. Overview and scrutiny work programme, 6 January 2023
2. P.A.P.E.R. selection tool
3. Task group procedure [Appendix 4 of the Overview and Scrutiny Procedure Rules within the Council's Constitution].

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Overview & Scrutiny work programme, 2023

Overview & Scrutiny Committee items
<p>28 February 2023 meeting</p> <ul style="list-style-type: none">• Lead Councillor Question Session – Councillor John Rigg, Lead Councillor for Regeneration• Lead Councillor Question Session – Councillor Tom Hunt, Lead Councillor for Planning Development, Legal and Democratic Services• Guildford & Waverley Collaboration: update• Children and Young People’s Emotional Wellbeing and Mental Health Service: update [Minute OS71, 25 April OSC refers]• Report of the Affordable Housing task group (tbc)
<p>6 June 2023 meeting</p> <ul style="list-style-type: none">• Lead Councillor Question Session (tbc)• Guildford & Waverley Collaboration: update• Spend on consultants and agency workers, 2022-23• Council’s Customer Services Update• Performance Monitoring Report 2022-23 (Quarter 4)
<p>11 July 2023 meeting</p> <ul style="list-style-type: none">• Lead Councillor Question Session (tbc)• Guildford & Waverley Collaboration: update• Update on Borough’s Response to Refugees• Overview and Scrutiny Annual Report, 2022-23
<p>12 September 2023 meeting</p> <ul style="list-style-type: none">• Lead Councillor Question Session (tbc)• Guildford & Waverley Collaboration: update• Safer Guildford Partnership Annual Report 2023• Performance Monitoring Report 2023-24 (Quarter 1)
<p>7 November 2023 meeting</p> <ul style="list-style-type: none">• Lead Councillor Question Session (tbc)• Guildford & Waverley Collaboration: update• Operation of the Leisure Management contract, 2022-23• Annual Report: Charter Against Modern Slavery

Currently unscheduled items

- Regeneration
- Management of community assets
- Review of Older People’s Services
- Visibility and transparency of asset disposals by the Council, including green spaces [latest information circulated to O&S Councillors by email on 26 September 2022]

Task and finish group

Title	Update
Affordable Housing	Membership: Cllrs Angela Gunning, Tony Rooth (Chair), Jo Randall, Ruth Brothwell, and Ramsey Nagaty. Final evidence gathering with formulation of findings and conclusions and report to Committee in 2023.

P.A.P.E.R. topic selection tool

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

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

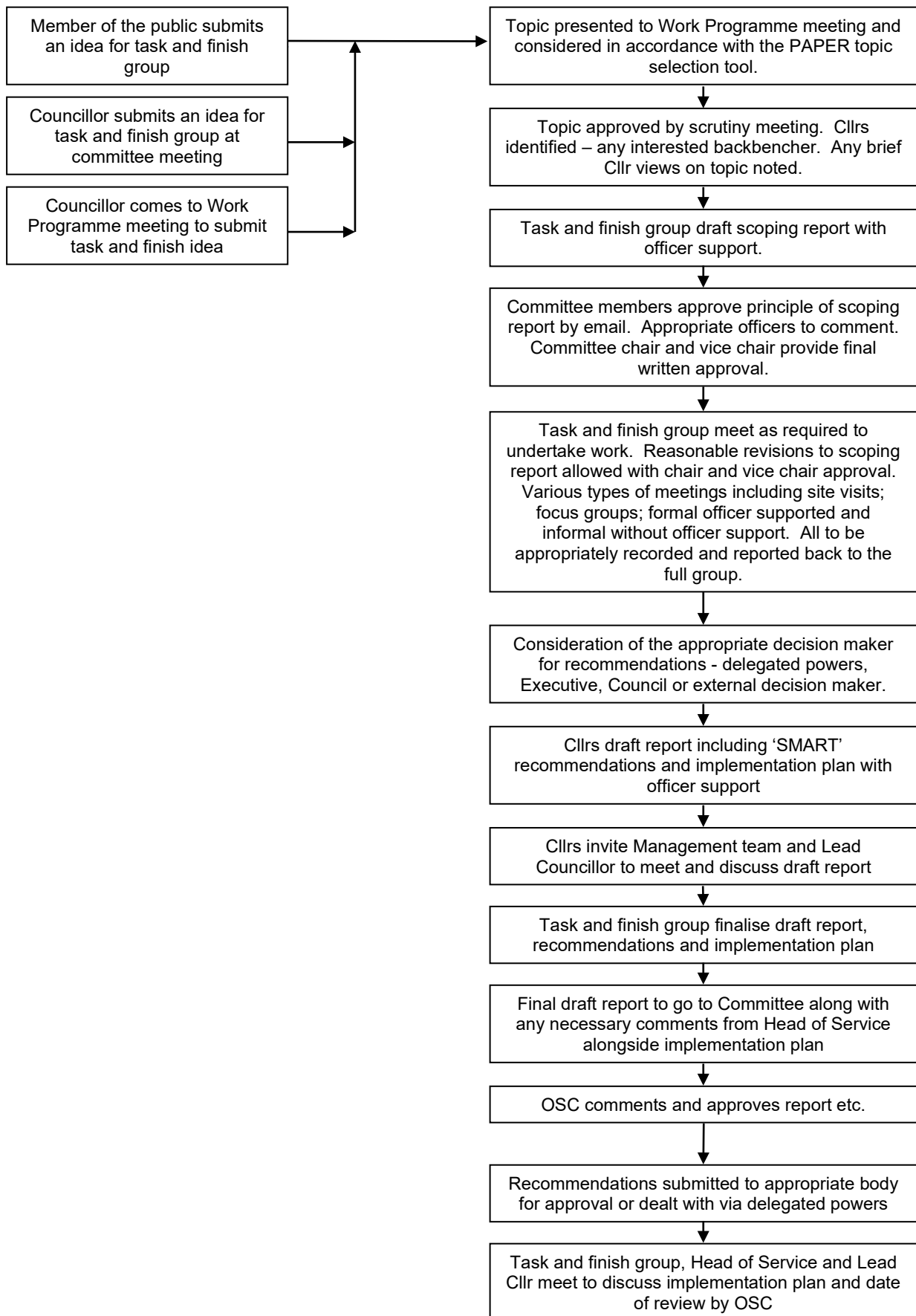
Performance: priority should be given to areas in which the Council and Partners are not performing well

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

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

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TASK AND FINISH GROUP FLOWCHART



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