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Contact: Andrea Carr
Committee Services
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3 November 2020

Dear Councillor

Your attendance is requested at a remote meeting of the **JOINT EXECUTIVE ADVISORY BOARD** to be held on **WEDNESDAY 11 NOVEMBER 2020 at 7:00 pm.** The meeting can be accessed remotely via Microsoft Teams in accordance with the provisions of The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

If for any reason Councillors lose their wi-fi connectivity to the meeting and are unable to re-join using the link in the Outlook calendar invitation, please re-join using the telephone number 020 3855 4748. You will be prompted to input a conference ID: 943 515 594#

Yours faithfully

James Whiteman
Managing Director

MEMBERS OF THE EXECUTIVE ADVISORY BOARD

Councillor Paul Abbey
Councillor Jon Askew
Councillor Christopher Barrass
Councillor Dennis Booth
Councillor Ruth Brothwell
Councillor Graham Eyre
Councillor Andrew Gomm
Councillor Angela Goodwin
Councillor Angela Gunning
Councillor Gordon Jackson
Councillor Diana Jones
Councillor Steven Lee

Councillor Ann McShee
Councillor Bob McShee
Councillor Masuk Miah
Councillor Ramsey Nagaty
Councillor George Potter
Councillor Jo Randall
Councillor Maddy Redpath
Councillor Will Salmon
Councillor Pauline Searle
Councillor Fiona White
Councillor Catherine Young

Authorised Substitute Members:

Councillor David Bilbé
Councillor Richard Billington
Councillor Chris Blow
Councillor Colin Cross
Councillor Gillian Harwood
Councillor Liz Hogger
Councillor Tom Hunt

Councillor Nigel Manning
Councillor Ted Mayne
Councillor Marsha Moseley
Councillor Susan Parker
Councillor Tony Rooth
Councillor Paul Spooner
Councillor James Walsh



QUORUM: 5

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.

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THE COUNCIL'S STRATEGIC FRAMEWORK

Vision – for the borough

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

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

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

Values for our residents

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

The information contained in the items on this agenda has been allowed into the public arena in a spirit of openness and transparency to gain broad input at an early stage. Some of the ideas and proposals placed before this Executive Advisory Board may be at the very earliest stage of consideration by the democratic decision-making processes of the Council and should not be considered, or commented on, as if they already represent either Council policy or its firm intentions on the issue under discussion.

The Executive Advisory Boards do not have any substantive decision-making powers and, as the name suggests, their purpose is to advise the Executive. The subject matter of the items on this agenda, therefore, is for discussion only at this stage and any recommendations are subject to further consideration or approval by the Executive, and are not necessarily in final form.

AGENDA

ITEM NO.

1 ELECTION OF CHAIRMAN

2 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

3 LOCAL CODE OF CONDUCT AND NOTIFICATION 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.

4 MINUTES (Pages 7 - 10)

To confirm the minutes of the meeting of the Joint Executive Advisory Board held on 9 July 2020.

5 OFF-STREET PARKING BUSINESS PLAN 2021-22 (Pages 11 - 56)

6 EXCLUSION OF PUBLIC AND PRESS

During the debate on item 7, if Councillors wish to discuss the exempt information within the 'Not for Publication' Appendix 3, the Board is invited to pass a resolution to exclude the public and press from the meeting for this purpose on the grounds of the likely disclosure of exempt information, as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972; namely, information relating to the financial or business affairs of any

particular person (including the authority holding that information).

Such an exclusion will involve the Board members moving to a second (Part 2) meeting for the duration of their discussion of exempt information.

7 **GENERAL FUND OUTLINE BUDGET 2021-22 AND BUSINESS PLANNING
2021-22 TO 2024-25** (Pages 57 - 82)

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9 JULY 2020

JOINT EXECUTIVE ADVISORY BOARD

9 July 2020

- * Councillor Angela Goodwin (Chairman)
- * Councillor Angela Gunning (Vice-Chairman)

- | | |
|----------------------------------|------------------------------|
| * Councillor Paul Abbey | * Councillor Bob McShee |
| * Councillor Jon Askew | * Councillor Masuk Miah |
| * Councillor Christopher Barrass | * Councillor Ramsey Nagaty |
| Councillor Dennis Booth | * Councillor George Potter |
| * Councillor Ruth Brothwell | * Councillor Jo Randall |
| * Councillor Graham Eyre | * Councillor Maddy Redpath |
| * Councillor Andrew Gomm | * Councillor Will Salmon |
| * Councillor Gordon Jackson | * Councillor Pauline Searle |
| * Councillor Diana Jones | * Councillor Fiona White |
| * Councillor Steven Lee | * Councillor Catherine Young |
| * Councillor Ann McShee | |

* Present

Councillors Joss Bigmore, Chris Blow, Julia McShane, Susan Parker and Deborah Seabrook were also in attendance.

1 ELECTION OF CHAIRMAN

The Joint Executive Advisory Board (EAB)

RESOLVED

that Councillor Angela Goodwin be elected as Chairman for this meeting.

Following her announcements, the Chairman drew the Joint EAB's attention to the Late Sheet which explained the differing roles of EABs and Overview and Scrutiny.

2 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillor Dennis Booth. Councillor Tony Rooth was present as a substitute for Councillor Dennis Booth.

3 LOCAL CODE OF CONDUCT AND NOTIFICATION OF DISCLOSABLE PECUNIARY INTERESTS

There were no declarations of disclosable pecuniary interests or non-pecuniary interests.

4 MINUTES

The minutes of the meeting of the Joint EAB held on 9 January 2020 were confirmed as a correct record, and would be signed by the Chairman at the earliest opportunity.

5 REVIEW OF EXECUTIVE ADVISORY BOARDS (EABS)

The Lead Councillor for Service Delivery introduced a report inviting the Joint EAB to resume consideration of future options for the configuration of EABs as a second stage to the earlier review which took place during the latter part of 2018/19 and in response to previous feedback from the Local Government Association corporate peer challenge review of December 2017 and the Council's governance reviews of recent years.

9 JULY 2020

As a reminder and for the benefit of newer councillors, the report summarised the background to the earlier work which stemmed from an officer review of the effectiveness of EABs which took place in the latter part of 2018/19 leading to the formulation of recommendations in respect of reconfiguring the EABs and introducing measures to strengthen the Forward Plan process. In response to these recommendations, the Council established a councillor task and finish group to consider the recommendations and report its findings to the EABs and Council before any related decisions were made.

Having considered the group's subsequent findings, Council made some resolutions concerning work programming, the Forward Plan and the configuration of EABs. The most notable resolutions were that the existing arrangement of the two EABs be retained for the time being whilst the Forward Plan process was strengthened pending review following the Borough Council Elections in May 2019 to ascertain whether changes to the Forward Plan process and/or EAB structure were required. This subsequent review was to be carried out within 12 months of the Elections.

As this 12 month period had now elapsed, the Joint EAB was invited to carry out the second phase of the review of the structure and remit of the EABs. A related questionnaire had been prepared to gather councillors' views to inform this process and an analysis of the responses was appended to the report. Taking account of the findings of the councillor questionnaire, the report recommended that the Joint EAB make such recommendations to full Council in respect of the future structure and remit of EABs as it deemed appropriate. Although the recommendations would be considered initially by the Executive, councillors were advised that in the event that their recommendations required significant Constitutional changes, these would also require review by the Corporate Governance and Standards Committee as custodian of the Constitution, prior to referral to Council for approval.

The following points and views arose from related comments and discussion involving members of the Joint EAB:

- The EABs missed opportunities to have an initial input into policy development as they were not consulted at a sufficiently early stage to offer meaningful advice to the Executive.
- There needed to be better communication and dialogue between EABs and the Executive / lead councillors.
- There was a lack of confirmation of final agreement of the EABs' views and advice to the Executive and an absence of feedback from the Executive following submission of those views and advice. Therefore the recommendations from each EAB meeting should be clearly iterated in the minutes and included in the relevant Executive papers, and, in turn, the Executive should respond to indicate whether recommendations were being adopted, and if not, the reasons why.
- The EABs should align with the Directorates and Executive portfolios of the Council as these were less likely to change than the Corporate Plan and also because this gave a greater opportunity for the Boards to act in an advisory role to the relevant portfolios.
- The existing arrangement of two EABs should continue as one larger EAB would be unwieldy. The two EABs should meet more frequently, each with alternating meetings on a monthly basis to achieve a balanced and flexible workload. This would result in one EAB meeting occurring every month throughout the year with the same frequency as the Executive meetings. The EAB Chairmen and Vice-Chairmen could have follow up meetings to discuss how matters would be progressed if they felt it was necessary.
- Six or 12 monthly EAB overview meetings from the commencement of the municipal year to discuss the future work programme and direction for consultation with the Executive may be of some benefit.

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- Having taken account of the Executive Forward Plan and Corporate Plan, the EABs should have freedom to set their own agendas.
- It was felt that there were too many EAB substitute members and that one substitute per member was sufficient.
- EABs offered an opportunity for back-bencher involvement in the Executive decision-making process.
- EAB task groups were welcomed as a means for members to work alongside officers in order to undertake more detailed in-depth policy work and gain learning opportunities to develop greater knowledge of service areas.
- Greater powers for EABs were welcomed.
- Alternative approaches to the receipt of presentations and lengthy reports were a possibility and early provision of information was sought whenever possible.
- Although absent members may wish to submit views to an EAB meeting electronically, in the interests of transparency, these should be repeated at the public meeting for discussion and agreement.
- It could be concluded that EABs were an Executive resource which should be utilised to provide advice, assistance and support to the Executive through means including EAB task groups established to undertake research into a topic, a service that affected local residents or to develop policy. The Executive should proactively encourage EAB members to take on more responsibility and have more involvement in relation to Executive decisions.

Following the discussion, the Joint EAB

RECOMMENDED to the Corporate Governance and Standards Committee and the Council that:

- (1) The concept of retaining two EABs, each meeting on alternate months with the flexibility to have a balanced inter-changeable remit as appropriate to the agenda items, without the risk of losing topic continuity and expertise, and possibly ahead of Executive meetings to offer a pre-decision opportunity to make recommendations, be agreed.
- (2) The remit of EABs be realigned to reflect the Executive portfolios and Directorates of the Council and renamed accordingly.
- (3) The existing Joint EAB arrangement be continued and implemented when significant and wide-ranging agenda items, such as budgetary matters, are under consideration.
- (4) Closer two-way working between the Executive and EABs, including an expectation that relevant Lead Councillors (or other Executive members in the absence of the relevant Lead Councillor) proactively attend EAB meetings and EAB Chairmen and / or Vice-Chairmen attend Executive meetings to elaborate on advice given and to receive feedback, be established and adopted.
- (5) A clear formalised procedure of reporting EAB advice and views to the Executive and EABs receiving Executive feedback be adopted.
- (6) In addition to exploring relevant Forward Plan items and Corporate Plan priorities, the EABs have free range to select their own review topics on which to advise the Executive, including the establishment of task groups where considered necessary (and subject to available resources).
- (7) The EABs receive items sufficiently in advance of determination by the Executive in order to have the opportunity to advise on, and influence, its decisions from a broader knowledge base.

Reason:

To introduce a more efficient and effective EAB configuration and contribution.

Agenda item number: 4

JOINT EXECUTIVE ADVISORY BOARD

9 JULY 2020

The meeting finished at 8:35 pm

Signed

Date

Chairman

Joint Executive Advisory Board Report / Executive Report

Ward(s) affected: Holy Trinity and Friary & St Nicolas

Report of Director of Service Delivery

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Date: Joint EAB: 11 November 2020 / Executive: 24 November 2020

Off-Street Parking Business Plan 2021-22

Executive Summary

The report updates the Executive on progress made in delivering the recommendations approved in January 2020, highlights improvements completed, and work being progressed to support green initiatives, the climate emergency and sustainability.

The report explains changes in service during Covid19 and the excellent work carried out by the service to support key workers, businesses and residents. However, due to the reduction in visitors we have reconsidered how to manage our parking resources to best suit the town's needs and bring forward decisions on pricing strategy to increase confidence, footfall and revenue. We are seeking approval for changes to pricing from mid December 2020.

Recommendation to the Executive

The Executive is asked to approve paragraphs (1) to (4), and to note paragraph (5) below:

Review of parking charges

- (1) To continue with the proposed short stay car park price increase as set out in option 2, but to authorise the Waste Parking and Fleet Services Manager, in consultation with the relevant lead councillor and Director of Resources, to review the charge in January 2021 and to cancel the increase if the recovery from Covid is likely, in their view, to be negatively affected by this increase.
- (2) To make no changes to Sunday tariffs for all car parks.
- (3) To reallocate Leapale Road as "short stay" and bring prices into line with neighbouring short stay surface car parks.
- (4) To introduce a new shopper offer, Monday to Saturday, based on the flat rate option 3 in paragraph 12.3 of this report.

Annual Report

- (5) To note the performance of Parking Services in 2019-20, as detailed in Appendix 1 to this report.

Reason(s) for Recommendation for Parking Review:

- **Pricing Review**

In recent years, the incremental increases in tariffs have not impacted overall usage of the car parks. This is in spite of the challenging conditions being experienced by the retail sector within the high street and more recently whilst regaining customer confidence since the outbreak of Covid19. The modest increases in 2019-20 were delayed from April to August 2020, so it is too early to report on findings. However, based on the findings of the parking review study it is not anticipated there will be any negative impacts, as customers tend to choose flexibility over price. (see Appendix 1).

Initially for 2020-21, it was planned to implement the pricing options below:

- Option 1 - Hold existing pricing for 2021-22 and allow a period of stabilisation from price changes and Covid19;
- Option 2 - Continue with price increase of £1.50 - £1.60 for the following most popular surface car parks in April 2021:
 - Mary Road
 - Bedford Road Surface
 - Commercial Road 2
 - Old Police Station

However, the Covid19 Pandemic has required a revised approach. Due to low footfall in the town centre and low occupancy in car parks, a revised strategy for parking is required. The aim of the strategy proposed is to increase confidence in using the town centre, increase footfall, dwell and retail spend.

Typically, car parking price increases have happened in April, but to have the most benefit and impact it is proposed to bring in any pricing changes in late December 2020, for the Christmas period and new year sales.

To achieve the above outcomes, it is recommended a different approach is applied branding a number of key car parks as “shopper” locations whilst maintaining visitor choice for local short stay, commuter and business customers.

Option 3 - Introduce a new shopper offer, Monday to Saturday, to these car parks as follows:

Bedford Road MSCP
York Road MSCP
Castle MSCP
G-Live
Millbrook
Tunsgate

In addition, a new, lower hourly rate and simpler tariff structure is recommended as follows.

- £3 for up to 3 hours
- £6 for up to 6 hours
- £12 for greater than 6 hours

By introducing this tariff, it is aimed to encourage increased footfall across the week, enhancing the high street and supporting retail offerings, especially around the Christmas period. Offering attractive rates may also attract shoppers into Guildford from neighboring towns. Shoppers will be able to shop when they want rather than be restricted to dates/times where prices may differ. It is hoped this structure will encourage shoppers to stay longer and spend more within the town and aid business recovery.

Therefore, the Executive is asked to recommend Option 3 (section 12.3) and that Option 2 pre-agreed price increases be reviewed in January before implementation in April 2021 (section 12.2).

Parking Services Response - Covid19 Pandemic

In March 2020 when the impact of Covid-19 pandemic restrictions became apparent, parking services made significant changes to support businesses and residents, responding rapidly in providing the following support, enabling residents to follow government guidelines by staying at home and protecting the NHS and allowing key workers the freedom to continue their important duties whilst not worrying about parking.

Supporting Residents

- Enforcement of permit bays on-street ceased to allow residents more time and space to park whilst isolated at home,
- Enforcement ceased in car parks and free parking instituted. This allowed residents more space and key workers to continue supporting residents and the town,
- Back-office enforcement officers stopped challenges and pcn processing and created a new Covid related cancellation policy, arranged payment plans for those experiencing difficulty and suspended appeals,
- Permit issuing ceased and during the annual renewal process a 2-month discount has been provided, as residents with permits had not benefiting from them during lockdown.
- When enforcement restarted, to assist permit holders in area A,B and D, additional parking in car parks from 6pm to 10am for £1 was offered. Where residents were coming home later into areas that were congested, rather than circuit the area trying to find a space they could easily use a space in a nearby car park.

Enforcement ceased enforcing on 24th of March 2020 and was re-instated on the 1st of July 2020, with a 2-week warning notice period allowing people time to adjust to re-instated charging.

Support for Businesses

- Market rents were stopped, and once Markets were allowed to open outside, support was provided for traders on social distancing measures. The measures undertaken were provided to the Cabinet office as part of a case study on open markets. One trader gave a statement on her experiences and how well it had gone, which was well received.
- Contract parking/season ticket rates were suspended in March 2020. In August 2020 a reduction in rates was offered to hold spaces until the end of January

- while businesses developed plans for staff to return to the workplace,
- Free parking was providing to Surrey Police until July 2020 for approximately. 400 officers. From August a 50% discounted key worker pass was made available at Farnham Road until December 2020,
 - Free parking was provided to BMI who were supporting NHS efforts until July 2020. From August 2020 a 50% discounted key worker parking provision until December 2020 has been provided,
 - SCC issued a key worker permit which is supported by GBC.

Resourcing within parking Services

Those staff that could work from home did so, which allowed certain parts of the service to continue operating and react to the changes required. Those staff that were not able to work from home were redeployed where possible to help with Covid related support such as delivering packages to the vulnerable, leaflet dropping of support services, packing of support boxes, additional cleaning and other duties.

Town recovery and stabilisation

The situation continues to be monitored and adaptations made as and when circumstances change. Whilst waiting for stabilisation and for footfall to pick up in town and recovery to start, continual re-evaluation of the use of car parks will take place. The lower use of the car parks at present can help facilitate support for pandemic response where space allows.

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

1. Purpose of Report

- 1.1 To review the pricing structure proposals and seek approval from the Executive for implementation of the proposals.
- 1.2 To review improvement works undertaken and work we intend to undertake during 2021-22.
- 1.3 To report on Parking Services performance in 2019-20 (Appendix 1).

2. Strategic Priorities

- 2.1 The Parking Service contributes to all three fundamental themes of the Council's Corporate Plan. Effective parking strategies also contribute to the Surrey Transport plan and help mitigate climate change and improve air quality.
- 2.2 The Annual report (Appendix 1) sets out how the Parking Service has operated to support and deliver the objectives detailed in the Parking Strategy. The aims of the Parking Strategy are to:
 - encourage the use of more sustainable transport modes including park and ride,
 - review the provision of car parks to encourage drivers to park and return directly along main routes using a “**drive to, not through**” approach,
 - look to maintain capacity for off-street parking in interceptor car parks which take traffic off the roads before it reaches the town centre, thereby reducing congestion and pollution,
 - provide a range of parking options to support a vibrant economy,

- annually review parking tariffs and usage in order to maintain a hierarchy of charges with on-street parking in the town centre having the highest tariff and the cost of parking reducing the further a driver parks from the centre,
- keep park and ride bus fares low compared with town centre parking charges and to promote it as an alternative to parking in or near the town centre,
- develop more park and ride sites,
- monitor external indicators to ensure that the local economy continues to be successful,
- maintain safe traffic flow,
- where necessary, prioritise space for residents and where it is supported by the local community.

2.3 Future areas for development potentially include:

- introducing bus lane camera enforcement using our CCTV control room,
- explore ways to encourage utilisation of car parks during quieter periods,
- deploying greater enforcement resource particularly in the evenings and on Sundays,
- introducing Sunday on-street restrictions close to the town centre,
- using new technology and other changes to improve efficiency,
- changing restrictions to give greater priority to permit holders and reduce limited waiting bays,
- looking at the existing provision for EV Charging, disabled and parent and toddler spaces, to see how we can provide additional and better provision.

3. Background

3.1 Projected Budget Position

The projected income and tickets for 2019-20 were expected to increase but for the first time in a number of years has decreased, income by 3% and tickets by 6%. However, tickets per revenue continues to rise (20%) showing that usage may be less, but users may be staying longer. The reduced usage is likely to be due to redevelopment of Guildford Park, loss of space at Millbrook and while other car park maintenance was carried out.

Projections for 2020-21 may be difficult to reach due to the impact of Covid19 until we see stabilisation.

Year	Ticket Sales	Income
2017-18	3,240,170	£8,259,695
2018-19	3,305,864	£8,284,819
2019-20	3,011,822	£7,992,175
2020-21 (projected)	<i>TBC</i>	<i>£4,054,084</i>

3.2 Pricing Review

This year we saw a reduction in car park usage. We do not think this is due to price increases as the recent parking study results stated that flexibility far outweighed

price for users.

As part of this review, we have undertaken a comparison of car parking charges in nearby towns similar to Guildford. These show that we still remain competitive and provide comparable parking should we increase charges by 10 pence per hour. (Appendix 2).

We have also considered the challenging national retail environment and consider that ensuring parking charges remain good value may assist. We are therefore recommending a new shopper offer (option 3) as set out in section 12.3.

3.3 Works Undertaken

A summary of the progress made in delivering previous recommendations approved by the Executive are as follows:

2020/21 Works Update	Progress
Farnham Road MSCP – Introduce Early Bird discount if arrive before 07.00am	Completed August
York Road Season Ticket & Pre-payment card increase 5%	Completed August
Bedford Road surface, Commercial Road 2, Mary Road, Old Police Station car parks be amended Mon-Sat from £1.30 to £1.50 up to 3 hours	Completed August
On-street permit holders of Area A,B,D offered P&D £1 ticket to pay overnight up to 10am	Completed August
Re-coating of Leapale Road & spaces increased for circulation & greater use by mobility users, parents and electric vehicle users	Pending, delayed due to Covid19
EV charging spaces become enforceable, changes to TRO, advertised, objections invited, and representations made	Pending, delayed due to Covid19
Re-coating decking works carried out at Bedford Road MSCP	Completed

It is too early to report on any of the above impacts. Initially due to be implemented in April 2020 but delayed until August due to Covid19.

3.4 Bedford Road MSCP Replacement of Pay & Display Machines

New contactless P&D equipment has been introduced into Bedford Road MSCP, which allows users to pay by card as well as by coin and pay by phone.

3.5 Drive away “Regulation 10” enforcement

We have introduced bodycams for our staff that help protect the staff and have the additional benefit of giving our officers the capability of evidencing drive-aways, where the CEO was prevented from issuing the ticket on the car. The IT system has been updated and now allows us to send postal pcn for “Regulation 10”, which we hope should reduce idling around school drop-offs and pickups

too.

Planned Improvements

- 3.6 **Leapale Road Improvements** – The decking of Leapale Road MSCP is to be re-coated to improve its structure and service life. This is in conjunction with improving circulation within the car park, and encourages greater use, especially by users with mobility issues, young families and electric vehicles, as there will be larger spaces and EV charging points. This was planned for 2020-21 but has been delayed due to Covid.
- 3.7 **Solar PV Panel** – in line with GBC strategy to use local renewable energy sources, Parking services are planning to install Solar PV panels on the roof of Farnham Road MSCP, at a cost of approximately £70,000. This is Salix funded and has a 7.4-year payment period. This will generate electricity, which will power the car park lighting and feed into the national grid. This was planned in 2020--1 but delayed by Covid.
- 3.8 **Refurbishment Process** – Below is an update of the current position of planned maintenance and improvements to car parks, due for completion in 2020-21. Proposed works in 2021-22 are described in section 7.1.

Car Park	Working Details	Cost	Expected Completion or other information
Bedford Road	Cleaning, decorating, minor repairs	£10k	Expect to complete this FY
Castle Street	Cleaning, decorating, minor repairs	£5k	Expect to complete this FY
	Stair core repair and decorate	£8k	Expect to complete this FY
	Structural repairs - roof turret timbers	£60k	In design but this work is more expensive than originally anticipated and will require more funds to undertake next year
Farnham Road	Additional barriers	£15k	Expect to complete this FY
	Stair cores deck coating	£70k	In design, work will slip to next FY
	Drainage repairs	£20k	Complete
	Structural and misc. repairs	£40k	In design, work will slip to next FY
Leapale Road	Deck coating	£400k	Out to tender, expected on site Jan '21
	Structural repairs	£20k	Out to tender, expected on site Jan '21
	Stair cores deck coating	£15k	Work completed as part of another project; funds no longer required
	Replacement signage	£30k	Work completed as part of another project; funds no longer required
York Road	Cleaning, decorating, minor repairs	£5k	Complete
	Drainage Repairs	£17k	On site, will compete this FY
	Structural repairs	£50k	In design, work will slip to next FY

- 3.9 **EV Provision** –an additional two EV charging spaces are being installed in each of the following town centre car parks; -
- a. Bedford Road MSCP - completed
 - b. Bedford Road Surface – pending work
 - c. Castle MSCP – Locations identified, pending work
 - d. Farnham Road MSCP – Location identified, pending work
 - e. G-Live - Completed
 - f. Mary Road -Establish best locations before progress work
 - g. Millbrook – completed
 - h. York Road MSCP -Locations identified, pending work
 - i. Leapale Road – Pending development

4. **Parking Services Update**

4.1 **Park & Ride**

Guildford has a network of Park and Ride sites. With plans to develop the town centre, and limited scope for absorbing increased traffic flows, the continued development of Park and Ride is important.

The town currently has four sites: Artington (742 spaces), Merrow (338 spaces), Spectrum (254 spaces) and Onslow (550 spaces). 9 electric buses were introduced to the service in January 2019 with a capacity of 36 passengers and one-wheelchair user. Other benefits aside from greener travel, include free Wi-Fi and USB charging.

The table below shows a comparison of passenger journeys over the first six months of 2019-20 period compared to the previous years, which shows a decline in all four sites.

Passenger Journey Comparison (Apr – Sep)

Park & Ride - 6 Month Comparison Apr-Sept					
Apr-Sept	Artington	Merrow	Onslow	Spectrum	Total
2019-20	133,824	91,031	44,337	76,617	345,809
2018-19	151,366	101,517	49,173	88,394	390,450
2017-18	172,006	114,971	46,172	87,576	420,725
change %	(-) 12.06	(-) 10.89	(-) 10.34	(-) 14.27	(-) 12.13

The cost of park and ride in 2019-20 is set out below.

Funding 2019-20	£
Bus contract price (net of fare income)	241,720
Car park running costs (rent, site maintenance, site guards, general rates and other costs)	389,878
Total cost	631,597
Guildford On-street parking surplus	282,746
Paid from Guildford On-street parking reserve (negative reserve balance of £73,915 in 2018-19 so that was taken in 2019-20)	(73,915)
Total funding	208,831
Shortfall of funding	422,766

The operation of the P&R sites is funded by the on-street parking account, which generates a surplus. However, there have been reductions in on-street parking revenue, combined with the change in agency agreement with Surrey County Council in 2018, reducing the proportion of the surplus available to the Guildford Joint Committee by 20% which has led to an overall net shortfall of £422,766 in 2019/20. This shortfall created an overspend position on Guildford Borough Council's general fund revenue account in relation to park and ride services due to a lack of available on-street parking reserves to cover the shortfall. Any deficit that occurs in 2020-21 will also show as an overspend on the general fund revenue account and as such is unsustainable.

To improve the financial position, Parking Services continues to look at ways to reduce costs and increase revenue:

- by changing the on-site provision in September 2019 and removing static guards, who were no longer required, **£84,900** savings are being seen per annum,
- increase usage of the P&R sites by those visiting the town would reduce the subsidies currently paid to the bus operator to provide the link to the town centre from the Onslow and Spectrum sites. In this regard, we are exploring options to relax the planning permissions, which may enable the bus operator to operate the service over an extended period, and in turn, this may help improve patronage and the opportunity for it to operate on a purely commercial basis,
- the relaxation of the planning permissions at existing P&R sites may provide other opportunities to make savings / generate income and in turn, improve the financial position such as,
 - potentially relocation of a bus depot to the Artington P&R site, utilising underused space,
 - potential to utilise underused space at Onslow P&R for local business parking,
 - proposed changes to extend the operational hours of the on-street controls within the central areas of the CPZ may increase patronage to the P&R and the additional income generated from the changes may aid the financial position. This has been agreed but delayed due to Covid.

Due to Covid19 it is not expected there will be any surplus from Guildford &

Waverley on-street to support the Park and Ride in 2020-21. It is hoped that in 2021-22 use of on-street parking and Park and Ride sites will have stabilised and we can determine if we are able to provide a surplus to support the Park and Ride operation.

If the projected decline (prior to Covid19) in the on-street surplus cannot be arrested, savings increased by the P&R sites themselves or further funding streams established, the ability of the Joint Committee and Guildford Borough Council to continue to fund the P&R service wholly from the on-street account, without requiring subsidy from other funding sources, is uncertain. An urgent review of Park and Ride will be undertaken in conjunction with SCC to understand and establish the steps necessary to maintain appropriate and suitable park and ride services within the funding available.

4.2 **Guildford Parking Study**

A number of the town centre surface car parks are seen as potential sites for development as part of the Local Plan. Parking Services, in partnership with our Planning and Major Projects colleagues, have commissioned a Parking Study to identify the additional demand for parking that is likely to be generated by development both from within the borough and immediately beyond, and where best to provide the appropriate parking now and in the future. The study confirmed that demand is still required and ultimately availability and flexibility is more important to visitors than pricing. Even though we have car parks across the town removing some surface car parks will have an impact on people visiting services in Guildford. An example of this will be losing Bright Hill which is used by people using the Adult Education Centre.

4.3 **Enforcement**

The tables below show the Penalty Charge Notices (PCNs) generated in our car parks. Of these, 17% (1,944) were cancelled following a formal representation/challenge; 2,100 PCNs were cancelled and 63% (1,324) of those were due to customer error. These often relate to human errors, such as wrong registration entered on a visitor scratch-card or Pay by Phone App, or parking in a different car park for the ticket used.

Number of Penalty Charge Notices Issued

Penalty Charge Notice issued in Guildford 2019-2020	Off-Street Totals
Number of higher level PCNs issued	1895
Number of lower PCNs issue	9468
Total number of PCNs issued	11363
Number paid at discount	6235
Number paid at full charge or above	1398
Total number of PCNs paid	7633
Number of PCNs against which Informal or Formal Reps made	2016
Number of PCNs cancelled as a result of Informal or Formal Reps	1944
Number of PCNs cancelled for other reasons	117
Number of PCNs written off	735
Number of PCNs outstanding	850
Total number of cancelled/written off/outstanding	5662

Number of Penalty Charge Notices cancelled

PCN Cancellation Reasons 2019 - 2020	No. Off Street	% Off Street
Motorist producing tickets which were not clearly displayed/RingGo	1324	63
Mitigating and other circumstances	69	3
Contract and other parkers entitled to park but not displaying correct permit	157	7
Machine faults and other equipment problems	34	2
Civil Enforcement Officer's error	70	3
Blue Badge Holders not parking according to the scheme	60	3
Problems with signs	11	1
Other issues	380	18
Total	2105	100

Enforcement performance data can also be seen in Appendix 1.

5. Consultations

- 5.1 The amendment of parking charges is completed via Notice, rather than by the full amendment order process. Therefore, there is no formal consultation period, and no requirement to report any feedback. However, if the changes do generate significant correspondence, this will be raised with the Lead Councillor.

6. Key Risks

- 6.1 If ongoing funding of maintenance via our reserves is not continued this could affect the lifespan and safe operation of the car parks.
- 6.2 As part of the town regeneration programme it is being considered if a number of surface car parks will be redeveloped and no longer be available for parking. Even though removing short stay options is not a bad thing, it would reduce revenue and customer choice. If this was to put some visitors off coming to Guildford, we may have to consider converting a car park such as Leapale road to short stay as mitigation. Appendix 3 shows a list of surface car parks under risk. An EIA will be completed for this scenario.

7. Financial Implications

- 7.1 Corporate Property Services will make a bid for Car Parks Maintenance Reserve (CPMR) funding, for the intended works programme below, for completion in 2021-22 for off- street car parks.

Car parks	Works Details	Costs	Additional Information
Bedford Rd	Misc. repairs	£18k	
	Podium level drainage repairs	£35k	
	Concrete/structural repairs	£60k	
Castle St	Structural repairs - roof turret timbers	£120k	Including £60k from 20/21
Farnham	Stair cores deck coating	£70k	Carried over from 20/21
	Structural and misc. repairs	£40k	Carried over from 20/21
	Steel frame repairs and repainting	£35k	
Leapale Rd	Edge protection	£190k	Not maintenance but suicide prevention measure
York Rd	Structural repairs	£50k	Carried over from 20/21
	Armco barrier repair/replacements	£80k	

- 7.2 In relation to the tariff changes proposed in section 12.3, we expect the revenue levels to be broadly the same as we would otherwise have achieved had the tariffs been unchanged. The purpose of the new tariffs is to encourage longer stays and therefore the lowest cost per hour is expected to compensate by the increased length of stay.

8. Legal Implications

- 8.1 If changes are being made to the accessibility of car parking and park and ride services, the Council will need to consider whether a public consultation and Equalities Impact Assessment should be undertaken. If option 3 is approved, then it will be pricing that will be amended and will not affect accessibility or usage.

9. Human Resource Implications

- 9.1 None identified.

10. Equality and Diversity Implications

- 10.1 There are no equality and diversity implications as a result of this report.

11. Climate Change/Sustainability Implications

11.1 Solar PV Panel at Farnham Road car park

In line with GBC strategy to use local renewable energy sources, Parking Services is planning to install a Solar PV panel on the roof of Farnham Road car park. This will generate electricity, which will power the car park lights and feed into the national grid. It is also better to use locally generated electricity than to rely on large energy infrastructure to transport it across the country. There are also local community benefits through the retention of more economic value locally.

11.2 Electric Charging Points and Green Car Scheme

The demand for electric charging points is increasing as electric vehicles become more popular, with low emission grants available for new cars and the growing need to find ways to improve air quality and public health. GBC have installed 10 electric charging points in public car parks across Guildford with a further 5 on order. To access the charging facility, the motorist buys and displays a parking ticket while the vehicle is charging.

In support of electric vehicles, GBC has a green scheme, which enables owners of electric vehicles to obtain a "Green Parking Permit" free of charge, giving owners free hours of parking or discounted parking in off-street car parks. There are 121 Green Scheme permit holders signed up to the scheme, which is an increase from 95 last year.

11.3 Farnham Road 'early bird' tariff

At peak times, congestion can be an issue in and around Guildford town centre. To encourage early users of Farnham Road MSCP to arrive before the peak rush hour, we have introduced a discounted hourly rate for those arriving before 7am (Monday- Saturday). The rate is reduced from the current £1 per hour, to 90 pence per hour, for the duration of their stay. The maximum daily charge for users that arrive earlier will reduce from £8.00 to £7.20. Early bird users will receive the

same discount as VV cardholders. It is hoped these changes will assist with the town's Air Quality and Climate Change target and in reducing congestion around the town centre gyratory. As the introduction was delayed due to Covid it is too early to comment on take up of this offer and any benefits.

11.4 Systra Study

Parking services conducted a Systra study, under a Climate Emergency approach, priority given to measures that are most likely to deliver environmental and sustainability benefits. It is anticipated that this approach may reduce parking demand, displace parking to outer locations, encourage modal shift, promote the use of public transport and the uptake of park and ride facilities. However, it is also important that we have sufficient capacity to meet the towns needs and ensure the quality of that provision.

Recommendations from the study have been collated and listed below under short- and medium-term goals. We are already proceeding with some goals and others are pending stabilisation of Covid19. It is apparent that working through the pandemic we have had to make different decision about how we use our car parking stock, to support our town, residents and key workers. Therefore, until we are through stabilisation it is important we wait to establish if any of those longer-term goals will be affected.

Term	Recommendations	GBC Comments	Status
Short Term	GEOmii system	GEOmii have improved provision of sensor/data. They manage the network, collect, analyse and present data through an improved dashboard. Going forward we can utilise to target areas of under use or target active enforcement.	ongoing
	Improve payment technology & back office system	POF procurement delayed due to Covid-19 which would improve POF payment methods and back office. P&D machines need replacing and would improve payment methods however, this would require funding from SCC. In the meantime, we can look to roll out pay by phone where possible	Pending
	Implementation of strategic tariffs	Looking at strategic tariffs and offerings in relation to current circumstances and to make Guildford more attractive to shoppers and diners	ongoing
	Assessment of car parking provision	We can now show via GEOmii data how our parking provision is being used and where underutilised.	ongoing
	Review of accessible parking provision	During Covid-19 we adapted quickly to provide parking for residents under lock down and key workers parking. Continuing we are utilising underutilised space in conjunction with providing keyworker discounted permits. We need to wait to see how the town responds to measures for shoppers, key workers and the planned use for surface car park redevelopment before making further decisions.	ongoing
	Review and develop marketing & communications with focus on public transport and active travel	A Marketing and Communication strategy will be looked at to keep the town viable for various visitors in conjunctions with transport plans and working with experience Guildford	Pending - await stabilisation before progress
	Installation of	Will look at some locations and usage over a 2-week	Pending,

	cycle parking	period in September to see if further usage and demand required	planned review Sept current provision
	P&R enforcement & investigation of further measures	We are looking into expanding usage of the P&R sites to increase utilisation and support local business such as hospital/university looking for parking provision, but we are constrained by planning and lease conditions.	wip
Medium Term	Encourage Parking displacement & reduce provision in town centre	Need to be part of the transport discussion	Pending
	Enhance P&R provision	Investigate potential new sites	Pending
	Increase EV charging infrastructure provision	Working to improve provision across on-street in-conjunctions with funding from SCC and as we improve car parks to increase provision, starting with Leapale. Consideration for low emission zone.	wip

12. Summary of Options

Review of Pricing Options & Budget projections

12.1 Option 1 - No increase on pricing, no change to current situation.
If Option 1 is chosen, the forecasted 2020-21 budget for off-street would have been circa £8,366,420, which is based on actuals from 2019-20, prior to Covid19 impact. However, Covid 19 and uncertainty over the speed and scale of economic recovery makes it difficult to predict the likely revenues with any degree of certainty.

12.2 Option 2 – to further increase the rate for the 4 most convenient surface car parks in the town centre by 10 pence per hour for the first 3 hours, it is estimated to generate a 3.2% increase in revenue of £41,000 per annum if 2019/20 figures are used to predict.

The Executive decided in January 2020 to implement a price rise in short stay car parks to £1.60 from April 2021. However, due to the reduced occupancy after Covid and the uncertain nature of the recovery a price rise in April could be counterproductive to the recovery. This decision should be reviewed as close as possible to the implementation date to consider whether this is still advisable and delegated authority should be given to the Waste parking and Fleet Services Manger, the relevant Lead Member and the Director for resources to cancel this increase in the event that, in their view, this increase will negatively affect the recovery .

12.3 Option 3 – Continue the pre-agreed price increase as per option 2 and introduce a new £1 per hour shopper offer (minimum 3 hrs), Monday to Saturday, with flat rates in Bedford Road MSCP, York Road MSCP, Castle MSCP, G-Live, Millbrook and Tunsgate car parks as follows: -

- £3 for up to 3 hours
- £6 for up to 6 hours
- £12 for greater than 6 hours

Option 3 would seem the best option to implement in these car parks with existing tariffs in other car parks unchanged, with the exception of Leapale Road which will match other "short stay" car parks with clear messaging to promote the reduced hourly rate, encouraging the "relax, stay for longer enjoy the shops, sites and restaurants". This would encourage shoppers to stay longer, hopefully spending more but also increasing confidence in using the town.

- 12.4 If this approach is adopted, we will have a range of parking capacity to meet different visitor needs as follows:
- Shopper – 2484 spaces
 - Short stay – 851 spaces
 - Other (commuter, business and long stay) – 1432

The ratios of parking spaces and pricing strategies can be adjusted as required and in response to changing circumstances as the town is redeveloped and as we emerge from the covid 19 pandemic.

13. Conclusion

- 13.1 The information provided in this report and Appendices should provide the Executive with an update on how the Parking Services has performed in 2019-20, the progress made in 2020-21 and details of the proposed changes recommended for 2021-22.

14. Background Papers

- Last year's Off-street Annual Business Plan report
<http://www2.guildford.gov.uk/councilmeetings/documents/s16203/Item%2007%20-%20Off-street%20Parking%20Business%20Plan%202020-21.pdf>
- Parking Strategy 2016
<https://www.guildford.gov.uk/article/17702/Parking-strategy>
- Systra report
<http://www2.guildford.gov.uk/councilmeetings/documents/s17258/Item%206%20%202020.02.11%20Guildford%20Parking%20Study%20Baseline%20Report.pdf>
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15. Appendices

Appendix 1: Guildford Parking Annual Report 2019-20.

Appendix 2: Comparison of short stay parking charges in other similar locations.

Service	Sign off date
<i>Finance / S.151 Officer</i>	<i>EP 06/10/20</i>
<i>Legal / Governance</i>	<i>DO 06/10/20</i>
<i>HR</i>	<i>FS 03/10/20</i>

<i>Equalities</i>	<i>AH 05/10/20</i>
<i>Lead Councillor</i>	<i>JS 21/10/20</i>
<i>CMT</i>	<i>CW on 2909 & 27/10</i>
<i>Executive Liaison</i>	<i>CW on 07/10/20</i>
<i>Committee Services</i>	<i>JA 09/10/20</i>

Please ensure the service areas have signed off report. Please complete this box and do not delete.

Agenda item number: 5

GUILDFORD PARKING ANNUAL REPORT 2019-20

Structure of the Annual Report

Covid19 Pandemic

- 1. Summary**
- 2. Introduction**
- 3. Aims**
- 4. On-Street Parking Management in Guildford**
- 5. On-Street Parking Update**
- 6. Off-Street Parking Management in Guildford**
- 7. Off-Street Parking Update**
- 8. Enforcement**

Appendices

- Appendix 1 On-Street parking spaces**
- Appendix 2 On-Street financial statement**
- Appendix 3 Off-Street parking spaces**
- Appendix 4 Off-Street financial statement**
- Appendix 5 Enforcement Data**
- Appendix 6 Schools Watch Update**

Covid19 Pandemic

On March 23rd, 2020, we took the advice of the Government and BPA to stop charging and hold enforcement during lockdown. This would be to allow residents and key workers under lock down the confidence that there was somewhere for them to park while carrying out duties or isolating and should anyone have to quarantine, we would not enforce unless it was causing serious obstructions.

During this time, we provided support in different ways, these being some of them: -

- Free parking for Surrey Police at Bedford Road MSCP and Mary Road
- Free parking key workers for BMI at Bright Hill
- Free parking in car parks for key workers and residents
- Honoured the Government key worker passes
- Stopped charging and enforcing on-street bays and car parks
- Stopped charging market traders rent
- Stopped charging contract parkers and season ticket holders

On 15th June we started charging and enforcement on on-street. We put signs up to let residents know normal charging has resumed and gave out warning notices for 2 weeks before giving penalty charge notices. On 15th June we reinstated the issuing of resident parking permits and visitor permits. This was on-line or via CSC sending out via the postal service, with a 7-day turnaround, as Millmead remained closed to visitors.

On 1/7 we started charging in car parks, except Farnham Road MSCP which was maintained for key workers in July, and re-started enforcement. Like on-street we put signs up saying normal charging resuming and gave out warning notices for 2 weeks rather than penalty charge notices. During lockdown enforcement officers put cases on hold and offered payment plans to anyone affected by Covid19. A new Covid19 cancellation criteria was created to ensure we supported our residents and key workers as best we could during this time.

To continue to support our key workers and utilise spaces in our car parks, we started a Key worker discounted permit, trialling for 3 months at Bedford Rd MSCP for Surrey Police and for BMI at Bright Hill car park. This trial ran from August to October and has had a good take up. We will continue to monitor the situation and revisit the need in October.

In August to support the Government "Eat out to help out" campaign we made P&D car parks free Mon-Wed after 4pm during August. This is to encourage people back into the High Street to eat and hopefully visit the shops and bring back confidence that it is safe.

During this time our staff adapted well to changing demands and our IT system allowed us to function in most cases away from Bedford Road office, so our service was not interrupted. Some staff were redeployed until their duties could start again, while some continued duties like enforcement of obstructions where required.

We will continue to monitor the situation and adapt our strategy in relation to managing our spaces, enforcement and supporting our community. The service responded rapidly to the situation and adapted well as things changed.

1. Summary

1.1 Parking Enforcement Authorities are required to publish an annual report so that people can see how the service is run and is meeting policy aims. This Annual Report details how the parking service has operated in the year 2019-20. It should be read in conjunction with the following:

- On-Street 2020-21 Business Plan (Guildford Joint Committee)
- Off-Street 2020-21 Business Plan (The Executive Committee)
- The Parking Strategy, which sets out the overall strategic direction for the services

2. Introduction

2.1 The service has a role in all aspects of parking in Guildford, and this provides an opportunity to co-ordinate policies across different areas, and with wider transport objectives. Guildford Borough Council is also in a strong position to influence parking in the town because it runs most of the large car parks.

2.2 We manage on-street parking in Guildford through an agency agreement with Surrey County Council. This agreement was renewed for a further 5 years in April 2018. Both authorities oversee the Park and Ride network. On a day-to-day basis, Surrey County Council oversees the bus operation and Guildford Borough Council manages the car parks.

2.3 This Annual Report will be presented to both the Guildford Joint Committee (GJC) in December 2020 and Guildford Borough Council's Executive Committee (The Executive) in January 2021. This report will also be published on the Transparency page of Guildford Borough Council's website as part of the Local Government Transparency Code of Practice.

3. Aims

3.1 The "A Sustainable Parking Strategy for Guildford" report sets out a strategic framework for the development of the service and changes planned for the town and Borough. This report focuses on the specific activities to achieve and support these strategic aims.

3.2 The high-level aims are to:

- encourage the use of more sustainable transport modes including park and ride,
- review the provision of car parks to encourage drivers to park and return directly along main routes in a "drive to, not through" approach,



- to look to maintain capacity for off-street parking but in interceptor car parks, which take traffic off the roads before it reaches the town centre, thereby reducing congestion there,
- provide a balanced mixture of parking options including park and ride, car parks and on-street parking, needed to support a vibrant economy,
- annually review parking tariffs and usage centred on the town centre in order to maintain a hierarchy of charges. On-street parking to have the highest tariff and for the cost of parking to reduce the further a driver parks from the centre,
- keep park and ride fares low compared to parking charges, and to promote it as an alternative to parking in or near the town centre,
- develop more park and ride sites subject to appropriate business cases and encourage greater use of existing sites,
- monitor all available indicators to ensure that the local economy continues to be successful and to ensure that customers and businesses continue to choose to do business in Guildford,
- use on-street parking controls to support the objectives listed above, to maintain safe traffic flow and where necessary, and where supported by the local community, prioritise space for residents.

4. On-street Parking Management in Guildford

The effective management of on-street parking helps to reduce congestion and supports the local economy. Parking restrictions are used to provide residents with priority parking near their homes, to provide blue badge holders with access, and to support the economy by creating turnover of spaces around shops and areas where vehicles load and unload.

On-Street parking space

- 4.1 **Appendix 1** shows the number and distribution of designated on-street parking places in the Borough and last changes are shown in green. In areas outside the town centre, where controls are necessary, there is a mixture of yellow lines and either free parking places, or parking places subject to limited waiting.

On-Street Parking Costs

- 4.2 **Appendix 2** shows a statement of costs and income for the parking services. Under the Memorandum of Understanding (MOU) between Surrey County Council and Guildford Borough Council, the first call on any surplus made from on-street parking in Guildford is to fund Park and Ride.

Residents Parking in the Guildford town centre Controlled Parking Zone

- 4.3 Guildford town centre has a residents' parking scheme that is divided into ten catchment areas, A to J. Within these areas, a certain amount of parking space is prioritised for residents, often with the facility for non-residents to park for a limited amount of time without a permit, or longer if they obtain a visitors' permit from a resident.
- 4.4 Permit schemes are in place in residential areas where there is parking pressure from non-residents. In these areas, the parking for non-permit holders is restricted. The

emphasis is on ensuring that residents who have access to off-street parking use it to reduce pressure on parking space on the streets. Households are limited to up to two permits, and the number of permits is generally reduced according to the amount of off-street parking associated with the property. In the town centre, Area D, there is a limit on the number of permits issued, and as a result, there is a waiting list. Residents who qualify and are waiting for an Area D permit are issued with a permit for an adjacent catchment area, until an Area D permit becomes available.

Residents Parking Permits and Space

- 4.5 The availability of parking space in the centre of town causes residents concern particularly in Area A. The table below shows there are more permits than spaces available in A and B. The controls in these areas operate between 8.30am and 6.00pm, Monday to Saturday, when there will usually be a proportion of residents away from home in their cars, particularly during the working week.
- 4.6 The ratio of permits to spaces, shown below, has not changed significantly over a number of years. The number of shared-use spaces relevant to permit only spaces in those areas closest to the High Street and railway station are key, as their availability to permit-holders is more likely to be impacted by visitors.

Parking Spaces and Permits in the Controlled Parking Zone

Area	Number of parking spaces available to Permit-holders	Number of Shared Use Bays	Number of resident Permits holders	Ratio of spaces to permits
A	799	278	1058	1
B	378	113	402	1.2
C	329	188	358	1.4
D	333	193	280	1.8
E	304	123	255	1.6
F	732	531	394	3.2
G	119	119	51	4.6
H	271	271	99	5.4
I	683	357 (306*)	132	10.1
J	466	400 (53*)	177	5.1

***unrestricted spaces in addition to the shared use spaces**

Note: Ratio is worked out based on Permit space + shared use divide by permit holder to get ratio.



4.7 The Parking Strategy promotes reducing the pressure on residents' parking. One way this can be done is to provide alternatives to owning a car. In partnership with Surrey County Council, we are continuing to promote and expand the car club in Guildford as mentioned in section 5.4.

4.8 As well as resident permits, we also provide Business, Carers, and Operational permits to meet other parking needs within the community.

On-Street Pay & Display

4.9 In the town centre, there are 463 pay and display (P&D) parking bays, which accommodate 341,895 parking acts during, controlled hours. Many motorists look for a convenient parking space. On-street spaces are often the closest to a preferred destination, but they are also limited in number. Drivers searching unsuccessfully for on-street space add to congestion.

4.10 To ensure there is a regular turnover of space, the time motorists can park in a short stay on-street P&D parking space is limited. The bays closest to the centre have a maximum stay of 30 minutes. Most of the on-street P&D spaces allow up to 2 hours parking, and there are a few around Pewley Hill that allow up to 3 hours. The tariffs in these spaces are 80p and 60p per half-hour, respectively.

4.11 To encourage use of the most appropriate parking provision it is good practice for the most-convenient on-street parking spaces to carry a higher charge than car parks. Restricting maximum stay also encourages turnover within the most convenient on-street spaces. This price change brings the charges for the 30-minute maximum stay on-street spaces into line with the charges in North Street car park, which is also limited to a maximum stay of 30-minutes. The charge in the most central car parks is £1.30 per hour.

On-Street Pay & Display Usage

4.12 On-street P&D usage has continued to decline over the last decade to 46%. This is thought to be for a number of reasons: there has been a 6.5% reduction in the number of spaces overall since 2009, primarily due to redevelopment and pedestrianisation. The 30-minute spaces have been particularly affected, reducing in number by almost 22%. This may deter drivers from searching for a more limited number of on-street spaces that may no longer be as conveniently situated for their intended destination. Other reasons could be changes in the retail offerings within certain locations and the present, limited coin-only payment option.

The decline in revenue has been at a slower rate, reducing by 26% and metre income by 17% however, those visitors using the spaces may be staying longer, see table below.

The strategy adopted aims to attract new visitors and shoppers who are driving through Guildford, see a space and stop, or those that have a particular need to visit one or two shops, rather than the shopper/visitor that may be staying for a longer period and may prefer to use an off-street car park.

GFD On-street parking Performance			
Year	Tickets sold	Income £	Avg £ per Ticket
2009-10	535,094	698,102	1.30
2010-11	521,967	692,869	1.33
2011-12	532,978	700,605	1.31
2012-13	525,299	687,639	1.31
2013-14	520,089	698,838	1.34
2014-15	503,659	753,934	1.50
2015-16	477,142	715,455	1.50
2016-17	457,577	697,244	1.52
2017-18	433,996	665,425	1.53
2018-19	388,939	610,124	1.57
2019-20	335,770	507,105	1.51

Note: Tickets and income do not include Park & Ride

No of Pay and Display Spaces

Year	Pay & Display (P&D)	P&D Dual Use	Totals
2009	313	182	495
2020	270	193	463

- 4.13 We normally report on the first six months of tickets and income for on-street, to give an indication of performance against the previous year. On March 24th 2020 we stopped charging and enforcing parking bays due to Covid19, enabling space to be used for residents and key workers during lockdown. We started charging and enforcement on 1st of July 2020 after two weeks of warning notices. Understandably the first six months of 2020-21 will be about re-opening services, stabilisation for residents and key workers and monitoring and adapting services to meet needs during this period. It is likely we will see a true picture of performance in the second half of the period.
- 4.14 Works carried out by the statutory undertakers/highway authority can also result in a temporary loss of spaces, like gas and water works and resurfacing works. Whilst suspensions generate income (£66,166 in 2019-20), in locations where P&D bays are affected, it can reduce ticket sales.

5. On-Street Parking Review Update

- 5.1 The Guildford Joint Committee met and agreed to proceed with following proposals as part of the current Parking review:

Guildford town centre, controlled parking zone (CPZ)

- Parking controls in Area A, B, D and northern section of Area C, be extended to operate 8.30am to 9pm, 7 days a week,



- The limit on permits in Area D of the Controlled Parking Zone be increased by 10%, from 284 to 312,
- To accompany the extended parking controls into evenings and Sundays, the annual household limit on visitor scratch cards be doubled, from 30 per annum to 60 per annum,
- To review the retrospective exclusion of new residential developments of 6 dwellings or more, in the Controlled Parking Zone areas A, B and D,
- Use the review as an opportunity to introduce Pay by Phone technology, providing customers more flexibility in payment options and extending visits, whilst reducing the need for as many on-street P&D machines.

Other locations

- To address around 20 issues from the non-CPZ list,
- Introduce two formalised disabled parking bays for specific residents.

5.2 The above controls were formally advertised for 21 days, between 20 September and 11 October 2019. This involved writing to affected properties, publishing public notices, erecting street notices and placing documents on deposit. The information was also made available on the Borough Council's website. Almost 10,000 households and businesses were written to directly about the proposals, which could potentially lead to changes affecting 137 roads across the borough. Around 900 representations were received. Originally, it was planned that, following consultation with the local borough and county councillors, the Parking Manager would consult with the Chairman and Vice Chairman of the Committee before determining the way forward. However, given the significant nature of the changes, and the volume and nature of the responses, it was recommended that a number of proposals were reported back to the next Committee meeting, held in March 2020.

At the March 2020 Committee meeting, 13 locations outside the CPZ were approved to be progressed. The CPZ recommendations were also approved but it was decided the implementation of the extension of hours should be delayed allowing for post Covid recovery. Delegated authority allows for this to be implemented by September 2021.

Schools Watch

5.3 School watch patrols continue to be beneficial in targeting areas around some schools that are more problematic and where enforcement resources can be targeted. During some busy periods where PCSO's can be available, they are working with our enforcement officers to encourage drivers to make better choices at drop-up and pick-up times. In January we implemented drive aways which enable us to send parking charge notices in the post with the aim to change some behaviour around schools.

Appendix 6 shows how the above figures were broken down during this period and where the hot spots, or busiest periods have been, which is in line with when patrols were increased. School Watch now has expanded to include our on-street enforcement operation in Waverley Borough. We have been successful in recruiting additional CEOs, bringing our establishment up to strength. This will allow us to patrol more regularly, both generally, and in relation to School Watch. During the Covid19 pandemic School watch was suspended while schools were closed. When Schools opened, we were not able to start School watch straight away due to shortages in resource due to the

pandemic but started with those areas registering problems from middle September onwards and increased as resources returned.

The data for School watch 2019-20 will be posted on the GBC website section “School watch – keeping children safe around schools” to allow schools, councillors and residents to view.

Car Clubs

- 5.4 The Guildford car club now has 12 car club spaces in the town centre; 5 of these have electric charging points to support the electric vehicles the club is using.

We continue to work with Surry County Council and the car club operator to identify additional opportunities to expand the scheme further.

6. Off-street Parking Management in Guildford

- 6.1 Car parks provide access to the town and an availability of parking space absorbs traffic and reduces congestion. Guildford Borough Council Parking Services operates 24 public car parks, providing just over 5,100 town centre spaces. We also manage 4 Park and Ride sites, providing around 1,850 spaces. Some of the car parks are contract car parks during the week and open to the public at weekends. We also manage contract only car park spaces, season ticket holders and garages in the town centre. A list managed by the Parking service is shown in Appendix 3.
- 6.2 The Parking Strategy promotes a “**drive to, not though**” approach with the aim of encouraging drivers to use interceptor car parks on their route into the town, rather than necessarily driving to the most convenient car park. To encourage this we have a Guildford Parking App, “Ethos GeoMii”, which predicts where parking space will be available and plots a route for the driver. The App. also covers the on-street P&D only parking spaces. The App. checks its prediction and if the situation changes it will redirect the driver to where parking is available. This helps the driver find appropriate space easily and helps reduce queues and congestion caused by vehicles unable to park.
- 6.3 Once in the car park, we want drivers to have a good experience and all our public car parks currently hold the Safer Parking Award. This award is assessed by the Association of Chief Police Officers and the British Parking Association and is awarded to car parks that meet high standards and have no or very low levels of crime.

Usage of the Car Parks

- 6.4 Off-Street car parks are classified as long stay or short stay. Long-stay car parks are further from the centre and are priced to attract workers, and others that intend to stay for long periods. Additionally, we offer season tickets for regular users. These are available in Farnham Road, York Road, Guildford Park and Bedford Road Multi-storey Car Park. This reduces congestion in the centre and ensures there is a supply of convenient parking available for shoppers and other short-stay visitors.

Car Park Usage

- 6.5 The below table shows how the usage for car parking spaces has performed in comparison to the same period the previous year, with a decrease in ticket sales of 6% and revenue of 3%. This compares better against on-street, which has decreased as explained in section 4.12.

Car Park Usage by Year	Tickets sold	Income
		(NET of VAT) (£)
2008-09	3,302,613	6,542,342
2009-10	3,064,020	6,336,955
2010-11	3,295,433	6,910,130
2011-12	3,352,018	7,304,106
2012-13	3,318,383	7,297,441
2013-14	3,221,702	7,349,431
2014-15	3,278,795	7,581,774
2015-16	3,317,582	8,039,985
2016-17	3,337,595	8,342,275
2017-18	3,231,746	8,259,695
2018-19	3,198,422	8,284,819
2019-20	3,011,822	7,992,175

Usage and income may have been impacted by redevelopment work at Guildford Park car park, the start of refurbishment of Castle car park, reductions in capacity at Bright Hill (see section 7) and maintenance works in various car parks. Car parks stopped charging on the 24th March 2020, which enabled free use to residents and key workers during the Covid19 lockdown, which would have had a small impact during the period end.

Contract Parking and Season Tickets

- 6.6 The council operates over 300 contract parking spaces around the town centre, which generated £705,912 revenue last year and typically runs at over 95% capacity. Over the past 5 years, the number of contract spaces available has reduced by half due to new developments. The spaces are most suitable for business users who need to come and go, because they provide a reserved space.
- 6.7 Season tickets provide an alternative option in interceptor car parks on key routes into the town and generated £739,177 last year. A season ticket provides entry and exit from larger car parks, giving the driver a parking discount but does not provide a reserved space. The spaces can be used by other drivers when the season ticket holder is away and provides a more efficient use of space. However, a number of large companies, who have previously provided season tickets for their staff, have recently left Guildford or have chosen not to continue to provide the benefit. Therefore, we are looking at ways to reach out to new businesses coming to Guildford where parking may be limited.

Improving the customer experience

- 6.8 All the council's public car parks hold the Safer Parking Award from the Police and British Parking Association to show they exceed the standards set for car parks. It is important we maintain these standards. There are additional reports of unauthorised use of car parks by groups of young people, skate boarders, parkour and rough sleeping. We continue to look at ways of reducing unauthorised use.
- 6.9 The demand for electric charging points is increasing as electric vehicles become more popular with low emission grants available for new cars and the growing need to find ways to improve air quality and public health. GBC have installed 6 electric charging points in public car parks across Guildford with a further 12 on order. To charge, the motorist buys and displays a parking ticket while the vehicle is charging. GBC have a further 9 charging points to support 10 electric council vehicles. There are also 6 general use, and 1 disabled bay with EV charging points at the P&Rs.

In support of electric vehicles, GBC has a green scheme, which enables owners of electric vehicles to obtain a "Green Parking Permit" free of charge, giving owners free hours of parking or discounted parking in off-street car parks. There are 121 Green Scheme permit holders signed up to the scheme, which is an increase from 95 last year.

- 6.10 We provide flexible methods for customers to pay:
- **notes, credit cards and coins** can still be used at our barrier-controlled car parks, Castle, Tunsgate, York Road and Farnham Road allowing the motorist to pay when they return,
 - **pre-payment cards** for the barrier-controlled car parks are popular with regular users. These work like oyster cards in London. Drivers put credit on the card and can use it to park in any of the barrier-controlled car parks at a rate that is 10% less than the normal charge. These cards provide regular parkers with a convenient flexible way to pay,
 - **pay by phone** continues to prove to be a popular choice and provides a more flexible way to pay. Transactions have continued to grow from last year and range from the lowest being 69,329 in April to 116,093 in December. Motorists who have paid by phone can add more time to their parking stay via the app without the need to return to the car park. From the previous year, tickets have increased by 15% and income 20%.
 - Pay & display car park users can pay with **coins** at the machines, or **pay by phone** using the App, or automated call system.
 - New, upgraded P&D equipment has been introduced in Bedford Road MSCP, which provide customers with the ability to use (contactless Wave & Pay) by card in addition to coin and pay by phone App.
- 6.11 Payments by cash continue to reduce (11%), pay by phone App payments continue to increase (7%) and contactless Wave & pay has increased (4%). The table below shows the percentage of money taken by each payment method and that by introducing more methods of payment we can encourage less cash payments which will now be more important due to Covid19.

Car Park Payment methods

Car Parks Payment Methods 2019-20	2017-18 %	2018-19 %	2019-20 %	Difference Between 2018-19 vs 2019-20
P&D Cash	65%	55%	42%	-13%
P&D Pay by Phone	35%	45%	55%	10%
P&D Credit Cards (Started Aug-19)	N/A	N/A	3%	3%
PoF Cash	43%	33%	25%	-9%
PoF Credit Cards	57%	67%	75%	9%
Totals				
Overall Cash	57%	47%	37%	-11%
Overall Pay by Phone	22%	29%	35%	7%
Overall Credit Cards	20%	24%	28%	4%
<i>Note: POF = Pay on foot, P&D = Pay & Display pay</i>				

Benefits of reducing cash payments are fewer cash collections required and the opportunity for machines to be vandalised is reduced. Money lost due to theft in 2019-20 was £4,005.88. Slight reduction to last year and when we replace existing pay on foot equipment this should be improved with greater security.

Park & Ride

- 6.12 Guildford has a network of Park and Ride (P&R) sites. With plans to redevelop the town centre, and limited scope for absorbing increased traffic flows and the potential demand for parking, the continued development of P&R is important.

The town currently has four sites: Artington (742 spaces), Merrow (338 spaces), Spectrum (254 spaces) and Onslow (550 spaces). 9 electric buses were introduced to the service in January 2019 with a capacity of 36 passengers and one-wheelchair users. Other benefits aside from greener travel, include free Wi-Fi and USB charging for passengers.

- 6.13 The table below shows a comparison of passenger journeys over the first six months of 2019-20 period compared to the previous year.

Passenger Journey Comparison (Apr 19 – March 20)

Park & Ride - 6 Month Comparison Apr-Sept					
Apr-Sept	Artington	Merrow	Onslow	Spectrum	Total
2019-20	133,824	91,031	44,337	76,617	345,809
2018-19	151,366	101,517	49,173	88,394	390,450
2017-18	172,006	114,971	46,172	87,576	420,725
change %	(-) 12.06	(-) 10.89	(-) 10.34	(-) 14.27	(-) 12.13

6.14 The cost of park and ride in 2019-20 is set out below.

Funding 2019-20	£
Bus contract price (net of fare income)	241,720
Car park running costs (rent, site maintenance, site guards, general rates and other costs)	389,878
Total cost	631,597
Guildford On-street parking surplus	282,746
Paid from Guildford On-street parking reserve <i>(negative reserve balance of £73,915 in 2018-19 so that was taken in 2019-20)</i>	(73,915)
Total funding	208,831
Shortfall of funding	422,766

6.15 The operation of the P&R sites is funded by the on-street parking account, which generates a surplus. However, there have been reductions in on-street parking revenue. Changes to the on-street parking agency agreement with Surrey County Council in 2018, have reduced the surplus available to the Committee by 20%. The GBC/GJC surplus has been used to bridge the gap. However, there was a negative reserve balance of £73,915 in 2018-19 so that was taken in 2019-20 which means in 2019-20 there was a shortfall in funding for the Park and Ride of £422,766.

To improve the financial position, Parking Services is looking at ways to reduce costs and increase revenue:

- by changing the on-site provision in September 2019 and removing static guards which were no longer required, a saving of **£84,900** per annum is being seen, which has improved the financial position from 2019-20.
- increased usage of the P&R sites by those visiting the town would reduce the subsidies currently paid to the bus operator, to provide the link to the town centre. In this regard, we are exploring options to relax the planning permissions, which may enable the bus operator to operate the service over an extended period, and in turn, this may help improve patronage / reduce the subsidy required.
- the relaxation of the planning permissions at existing P&R sites may provide other opportunities to make savings / generate income and in turn, improve the financial position such as,
 - potentially relocating of a bus depot to the Artington P&R site, utilising underused space,
 - potential to utilise underused space at Onslow P&R for local business needing parking,
- changes have been agreed to extend the operational hours of the on-street controls within the central areas of the CPZ which may increase patronage to the P&R and the additional income generated from the changes may aid the financial position. The start to the changes to the operational hours have been delayed due to Covid.



- consider the existing P&R sites and if there are better sites to service the public needs where subsidies may not be required, such as the Northern / North eastern corridor.

If the projected decline in the on-street surplus is not arrested and / or there are savings / increase revenue generated by the P&R sites themselves, the ability of the Committee and Guildford Borough Council to continue to fund the P&R service wholly from the on-street account, without requiring subsidy from other funding sources, is uncertain.

7. Off-street Parking Update

- 7.1 Guildford Park car park's capacity has been reduced over an extended period to enable redevelopment work. Most recently, capacity was reduced from 400 to 220 spaces from January 2019 onwards for pile testing and enabling works, prior to the redevelopment commencing. However, the development has been put on hold during Covid and we are awaiting decisions if the development will include a car park. Bright Hill car park is also operating at reduced capacity due to ongoing issues with the vehicle safety barriers.
- 7.2 In line with GBC strategy to use local renewable energy sources, Parking services is planning to install a Solar PV panel on the roof of Farnham road car park. This will generate electric which will feed into the national grid. It is also better to use locally generated electricity than to rely on large energy infrastructure to transport it across the country. There are also local community benefits through the retention of more economic value locally.
- 7.3 The following works were carried out within 2019-20 period: -
- Re-coating decking works carried out at Castle car park,
 - Drainage and maintenance works were carried out in Bedford Road, Leapale and Castle car park,
 - Right hand traffic signal established at exit of Millbrook car park,
 - re-coating decking works carried out at Bedford Road MSCP,
 - Portsmouth road, Millbrook car park and Bedford Road MS Level 1 were relined, or directional arrows completed where required.
- 7.4 Update for recommendations approved in January 2020 by the Executive Committee
- Hold existing car park pricing except car parks below, which was implemented in in August, delayed from April due to Covid
 - Bedford Rd Surface, Commercial Road 2, Mary Rd, Old Police Station.
 - Prices changed from £1.30 to £1.50 during the day, Mon-Sat
 - Early bird discount implemented at Farnham Rd MSCP – delayed from April to August due to Covid
 - York Road Season Ticket/Pre-Payment card rose by 5% - delayed from April to August due to Covid
 - Residents offered overnight parking in town centre car parks for £1 – delayed from April to August due to Covid
 - Improve decking at Leapale car park – pending, delayed due to Covid, WIP

- Increased hours for evening charging and enforcement – pending, delayed due to Covid-19

8. Enforcement

8.1 Our enforcement priorities are set in our document Parking Policies and Procedures which are:

- Vehicles causing a safety issue,
- Vehicles restricting access and traffic flow (on carriageways or footways where restrictions apply),
- Vehicles parked in disabled parking spaces without a Blue Badge,
- Vehicles not displaying a valid permit in permit holders' parking spaces,
- Vehicles committing other contraventions which do not comply with the parking orders.

8.2 Our enforcement is designed to deter contraventions by drivers. We will never be able to penalise every contravention, but the risk of receiving a penalty charge needs to be a deterrent to most motorists.

8.3 We can only enforce formal parking restrictions where a vehicle is actually blocking a dropped kerb or parked more than 50cm from the kerb. Formal parking restrictions like yellow lines and parking bays need to be supported by the correct signs and road markings. Unless formal restrictions are present, we cannot enforce against vehicles parked on footways, verges, or too close to junctions and bends. The Police have the power to deal with dangerous parking, or obstruction.

8.4 The introduction of new restrictions can confuse people, particularly if the restrictions change and they do not think to check the new signs. Depending on the change, we initially provide notice to let people know of the change and then when it will be enforced but will always consider the circumstances presented. When introducing in new areas or new restrictions, we normally issue warning notices for the first offences for a limited time while people get accustomed to the changes.

8.5 The Statutory Guidance issued by the Department for Transport that relates to dealing with enquiries about penalty charge notices, makes it clear that authorities have a duty to act fairly and proportionately. Authorities are encouraged to exercise discretion sensibly and reasonably and with due regard to the public interest.

Enforcement Update

8.6 In January 2020 we introduced penalty charges for "Regulation 10" which enable us to follow up on vehicle drive aways. As the CEO was prevented from issuing the ticket onto the vehicle, their bodycams are used to collect evidence of the vehicle offence. The PCN is then sent to the registered keeper through the post. From January to March 2020, 75 PCN were issued for Regulation 10.

8.7 The table below shows that more penalty charge notices (PCNs) were issued in 2019-20 than the previous year. There are two categories of penalty charge. The higher-level

charge of £70 applies to contraventions where parking is generally not permitted, on yellow lines, in disabled bays and resident's bays. A lower charge of £50 applies to contraventions where parking is generally permitted but, for example, the driver has stayed too long. A breakdown of penalty charges can be seen in Appendix 5.

Number of Penalty Charge Notices Issued

PCN Issued (Guildford)	2017-18	2018-19	2019-20
On-street	23,885	15,572	19,219
Off-street	10,368	11,199	11,363
Total Issued	34,253	26,771	30,582

- 8.8 We recruited 3 additional CEOs to bring our establishment back up to strength and the staff on long-term sickness came back to work full-time which is shown in the increase in PCN issued against the same period the year before.
- 8.9 The table in Appendix 5 shows the rate of appeals (12%) against our penalty charge notices, most favour to pay without challenge (56%) showing that we are issuing quality penalty charge notices and cancelling (22%) when there are grounds to do so.
- 8.10 The data in Appendix 5 shows the reasons why PCNs have been cancelled. During this period, the vast majority were categorised as "customer error". These often relate to human errors, like wrong registration entered on a visitor scratch-card or Pay by Phone App, or parking in a different car park for the ticket used. For those that do not display their permits, or tickets correctly the general rule is to cancel on the first occasion if we are satisfied that the person had paid or has a permit. We also cancel if we are satisfied there are sufficient mitigating circumstances. The number of cancellations due to errors by CEOs remains low.
- 8.11 CEO's have been issued with bodycams to give themselves and the public added protection during patrols. The introduction aims to reduce the anti-social behaviour officers often experience when carrying out their duties, especially during School Watch patrols.

Appendices

- Appendix 1 On-Street parking spaces**
- Appendix 2 On-Street financial statement**
- Appendix 3 Off-Street parking spaces**
- Appendix 4 Off-Street financial statement**
- Appendix 5 Enforcement Data**
- Appendix 6 Schools Watch Update**

Appendix 1 – On-Street Parking

Town Centre CPZ Parking Bay Types	No.
Overall	4,767
Permit Only	1,482
Free Limited Waiting Shared Use	2,380
Free Limited Waiting	15
Charged P&D Dual use	193
Charged P&D Only	270
Unlimited	373
Disabled (incl. 3Hr LW)	42
Car Club permit only	12

Note: In Area A there will be 2 disabled bays created during 2020

Appendix 1 (cont.)

On-street parking spaces in the borough of Guildford (from 22/10/18)

Area	Roads	No. of Roads	No. of Spaces by Bay Type on 22/10/18																								Total				
			Permit Only M-S 8.30am-6pm	Permit Only 8.30am-9pm	30 mins P&D Dual Use M-S 8.30am-6pm	2 Hrs P&D Dual Use M-S 8.30am-6pm	2 Hrs P&D Dual Use 8.30am-9pm	3 Hrs P&D Dual Use M-S 8.30am-6pm	2 Hrs LW nr 1 Hr Shared Use M-S 8.30am-6pm	2 Hrs LW nr 1 Hr Shared Use 8.30am-9pm	4 Hrs LW nr 1 Hr Shared Use M-S 8.30am-6pm	30 mins P&D M-S 8.30am-6pm	2 Hrs P&D M-S 8.30am-6pm	20 mins LW nr 1 Hr M-S 8am-7pm	20 mins LW nr 1 Hr M-S 8am-6pm	30 mins LW nr 1 Hr M-S 8am-6pm	1 Hr LW nr 1 Hr M-S 8am-6pm	1 Hr LW nr 2 Hrs M-S 8am-6pm	2 Hrs LW nr 1 Hr M-S 8am-6pm	2 Hrs LW nr 1 Hr M-S 8.30am-6.30pm	2 Hrs LW nr 1 Hr M-S 8.30am-6pm	2 Hrs LW nr 4 Hrs M-F 8.30am-6pm	2 Hrs LW nr 4 Hrs M-F 8.30am-6pm	3 Hrs LW nr 3 Hrs M-S 8.30am-6pm	4 Hrs LW nr 4 Hrs M-S 8.30am-6pm	Unlimited		Disabled Only	Disabled 3 Hrs LW	Car Club permit only	
D	All	43	115	25	9	96	28	60			79	191																15	13	2	633
A	All	29	521						278																		1		5	805	
E	All	13	178						123											15							1		1	318	
B	All	17	217	48					78	35																	3		2	383	
F	All	20	201						531																				1	733	
G	All	5	0						119																					119	
C	All	12	141						188																	14	2			345	
H	All	9	0						171		100																			271	
I	All	32	20						174		183															306	3		1	687	
J	All	25	13						36		364															53	4			470	
Town Centre CPZ	All	205	1,406	73	9	96	28	60	1,698	35	647	79	191						15							373	29	13	12	4,764	
Non-CPZ	All											5	6	6	31	14	4		83	48	0	54	57	7	164	33	1			513	
Total			1,406	73	9	96	28	60	1,698	35	647	79	191	5	6	6	31	14	4	0	98	48	0	54	57	7	537	62	14	12	5,277

Summary - Guildford Town Centre CPZ

Bay Type	Count
Overall	4,764
Permit Only	1,479
Free Limited Waiting Shared Use	2,380
Free Limited Waiting	15
Charged P&D Dual use	193
Charged P&D Only	270
Unlimited	373
Disabled (incl. 3Hr LW)	42
Car Club permit only	12

Key

- denotes most recent changes
- Dual Use Charged pay and display and permit holders
- F Friday
- LW Free limited waiting
- M Monday
- nr no return within
- P&D Charged pay and display
- S Saturday
- Shared Use Free limited waiting and permit holders

Note: Items shown in green are the last changes to been implemented

Appendix 2 – Guildford On-Street parking Financial Statement

GUILDFORD ONSTREET SUMMARY				
2018-19		2019-20	2020-21	2020-21
Actual		Actual	Estimate	Projection
£		£	£	£
	<u>Expenditure</u>			
557,936	Employee Related	689,149	670,020	666,392
44,668	Premises Related	48,543	48,140	51,477
9,227	Transport Related	9,162	12,500	12,630
132,203	Supplies & Services	127,557	169,920	175,927
66,251	Support Services	117,490	117,490	117,502
810,285		991,902	1,018,070	1,023,928
	<u>Income</u>			
(106,542)	Visitor Permits	(108,773)	(99,310)	(74,465)
(610,124)	Meter Income	(507,105)	(567,300)	(288,501)
(453,955)	Penalty Fees	(497,607)	(488,420)	(326,079)
(168,802)	Residents Permits	(164,580)	(171,210)	(142,752)
(58,142)	Suspension Fees	(66,166)	(78,150)	(45,715)
2,340	Other Income	(136)	1,200	(1,670)
(1,395,224)		(1,344,367)	(1,403,190)	(879,182)
(584,939)	Net Expenditure/(Income)	(352,465)	(385,120)	144,746
0	Capital Financing Costs	0	0	0
(584,939)	Net Expenditure/(Income)	(352,465)	(385,120)	144,746
0	Re-lining works & signage	0	0	0
(584,939)	Total Net Exp./(Income)	(352,465)	(385,120)	144,746

Appendix 3 – Off-Street Parking

Public Metered Car Parks			
Site Location	No of Spaces /units	Type of Parking	Type of Structure
Bedford Road MS	1033	7 days a week - P&D	Multi-storey
Castle Car Park	350	7 days a week short stay - Pay on Foot	Multi-storey
Leapale Road	384	7 days a week short stay - P&D	Multi-storey
Tunsgate	64	7 days a week short stay - Pay on Foot	Underground
Millbrook	244	7 days a week - P&D	Surface
G Live	220	7 days a week - P&D	Surface & Partially covered
Mary Road	107	7 days a week - P&D	Surface
Bright Hill	93*	7 days a week - P&D	Surface
Bedford Road Surface	68	7 days a week - P&D	Surface
Commercial Road 2	52	7 days a week short stay - P&D	Surface
Old Police Station	62	7 days a week short stay - P&D	Surface
Upper High Street	49	7 days a week short stay - P&D	Surface
North Street	49	Sun to Thurs max stay 30 min - P&D	Surface
Lawn Road	187	Weekend short stay - P&D	Surface
Millmead House (front)	27	Weekend short stay - P&D	Surface
Robin Hood	23	Weekend short stay - P&D	Surface
St Joseph's Church	71	Weekend short stay - P&D	Surface & Partially covered
Portsmouth Road	98	Weekend short stay - P&D	Surface
Farnham Road	917	7 days a week long stay - Pay on Foot	Multi-storey
York Road	605	7 days a week long stay - Pay on Foot	Multi-storey
Guildford Park – <i>development work</i>	220*	7 days a week long stay - P&D	Surface
Shalford Park	66	Mon-Fri long stay - P&D	Surface
Walnut Tree Close	17	7 days a week long stay - P&D	Surface
Ash Vale Station	29	7 days a week long stay - P&D	Surface

* Operating at reduced capacity

Appendix 3 (cont.)

Contract Parking			
Site Location	No of Spaces/units	Type of Parking	Type of Structure
Bedford Sheds	35	Mon-Sat	Surface
Connaught Hse	Closed (26)	Mon-Sat	Covered
St Joseph's Church	61	Mon-Fri	Surface & partially covered
Commercial Road	12	Mon-Sat	Surface
Eagle Road	22	Mon-Sat	Surface
Leapale Rd MSCP	5	Mon-Fri	Covered
Mill Lane	1	Mon-Sat	Surface
Millmead Court	20	Mon-Sat	Surface
Castle Square	7	Mon-Sat	Surface
Sydenham Road	5	Mon-Sat	Surface
Portsmouth Road	98	Mon-Fri	Surface
Robin Hood	22	Mon-Fri	Surface
Stoke Road	7	Mon-Sat	Surface
Stoke Fields	8	Mon-Sat	Surface
TOTAL	303		

Appendix 3 (cont.)

Garages	No of garages	Term type
Bedford Sheds	20	Tenancy subject to notice
Gardener Road	28	
Stoke Fields	35	
Park Road	2	
Total	85	

Appendix 4 – Guildford Off-Street Financial Statement

OFFSTREET SUMMARY				
2018-19		2019-20	2020-21	2020-21
Actual		Actual	Estimate	Projection as at period 2
£		£	£	£
	<u>Expenditure</u>			
654,700	Employee Related	724,790	759,440	678,970
2,366,483	Premises Related	2,960,270	2,402,520	2,392,590
29,111	Transport Related	23,386	36,270	35,085
617,833	Supplies & Services	671,663	607,120	530,213
179,360	Support Services	264,032	263,960	262,972
3,847,487		4,644,141	4,069,310	3,899,830
	<u>Income</u>			
(690,084)	Contract Parking	(705,912)	(694,100)	(461,418)
(8,284,819)	Meter Income	(7,992,175)	(8,366,420)	(4,964,890)
(259,821)	Penalty Fees	(263,170)	(219,480)	(167,651)
(1,005,386)	Season Tickets	(739,177)	(877,620)	(521,661)
(32,731)	Suspension Fees	0	0	0
(54,715)	Garage Rents	(50,509)	(53,740)	(52,882)
(12,362)	Other Rent	(12,547)	(12,030)	(12,281)
(88,843)	Other Income	(111,112)	(85,770)	(85,607)
(10,428,761)		(9,874,602)	(10,309,160)	(6,266,390)
(6,581,273)	Net Expenditure/(Income)	(5,230,462)	(6,239,850)	(2,366,560)
1,286,907	Capital Financing Costs	1,271,022	1,319,660	1,311,222
(5,294,367)	Net Expenditure/(Income)	(3,959,440)	(4,920,190)	(1,055,338)
186,695	Car Parks Maintenance Reserve Works	257,362	236,500	348,691
(5,107,672)	Total Net Exp./(Income)	(3,702,078)	(4,683,690)	(706,647)

Appendix 5 – Enforcement (Guildford)

Penalty Charge Notice issued in Guildford 2019-2020			
	Off-Street Totals	On-Street Totals	Total for Off and On-Street
Number of higher level PCNs issued	1895	13057	14952
Number of lower PCNs issue	9468	6162	15630
Total number of PCNs issued	11363	19219	30582
Number paid at discount	6235	10984	17219
Number paid at full charge or above	1398	1979	3377
Total number of PCNs paid	7633	12963	20596
Number of PCNs against which Informal or Formal Reps made	2016	1814	3830
Number of PCNs cancelled as a result of Informal or Formal Reps	1944	1190	3134
Number of PCNs cancelled for other reasons	117	304	421
Number of PCNs written off	735	1072	1807
Number of PCNs outstanding	850	1725	2575
Total number of cancelled/written off/outstanding	5662	6105	11767

PCN Issued (Guildford)	2017-18	2018-19	2019-20	Diff to prev year %
On-street	23,885	15,572	19,219	(+) 21%
Off-street	10,368	11,199	11,363	(+) 1%
Total Issued	34,253	26,771	30,582	(+) 13%

PCN Cancellation Reasons 2019 - 2020	No. Off Street	No. On Street	% Off Street	% On Street
Motorist producing tickets which were not clearly displayed/RingGo	1324	161	63	13
Mitigating and other circumstances	69	111	3	9
Contract and other parkers entitled to park but not displaying correct permit	157	314	7	26
Machine faults and other equipment problems	34	52	2	4
Civil Enforcement Officer's error	70	137	3	11
Blue Badge Holders not parking according to the scheme	60	173	3	14
Problems with signs	11	32	1	3
Other issues	380	229	18	19
Total	2105	1209	100	100

Appendix 6 – Schools Watch Update

School patrols were suspended on the 24th March 2020 in line with Government guidance for schools to be closed and everyone to stay at home due to Covid19.

Patrols by Period

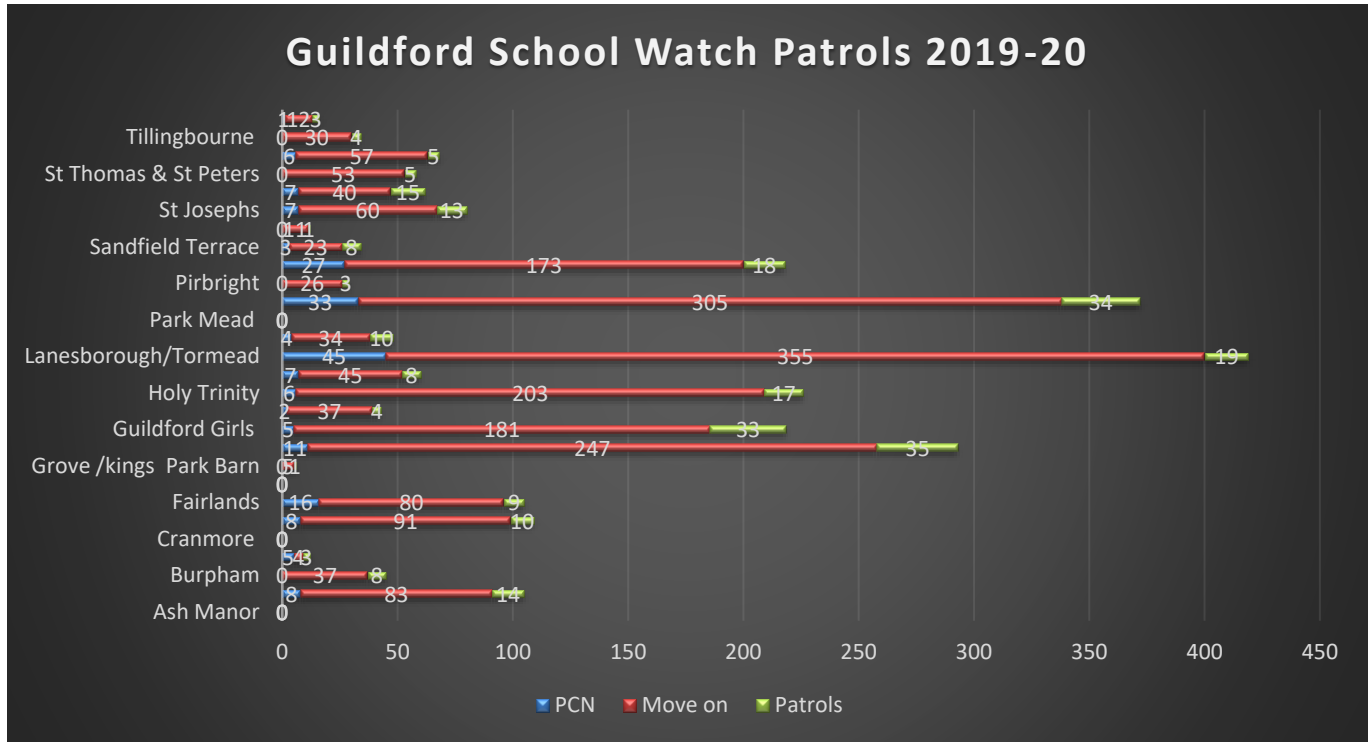
Month	PCN	Moved On	Totals	Patrols
Sep-19	38	0	38	33
Oct-19	46	378	424	49
Nov-19	14	75	89	13
Dec-19	37	416	453	56
Jan-20	33	314	347	61
Feb-20	23	343	366	40
Mar-20	10	155	165	28
Apr-20	0	0	0	0
May-20	0	0	0	0
Jun-20	0	0	0	0
Jul-20	0	0	0	0
Totals	201	1681	1882	280

PCN = Penalty Charge Notice

Patrols by Term

Results by Term	PCN	Moved On	Totals	Patrols
Autumn Term	106	680	786	153
Spring Term	79	422	501	111
Summer Term	0	0	0	0
Total	185	1102	1287	264

Patrols by School



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Parking Charge Comparison

Town/City	Monday to Saturday-rate	Hours Mon to Sat	Charge on Sunday - rate	Evening Rate if different	Payment Options for all car parks	Change from last year
Basingstoke (Festival Place)	1 hr £1.20, 2 hrs £2.40, 3 hrs £3.00, 4 hrs £3.50	24 hours	same as other days	after 5pm up to 2am -£1	£ or Card	No change
Brighton (Requency square)	1 hr £2.00, 2 hrs £4.50, 4 hrs £10.00	24 hours	same as other days	6-12 pm £4.50, 12-11am £5.00	£ or Card	No change
Guildford (Bedford rd)	£1.30 per hour	8am-10pm except Sunday 11am-5pm	1-3hrs £1.50, 3-6hrs £2.50	£1 applies, Sat 6pm up to 10pm, Sun 5pm to 10pm	£ or RingGo	No change
Kingston (Bentalls)	1 hr £1.40, 2hr £2.80, 3hr £4.20, 4 hr £5.60 up to 10 hrs £18.40	Various depending on which car park. Typical 7am to 12.00pm. Not 24 hrs	same as other days	n/a	£ or Card	Seven kings car park reduced tariff e.g. 1hr £1, 2hr £2, up to £12
Portsmouth City Council	1 hr £1.60 , 2 hrs £2.60, 3 hrs £3.50, 4 hrs £4.50, 5hrs £12	24 hours	same as other days	n/a	RingGo or Park it Card, P&D avail in other car parks	No change
Portsmouth (Gunn Wharf)	Up to 2 hrs £2.90, 3 hrs £3.90, 4 hrs £6.00, 10 hrs £12.00, 24hrs £20.00	24 hours	same as other days	n/a	£ or Card	No change
Reading (oracle Riverside)	1hr £1.70, 2 hrs £4.00, 3 hrs £6.00, 4 hrs 8.00, > 8hrs £20.00	24 hours	same as other days	after 6pm up to 6am - 1 hr £1.50, > 1 hr £3.50	£ or Card	No change
Southampton (West Quay Podium)	up to 2hrs £3.00, 3hrs £4, 4hrs £5.00, > 4hrs £10.00	8am -1.15am except Fri close 3.30am, sat close 3.00am & Sunday 10am-01.15am	same as other days	after 5pm £2.00	£ or Card	No change
Woking	1hr £1.40, 2hrs £2.80, 3hrs £4.20, up to £11.00 for 7-24hrs	24 hours	£1.40 per hour up to £3.00	after 7pm up to 6am- £1.40	£ or Card or Q buster system	No change

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Joint Executive Advisory Board Report / Executive Report

Wards affected: All

Report of Chief Financial Officer

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Date: 11 November 2020 / 24 November 2020

General Fund Outline Budget 2021-22 and Business Planning 2021-22 to 2024-25

Executive Summary

This report outlines the current position on the 2021-22 outline general fund budget and the business planning assumptions for 2021-22 to 2024-25. The report asks the Executive to note the position and agree the proposed strategy for savings and efficiencies in order to set a balanced budget in the medium term.

The Joint Executive Advisory Board (JEAB) will consider the outline budget at their meetings on 11 November.

In order to prepare both the General Fund and Housing Revenue Account (HRA) outline budgets for 2021-22, officers must know the parameters within which they are expected to work. Setting parameters for the whole term of the plan is beneficial in the calculation of projections over the medium term. Officers therefore propose working assumptions to use in the preparation of projections for the following three years.

These assumptions are as follows:

Summary table

	2021-22 %	2022-23 %	2023- 24 %	2024-25 %
General inflation	0.0	2.0	2.0	2.0
Pay award	0.0	2.0	2.0	2.0
Pay Increments	2.0	2.0	2.0	2.0
Increases in fees and charges	0.0	3.0	3.0	3.0
Income reduction due to COVID19	-2.0	-2.0	-1.0	0.0
Council Tax	1.94	1.94	1.94	1.94
Housing rents	0.0	2.0	2.0	2.0

Council Tax Base	1.5	1.07	1.28	1.54
Vacancy Factor	2%	2%	2%	2%
Government Settlement Funding Assessment (SFA)	1.99% increase	15 % Reduction	20% Reduction	24% Reduction

The Council will make the final decision on the estimates for 2021-22 at its meeting on 10 February 2021; agreement of an allowance at this stage (for example the assumed pay award) does not mean that it cannot be changed later in the process.

It is usual in terms of building the budget to use the current year as a base for moving forward and then adjust for known changes from growth and savings, this is known as an incremental budget. The current financial year (2020-21) will also need to be considered as this is likely to generate a net overspend of around £7m (this will be confirmed as the year progresses) due to the Covid-19 pandemic and the shortfall in additional expenditure incurred and the loss of income received when compared with support from central government. Reserves will need to be utilised to address this position requiring the Council to replenish its reserves over the next three years.

The report explains that we have included our best assumptions about the level of government funding that we will not know the amount of our retained business rates for certain until central government releases the provisional local government finance settlement which the Ministry of Housing, Communities and Local Government (MHCLG) has provisionally indicated will be in December 2020. We have assumed a 1.94% increase in Council Tax which is the maximum increase the Council can levy without needing to set a referendum.

The draft Council Tax base is xxxxx, which is xxx% higher than 2020-21. This has increased the resources available by approximately £xxxxx.

The current position on the 2021-22 outline budget currently shows a shortfall between the likely resources and the proposed net expenditure of £2.7million. In addition, the draft projection for 2021-22 to 2024-25 shows a medium term budget shortfall (gap) of £4.4 million.

The major reasons for movements between 2020-21 and 2021-22 are set out in the report and the variances at service level are set out in **Appendix 2**. Due to the shortfall between the Council's likely income and its current anticipated expenditure (i.e., the budget gap) we have not invited any new growth bids for increases in service provision for 2021-22. This is consistent with the fact the Council is currently going through a programme of transformation under 'Future Guildford' which is looking to reduce expenditure. However, officers have included some assumptions around loss of income within the 2021-22 budget to allow for the potential on-going impact of COVID19. Some capital bids may have revenue implications attached to them. These will be considered as part of the capital and investment strategy report in January 2021.

Because it is still early in the budget process, the report also sets out the areas of uncertainty that may influence the final position.

The financial monitoring report for the first six months of 2020-21 will be reported to the Corporate Governance and Standards Committee on 26 November 2020. The projected net expenditure on the General Fund for the current financial year is estimated to be £xx million more than the original estimate. The main factor contributing to the forecasted

position in 2020-21 is the cost and loss of income arising from the COVID19 pandemic. The Council approved an emergency budget in May 2020 to allow the net cost of the COVID19 pandemic to be taken from the Council's reserves. Officers anticipate that at the end of March 2021, the Council will need to draw down **£x million** of reserves and that this will require to the Council to plan to replenish some of its reserves in the medium term over the 3 years to 2024-25.

Recommendation to Executive:

The Executive is recommended to:

1. Approve the budget assumptions used in the preparation of the 2021-22 outline budget and three year forward projections
2. Note the current position on the outline budget for 2021-22 and the budget shortfall anticipated over the 3 years to 2024-25
3. Approve the savings strategy for 2021-22 through to 2024-25 (Section 13 & Appendix 3)
4. Agree to the proposal to Council to make the contributions to/from the Council's various earmarked reserves for specific purposes as set out in section 9 of the report as part of the budget report in February 2021
5. Agree the use of the Council's earmarked reserves as set out in section 10 to fund the cost of the COVID19 Pandemic, in line with the supplementary estimate agreed by Council in May 2020.

Reason(s) for Recommendation:

To assist the Executive in the preparation of the General Fund estimates for 2021-22.

Is the report (or part of it) exempt from publication? Yes - Appendix 3.

1. Purpose of report

- 1.1 This report outlines the current position on the 2021-22 outline budget and asks the Executive to note the position.
- 1.2 Because it is still early in the budget process, the report also sets out the areas of uncertainty that will influence the final position and a savings strategy to be implemented over the period 2021-22 to 2024-25 in order to achieve a balanced budget over the medium term.

2. Strategic Priorities

- 2.1 The budget underpins the Council's strategic framework and delivery of the Corporate Plan.

3. Background

- 3.1 This report will cover the following areas:
 - Budget assumptions (Section 4)
 - Revenue Support Grant and Business Rate Retention Scheme (Section 5)
 - Council Tax, tax base and collection fund (Section 6)
 - New Homes Bonus (Section 7)
 - Capital expenditure and minimum revenue provision (Section 8)
 - Use of reserves and interest earnings (Section 9)
 - Forecasted outturn position for 2020-21 (Section 10)

- Draft outline budget for 2021-22 (Section 11)
- Projections for the financial years 2022-23 through to 2024-25 (Section 12)
- A savings strategy to achieve a balanced budget in the medium term (Section 13)

4. Budget Assumptions

- 4.1 In order to prepare the outline budget for 2021-22 officers need to know the parameters within which they need to work.
- 4.2 Setting parameters for the whole plan period is beneficial in the calculation of projections over the medium term. The working assumptions used have therefore been used for the whole plan period up to 2024-25.
- 4.3 The Council will make the final decision on the estimates for 2021-22 at its meeting on 10 February 2021; agreement of an allowance at this stage (for example the assumed pay award) does not mean that this cannot be changed later in the process.

Inflation and Pay assumptions

- 4.4 There are generally three accepted inflation measures:
- 4.4.1 Retail Prices Index (RPI) - A long standing measure of UK inflation that has historically been used for a wide range of purposes.
- 4.4.2 Retail Prices Index excluding mortgage interest (RPIX) - RPIX is the equivalent to RPI excluding the effects of mortgage interest payments.
- 4.4.3 Consumer Prices Index (CPI) - A measure of consumer price inflation and is currently the measured targeted by the Bank of England.
- 4.5 The Council's policy is not to allow provision for general inflation on specific budget heads and only allow for contractual increases. It is proposed that this policy continues to maintain tight control of inflationary increases. It is also proposed that a central inflation allowance be included in both the General Fund and HRA estimates so that officers may bid for an increase where the effect of cash limiting detailed budgets become unsustainable.
- 4.6 For planning purposes, it is proposed that a 0.0% central inflation allowance for 2021-22 is set on budget heads that are not subject to contractual inflation and thereafter a 2% from 2022-23 to 2024-25. This amounts to £604,000 for the General Fund. This is in line with the medium-term CPI forecast, thus maintaining a real reduction in Council budgets.
- 4.7 The impact of a 1% change in this assumption would be approximately £302,000 for the General Fund.
- 4.8 Average Weekly Earnings growth (excluding bonuses and arrears) over the period June 2019 to June 2020 has been 2.5%. However, since April 2020, has been negative due to the impact of COVID 19 across most sectors.
- 4.9 In 2020-21, an increase of 2.0% was awarded for pay increases in July 2020.

- 4.10 It is recommended for planning purposes that an assumption of 0.0% pay allowance is applied for 2021-22 allowing only for increases in incremental pay grades (which is estimated to be equivalent to 2% pay) and 2% for each remaining year of the planning horizon. The assumption is consistent with the trend in the average weekly earnings index. The cost to the General Fund in 2021-22 of pay increments is approximately £587,000.
- 4.11 The impact of a 1% change in pay inflation assumption would be approximately £294,000 for the General Fund.
- 4.12 When setting the budget, officers make an assumption about the natural turnover of staff during the year. This is known as the ‘vacancy factor’. The use of a vacancy factor means that the Council does not budget for all staff posts to be filled 100% throughout the year and thus reduces the staffing budget requirement. It is proposed that a 2% vacancy factor is used over the period 2021-22 to 2024-25.

Sales, Fees and Charges Income

- 4.13 Recent Council policy has been to increase income by RPI, thereby increasing the proportion of services financed by the users of the service rather than through the Council Tax or housing rents. However, in practice, reviews of the markets in which services operate has meant the target has not been consistently achieved. It is proposed that a target of 0.0% is used for increases in fees and charges for 2021-22 and 3% for each year of the remaining planning horizon, applied where there is capacity in the market. This is broadly in line with the RPI forecasts over the same period. These assumptions represent what we expect to increase fees and charges by, however, it is anticipated that the COVID 19 pandemic will present a more permanent correction to the Council’s income due to reduction in activity levels and usage of services. Officers have included an estimate that this reduction in income could be around 2% for the next two years, reducing to 1% in 2023-24 and then back to pre-COVID 19 levels by 2024. This assumption is highly uncertain, the optimistic scenario is that activity and therefore income will return to pre-COVID19 levels in 2021-22, and the pessimistic scenario is that income will be permanently reduced by 10%. The optimistic and pessimistic scenarios have been modelled in section 13.
- 4.14 On this basis fees and charges for 2021-22 will remain unchanged from the 2020-21 fees and charges agreed by Council in February 2020. On this basis they have not been re-presented as part of this report.
- 4.15 In summary, the assumptions used in the 2021-22 outline budget are set out in the table below.

	2021-22 %	2022-23 %	2023-24 %	2024-25 %
General inflation	0.0	2.0	2.0	2.0
Pay award	0.0	2.0	2.0	2.0
Increases in fees	0.0	3.0	3.0	3.0

and charges				
Income reduction due to COVID19	-2.0	-2.0	-1.0	0.0
Vacancy Factor	2.0	2.0	2.0	2.0

5. Business Rates Income under the Business Rates Retention Scheme (BRRS)

- 5.1 Since 2018-19 the Council has not received a Revenue Support Grant (RSG) from Central Government. Funding from central government to the Council now solely consists of the amount of business rates the Council can retain under the Business Rates Retention Scheme. The government sets out what this is as part of the local government finance settlement (LGFS) each year. The Council's Settlement Funding Assessment (SFA) is the amount of business rates it can retain.
- 5.2 Within the period covered by the business planning horizon, there will be significant change to the system of local government finance. It is anticipated that by 2022, government will re-assess the baseline need to spend of each local authority through the "fair funding review" and will establish a financing system based on 75% business rates retention.
- 5.3 As part of the fair funding review, further powers and responsibilities will be passed to local government and the cost drivers and demand for local government services will be re-assessed. It was originally anticipated that the new funding system would come into effect from April 2020, however, the implementation date was first pushed back to April 2021, and has now been delayed for a further year by central government due to the COVID19 pandemic.
- 5.4 The settlement for 2021-22 is likely to be very similar to that of 2020-21 ahead of the changes proposed for 2022-23. We anticipate that the 2021-22 local government finance settlement (LGFS) will be a "roll-forward" settlement and therefore will increase by inflation of 2% for 2021-22. Based on previous consultations around the fair funding review, officers anticipate that there will be a 15% reduction in SFA for 2022-23 increasing to 24% by 2024-25. The Ministry of Communities and Local Government (MHCLG) has provisionally indicated that the draft Local Government Finance Settlement (LGFS) will be announced in December 2020, therefore a further update on government funding will be provided to Executive in January 2021 as part of the final budget report.

6. Council Tax, tax base and collection fund

- 6.1 The outline budget assumes that council tax will increase by 1.94% (approximately £3.43) which officers anticipate will be the maximum increase the Council will be allowed without having to hold a referendum. This means that the band D tax will go up from £176.82 to £180.25. The increase will generate approximately £197,000 based on the 2020-21 tax base.
- 6.2 Officers have estimated the draft council tax base for 2021-22 at 58,262. This is 1.07% higher than the 2020-21 figure. The final Council Tax Base will be confirmed by the end of November when the Director of Resources sets the Council tax base. The assumed increase will increase the available resources by approximately £109,000.

- 6.3 Any surplus or deficit on the Collection Fund in the current financial year (2020-21) would normally feed into the 2021-22 budget. The figures presented assume no deficit, however it is likely that the impact of COVID19 on the collection fund during 2020-21 will mean that there is likely to be a deficit. The government have changed the local government accounting rules so that the deficit may be recovered over a three year period rather than in the following financial year. Officers are currently assessing what the potential deficit for 2020-21 on the collection fund will be and will update the amount in time for Executive in January 2021. Although the deficit can be spread over three years, in order to balance the budget for 2021-22, officers propose that the Council uses one of its earmarked reserves to offset the impact of the council tax collection fund deficit in 2021-22. Further details will be presented in the final budget report in January 2021.
- 6.4 At present, it also seems likely that there will be a deficit on the business rates element of the Collection Fund, also due to the COVID 19 pandemic and an increase in the number of empty properties. Officers propose that any business rates deficit is financed from the Business Rates Equalisation Reserve, which has been the Council's policy in recent years.

7. New Homes Bonus (NHB)

- 7.1 The NHB was introduced in 2011 to provide an incentive for local authorities to encourage housing growth in their areas. In December 2016 the Government announced reforms to the NHB as follows;
- (i) Reduction in the number of years payments are made (legacy payments) from 6 to 5 in 2017-18, to 4 years for 2018-19 to 2019-20, and to 1 year in 2020-21
 - (ii) Introduction of a national baseline for housing growth of 0.4% of council tax base from 2017-18, below which new homes bonus is not paid
- 7.2 In the technical consultation published on 3rd October 2019 the government set out its intention to review the NHB for future years. Further consultation will happen on any proposals prior to implementation which has not yet been forthcoming, however, it is widely anticipated that the NHB scheme will cease from April 2022 onwards. The 2021-22 outline budget therefore assumes no NHB grant.

8. Capital expenditure and minimum revenue provision

- 8.1 The Council has a single capital programme for the General Fund that we finance from the Capital Schemes reserve, capital receipts and revenue contributions towards specific schemes. Unless we generate significant capital receipts, the Council needs to borrow from either its own resources (earmarked for other uses) or from the market; at the current time borrowing is internal as it is more financially advantageous.
- 8.2 Because the capital programme shows an underlying need to borrow, represented at the year-end by the capital-financing requirement (CFR), there is a requirement to make a debt charge to the revenue account called the minimum revenue provision (MRP). This charge is based on the value and life of the assets funded by borrowing (internal or external). The minimum revenue

provision for 2020-21 was estimated to be £1.639million, which was based on a General Fund CFR at 31 March 2020 of £149.5 million. It is currently estimated that the CFR at 31 March 2021 will be £xxx million and the MRP for 2021-22 will be £2.121 million. This figure is included in the outline budget.

Officers are currently preparing an updated capital programme for Councillors to consider early in 2021. The level of capital programme that Councillors wish to support will determine the level of capital receipts used, interest earnings and MRP for 2021-22.

9. Use of Reserves and interest earnings

- 9.1 An important element of the Council's budget is the income it receives from investment of the cash held in reserves. The balances held at the end of 2019-20 and the projected balances at the end of 2020-21 financial years are shown below:

Reserve	Actual	Projected
	2019-20 Balance £ million	2020-21 Balance £ million
General Fund Reserves	3.7	3.7
Housing Revenue Account (HRA) Reserve	2.5	2.5
Earmarked GF Reserves	44.5	23.3
Earmarked HRA Reserves (incl MRR*)	101.7	102.8
Capital Contributions Unapplied	0.6	0
Useable Capital Receipts Reserve (General)	0	0
Useable Capital Receipts Reserve (housing related)	13.9	14.2
Total Useable Reserves	166.9	146.5

*Major Repairs Reserve (MRR)

- 9.2 HRA reserves are considered as part of the HRA budget. During 2020-21 officers are anticipating using £8.3million of general fund earmarked reserves to fund the implementation of Future Guildford and around £7million of earmarked reserves to fund the COVID19 overspend. As a result, earmarked general fund reserves are expected to substantially reduce from £44million to £23million. This means that all of the Council's earmarked reserves which were held for financial risk management purposes to support the revenue or capital budget will be fully utilised by March 2021. Officers do anticipate the Council being able to retain its general fund unallocated reserves of £3.7million into 2021-22.

- 9.3 The £23million of earmarked reserves includes £9.7million of reserves relating to SPA/SANGS which the Council is required, under accounting practice, to hold as endowment funds received from developer planning contributions for the long term repairs and maintenance expenditure on Special Protection Areas (SPA) or Suitable Alternative Natural Greenspaces (SANGs). These reserves are required to fund the revenue costs of SPA / SANGS in perpetuity and therefore cannot be used by the Council to support other expenditure. The remaining balance of £13.6million reserves all relate to reserves which are earmarked for specific policy and risk management purposes (e.g., insurance reserve, car parks or spectrum reserves) and should not normally be used to support revenue expenditure without replacement.
- 9.4 The level of projected earmarked reserves available for general purposes, to support the revenue or capital budgets for 2021-22 will therefore be nil. Should any overspend occur on the revenue budget for 2021-22 the Council will need to use its unallocated general fund reserves. Any use of the Council's unallocated reserves will present a risk to the financial sustainability of the Council as the reserve levels will fall to a level that will be considered too low for the operating costs of the Council.
- 9.5 In the 2020-21 budget, we anticipated a net interest receipt of £1.173million. The estimate for net interest in the outline budget for 2021-22 is interest payable of £641,955. Interest payable to the Housing Revenue Account (HRA) is estimated at £481,700 reflecting the level of balances and investment returns consistent with the application of a risk-free rate of return. The Bank of England base rate is currently 0.75%. The average cost of external borrowing has been budgeted at x.xx%.....

Proposed Use of Key Earmarked Reserves

- 9.6 As set out in paragraph 9.2, the Council is anticipating using a substantial amount of reserves in 2020-21 to fund the cost of the Future Guildford Transformation programme and the additional costs of the COVID 19 Pandemic on the Council. This means that the ability to use reserves to fund unplanned revenue expenditure in the future will be limited and should be avoided.

New Homes Bonus Reserve

- 9.7 The balance on the NHB reserve at the 31st March 2021 is anticipated to be £0.6million as the Council intends to use around £2.4million of the NHB reserve in 2020-21 to fund the Covid19 pandemic costs.
- 9.8 Officers propose to use the remaining balance on this reserve to fund the £125,000 contribution towards the Town centre masterplan in 2021-22 and 2022-23 as previously agreed by Council in February 2020, and to fund the Council's contribution to the rebuild of Ripley Village Hall as previously agreed by the Executive in January 2020. It is anticipated that the reserve will be closed during 2021-22.

Invest to Save Reserve

- 9.9 The invest to save reserve exists to pump prime the upfront costs of service transformation and efficiency projects, including staff redundancy costs. The Council has previously agreed to fund the implementation costs associated with

the Future Guildford transformation programme from this reserve. The costs of Future Guildford are anticipated to predominantly fall in 2020-21 leaving a balance of just under £2million on the reserve as at 31st March 2021. Over recent years, the Council has made a contribution to the Invest to Save reserve of £250,000 per annum. Officers recommend not to make the annual contribution of £250,000 and do not propose any further use of the reserve in 2021-22. A contribution of £250,000 per annum to the invest to save reserve is included within the forward projections for 2022-23 to 2024-25 so that the reserve is rebuilt to support further transformation of Council services.

The Car Parks Maintenance Reserve

- 9.10 The balance on the car parks maintenance reserve as at 31st March 2021 is anticipated to be £1.5 million due to officers anticipating having to use this reserve during 2020-21 to fund the costs of COVID 19 and the Future Guildford Transformation Programme. This reserve was originally established to fund repairs, maintenance and improvement of car parks and the Council normally budgets to contribute around £500,000 per annum to the reserve from parking income and then expenditure on capital projects and repairs and maintenance of car parks is taken from the reserve. Officers propose that the Council budgets to rebuild this reserve by £250,000 in 2021-22 and then gradually increase the annual budget contribution to the reserve back up to £500,000 per annum over the three year period up to 2024-25. This will rebuild the reserve to a level that can be used for future repairs and maintenance of the car parks.

IT Renewals

- 9.11 The anticipated balance on the ICT renewals fund as at 31st March 2021 is £0.283million. The reserve has been used in the last two years to fund the investment in technology required under the ICT refresh and Future Guildford Programmes to aid new ways of working and improve value for money and efficiency in the delivery of Council services. Officers recommend that the Council budgets to make a contribution of around £542,000 to the ICT renewals reserve in the period 2021-22 to 2024-25 to replenish the reserve to fund on-going annual ICT renewals.

Business rates equalisation reserve

- 9.12 The balance on the business rate equalisation fund is anticipated to be a deficit of £407,000 at the 31st March 2021. The main reason for the deficit is that the Council made a one-off lump sum contribution to the Surrey Pension fund in lieu of the Council's annual backfunding superannuation contribution for the period 2020-21 to 2022-23 which was funded from this reserve. The reserve will be repaid in 2021-22 and in 2022-23 through budgeted contribution of £1.98million per annum to the reserve to replenish it to former levels. It is the Council's policy that the reserve is used to even out fluctuations in the business rate retention scheme including the business rates element of the surplus or deficit on the Collection fund. As a result, officers recommend making a contribution to the reserve of £2.7million (which represents the S31 grant, the Council's share of the business rates levy, and business rates income above SFA funding level) and funding the business rates deficit on the collection fund from the reserve in 2021-

22 (the amount of which will be confirmed as part of the final budget report in January 2021).

Other Reserves

- 9.13 Officers propose contributions to the Election costs reserve, on-street parking reserve, spectrum reserve and ‘other’ reserves as set out in Appendix 1.

10. Forecasted position for 2020-21

- 10.1 The financial monitoring report for the first six months of 2020-21 will be reported to the Corporate Governance and Standards Committee on 19 November 2020. The projected net expenditure on the General Fund for the current financial year is estimated to be **£xx million** more than the original estimate. The main factor contributing to the forecasted position in 2020-21 is the costs incurred in respect of dealing with the COVID 19 pandemic and the resulting loss of income across the majority of services. In May 2020, Council agreed that the net costs of the COVID19 pandemic, which were not funded by central government would be funded from the Council’s reserves and agreed a supplementary estimate of up to £15million for this purpose. Whilst Council agreed the supplementary estimate, it did not set out which specific reserves would be used to fund the COVID19 pandemic. Officers recommend that the additional costs of COVID19 on the 2020-21 budget are funded from the reserves set out in the following table:-

Reserve	Amount to be used to fund COVID 19
New Homes Bonus (reserve to close)	£2.4million
Carry forward reserve	£1.1million
Car Parks Maintenance reserve	£1.5million
Legal actions reserve (reserve to close)	£0.3million
Invest to save reserve	£0.6million
Budget Pressures reserve (reserve to close)	£1.8million
TOTAL	£7.7million

11. 2021-22 outline budget – current position

- 11.1 Although it is still early in the estimates process (the Council does not set its 2021-22 budget and Council Tax until 10 February 2021), the current outline budget shows a shortfall between the likely resources and the proposed net expenditure of £2.7million. This shortfall needs to be funded by identifying further savings to be made in 2021-22 beyond those already proposed as part of the Future Guildford transformation programme.
- 11.2 In order to arrive at the final budget, service managers prepare an outline budget based on existing levels of service, which has then been amended for existing commitments and agreed savings arising from Future Guildford. For 2021-22

Officers have not been invited to submit any new service growth proposals due to the need to reduce expenditure and resolve the budget shortfall. However, assumptions regarding on-going loss of income due to COVID19 have been included within the budget and forward projections as set out in section 4 (paragraph 4.13).

- 11.3 Paragraph included in exempt Appendix 3.
- 11.4 The base outline budget position, excluding the revenue implication of capital bids to be considered as part of the capital and investment strategy report in January 2021 is projecting net expenditure levels to be higher than the estimated income, assuming a 1.94% council tax increase, leading to a shortfall of £2.7million. Service managers and the finance team continue to work on these figures and update them as appropriate.
- 11.5 The shortfall above includes the effect of the increase in council tax base as set out in section 6 of this report.
- 11.6 At present, the figures assume no deficit on the collection fund as referenced in paragraph 6.4.
- 11.7 Savings from the Future Guildford transformation programme have been included in the outline budget and forward projections as follows:

	2021-22 £	2022-23 £	2023-24 £	2024-25 £
Staffing savings	£4.228million	£4.228million	£4.228million	£4.228million
Service Challenge efficiency savings	£0.742million	£1.125million	£1.636million	£2.229million
Total	£4.970million	£5.353million	£5.864million	£6.457million

- 11.8 The Future Guildford transformation project identified a number of potential service challenge savings. Some of these savings have been incorporated in the draft outline budget as set out above where projects are active and there is a medium to high confidence in achieving the savings. The remainder of the Future Guildford savings, and some further additional savings proposals are set out in section 13 as a strategy to deal with the shortfall in the budget.

Major changes from 2020-21

- 11.9 The estimated directorate level expenditure excluding depreciation charges for 2021-22 is £9.880 million, which is £6.7 million less than the 2020-21 directorate level expenditure estimate of £16.667 million. The major variances are the inclusion £4.9million of the Future Guildford savings set out in paragraph 11.6, and the removal of the one-off lump sum payment made to the Surrey Pension Scheme which was funded from the Business Rates Equalisation reserve. Further details of variances at service level are set out in **Appendix 2**.

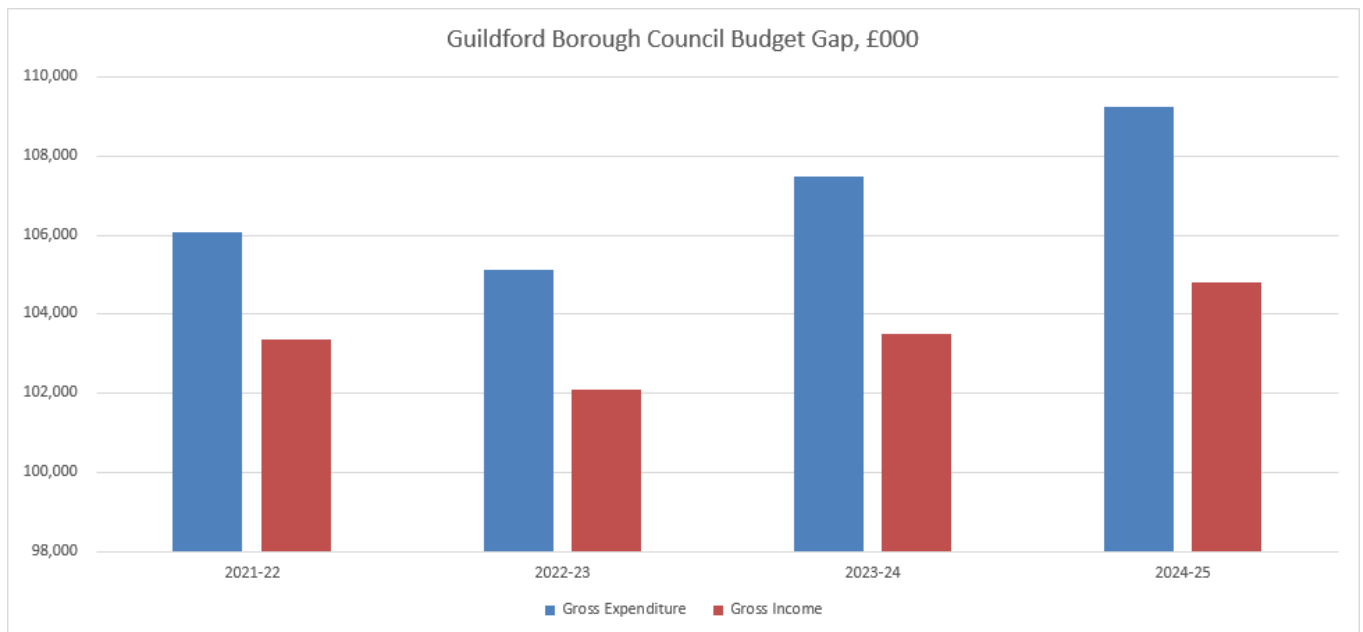
Major changes from 2021-22 projection included in the 2020-21 estimates

11.10 When the 2020-21 estimates were approved, we projected an increasing budgetary pressure in 2021-22 and beyond. The 2021-22 outline budget shows an improvement in the position compared to what was projected largely due to the delay in implementing the business rate retention scheme reset and fair funding review and the savings being achieved through the future Guildford transformation programme. The major movements that have contributed to this overall position:

- Reduction in the anticipated directorate budgets - £0.455 million [this includes a working assumption around the level of savings from the Future Guildford transformation project]
- increase in the proposed use of reserves - £1.5 million mainly the use of the business rate retention scheme to offset fluctuations in business rate income

12. Projections for 2022-23 to 2024-25

12.1 The projections for the budget for 2022-23 to 2024-25 based on the assumptions set out in this report is that there will be a cumulative budget deficit of £4.435million by 2024-25. The budget gap (i.e., the difference between the expenditure and income of the Council) is shown in the chart below and Appendix 1 shows further detail.



Year	GBC Budget, £000			
	2021-22	2022-23	2023-24	2024-25
Gross Expenditure	106,068	105,114	107,483	109,244
Gross Income	103,358	102,090	103,507	104,809

Budget Gap (difference between Expenditure and Income)	2,710	3,024	3,976	4,435
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13. Savings Strategy

13.1 The scale of the shortfall between income and expenditure is significant, particularly considering the fact that the Council has made substantial savings, efficiencies and additional income in the last 3 years and already has a programme of transformation savings which is programmed to deliver substantial savings over the next four years which have already been accounted for when calculating the budget shortfall.

13.2 In order to deliver further savings of around £4.4million against the net service budget (before reserves transfers) of £13.6million means that savings equivalent to around 32% (just under one third) of the Council's budget need to be found. This may require some very difficult decisions to be made around the level of service provision that the Council can afford to provide to the community.

13.3 In order to deliver the required savings officers have identified a number of work streams:-

- a. Review and potential reduction of the Council's discretionary services
- b. Review of the Council's capital programme to reduce MRP and Interest costs falling on the general fund revenue budget
- c. Review the Council's need for office accommodation
- d. Consideration of merging the Council with a neighbouring borough
- e. Consideration of merging the Council with a number of other neighbouring boroughs and part of the County Council to create a Unitary Council (one of multiple unitary Council's in Surrey)

13.4 Further detail regarding the proposed workstreams is set out in Appendix 3 (Not for publication). As part of implementation of these workstreams it is recommended that the Council undertake a consultation on the Council's budget and the areas of service which may need to reduce.

14. Comments of Joint EAB

14.1 The Joint Executive Advisory Board (JEAB) will consider the outline budget at its meeting on 11 November 2020.

15. Consultations

15.1 The Joint Executive Advisory Board (JEAB) will be consulted about the outline budget for 2021-22 and the proposed savings strategy. Its comments are included in section 14. The Leader of the Council has requested that residents are aware, informed and understand decisions made on the Council's strategy for savings. The timescale for the consultation for this is currently under consideration but it is anticipated to be after the Council has set its budget for 2021-22 in February 2021 but before the implementation of any savings set out within the strategy in Appendix 3.

16. Equality and diversity implications

- 16.1 There are no equality or diversity implications arising from this report. Where changes to services are included within the budget the service managers will carry out the relevant equality impact assessments as part of the changes before they are implemented. The assessment of impact under the equalities act will also form part of the public consultation exercise.

17. Financial implications

- 17.1 The financial implications are considered throughout the report.

18 Legal implications

- 18.1 The Council is required by the Local Government Finance Act 1992 to calculate its budgetary requirements on an annual basis. Under S151 of the Local Government Act 1972 the Chief Finance Officer is appointed to ensure the proper administration of the Council's finances.

19. Human Resources implications

- 19.1 Each year the Council reviews whether to make a pay award, in agreement with Unison, and takes into account factors such as changes in the UK economy and the Council's financial situation. In considering the level of pay award we aim to achieve a fair balance between the competing pressures of offering an attractive pay and benefits package and securing the best value for money for our residents and taxpayers. We are pleased to confirm that a 2% increase will be applied to all of our salary bands with effect from 1 July 2020.

20 Summary of options

- 20.1 The committee is able to offer comments in support of, or against, any of the proposals contained in the report.

21. Conclusion

- 21.1 At this early stage in the budget process, there is a gap between the projected net expenditure for 2021-22 and our estimated resources of £2.7million. There remain a number of external factors that may result in a budget gap developing further as we move through the process. It remains possible that there will be revisions to the local government finance settlement but we will not know this until December.
- 21.2 The medium term financial plan position remains challenging and we estimate that we will need to find savings of approximately £4.4 million over the period to 2024-25. In order to set a balanced budget for 2021-22 and the medium term period, the report sets out a savings strategy in section 13, with further detail in Appendix 3.

22. Appendices

Appendix 1 - General Fund summary and 3 year projections.

Appendix 2 - Variances between 2020-21 estimate and 2021-22 outline budget at service level.

Appendix 3 - Savings Strategy (Not for Publication).

GENERAL FUND SUMMARY	Estimate 2020-21 £	Projection 2021-22 £	Projection 2022-23 £	Projection 2023-24 £	Projection 2024-25 £
Directorates - Net Expenditure					
Community Services	-314,990	-791,000	-890,000	-896,000	-931,840
Corporate Services	0	0	0	0	0
Development	0	0	0	0	0
Planning and Regeneration	3,142,170	3,518,000	3,525,000	3,583,000	3,726,320
Environment	11,556,920	11,788,000	11,581,000	11,390,000	11,845,600
Managing Director	783,410	-560,000	-555,000	-549,000	-570,960
Resources	0	0	0	0	0
Finance	11,820,880	6,364,000	6,395,000	8,404,000	8,740,160
Total Directorate Level	26,988,390	20,319,000	20,056,000	21,932,000	22,809,280
<i>Provisional Growth bids not yet included in Directorate budgets</i>	964,000	3,322,223	2,507,889	2,069,225	2,545,673
<i>Provisional savings not yet removed from Directorate budgets</i>	-2,471,425	-4,970,100	-5,353,350	-5,864,250	-6,457,000
<i>Potential increase in Pension contributions following valuation</i>		0	0	0	0
<i>Prepayment of Secondary pension Fund contributions</i>					
Depreciation (contra to directorate budgets)					
Directorate level excluding depreciation	16,667,135	9,880,123	8,419,539	9,345,975	10,106,953
External interest (receivable)/payable (net)	-1,172,935	641,955	1,137,620	1,897,320	1,897,320
Interest payable to Housing Revenue Account	531,550	481,700	450,450	450,450	450,450
Minimum Revenue Provision	1,639,171	2,121,300	2,998,300	4,345,000	4,345,000
Revenue income from sale of assets	0	0	0	0	0
Revenue Contributions to Capital Outlay (RCCO)					
Met from: Capital Schemes reserve	0	0	0	0	0
Other reserves	537,000	537,000	537,000	537,000	537,000
General Fund	0	0	0	0	0
Total before transfers to and from reserves	18,201,921	13,662,078	13,542,909	16,575,745	17,336,723
Transfers to and from reserves					
Capital Schemes reserve					
<i>Funding of Revenue Contribution to Capital Outlay</i>	0	0	0	0	0
<i>Contribution in year</i>	0	0	0	0	0
Budget Pressures Reserve	0	0	0	0	0
Business Rates Equalisation reserve	-946,454	4,692,459	1,978,473	-593	851
Car Park Maintenance reserve	272,950	63,000	168,000	225,000	283,000
Election Costs reserve	62,500	63,000	63,000	63,000	63,000
Insurance reserve	0	0	0	0	0
IT Renewals reserve	542,710	543,000	543,000	543,000	543,000
Invest to Save reserve	-10,000	0	250,000	250,000	250,000
Energy Management reserve	0	0	0	0	0
New Homes Bonus reserve	351,019	-155,000	-125,000	0	0
On Street Parking reserve	-260,070	-260,000	-260,000	-260,000	-260,000
Pensions Reserve (Statutory)	0	0	0	0	0
Recycling Reserve	0	0	0	0	0
Spectrum reserve	188,843	193,000	196,000	200,000	204,000
Carry Forward Items	0	0	0	0	1
Other reserves	-477,090	112,000	115,000	118,000	118,000
Total after transfers to and from reserves	17,926,329	18,913,537	16,471,382	17,714,152	18,538,575
Business Rates Retention Scheme payments					
Business Rates tariff payment	33,119,290	32,482,000	30,892,000	31,488,000	32,142,000
Business Rates - levy / (safety net) payment to/ (From) MHCLG	810,933	-246,000	0	0	0
Non specific government grants					
s31 grant re BRR scheme	-1,959,000	-1,714,300	0	0	0
s31 grant re Council Tax	0	0	0	0	0
Reduction to SFA following fair funding review	0	0	441,460	588,641	735,760
Other government grant	0	0	0	0	0
New Homes Bonus grant	-851,019	0	0	0	0
GUILDFORD BOROUGH COUNCIL NET BUDGET	49,046,533	49,435,237	47,804,842	49,790,793	51,416,335
Parish Council Precepts	1,876,544				
TOTAL NET BUDGET	50,923,077	49,435,237	47,804,842	49,790,793	51,416,335
Business Rates - retained income	-34,713,245	-36,223,000	-33,938,000	-34,592,000	-35,312,000
Revenue support grant	0	0	0	0	0
Collection Fund (surplus)/deficit - Business Rates	-4,140,430	0	0	0	0
Collection Fund (surplus)/deficit - Council Tax	0	0	0	0	0
COUNCIL TAX REQUIREMENT	12,069,402	13,212,237	13,866,842	15,198,793	16,104,335
Projected (under)/over spend @					
Council tax requirement excluding Parish Precepts	10,192,858	13,212,237	13,866,842	15,198,793	16,104,335
Tax base	57,645.39	58,262	59,005	59,915	60,809
Band D Tax (Borough Only)	176.82	226.77	235.01	253.67	264.83
% Increase	2.91%	28.25%	3.63%	7.94%	4.40%
Band D Tax (incl Parishes)	209.37	226.77	235.01	253.67	264.83
Target increase per annum	1.90%	1.94%	1.94%	1.94%	1.94%
Council tax @ target increase	176.82	180.25	183.75	187.31	190.95
Borough Council demand for target tax rise	10,192,858	10,501,750	10,842,010	11,222,780	11,611,280
Current demand	10,192,858	13,212,237	13,866,842	15,198,793	16,104,335
Cumulative Budget Gap	-0	2,710,000	3,025,000	3,976,000	4,493,000
In year budget gap	-0	2,710,000	315,000	951,000	517,000

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Text36		2020-21 Estimate	2021-22 Projection	2022-23 Projection	2023-24 Projection
<i>Audit and Performance Management</i>	AUDTMN	(1,412,250)	(1,415,910)	(1,419,630)	(1,423,460)
<i>Building Control Management</i>	BCONMN	401,060	417,350	434,100	451,320
<i>Business Rates and Systems Mgmt</i>	BRSYMN	(12,290)	(13,240)	(14,210)	(15,190)
<i>Business Supp Operational Mgmt</i>	BUSOMN	106,950	101,970	96,880	91,710
<i>Community Development Mgmt</i>	COMDMN	230,490	235,970	241,520	247,210
<i>Corporate Property Management</i>	COPSMN	(5,825,890)	(5,876,980)	(5,931,280)	(5,916,620)
<i>Corporate Services Management</i>	CORSMN	1,029,240	1,041,720	1,054,470	1,067,450
<i>Council Tax Management</i>	CTAXMN	568,420	575,620	582,940	590,420
<i>Democratic Services Management</i>	DEMOMN	1,709,480	1,735,440	1,761,910	1,788,830
<i>Development Control Management</i>	DEVCMN	848,690	860,950	873,390	886,130
<i>Electric Theatre Management</i>	ELECMN	0	0	0	0
<i>Electoral Services Management</i>	ELTLMN	372,920	376,880	380,950	385,110
<i>Engineering and Transport Mgmt</i>	ENTNMN	1,504,910	1,513,840	1,522,950	1,532,230
<i>Energy Mgmt and Sustainability</i>	EYSYMN	149,530	148,110	146,650	145,150
<i>Financial Services Management</i>	FINAMN	7,280,450	1,796,840	1,804,000	3,789,660
<i>Fleet and Waste Management</i>	FLWAMN	6,153,370	6,180,120	6,213,110	6,246,540
<i>Housing Advice Management</i>	HADVMN	1,437,620	1,450,040	1,462,730	1,475,620
<i>Health and Community Care Mgmt</i>	HECOMN	3,527,960	3,566,780	3,581,340	3,621,700
<i>Heritage Management</i>	HERTMN	1,067,640	1,083,400	1,099,410	1,115,760
<i>Housing Outside The Hra Mgmt</i>	HOHRMN	62,610	62,590	62,570	62,540
<i>Home Farm Management</i>	HOMFMN	15,200	15,300	15,400	15,490
<i>HR and Business Improvement</i>	HRBSMN	77,440	74,670	71,850	68,960
<i>Housing Benefit Management</i>	HSBNMN	446,940	462,290	477,930	493,900
<i>Ict Management</i>	ICTMN	190,330	162,460	134,030	104,990
<i>Information Rights Management</i>	INFOMN	4,370	4,170	3,960	3,750
<i>Infrastructure Programme Mgmt</i>	INFRMN	685,190	690,810	696,530	702,350
<i>Leisure Development Management</i>	LEDVMN	4,266,220	4,241,730	4,216,670	4,191,080
<i>Legal Services Management</i>	LEGLMN	(59,260)	(63,180)	(67,180)	(71,230)
<i>Local Economy Management</i>	LOECMN	634,870	647,740	660,700	673,880
<i>Office Services Management</i>	OFFSMN	(221,090)	(240,810)	(260,840)	(281,330)
<i>Parks and Landscape Management</i>	PALAMN	3,276,690	3,123,460	3,146,250	3,189,490
<i>Parking Management</i>	PARKMN	(4,758,900)	(5,200,320)	(5,469,800)	(5,744,670)
<i>Policy and Partnership Mgmt</i>	PLPAMN	314,600	319,340	324,160	329,050
<i>Planning Policy Management</i>	PLPLMN	1,316,990	1,400,470	1,373,830	1,397,670
<i>PR and Marketing Management</i>	PRMKMN	454,540	461,580	468,760	476,080
<i>Project Aspire</i>	PROASP	0	0	0	0
<i>Procurement Management</i>	PROCMN	151,830	154,810	157,850	160,950
<i>Property Management</i>	PROPMN	52,740	(3,800)	(61,500)	(120,400)
<i>Payroll and Insurance Management</i>	PYINMN	90	(16,440)	(33,300)	(50,490)
<i>Web Programme Management</i>	WEBPMN	238,860	242,410	246,040	249,740

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Appendix 2

26,989,000

20,319,000

20,056,000

21,932,000

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Appendix 3

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