



Contact Officer:

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

12 January 2022

Dear Councillor

Your attendance is requested at a meeting of the **CORPORATE GOVERNANCE AND STANDARDS COMMITTEE** to be held in the Council Chamber, Millmead House, Millmead, Guildford, Surrey GU2 4BB on **THURSDAY 20 JANUARY 2022 at 7.00 pm.**

Yours faithfully

Tom Horwood  
Joint Chief Executive

**MEMBERS OF THE COMMITTEE**

Chairman: Councillor George Potter

Vice-Chairman: Councillor Deborah Seabrook

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

+Maria Angel MBE  
+Murray Litvak  
^Julia Osborn  
^Ian Symes  
^Tim Wolfenden

+Independent member

^ Parish member

**Authorised Substitute Members:**

Councillor Jon Askew  
Councillor Ruth Brothwell  
Councillor Colin Cross  
Councillor Guida Esteves  
Councillor Graham Eyre  
Councillor Angela Gunning  
Councillor Liz Hogger

Councillor Masuk Miah  
The Mayor, Councillor Marsha Moseley  
Councillor Ramsey Nagaty  
Councillor Jo Randall  
Councillor Tony Rooth  
Councillor Catherine Young

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**QUORUM 3**

## THE COUNCIL'S STRATEGIC FRAMEWORK (2021- 2025)

### **Our Vision:**

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

### **Our Mission:**

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

### **Our Values:**

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

### **Our strategic priorities:**

#### Homes and Jobs

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

#### Environment

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

#### Community

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

## AGENDA

### ITEM

**1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

**2 LOCAL CODE OF CONDUCT - DISCLOSURE OF INTERESTS**

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

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

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

**3 MINUTES (Pages 5 - 10)**

To confirm the minutes of the meeting of the Corporate Governance and Standards Committee held on 18 November 2021.

**4 FREEDOM OF INFORMATION COMPLIANCE - ANNUAL REPORT 2021  
(Pages 11 - 16)**

**5 SUMMARY OF INTERNAL AUDIT REPORTS (APRIL 2021 TO JANUARY  
2022) (Pages 17 - 36)**

**6 CORPORATE PERFORMANCE MONITORING 2021-22: QUARTER 2  
(Pages 37 - 84)**

**7 RISK MANAGEMENT UPDATE (Pages 85 - 90)**

**8 CAPITAL AND INVESTMENT STRATEGY (2022-23 TO 2026-27) (Pages 91 - 240)**

**9 FINANCIAL MONITORING 2021-22 PERIOD 8 (APRIL TO NOVEMBER 2021)  
(Pages 241 - 304)**

**10 WORK PROGRAMME (Pages 305 - 314)**

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## CORPORATE GOVERNANCE AND STANDARDS COMMITTEE

18 November 2021

- \* Councillor George Potter (Chairman)
- \* Councillor Deborah Seabrook (Vice-Chairman)
- \* Councillor David Goodwin
- Councillor Nigel Manning
- \* Councillor Susan Parker
- \* Councillor John Redpath
- \* Councillor James Walsh

Independent Members:

- \* Mrs Maria Angel MBE
- \* Mr Murray Litvak

Parish Members:

- \* Ms Julia Osborn
- \* Mr Ian Symes
- Mr Tim Wolfenden

\*Present

Councillors Tim Anderson, Tom Hunt, and Jo Randall were also in attendance.

### **CGS37 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies for absence were received from Councillor Nigel Manning, for whom Councillor Jo Randall substituted.

### **CGS38 LOCAL CODE OF CONDUCT - DISCLOSURE OF INTERESTS**

There were no disclosures of interest.

### **CGS39 MINUTES**

The minutes of the meeting of the Committee held on 23 September 2021 were approved as a correct record. The Chairman signed the minutes.

### **CGS40 PLANNING APPEALS MONITORING FOLLOW UP REPORT**

The Committee considered the third monitoring report on planning appeals, which focused on 'overturn' appeals data and 'costs' data for 2018, compared with 2019, 2020 and (up to November) 2021.

The report had suggested that, in future, the focus should be on appeal decisions covering the previous two calendar years which would allow a greater focus on the analysis of the decisions presented, and attention was drawn to the number of Planning Committee decisions in 2020, which was lower than other years due to the cancellation of several meetings as a result of the national Covid lockdown measures in place. The overall number of appeal decisions had also been lower in 2021 in part due to the same reasons.

Officers had attached commentary to each year's report which looked at the proportion of appeals allowed in respect of member overturn decisions and overall appeal performance. The report noted that there was a consistent trend regarding the number of appeals being allowed in respect of Planning Committee decisions being considerably higher than overall appeal decisions.

The report had also included details of the range of costs associated with defending appeals together with the key risks and financial implications. The report had recommended that, in future, this monitoring report be presented annually to the Committee as the timing of appeal

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decisions meant that twice yearly reporting did not present sufficient data to establish a trend or meaningful update.

The Lead Councillor for Development Management commented on the opportunity cost associated with officers working on defending planning appeals which meant that officers could not work on other planning applications.

During the debate, the following points were raised:

- In response to concerns over the veracity of information provided in the report, the Committee noted that the information contained both the appeal outcomes generally (i.e. the outcome of all planning appeals) and specifically the outcome of appeals in respect of committee overturns.
- In response to concerns regarding use of the full resources of the Council in respect of appeals against Planning Committee overturns, the Interim Head of Place confirmed that all appeals are robustly defended to the best of officers' ability, irrespective of the decision-maker.
- Where an overturn is contemplated by the Planning Committee, discussion as to likely outcome of an appeal should be avoided, or at least discussed using neutral language.
- The importance of the need for ongoing training for Planning Committee members was again emphasised, particularly with a view to improving the quality of decision making to enable councillors to reach their own conclusions on the planning merits of individual applications.
- In response to a concern over the number of appeals in respect of the non-determination of planning applications by the Council and a request for a moratorium on acceptance of applications, the Committee noted that the volume of applications that the Planning team was currently working on had almost doubled compared to the levels at the beginning of the pandemic. This had led to the Council having to use agency staff to deal with the backlog of work. It was also noted that the decision-making framework for dealing with non-determination applications followed the same pattern as a normal application in that the matter would still be referred to the Committee for an indication as to whether, had the Committee been in a position to determine, the application would have been approved or refused. The Committee also noted that the Council had no powers to prevent applications being submitted to the Council or to refuse to accept them.
- There was little difference in financial liability to the Council between applications allowed on appeal which had been determined by the Council and those which had been allowed on appeal following a failure by the Council to determine the application.
- Request for details of all appeal cost decisions for 2019, which was not shown in the report
- It was noted that in relation to budget provision for appeals, which had been relatively low and exceeded regularly, officers would be examining whether this budget was set at the appropriate level and would be looking at other authorities' approach to appeals budgets.
- Future reports to provide more analysis over the reasons behind decisions made

In considering whether the report should be presented annually, the Committee requested that the six-monthly reports should continue.

Having considered the report, and noted the corrections on the Supplementary Information sheet, the Committee

**RESOLVED:** That the contents of the update report and data be noted.

#### Reason:

To enable the Committee to monitor the Council's performance on planning appeals.

## **CGS41 INTERNAL AUDIT PROGRESS REPORT (APRIL TO OCTOBER 2021)**

The Committee considered a report on progress made by the Council's internal audit manager (KPMG) on their internal audit plan for 2021-22 for the period April to October 2021, which included a summary of the work that they had concluded since the previous report to Committee and what they had planned to do ahead of the next. The report also provided an executive summary of three internal audit reports which examined Key Learnings from Covid, Safeguarding, and the Future Guildford Programme.

In relation to Key Learnings from Covid, the Committee noted that this had an Amber/ Green assurance rating (significant assurance with minor improvement opportunities). KPMG had noted good practice around the roll out of IT, the quick establishment of robust governance structures, with key findings and recommendations around formally taking minutes of meetings, regular action tracking, and the review and testing of business continuity plans.

In relation to the Safeguarding report, the Committee was informed that this had received an Amber/Red assurance rating (partial assurance with improvements required), which was below management's forecast. The Committee's attention was drawn to the Supplementary Information Sheet which included the agreed management responses to KPMG's recommendations. KPMG had noted good practice in that the management had started to introduce a safeguarding governance structure and that there were guides in place to support staff in the safeguarding referrals process. Their findings and recommendations were around clarity over policy review and approval schedules, the content of the policy, the training framework in place and in particular the ownership of monitoring training schedules and monitoring compliance with training and also around maintaining a central log of all safeguarding referrals made.

The third of the Internal Audit reports on the Future Guildford programme had received an Amber/Green assurance rating, which was in line with management's forecast. KPMG had noted good practice around the regular reporting of progress on the programme to the Overview and Scrutiny Committee, regular meetings of the main programme board with consistent agenda items and strong initial consultations with staff. KPMG's recommendations for this report related to undertaking a formal 'lessons learned' exercise.

KPMG also drew attention to a new element of their progress reports which involved sending satisfaction questionnaires with all of their final reports to the Executive sponsor. The results of the questionnaires relating to the HRA/Right to Buy receipts and performance monitoring reviews were set out in their report.

In debating this item, the Committee raised the following points:

- In response to a question as to why the Council's Safeguarding performance was unsatisfactory, the Committee noted that part of the problem related to identifying the Council's role given that Surrey County Council was the statutory authority for safeguarding. It was also noted that where the Council had referred safeguarding cases to Surrey, there had been little feedback on the outcome or any learning points arising. The Committee felt that the Surrey Safeguarding Board should be requested to establish better communication with partners regarding the outcome of cases referred together with learning points arising.
- Whilst Surrey County Council had the overall responsibility for safeguarding, the Council should recognise its responsibility to be aware of safeguarding issues and to make sure that they are recorded and reported. Assurance was sought that, as a priority, the necessary resources would be put in place to ensure that staff were properly trained in identifying safeguarding issues and how to make referrals.
- Emphasis on the need for safeguarding training not only for staff, but also for councillors
- In relation to future internal audit reports where assurance rating given is red/amber or worse, that the management response is included.

The Committee

RESOLVED: That the internal auditor's progress against their 2021-22 internal audit plan, together with the key findings from the reviews undertaken, be noted.

Reason:

To ensure good governance arrangements and internal control by undertaking an adequate level of audit coverage.

## **CGS42 APPOINTMENT OF EXTERNAL AUDITORS**

The Committee was reminded that, following the closure of the Audit Commission in 2015, the Council had considered options for the appointment of its external auditors in December 2016 and had agreed to opt-in to the appointing person arrangements made by Public Sector Audit Appointments (PSAA) for the appointment of external auditors from 2018-19 for a period of five years up to and including the audit of the 2022-23 accounts.

This arrangement would terminate on 31 March 2023. The Council was now invited to consider arrangements for the re-appointment of its external auditor for a 5-year period from 2023-24.

PSAA was now undertaking a procurement for the next appointing period, covering audits for 2023-24 to 2027-28. During Autumn 2021, all local government bodies needed to make important decisions about their external audit arrangements from 2023-24. They had options to arrange their own procurement and make the appointment themselves or in conjunction with other bodies, or they could join and take advantage of the national collective scheme administered by PSAA.

The Committee considered a report setting out the proposals for appointing the Council's external auditor for the five-year period from 2023-24.

Officers considered that the sector-wide procurement conducted by PSAA would produce better outcomes and would be less burdensome for the Council than a procurement undertaken locally because:

- collective procurement reduced costs for the sector and for individual authorities compared to a multiplicity of smaller local procurements;
- if it did not use the national appointment arrangements, the Council would need to establish its own auditor panel with an independent chair and independent members to oversee a local auditor procurement and ongoing management of an audit contract;
- it was the best opportunity to secure the appointment of a qualified, registered auditor - there were only nine accredited local audit firms, and a local procurement would be drawing from the same limited supply of auditor resources as PSAA's national procurement; and
- supporting the sector-led body offered the best way of ensuring there was a continuing and sustainable public audit market into the medium and long term.

If the Council wished to take advantage of the national auditor appointment arrangements, it was required under the local audit regulations to make the decision at full Council. The opt-in period started on 22 September 2021 and would close on 11 March 2022.

Having considered the proposals, and the options open to the Council, the Committee

RECOMMEND (to Council on 7 December 2021):

That the Council accepts Public Sector Audit Appointments' invitation to opt into the sector-led option for the appointment of external auditors to principal local government and police bodies for five financial years from 1 April 2023.



Reason:

To enable the Council to comply with statutory obligations under Section 7 of the Local Audit and Accountability Act 2014.

**CGS43 FINANCIAL MONITORING 2021-22: PERIOD 6 (APRIL TO SEPTEMBER 2021)**

The Committee considered the latest financial monitoring report, which summarised the projected outturn position for the Council's general fund revenue account, based on actual and accrued data for the period April to September 2021.

Officers were projecting an increase in net expenditure on the general fund revenue account of £1,762,936, which was down from £3m reported at the last meeting after transfers to and from reserves. This was predominantly due to the review of the interest receivable and payable which had resulted in a net increase in interest receivable.

Covid-19 continued to impact the Council. The direct expenditure incurred by the Council in the current financial year currently stood at £299,597. The Council had received a grant of £622,690 to finance direct Covid-19 costs for 2021-22.

The indirect costs of Covid-19, particularly the loss of income, were reflected in the services forecasting. The Council had made a claim of £1.45 million in respect of some of the lost income for the three months April to June, under the Sales, Fees and Charges (SFC) compensation scheme. This was currently included within the projection. Officers were currently projecting a loss of income for the full year of around £4.2 million. At present the Government did not appear to have any plans to extend the SFC compensation scheme beyond June 2021. The report considered the expenditure and income forecasted up to 30 September 2022, which would potentially be subject to movement depending on the success of the Government's roadmap for lifting all Covid restrictions.

Whilst a £17 million transfer from reserves had originally been budgeted, this was now expected to be £24 million. The Committee noted that reserves generally were running at dangerously low levels of approximately £5.8 million, whereas officers would normally recommend reserve levels at around £12 million.

There had been a reduction of £178,097 in the statutory Minimum Revenue Provision (MRP) charge to the general fund to make provision for the repayment of past capital debt reflecting a re-profiling of capital schemes.

A surplus on the Housing Revenue Account would enable a projected transfer of £8.4 million to the new build reserve and meet the forecasted £2.5 million to the reserve for future capital at year-end. The transfer to the New Build reserve was £7,372 higher than budgeted due to lower total expenditure over income.

Progress against significant capital projects on the approved programme as outlined in section 7 of the report was underway. The Council expected to spend £60.444 million on its capital schemes by the end of the financial year.

The Council's underlying need to borrow to finance the capital programme was expected to be £37.78 million by 31 March 2022, against an estimated position of £94.59 million. The lower underlying need to borrow was a result of slippage on both the approved and provisional capital programme as detailed in paragraphs 7.3 to 7.6 of the report.

The Council held £204 million of investments and £339 million of external borrowing on 30 September, which included £193 million of HRA loans. Officers confirmed that the Council had complied with its Prudential indicators in the period, which had been set in February 2021 as part of the Council's Capital Strategy.

In considering this report, the Committee made the following comments:

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- Acknowledgement of the severe state of the Council’s finances, the dangerously low levels of reserves and the need for tight financial management to ensure that the position does not worsen, but also to begin a process for re-building reserves.
- It was noted that the in-year savings plan to mitigate the current overspend, which would be presented to the Executive at its meeting on 23 November 2021, would only mitigate the impact in the current financial year and could not be replicated in future years.
- Appreciation of the improvements in the monitoring and reporting of the impact of slippage in progress with major capital projects to ensure greater awareness of the potential risk of funding having to be returned.
- In response to a request for additional information in the main report on S.106 developer contributions, the Committee was reminded that a more detailed and regular monitoring report on S.106 contributions would be submitted to the next meeting and every six months thereafter
- Suggestion that the Council invests in electric car charging points and the need to explore alternative payment methods for parking in order to maximise income. It was noted that there was a project in the pipeline to replace “pay on foot” equipment in the Council’s car parks
- In response to concerns over the level of investments in other local authorities and associated returns, and the extent to which those investments were secure given the significant financial difficulties that all local authorities were experiencing, officers confirmed that the returns were higher than could be achieved by way of investment in banks. It was also noted that no local authority had defaulted on any loan.

Having considered the report, the Committee

RESOLVED: That the results of the Council’s financial monitoring for the period April to September 2021 be noted, subject to the comments referred to above.

Reason:

To allow the Committee to undertake its role in relation to scrutinising the Council’s finances.

**CGS44 WORK PROGRAMME**

The Committee considered its updated 12 month rolling work programme and noted the correction on the Supplementary Information Sheet in respect of the suggested deletion of the Annual Audit Letter 2020-21 item from the 24 March 2022 meeting as this would now be incorporated into the separate item on the Audit Findings Report.

In considering the work programme, and specifically the suggestion made at the last meeting that the Committee receives a presentation on measures being undertaken to address the slippage in the capital programmes, it was suggested that this presentation should take place immediately prior to the Committee meeting in April 2022.

The Committee

RESOLVED: That, subject to the correction on the Supplementary Information Sheet referred to above, the updated 12 month rolling work programme, as set out in Appendix 1 to the report submitted to the Committee, be approved.

Reason:

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

The meeting finished at 8.58 pm

Signed .....

Date .....

Chairman

Corporate Governance and Standards Committee Report

Ward(s) affected: n/a

Report of Strategic Services Director

Author: Ciaran Ward

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Date: 20 January 2022

## **Freedom of Information Compliance: Annual Report 2021**

### **Executive Summary**

This is a regular report monitoring the Council's performance in dealing with Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests.

Following a drop in performance rates during 2020, largely due to the Covid pandemic lockdown and corporate restructures, performance rates for timely delivery of FOI/EIR requests have returned to more normal levels in 2021.

The figure for 2021 (January–November) is 92% compared with 80% for 2020.

### **Recommendation to Committee**

That Corporate Governance and Standards Committee notes the officer actions and continues to receive six monthly updates.

### Reasons for Recommendation:

- To ensure that the Committee is kept up to date with developments in the FOI/EIR framework.
- To ensure that the public has the necessary information to enable requests for information to be made easily to the Council and properly responded to.
- To assist with learning lessons and improving performance following requests for information made to the Council.

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

**1. Purpose of Report**

- 1.1 The Corporate Governance and Standards Committee has requested this report to ensure the Council improves its response timescales for FOI and EIR requests.
- 1.2 Promoting openness and transparency in Council policy and decision-making is essential to promote public confidence within the Borough in order to improve prosperity and well-being as outlined in the Strategic Framework – i.e. the Council “will be open and accountable”.
- 1.3 Effective compliance with information governance, including the management of the Council’s FOI/EIR regime plays a key part in achieving these objectives.

**2. Background**

- 2.1 The Council is required to respond to FOI and EIR requests within 20 working days, subject to certain exceptions as long as the requester is kept informed, for example extra time can be taken to consider the Public Interest Test.

**3. Update on progress in 2021**

- 3.1 The Council received 564 FOI/EIR requests during the calendar year 2021. This marks a broadly similar trend to 2020 when the corresponding figure was 536.
- 3.2 The Council’s performance rate for the first eleven months of 2021 (January–November) is 92% (of requests being closed within the statutory period of 20 working days), compared with a figure of 80% for 2020 and 94% for 2019. It is also worth noting that 34% of all requests were answered within 10 working days (i.e. half the required time limit).
- 3.3 In order to maintain current performance rates upcoming deadlines will continue to be closely monitored with line manager involvement if necessary.

**4. Requests received by Service Areas, January– November 2021**

- 4.1 Planning received the most requests with a total of 67 (almost 13% of the total requests received across all service areas). Of these Planning-related requests, an impressive 92.5% were answered within the 20 working day time-scale.
- 4.2 The second busiest service area was Business Rates which received 56 requests, accounting for just under 11% of the total. A remarkable 96% of these requests were dealt with on time.
- 4.3 Nineteen service areas have exceeded the Management Team’s performance target of 90%. Notably, 10 service areas deserve special commendation for achieving a 100% compliance rate. See table in Appendix 1 for full details.

**5. Exemptions**

- 5.1 The most frequently used exemption under the Freedom of Information Act – i.e. for withholding requested information (either partially or completely), was section 21 (information available by other means), which was used on 45 occasions during 2021, marking a very similar trend to last year’s figure of 51.
- 5.2 This is largely due to the information being readily available on the Council’s website – e.g. information on expenditure, procurement, public health funerals, planning applications, houses in multiple occupation (HMOs), but mostly business rates, which accounted for 36 of the total of 51.
- 5.3 The next most commonly applied exemptions were section 31 (law enforcement/ prevention of crime), which was used on 11 occasions, and section 40 (where third-party personal data is involved) which was used on 7 occasions.

**6. Categories of Requester**

- 6.1 The highest proportion of requests during 2021 came from members of the public, accounting for 37% of all FOI/EIR requests. This was followed by private companies at 30% of the total. See table below for full figures – which reveals a broadly similar pattern to that of 2020.

<b>Correspondent Group</b>	<b>No. of requests</b>	<b>%</b>
Member of the Public	207	37%
Private Company	163	30%
Professional body	54	9.5%
“WhatDoTheyKnow”	45	8%
Media	43	7.5%
Academic	16	3%
Campaign Groups/Political	13	2%
Charity	11	2%
Other local authorities	8	1%

**7. Internal and External Reviews**

- 7.1 Four FOI/EIR requests went to internal review stage in 2021 compared with five during 2020,

**8. Subject Access Requests (SARs)**

- 8.1 The Council received 20 SARs (i.e. requests from data subjects for their own personal information), in 2021 compared with 12 during 2020 and 18 during 2019. All requests were dealt with within the standard 30 calendar day time limit.

**9. Equality and Diversity Implications**

- 9.1 No Equality and Diversity Implications apply to this report.

**10. Financial Implications**

10.1 There are no financial implications to this report.

**11. Legal Implications**

11.1 Failure to respond to FOI/EIR requests within 20 working days is a breach of the respective legislation. Requesters whose FOIs/EIRs have not been answered within the statutory time limit have the right to request an internal review and/or to make a formal complaint to the Information Commissioner's Office (ICO). There are therefore direct legal implications associated with the risk of reputational damage to the Council, adverse publicity and active monitoring by the ICO.

**12. Human Resource Implications**

12.1 There are no proposals in this report with any direct HR implications.

**13. Conclusion**

13.2 The Council's overall performance has improved over the last 12 months and has achieved the target level. To maintain current standards approaching deadlines will continue to be monitored closely and enforced if necessary.

13.3 Directors will ensure requests in their service areas remaining overdue or approaching their deadline date are resolved as soon as possible so that standards can be maintained and if possible improved.

**14. Background Papers**

None

**15. Appendices**

Appendix 1: FOI/EIR Requests received by service area, 01/01/21 – 30/11/21

FOI/EIR Requests received by service area, 01/01/21 – 30/11/21

Service Area	Total requests	Total answered in time	Percentage
Asset Management	13	11	84.5%
Benefits	13	12	92%
Bereavement Services	14	13	93%
Business Rates & Systems	56	54	96%
Community Services	6	5	83%
Corporate Property	2	2	100%
Council Tax	15	14	93%
Democratic Services & Elections	8	8	100%
Energy Management	1	1	100%
Engineers	1	1	100%
Environmental Health & Licensing	34	29	85%
Facilities	4	4	100%
Finance	31	29	93.5%
Fleet & Waste	36	31	86%
Housing Advice	29	24	83%
HR	33	31	94%
ICT	21	19	90%
Legal	11	11	100%
Leisure Services	4	4	100%
Major Projects (Corporate Programmes)	4	3	75%
Parking	20	17	85%
Parks & Countryside	15	15	100%
N'hood & Housing Management	24	21	87.5%
Planning	67	62	92.5%
PR Comms	5	5	100%
Private Sector Housing	14	14	100%
Strategic Services	7	6	85.5%
Regulatory Services	38	37	97%
<b>TOTAL</b>	<b>526</b>	<b>483</b>	<b>92%*</b>

\* NB – for clarification, this calculation is a percentage of the total number of requests answered on time against the total number received, rather than the overall percentage of requests answered on time as an average of all the percentage response rates for each service area

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Corporate Governance and Standards Committee Report

Ward(s) affected: All

Report of Director of Resources

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Date: 20 January 2022

## Internal Audit progress report

### Executive Summary

Appendix 1 presents a report from our internal audit contractor, KPMG on progress against their audit plan for 2021-22 and a summary of audit findings from the reviews undertaken during the period April 2021 to January 2022.

### Recommendation to Committee

The Committee is requested to note the Internal Audit Progress Report to January 2022, attached as Appendix 1, together with the key findings from the reviews undertaken since the last report to the Committee.

#### Reason for Recommendation:

To ensure good governance arrangements and internal control by undertaking an adequate level of audit coverage

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

### 1. Purpose of Report

1.1 To present a summary of audit work completed since the last meeting.

### 2. Strategic Priorities

2.1 The audit of Council services supports the priority of providing efficient, cost effective and relevant quality public services that give the community value for money.

**3. Background**

- 3.1 The Council's Internal Audit Plan for 2021-22 is being delivered by Neil Hewitson from KPMG, who is the Council's outsourced internal audit manager. The contract with KPMG covers the three financial years 2020-21, 2021-22 and 2022-23. A copy of their progress report and a summary of audit findings from the reviews undertaken in the period April 2021 to January 2022 is attached as Appendix 1.

**4. Financial Implications**

- 4.1 There are no financial implications as a result of this report.

**5. Legal Implications**

- 5.1 There are no legal implications as a result of this report.

**6. Human Resource Implications**

- 6.1 There are no HR implications as a result of this report.

**7. Conclusion**

- 7.1 The summary of internal audit reports is presented at Appendix 1.

**8. Background Papers**

None

**9. Appendices**

Appendix 1: Internal Audit progress report – January 2022



# Internal Audit Progress report

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**Guildford Borough Council**

KPMG Governance, Risk and Compliance Services

—  
January 2022

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Appendix 1

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# Executive Summary

The purpose of this document is to provide the Corporate Governance and Standards Committee with an update on the Internal Audit plan for 2021-22. We have summarised below the key points to draw your attention in the period since we last reported to you:

Activity	Comments
Progress against the plan	<ul style="list-style-type: none"> <li>— Commenced fieldwork for our Q4 reviews: 2020-21 recommendation follow-ups, CIPFA FM Compliance and Audit Committee Effectiveness.</li> <li>— Our Q4 reviews on CIPFA FM Compliance and Audit Committee Effectiveness have replaced our planned review on Risk Management, as agreed with management. In order to issue a Head of Internal Audit Opinion, we are required to sufficiently cover risk management through our work. Our reviews on Safeguarding, Key Learnings from Covid and Future Guildford Programme cover risk management sufficiently.</li> </ul>
Reports completed	<ul style="list-style-type: none"> <li>— Finalised our Core Financial Controls reports: Capital Management, Income and Accounts Receivable Compliance, Expenditure and Accounts Payable Compliance and Procurement. See appendices A-D for the executive summaries of these reports.</li> <li>— We have agreed with management to include in this report the management responses to agreed actions where the overall assurance rating of the review is partial assurance with improvements required or no assurance. Therefore we have included the detailed actions and management responses for our review on Core Financial Controls: Income and Accounts Receivable Compliance</li> </ul>
Significant findings to highlight	<ul style="list-style-type: none"> <li>— Our review on Core Financial Controls: Income and Accounts Receivable Compliance has an overall rating of partial assurance with improvements required. We raised one high priority finding around the formal processes needed for chasing overdue debts.</li> </ul>



## For information

- January 2022 internal audit progress report

# Progress of plan

Below is the full status of the 2021-22 Internal Audit plan as approved by the Corporate Governance and Standards Committee.

Internal audit	Status					Results	Recommendations			
	Planning	Fieldwork	Draft Report	Final Report	Reporting to CGSC	Overall Rating	High	Medium	Low	Total
01/22: HRA / RTB receipts	✓	✓	✓	✓	June 2021	Partial assurance with improvement required	1	6	-	7
02/22: Performance Monitoring – KPI review one	✓	✓	✓	✓	August 2021	Significant assurance with minor improvement opportunities				
03/22: Performance monitoring – KPI review two	✓	✓	✓	✓	August 2021	Significant assurance with minor improvement opportunities	-	3	1	4
04/22: Performance monitoring – KPI review two	✓	✓	✓	✓	August 2021	Significant assurance with minor improvement opportunities				
05/22: Safeguarding	✓	✓	✓	✓	November 2021	Partial assurance with improvement required	-	5	2	7

Appendix 1

Agenda item number: 5

## Progress of plan (cont.)

Internal audit	Status				Reporting to CGSC	Results	Recommendations			
	Planning	Fieldwork	Draft Report	Final Report		Overall Rating	High	Medium	Low	Total
06/22: Key Learnings from Covid	✓	✓	✓	✓	November 2021	Significant assurance with minor improvement opportunities	-	2	4	6
07/22: Future Guildford Programme	✓	✓	✓	✓	November 2021	Significant assurance with minor improvement opportunities	-	1	1	2
08/22: Financial controls: capital management	✓	✓	✓	✓	January 2022	Significant assurance with minor improvement opportunities	-	2	-	2
09/22; Financial controls: income and accounts receivable compliance	✓	✓	✓	✓	January 2022	Partial assurance with improvement required	1	-	1	2
10/22: Financial controls: expenditure and accounts payable compliance	✓	✓	✓	✓	January 2022	Significant assurance with minor improvement opportunities	-	2	-	2
11/22: Financial controls: procurement	✓	✓	✓	✓	January 2022	Significant assurance with minor improvement opportunities	-	2	-	2

Appendix 1  
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## Progress of plan (cont.)

Internal audit	Status		Results			Recommendations				
	Planning	Fieldwork	Draft Report	Final Report	Reporting to CGSC	Overall Rating	High	Medium	Low	Total
12/22: Follow up reviews from 2020-21	✓	In progress	Not due	Not due	March 2022	Not due	-	-	-	-
13/22: CIPFA Financial Management	✓	In progress	Not due	Not due	March 2022	Not due	-	-	-	-
14/22: Audit Committee Effectiveness	✓	In progress	Not due	Not due	March 2022	Not due	-	-	-	-
Total							<b>2</b>	<b>23</b>	<b>9</b>	<b>34</b>

Appendix 1

Agenda item number: 5



# Appendix A – Core Financial Controls: Capital Management

## Conclusion

We reviewed the design and effectiveness of processes and controls for capital management at Guildford Borough Council ('the Council') and provide 'significant assurance with minor improvement opportunities (amber-green)'. This is in line with management's anticipated assurance rating. Our rating is driven by good practice around the review and approval of capital bids, expenditure and programmes through the Council governance structure, the use of the Asset Manager system to automate processes and the streamlined processes as part of the Project and Programme Governance Framework. Our findings are around the frequency of robust review and updates to the fixed asset register (FAR), including formalising the process for depreciation review and introducing a review process that ensures information on assets held is regularly reviewed for accuracy and completeness and that depreciation journals are reviewed prior to posting. We also raise low priority actions around retaining evidence for the operation of key controls.

The Council has a well designed and newly-implemented process for submitting, reviewing and approving capital programme bids. This is supported by review of programmes through the governance structure including the Capital Monitoring Group (CMG), Corporate Management Team (CMT) and Corporate Governance and Standards Committee (CGSC).

There are controls to ensure high value asset additions are appropriately approved by senior staff and committees. However, the FAR is not subject to regular reviews. Asset disposals are authorised by appropriate senior staff following identification of the need for disposal by service leaders.

We found that depreciation journals are automatically produced by Asset Managers when new assets are logged. However, we found there to be no formal controls to ensure that asset values are reviewed and approved when being added. There is no formal review and approval of the automatic depreciation journals from the system prior to being posted.

## Summary

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

## Acknowledgements

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

- Director of Resources (Executive Sponsor)
- Lead Specialist (Finance) & Deputy s151 Officer

# Appendix A – Core Financial Controls: Capital Management

## Areas of good practice

- ✓ Capital bids are collated and presented at the Budget Council annually for full oversight of the Council’s annual capital expenditure against budgetary provisions.
- ✓ Capital programmes are presented at Corporate Governance and Standards Committee (CGSC) which ensures broad Councillor scrutiny.
- ✓ The Capital and Investment Strategy 20/21 to 24/25 highlights Prudential Indicators which ensures capital expenditure plans are affordable, prudent and sustainable.
- ✓ The Council utilises technology like Asset Manager to automate processes.

## Summary of key findings

### Monitoring and updating the FAR

**2.1** The FAR is only updated annually in line with the annual reporting process.

### Review of depreciation

**2.2** The automated depreciation journals generated by Asset Manager are not reviewed. There is no formalised review of the underlying asset information when entered on to the system.

# Appendix B - Core Financial Controls: Income and Accounts Receivable Compliance

## Conclusion

We reviewed the operating effectiveness of controls identified in our 2020-21 review of income and accounts receivable (AR) and provide 'Partial assurance with improvements required' (amber-red), which is in line with management's anticipated assurance. This is driven by a lack of process for the review and follow-up of outstanding customer debts. As a result of this we are unable to test the operating effectiveness of any controls relating to debt collection and chasing. We also raise findings around the lack of regular review for older recurring payments.

Through our sample testing of controls compliance, there is improvement compared to 2020-21; the Council is able to provide evidence for all of our samples that showed controls operating effectively or mitigating controls where samples pre-dated the implementation of BW. We note improvement in areas such as segregation of duties and the increased use of Business World (BW) workflows to evidence approvals and maintain appropriate corporate records.

The Council is yet to use the functionality in BW to regularly monitor and chase individuals with outstanding and overdue debts. As a result, there are no formal processes and controls to ensure that customer debts are regularly reviewed and followed-up. We do note there have been ongoing technical issues limiting the ability to use this functionality. However, we found processes in place are ad-hoc and the Council could not evidence debt collection processes.

We also raise an action around the regular review of recurring payments. Our sample included 2 subscriptions set up in 2013-14, which we were able to review original documentation for. The Council does not regularly review these older recurring payments to ensure that they remain accurate.

## Summary

<b>Overall rating:</b>	<b>Partial assurance with improvements required</b>	
<b>Priority rating:</b>	Control design	Operating effectiveness
High	1	0
Medium	0	0
Low	1	0

## Acknowledgements

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

- Director of Resources (Executive Sponsor)
- Finance Specialist (AR and AP)
- Assistant Finance Specialist (AR and AP)

# Appendix B - Core Financial Controls: Income and Accounts Receivable Compliance

## Areas of good practice

- ✓ The Council has made a marked improvement in the use of BW workflows to document the stages of initiations and approvals throughout AR processes.
- ✓ For our compliance testing of samples, The Council was able to provide evidence that all of the formal controls throughout the process were operating effectively, or that mitigating controls were in place prior to the implementation of BW.
- ✓ The Council provided evidence of the operation of controls in a number of areas we could not review in 2020-21, including approving sales orders prior to issuing invoices, control and ledger account reconciliation, and debt write-offs.

## Summary of key findings

### Debt collection processes

**2.1** In 2020-21, we documented that BW has the functionality to automatically issue letters to customers, based on the value of their outstanding debts. However, in 2021-22, whilst we note that there have been issues with this functionality in BW that the Council has been working on there have been no formal procedures and controls to ensure regular monitoring of outstanding debt and subsequent chasing of customers. These processes have been ad hoc and the Council have not been able to provide evidence of this process in operation.

### Reviewing recurring payments

**2.2** For our sample of 20 recurring payments, 2 of these were set up in 2013-14 and the Council could not provide evidence that they had been reviewed in 2020-21 to ensure that they remained accurate and appropriate.

# Appendix B – Core Financial Controls: Income and Accounts Receivable Compliance

## 2.1 Debt collection processes

High

In 2020-21, we documented that BW has the functionality to automatically issue letters to customers, based on the value of their outstanding debts. However, in 2021-22, whilst we note that there have been issues with this functionality in BW that the Council has been working on there have been no formal procedures and controls to ensure regular monitoring of outstanding debt and subsequent chasing of customers. These processes have been ad hoc and the Council have not been able to provide evidence of this process in operation.

We understood from our 2020-21 work that BW has the functionality to automatically chase customers based on parameters that aligned to the Council's debt collection policy. At the time the Council was unable to evidence that this was operating. Through this compliance testing, it was confirmed that during 2021-22, this functionality had not been operating because of ongoing technical issues with BW that the Council have been working to fix. We confirmed with management that there are no mitigating, formal processes and controls for regularly monitoring and chasing outstanding customer debts in place of using this BW functionality. We did not select a sample of outstanding debts as there are no formal controls to test a sample against.

The Council's outstanding debt position has increased from £7.4m in June 2021 to £9m in October 2021. Over the same period, the proportion of this debt overdue by 120+ days has increased from 13% to 26%.

We do recognise that the Council has had staff charged with reviewing overdue debts on an a-hoc basis and the payment of sundry debtors within 30 days is one of the corporate performance measures reported on to CGSC. However, with no processes in place for regularly following up on overdue debts, monitoring this locally and holding staff to account, the Council is at risk of not having sufficient and appropriate oversight of customers' debt positions.

**Risk:** The Council do not have oversight of outstanding and overdue customer debts.

### Agreed management actions:

1. Review and update debt collection policy to codify the debt collection process.
2. Communicate the newly formalised process and ensure relevant staff are trained on this.
3. Ensure the functionality within BW is utilised where possible.
4. Formalise monitoring and reporting of outstanding and overdue debts at the operational level.
5. Where monitoring and reporting identifies staff are not complying with the new process, ensure they are held accountable.

**Evidence to confirm implementation:**

Updated debt collection policy and evidence of the use of BW where possible for debt collecting/chasing.

**Responsible person/title:**

Finance Specialist (AR and AP)

**Target date:**

30 June 2022

# Appendix B – Core Financial Controls: Income and Accounts Receivable Compliance

## 2.2 Reviewing recurring payments

Low

For our sample of 20 recurring payments, 2 of these were set up in 2013-14 and the Council could not provide evidence that they had been reviewed in 2020-21 to ensure that they remained accurate and appropriate.

We note that it is not Council policy to regularly review older recurring payments that were set up before the implementation of BW. There is a risk that older subscriptions are inaccurate without a regular review.

**Risk:** Incorrect or inappropriate recurring payments to the Council.

### Agreed management actions:

1. Implement regular reviews of the recurring payments received to ensure they remain accurate and appropriate.
2. Use BW where possible to prompt staff to review recurring payments.

### Evidence to confirm implementation:

Updated policies and procedures confirming the requirement to regularly review recurring payments. Updated functionality in BW.

### Responsible person/title:

Finance Specialist (AR and AP)

### Target date:

30 June 2022

# Appendix C – Core Financial Controls: Expenditure and Accounts Payable Compliance

## Conclusion

We reviewed the operating effectiveness of controls identified in our 2020-21 review of expenditure and accounts payable (AP) and provide 'significant assurance with minor improvement opportunities (amber-green), which is in line with management's forecast. This is driven by the improved and more consistent use of the Council's financial system, Business World (BW). The functionality of BW's workflows is used more consistently, ensuring that the Council were able to evidence that all formal controls identified were operating effectively through our sample testing.

Having identified processes and controls in place through our 2020-21 review, we met with management to understand any changes made during 2021-22, to ensure that we tested compliance of all relevant controls. We noted changes in the process and controls since 2020-21, broadly due to the continued implementation of BW workflows for the majority of AP processes.

Through sample testing, we reviewed evidence to assess the compliance of identified controls. We reviewed evidence to support the operation of these controls and this confirmed that they had all been operating effectively. We did note that for our sample of 20 supplier amendments, 11 were changes to supplier details that the Council does not require approval for. This includes name change, change in payment terms, closure of account, change in company registration and VAT number and addition of description of company. We recommend that the Council reviews the appropriateness of this list of exceptions.

We found that, with the number of changes to the process and controls over the year, there are still controls that are not formally in place as well as those that the Council is unable to evidence as there is no appropriate corporate record maintained to show they are operating. We raise a recommendation for the Council to ensure that all controls are set out in processes and procedures and that they are consistently evidenced so that an appropriate corporate record is maintained.

## Summary

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

## Acknowledgements

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

- Director of Resources (Executive Sponsor)
- Finance Specialist (AR and AP)
- Assistant Finance Specialist (AR and AP)

# Appendix C – Core Financial Controls: Expenditure and Accounts Payable Compliance

## Areas of good practice

- ✓ The Council has made a marked improvement in the use of BW workflows to document the stages of initiations and approvals throughout AP processes.
- ✓ For our compliance testing of samples, The Council were able to provide evidence that all of the formal controls throughout the process were operating effectively.
- ✓ The Council provided evidence of the operation of controls in a number of areas we could not review in 2020-21, including approving and paying supplier invoices, control and ledger account reconciliations and new supplier additions.

## Summary of key findings

### Formal controls

2.1 There are stages in the process without formal controls operating. There are controls identified in the process that are not documented and the Council was unable to evidence them operating effectively.

### Supplier amendments

2.2 There are exceptions to the supplier amendment approval rules, meaning that supplier amendments can be made without any approvals.



# Appendix D – Core Financial Controls: Procurement

## Conclusion

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

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

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

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

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

## Summary

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

## Acknowledgements

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

- Director of Resources (Executive Sponsor)
- Senior Specialist Procurement

# Appendix D – Core Financial Controls: Procurement

## Areas of good practice

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

## Summary of key findings

### Identifying need for procurement activity

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

### Monitoring and reporting on strategic procurement objectives

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



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This report is provided pursuant to the terms of our engagement letter dated 12 April 2018. Nothing in this report constitutes a valuation or legal advice. We have not verified the reliability or accuracy of any information obtained in the course of our work, other than in the limited circumstances set out in our engagement letter. This report is for the sole benefit of Guildford Borough Council. In preparing this report we have not taken into account the interests, needs or circumstances of anyone apart from the Council, even though we may have been aware that others might read this report. This report is not suitable to be relied on by any party wishing to acquire rights against KPMG LLP (other than Guildford Borough Council) for any purpose or in any context. Any party other than the Council that obtains access to this report or a copy (under the Freedom of Information Act 2000, the Freedom of Information (Scotland) Act 2002, through the Council's Publication Scheme or otherwise) and chooses to rely on this report (or any part of it) does so at its own risk. To the fullest extent permitted by law, KPMG LLP does not assume any responsibility and will not accept any liability in respect of this report to any party other than the Council. Any disclosure of this report beyond what is permitted under our engagement letter may prejudice substantially our commercial interests. A request for our consent to any such wider disclosure may result in our agreement to these disclosure restrictions being lifted in part. If Guildford Borough Council receives a request for disclosure of the product of our work or this report under the Freedom of Information Act 2000 or the Freedom of Information (Scotland) Act 2002, having regard to these actionable disclosure restrictions the Council should let us know and should not make a disclosure in response to any such request without first consulting KPMG LLP and taking into account any representations that KPMG LLP might make.

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Corporate Governance and Standards Committee Report

Ward(s) affected: n/a

Report of Director of Strategic Services, Dawn Hudd

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Date: 20 January 2022

## Performance Monitoring Report 2021-22 quarter 2

### Executive Summary

The quarter 2 Performance Monitoring Report (attached as Appendix 1) is presented to this Committee for their review and to be noted.

### Recommendation to Committee

The Committee is requested to review and note the contents of this report and approve the recommended changes, along with the Performance Monitoring Report for 2021/22 quarter 2 (Appendix 1).

#### Reasons for Recommendation:

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

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

**Committee members please note:** should any members of the Committee have any queries about specific performance indicators detailed in the Performance Monitoring Report, please submit these to [andrea.barnett@guildford.gov.uk](mailto:andrea.barnett@guildford.gov.uk) at least two days prior to the Committee meeting to enable an explanation to be given.

### 1. Purpose of Report

- 1.1 This report is accompanied by the Performance Monitoring Report for quarter 2 of the financial year 2021/22 (Appendix 1). The Committee is asked to review the attached report and note its contents.

- 1.2 Councillors will be able to monitor, on an ongoing basis, our performance against the indicators set out in the framework as the Performance Monitoring Report is presented to this Committee on a quarterly basis.
- 1.3 The Performance Monitoring Report is a public document which shows the Council's progress against a variety of performance indicators.

## **2. Introduction**

- 2.1 The accompanying Performance Monitoring Report is the fourth report to the Committee as part of our performance monitoring framework. As part of the framework, we will continue to present the report to Committee on a quarterly basis for review.

## **3. Strategic Priorities**

- 3.1 The Council's performance management arrangements support the priority of providing efficient, cost effective and relevant quality public services that give the community value for money.
- 3.2 The performance management framework will help the Council to deliver value for money and efficiency in our services by tracking our progress against each indicator. Over time, as trends develop, we will be able to build a bigger picture of our performance to help inform and shape future activity and decision making.
- 3.3 The new performance management framework supports all aspects of the Council's strategic priorities by ensuring that we stay on track in delivering key outcomes shown in our corporate and service plans. By monitoring key performance indicators, we can celebrate our successes and identify any broad trends or key issues. This will support us in being an efficient, focussed organisation delivering high quality services.

## **4. Background**

- 4.1 Our third Performance Monitoring Report was received positively by Corporate Management Team and by this Committee last September and prompted a good discussion with the Committee about the PIs captured and information which would be useful in future, as well as constructive feedback.
- 4.2 In particular, the Committee was keen for the report to include commentary where PIs are not meeting a target/ not heading in the preferred direction of travel. This information has now been provided by Service Leads when they submit their PI data in their Service Plans.
- 4.3 Unfortunately, the report for quarter 2 is still showing some PIs without data (for a variety of reasons) and where this is due to data not being provided, Directors have been made aware.

**5. Financial Implications**

5.1 No financial implications apply.

**6. Legal Implications**

6.1 No legal implications apply.

**7. Human Resource Implications**

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

**8. Equality and Diversity Implications**

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

**9. Climate Change/Sustainability Implications**

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

**10. Conclusion**

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

10.2 With ongoing review by Corporate Management Team and by this Committee we can ensure that the Council's performance is monitored and discussed at the highest level, thus helping to embed performance management into the culture of the organisation and allowing us to celebrate success and remedy any issues.

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

**11. Background Papers**

None.

**12. Appendices**

Appendix 1: Performance Monitoring Report Quarter 2, 2021/22

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## Guildford Borough Council – Performance Monitoring Report Quarter 2, 2021/22

### 1. Introduction

The Council's performance monitoring framework incorporates a range of performance indicators (PI) aligned under four broad themes: Environment, Homes and Jobs, Community and Council. The PI data shows how the Council is performing in various service areas along with indicators giving a broad picture of the 'health' of Guildford borough. Our framework comprises a total of 72 PI: 64 recorded quarterly and 8 annually.

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

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

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

#### 1.1 External factors






Whilst COVID-19 restrictions have lifted, it is still worth bearing in mind that the Council has been operating in an exceptional environment for much of the financial year 2020/21 and adjustments to some services have continued for Quarters 1 and 2 of 2021/22. Frontline services continue to ensure our communities are supported and provided for during the pandemic and any restrictions. This continues to have an impact on performance against some indicators below and this has been noted where relevant.

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

#### 1.2 Performance indicator rating

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

The RAG ratings applied to this report are detailed below:

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

### 1.3 Performance monitoring themes

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

<a href="#">Environment</a> (section 5.1)	ENV
<a href="#">Homes and Jobs</a> (section 5.2)	H&J
<a href="#">Community</a> (section 5.3)	COM
<a href="#">Council</a> (section 5.4)	COU

### 1.4 Changes from our previous report

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

For quarter 2, changes include the addition of 3 new PI for Community Services. They do not have a target but provide information on the services provided by the Community Wellbeing Team (PI ref: COM18 - No. of visitors to Thrive at The Hive; PI ref: COM19 - No. of visitors to the Community Fridge; and PI ref: COM20 - No. of attendees at Playranger Sessions).

In addition, for PI ref: COU2 (Staff Turnover) the target has been revised to 15% so that we can benchmark against the public sector average. The previous target of less than/equal to 10% was based on our normal turnover rate prior to the Covid-19 pandemic.

## 2. Scorecard summary

The table below provides an overview of the RAG rating for each PI for quarters 2, 3 and 4 of 2020/21 and quarters 1 and 2 of 2021/22. Where an indicator is recorded annually, the rating for each quarter has been greyed out in the table and has not been shown in section 5 for this period.

For quarter 2 there may be no means of assessing the RAG rating against a preferred direction of travel if we do not have data for the preceding quarter. Where this is the case, quarter 2 data has been rated as 'data only' (i) and is shown in the chart table accompanying each PI in section 5.








































There are some new PI for this quarter and where they do not have data for 2020/21 and quarter 1 of 2021/22 'n/a' is noted in the table.

Ref no	Theme	Performance indicator	2020/21			2021/22	
			Q2	Q3	Q4	Q1	Q2
ENV1	<a href="#">Environment</a>	Kilograms of domestic residual waste collected, per household, from the kerbside	✓	✗	✗	✓	■
ENV2	Environment	Household waste recycled and composted	✗	✗	✗	✓	■
ENV3	Environment	Number of fly tips	✗	✓	✓	✓	■
ENV4	Environment	Number of outstanding statutory nuisance investigations (all noise (except in street), bonfires, light, odour, living conditions prejudicial to health, insects and accumulations)	■	■	■	i	✓
ENV5	Environment	Total number of 'Green Flag' open spaces					
ENV6	Environment	Conservation sites in positive management					
ENV7	Environment	Nitrogen dioxide concentration at monitoring site(s) at risk of exceeding limits					
ENV8	Environment	CO2 emissions from Council operations					
ENV9	Environment	Energy use by the Council; gas, electricity and fleet	■	■	■	■	■
H&J1	<a href="#">Homes &amp; Jobs</a>	Average time to let void housing properties	✗	□	□	□	✓
H&J2	Homes & Jobs	Number of empty homes					

Ref no	Theme	Performance indicator	2020/21			2021/22	
			Q2	Q3	Q4	Q1	Q2
H&J3	Homes & Jobs	Number of net new additional homes	✓	✓	✓	✓	■
H&J4	Homes & Jobs	Affordable new homes completed each year	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
H&J5	Homes & Jobs	Number of homeless families placed in B&B	ⓘ	ⓘ	ⓘ	✗	✗
H&J6	Homes & Jobs	Average waiting time for Council housing					
H&J7	Homes & Jobs	Total number of households on the housing needs register	✗	✗	✓	✗	■
H&J8	Homes & Jobs	Total number of households on the housing transfer register	✗	■	✓	✗	■
H&J9	Homes & Jobs	Working age population claiming key out of work benefits	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
H&J10	Homes & Jobs	Local Council Tax Support claimants - pension and working age	■	■	✓	✓	✓
H&J11	Homes & Jobs	Food businesses with a food hygiene rating of 3 or over	✓	✓	✓	✓	✓
H&J12	Homes & Jobs	Non-domestic (business) rates collected	✓	✓	✓	ⓘ	ⓘ
H&J13	Homes & Jobs	Total number of empty days in rateable properties	✗	✗	✓	✗	✓
H&J14	Homes & Jobs	Number of empty rateable properties	✗	✗	✓	✗	✓
H&J15	Homes & Jobs	Net change in completed commercial and business floorspace (B1, B2 and B8)					
H&J16	Homes & Jobs	Percentage of vacant town centre retail units	ⓘ	✗	✓	✗	✗
H&J17	Homes & Jobs	Visits to town centre car parks	✓	✗	✗	✓	✓

Ref no	Theme	Performance indicator	2020/21			2021/22	
			Q2	Q3	Q4	Q1	Q2
H&J18	Homes & Jobs	Guildford town centre footfall	n/a	n/a	n/a	✓	□
H&J19	Homes & Jobs	Domestic abuse victims prioritised for housing	n/a	n/a	n/a	ⓘ	■
H&J20	Homes & Jobs	Percentage of affordable housing units granted planning permission on eligible sites	n/a	n/a	n/a	ⓘ	✓
COM1	Community	Number of customers taking part in day care activities	✓	✗	✗	✓	✓
COM2	Community	Number of community transport single journeys	✓	✓	✗	✓	✓
COM3	Community	Number of community hot meals delivered	✗	✗	✗	✗	✓
COM4	Community	Number of handyperson jobs completed	■	■	■	■	ⓘ
COM5	Community	Number of Care and Repair jobs completed	■	■	■	ⓘ	✓
COM6	Community	Number of public sector home adaptations completed	■	■	■	ⓘ	□
COM7	Community	Number of households living in temporary accommodation	✗	✓	✓	✓	✓
COM8	Community	Snapshot of rough sleepers	✓	✓	✓	✗	✗
COM9	Community	Number of successful homelessness outcomes	✓	✓	✓	✓	✓
COM10	Community	Council tax collected	✓	✓	□	ⓘ	✓
COM11	Community	Number of planning applications	n/a	n/a	n/a	ⓘ	ⓘ
COM12	Community	Total attendance at G Live	■	■	■	■	ⓘ
COM13	Community	Total visits to sports and leisure venues	■	■	■	ⓘ	✓
COM14	Community	Total visits to heritage venues	✓	✓	✗	✓	✓

Ref no	Theme	Performance indicator	2020/21			2021/22	
			Q2	Q3	Q4	Q1	Q2
COM15	Community	Total number of attendances at events, engagements and outreach sessions delivered by Heritage Services	■	✓	✗	✓	✓
COM16	Community	Number of bookings of sports pitches and courts	■	■	■	ⓘ	✓
COM17	Community	Total visitor numbers to parks and countryside sites	✓	✓	✓	✓	✓
COM18	Community	Number of visitors to Thrive at the Hive	n/a	n/a	n/a	n/a	ⓘ
COM19	Community	Number of visitors to the Community Fridge	n/a	n/a	n/a	ⓘ	ⓘ
COM20	Community	Number of attendees at Playranger Sessions	n/a	n/a	n/a	ⓘ	ⓘ
COU1	Council	Staff sickness absence	■	✓	✓	✓	✓
COU2	Council	Staff turnover	■	✗	✗	✗	✗
COU3	Council	Council suppliers paid within 30 days	■	✗	✗	✗	✗
COU4	Council	Council sundry debt invoices collected within 30 days	■	✗	✗	✗	✗
COU5	Council	Time taken to assess new Housing Benefit claims	✗	✗	✗	✗	✗
COU6	Council	Rent collection rate – rent collected in year	✓	✓	✓	✓	✓
COU7	Council	Rent collection rate – rent collected in year plus arrears brought forward	✓	✓	✓	✓	✓
COU8	Council	Financial return on commercial property investments					
COU9	Council	Vacancy rates of commercial property investments	■	✓	✓	✓	✓
COU10	Council	Speed of determining applications for major development	✓	✓	✓	✓	✓
COU11	Council	Speed of determining applications for minor development	✓	✓	✗	✗	✗
COU12	Council	Speed of determining applications for other development	■	■	✗	✗	✗

Ref no	Theme	Performance indicator	2020/21			2021/22	
			Q2	Q3	Q4	Q1	Q2
COU13	Council	Appeals dismissed against the Council's refusal of planning permission					
COU14	Council	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes					
COU15	Council	Number of web page views					
COU16	Council	Total number of social media followers					
COU17	Council	Number of customer complaints received	n/a	n/a			
COU18	Council	Percentage of customer complaints upheld	n/a	n/a			
COU19	Council	Number of Ombudsman complaints upheld					
COU20	Council	Enquiries resolved at first contact	n/a	n/a	n/a		
COU21	Council	Transactions through digital channels	n/a	n/a	n/a		
COU22	Council	Number of online customer accounts	n/a	n/a	n/a		
COU23	Council	Satisfaction with online services	n/a	n/a	n/a		

### 3. Current position

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

#### 3.1 Quarter 2

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

Quarter	RAG Rating				
	Green	Amber	Red	Data only	No data
2	33	2	10	10	9
	51.6%	3.1%	15.6	15.6%	14.1%

In the table above, over half (54.7%) of the quarterly PI are showing a positive green or amber rating. The red rating has also decreased significantly since the last quarter by almost 11%. 14.1% of the quarterly PI had no data available, mainly due to time lag in receiving data, introduction of new systems, registration periods and limited resources to collate the data.

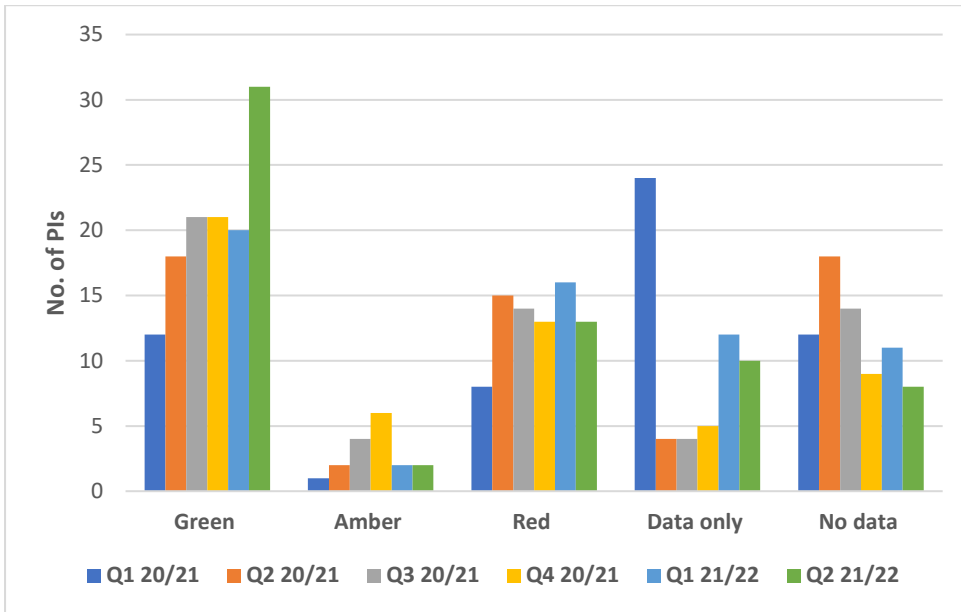
#### 3.2 Previous quarters

There are 64 PIs for quarter 2 of 2021/22. The table below focusses on the quarterly recorded PI to provide a comparison across the year. The change in the number of PIs from 2020/21 and quarters 1 and 2 of 2021/22 is due to the deletion of some PIs which were for covid monitors, plus the addition of new PIs. Data omitted from/ updated since our previous report has been included in the table where possible.

Year	Quarter	RAG Rating				
		Green	Amber	Red	Data only	No data
2020/21	Q2	18	2	15	4	18
	57 PI	31.6%	3.5%	26.3%	7.0%	31.6%
	Q3	21	4	14	4	14
	57 PI	36.8%	7.0%	24.6%	7.0%	24.6%
	Q4	21	6	13	5	9
	54 PI	38.9%	11.1%	24.1%	9.3%	16.7%
2021/22	Q1	20	2	16	12	11
	61 PI	32.8%	3.3%	26.2%	19.7%	18.0%
	Q2	33	2	10	10	9
	64 PI	51.6%	3.1%	15.6%	15.6%	14.1%

The data above is also demonstrated in the chart shown overleaf:





When comparing quarter 2 against quarter 1 for 2021/22, the most significant change has been the increase in quarter 2 by almost 19% of green rated (on or exceeding target) PI. This is largely due to PIs recorded as data only in Q1 now have data to compare against in Q2.

#### 4. Exception summary

This section highlights any indicators where data has not been submitted for the period of this report (2021/22 quarter 2). The exception summary below covers quarterly PI, i.e. the situation at the end of quarter 2.

Three categories of ‘exceptions’ have been used in this summary:

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

A category of ‘time lag in data provision’ was added in Quarter 4 to the exception summary for this quarter to show more clearly where data will be provided but has a time lag (usually between 1 and 3 months). This data will appear in a report from quarter 3, 2021/22 onwards.

We have a total of 64 PI reportable for quarter 2 and 14.1% of these PI had no data provided. We have relied on Service Leads to communicate any reason for the non-submission of data for this quarter. We have not made any assumptions about the priorities a specific service area may have and therefore why data has not been submitted on this occasion.

Reason	Number	Percentage
Time lag in data provision	4	44.4%
Data not currently available/ possible to record	5	55.6%
No reason given	0	-
<b>Total</b>	<b>9</b>	<b>100%</b>

Agenda item number: 6  
Appendix 1

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

Reason	Directorate	
	Service Delivery	Strategic Services
Time lag in data provision	3	1
Data not currently available/ possible to record	4	1
No reason given	0	0
<b>Total</b>	<b>7</b>	<b>2</b>

Service Area	Time lag in data provision	Data not currently available	No reason given
Asset Management		1	
Culture, Heritage and Leisure			
Customer, Case and Parking		1	
Environment and Regulatory			
Housing		3	
Operational and Technical	3		
Planning Policy	1		
Strategy and Communications			

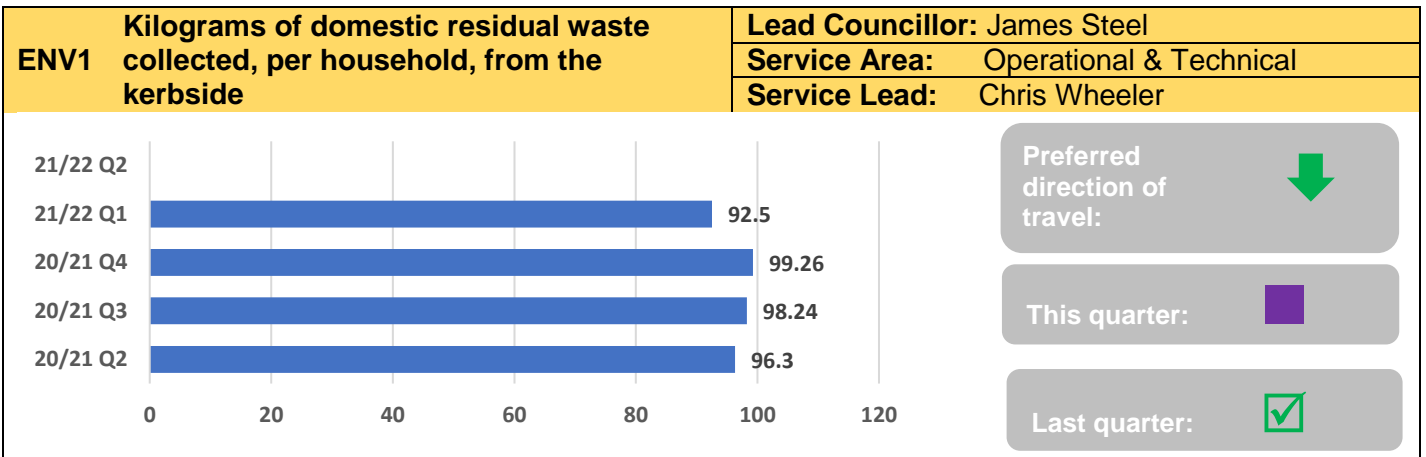
Every effort will continue to be made to encourage the owners of the corporate PI to submit data for inclusion in the next monitoring report. We will continue to work closely with Service Leads and Directors to identify any issues with reporting/ gathering data and support them where possible to bring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

5. Performance monitoring data

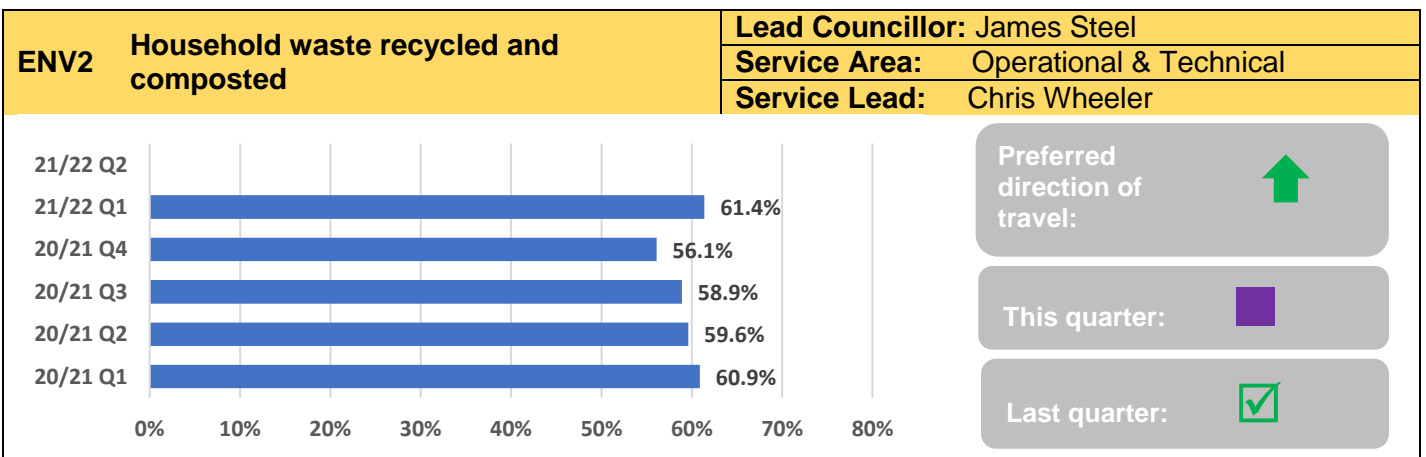
5.1 Environment

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

2020/21			2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
96.3kg	98.24kg	99.26kg	92.5kg	
<b>Description:</b> Kilograms of domestic residual waste collected from each household at kerbside, as per the DEFRA definition.				
<b>Comments:</b> <b>2021/22:</b> There is a 3-month lag on reporting due to slow data provision. This PI is subject to seasonal change. An adjustment has been made to Quarter 4 (previously recorded as 100.37kg) to reflect updated DEFRA/Surrey figures.				






2020/21			2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
59.6%	58.9%	55.8%	61.4%	
<b>Description:</b> Percentage of household waste recycled and composted.				
<b>Comments:</b> <b>2021/22:</b> There is a 3-month lag on reporting due to slow data provision. This PI is subject to seasonal change.  Recycling tonnages are cyclical and should be compared to the same quarter in the previous year. For Quarter 1 2020/21 tonnage was 60.9%.				



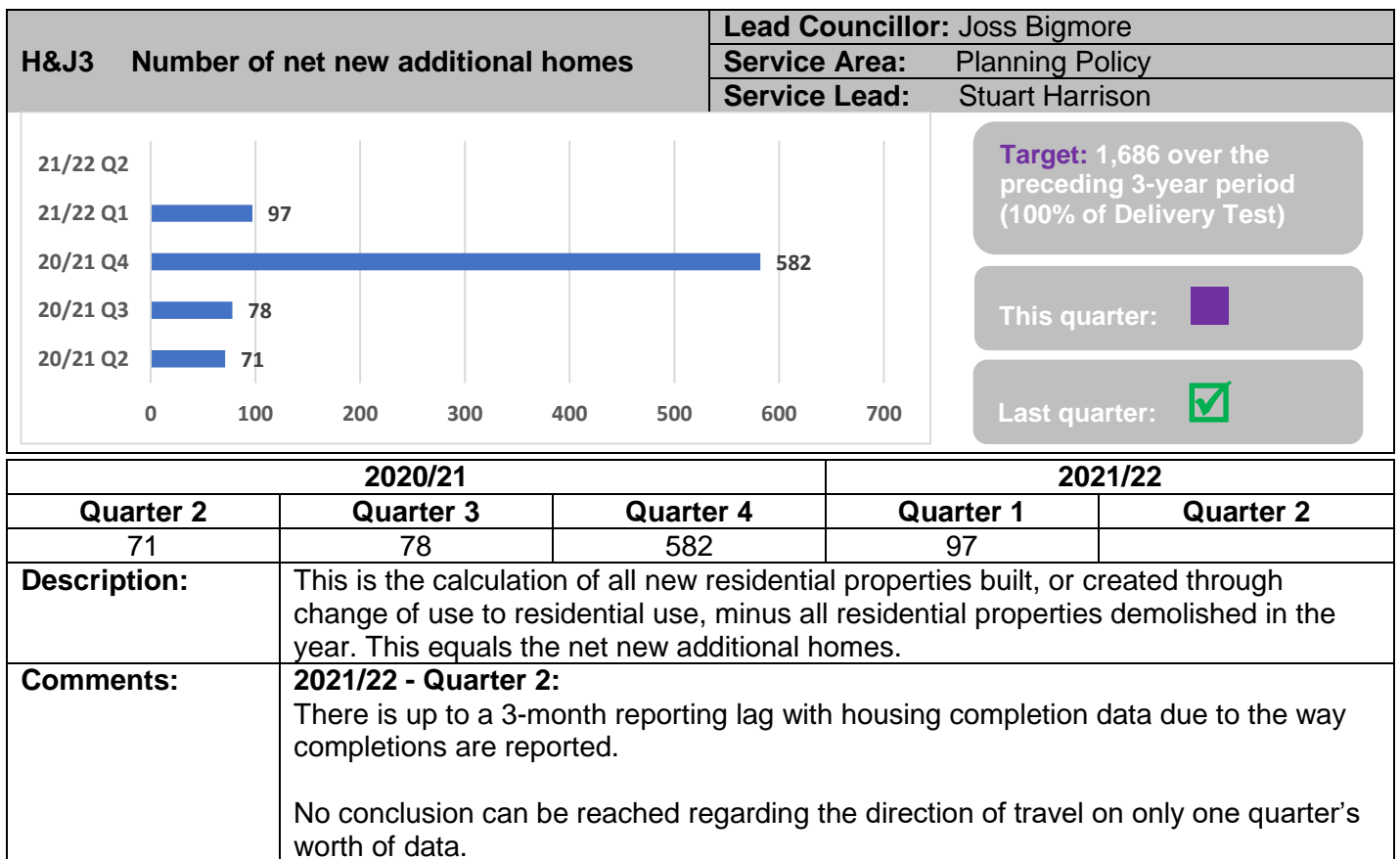
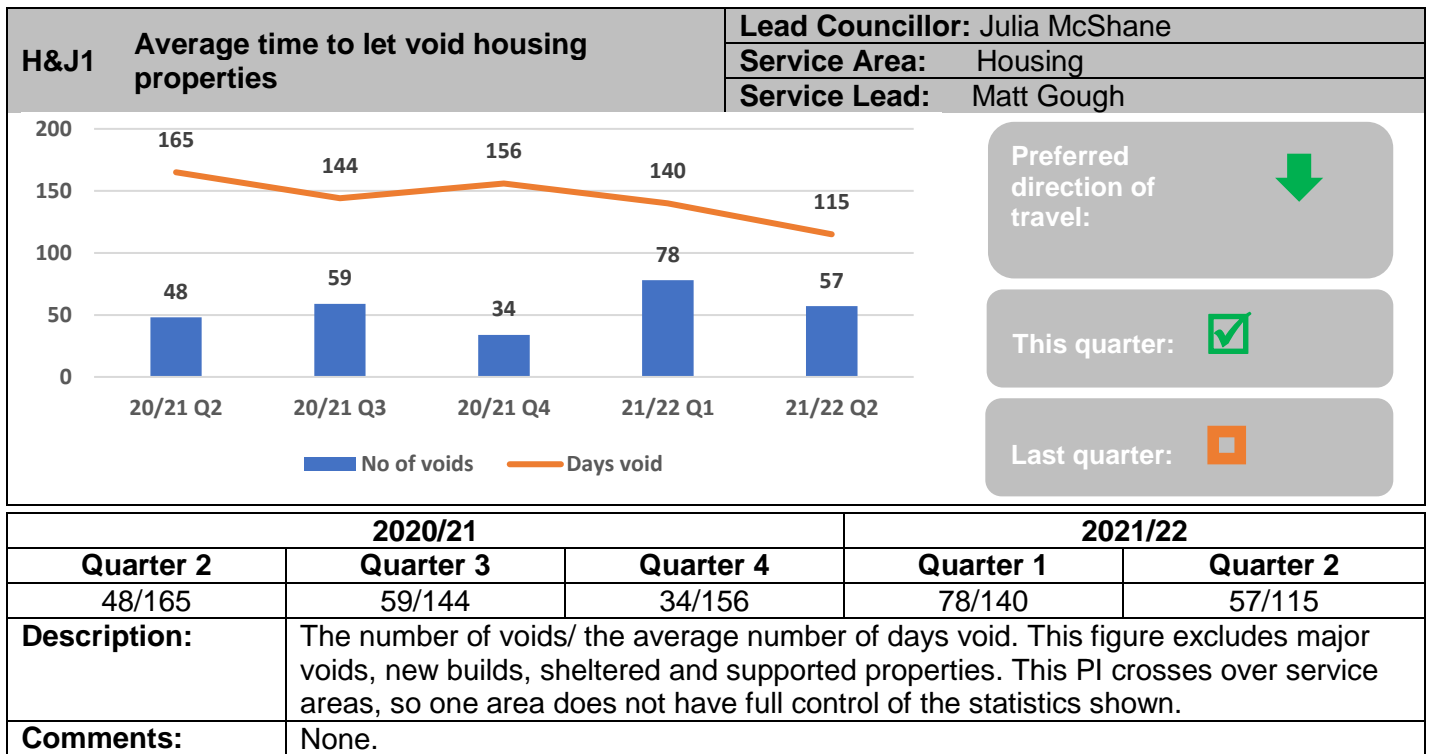
<b>ENV3</b> Number of fly tips	<b>Lead Councillor:</b> James Steel															
	<b>Service Area:</b> Operational & Technical															
	<b>Service Lead:</b> Chris Wheeler															
<table border="1"> <caption>Number of fly tips</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>474</td> </tr> <tr> <td>21/22 Q1</td> <td>343</td> </tr> <tr> <td>20/21 Q4</td> <td>350</td> </tr> <tr> <td>20/21 Q3</td> <td>432</td> </tr> <tr> <td>20/21 Q2</td> <td>474</td> </tr> </tbody> </table>			Quarter	Value	21/22 Q2	474	21/22 Q1	343	20/21 Q4	350	20/21 Q3	432	20/21 Q2	474	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>	
Quarter	Value															
21/22 Q2	474															
21/22 Q1	343															
20/21 Q4	350															
20/21 Q3	432															
20/21 Q2	474															
<b>2020/21</b>		<b>2021/22</b>														
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>												
474	432	350	343													
<b>Description:</b>	Number of reported fly tips.															
<b>Comments:</b>	<b>2021/22:</b> There is a 2-month lag in reporting due to sign off/ processing requirements. This PI is subject to seasonal change.															

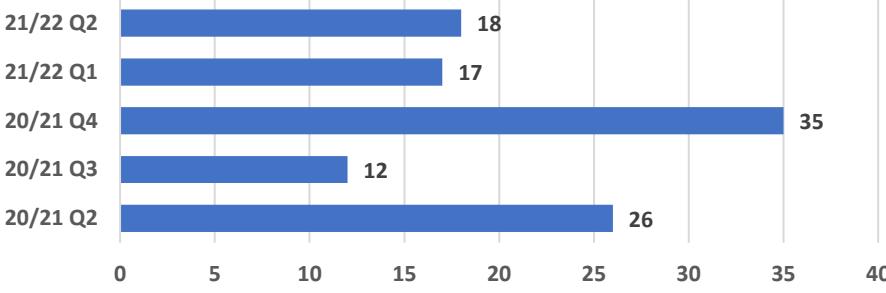
<b>ENV4</b> Number of outstanding statutory nuisance investigations (all noise (except in street), bonfires, light, odour, living conditions prejudicial to health, insects and accumulations)	<b>Lead Councillor:</b> James Steel									
	<b>Service Area:</b> Environment & Regulatory									
	<b>Service Lead:</b> Justine Fuller									
<table border="1"> <caption>Number of outstanding statutory nuisance investigations</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>140</td> </tr> <tr> <td>21/22 Q1</td> <td>280</td> </tr> </tbody> </table>			Quarter	Value	21/22 Q2	140	21/22 Q1	280	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>	
Quarter	Value									
21/22 Q2	140									
21/22 Q1	280									
<b>2020/21</b>		<b>2021/22</b>								
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>						
-	-	-	280	140						
<b>Description:</b>	Includes all outstanding cases (including current ongoing investigations) received up to the day the report was compiled.									
<b>Comments:</b>	None.									

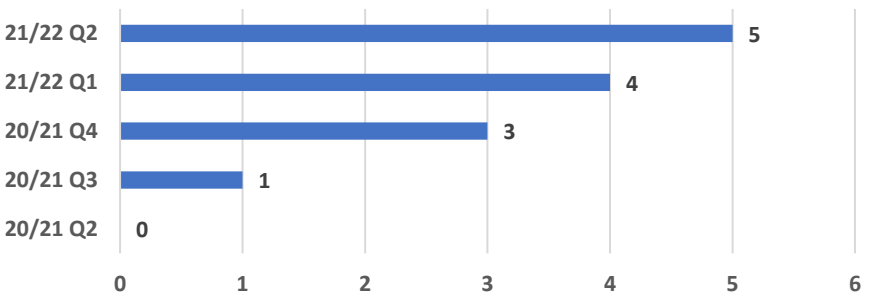
<b>ENV9</b>	<b>Energy use by the Council; gas, electricity and fleet</b>				<b>Lead Councillor:</b> Cait Taylor	
					<b>Service Area:</b> Asset Management	
					<b>Service Lead:</b> Marieke van der Reijden	
<i>Data not provided for 2020/21 or Qtrs 1&amp;2 for 2021/22</i>						
					Preferred direction of travel: 	
					This quarter: 	
					Last quarter: 	
<b>2020/21</b>			<b>2021/22</b>			
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>		
-	-	-	-	-		
<b>Description:</b>	Definition changed to PI to reflect what is going to be recorded.					
<b>Comments:</b>	<b>2021/22 – Quarter 2:</b> Despite best efforts to recruit, the Climate Change officer role has been vacant since September 2021 and therefore there is no update for Q2 for this performance indicator due to limited resource. Once the Climate Change officer is in post, this indicator will be progressed.					

## 5.2 Homes and Jobs

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



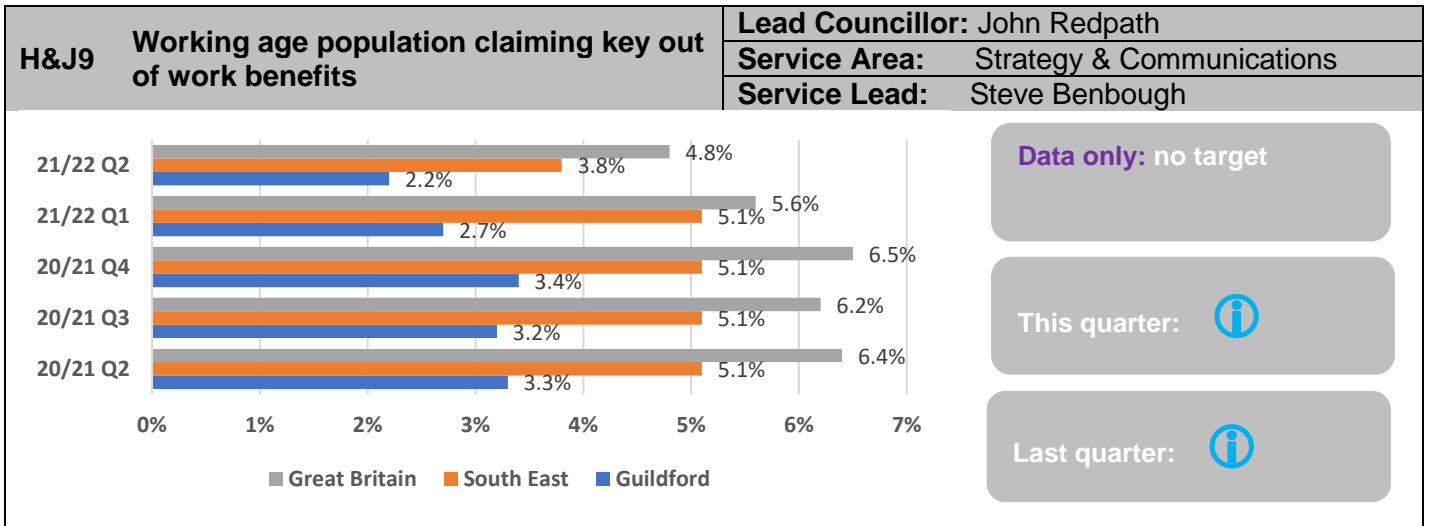
<b>H&amp;J4</b>	<b>Affordable new homes completed each year</b>				<b>Lead Councillor:</b> Julia McShane	
					<b>Service Area:</b> Housing	
					<b>Service Lead:</b> Matt Gough	
						
<p><b>Target:</b> no target</p> <p><b>This quarter:</b> ⓘ</p> <p><b>Last quarter:</b> ⓘ</p>						
<b>2020/21</b>			<b>2021/22</b>			
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>		
26	12	35	17	18		
<b>Description:</b>	Data only.					
<b>Comments:</b>	<b>2021/22 - Quarter 2:</b> Breakdown – 8 social housing; 10 affordable housing.					

<b>H&amp;J5</b>	<b>Number of homeless families placed in B&amp;B</b>				<b>Lead Councillor:</b> Julia McShane	
					<b>Service Area:</b> Housing	
					<b>Service Lead:</b> Matt Gough	
						
<p><b>Preferred direction of travel:</b> ↓</p> <p><b>This quarter:</b> ❌</p> <p><b>Last quarter:</b> ❌</p>						
<b>2020/21</b>			<b>2021/22</b>			
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>		
0	1	3	4	5		
<b>Description:</b>	Number of homeless families placed in B&B.					
<b>Comments:</b>	This is a new PI for 2021/22.					

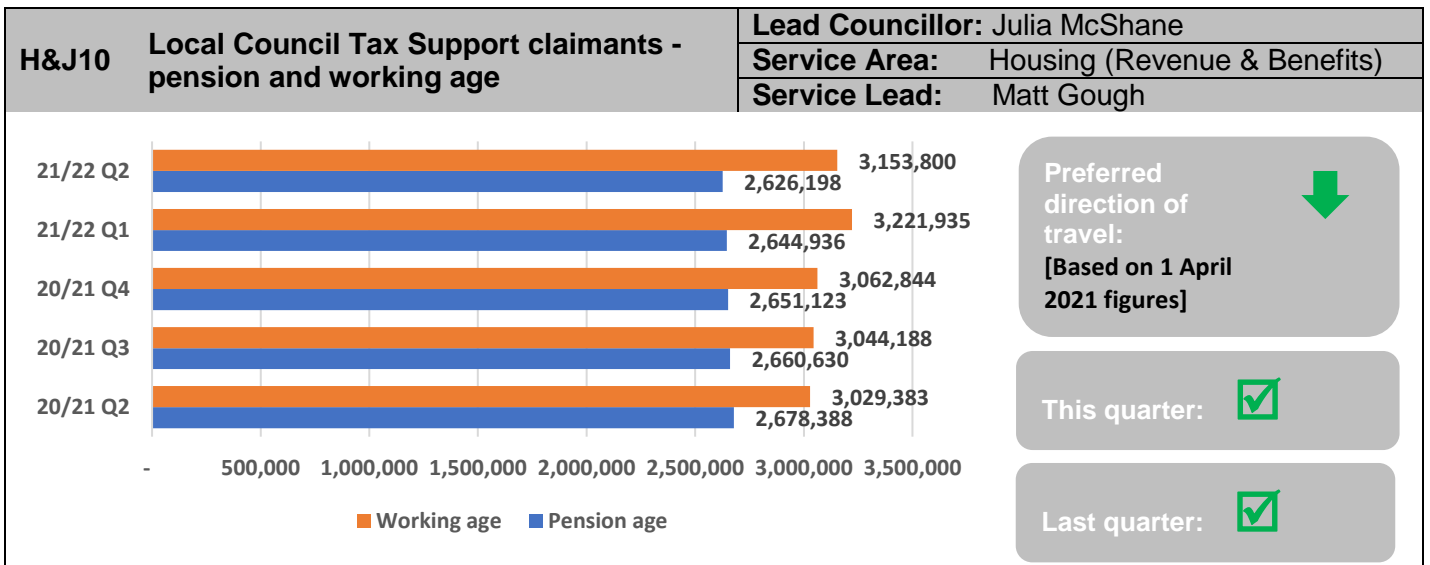
<b>H&amp;J7</b>	<b>Total number of households on the housing needs register</b>			<b>Lead Councillor:</b> Julia McShane													
				<b>Service Area:</b> Housing													
				<b>Service Lead:</b> Matt Gough													
<table border="1"> <caption>Housing Needs Register Data</caption> <thead> <tr> <th>Quarter</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>-</td> </tr> <tr> <td>21/22 Q1</td> <td>2,180</td> </tr> <tr> <td>20/21 Q4</td> <td>1,979</td> </tr> <tr> <td>20/21 Q3</td> <td>2,007</td> </tr> <tr> <td>20/21 Q2</td> <td>1,962</td> </tr> </tbody> </table>				Quarter	Number of Households	21/22 Q2	-	21/22 Q1	2,180	20/21 Q4	1,979	20/21 Q3	2,007	20/21 Q2	1,962	Preferred direction of travel:	
Quarter	Number of Households																
21/22 Q2	-																
21/22 Q1	2,180																
20/21 Q4	1,979																
20/21 Q3	2,007																
20/21 Q2	1,962																
				This quarter:													
				Last quarter:													
<b>2020/21</b>			<b>2021/22</b>														
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>													
1,962	2,007	1,979	2,180	-													
<b>Description:</b>	Total number of households on the housing needs register.																
<b>Comments:</b>	<b>2021/22 - Quarter 2:</b> Data not available as currently re-registration period.																

<b>H&amp;J8</b>	<b>Total number of households on the housing transfer register</b>			<b>Lead Councillor:</b> Julia McShane													
				<b>Service Area:</b> Housing													
				<b>Service Lead:</b> Matt Gough													
<table border="1"> <caption>Housing Transfer Register Data</caption> <thead> <tr> <th>Quarter</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>-</td> </tr> <tr> <td>21/22 Q1</td> <td>617</td> </tr> <tr> <td>20/21 Q4</td> <td>568</td> </tr> <tr> <td>20/21 Q3</td> <td>572</td> </tr> <tr> <td>20/21 Q2</td> <td>572</td> </tr> </tbody> </table>				Quarter	Number of Households	21/22 Q2	-	21/22 Q1	617	20/21 Q4	568	20/21 Q3	572	20/21 Q2	572	Preferred direction of travel:	
Quarter	Number of Households																
21/22 Q2	-																
21/22 Q1	617																
20/21 Q4	568																
20/21 Q3	572																
20/21 Q2	572																
				This quarter:													
				Last quarter:													
<b>2020/21</b>			<b>2021/22</b>														
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>													
572	572	568	617	-													
<b>Description:</b>	Total number of households on the housing transfer register.																
<b>Comments:</b>	<b>2021/22 - Quarter 2:</b> Data not available as currently re-registration period.																





2020/21			2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
3.3%	3.2%	3.4%	2.7%	2.2%
<b>Description:</b>	The claimant count is the number of people claiming benefit principally for the reason of being unemployed. Data shown is for the month at the end of each quarter. Comparison provided for Guildford, South East and Great Britain. Data provided by the ONS.			
<b>Comments:</b>	There is a 1-2 month lag on reporting.			



2020/21			2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
£3,029,383/ £2,678,388	£3,044,188/ £2,660,630	£3,062,844/ £2,651,123	£3,221,935/ £2,644,936	£3,153,800/ £2,626,198
<b>Description:</b>	Local Council Tax Support claimants are defined as a monetary value for the year, rather than the number of claimants, and split between working and pension age. In a normal year this declines slightly over the year. The above are the amounts granted so far this year until the end of the financial year (i.e. not just the amounts that relate to the elapsed year so far).			
<b>Comments:</b>	This PI was introduced as a COVID monitor as it gives an indication of whether more help is being provided to council taxpayers on low incomes. It should not be compared to 2020 Q4 but to 1 April 2021 figures, this is because the Council Tax increased and we amended the scheme to give some additional help in 2021. Preferred direction of travel is therefore based on the 1 April 2021 figures, Working Age £3,301,965 and Pension Age £2,657,914.			

<b>H&amp;J11</b>	<b>Food businesses with a food hygiene rating of 3 or over</b>	<b>Lead Councillor:</b> James Steel												
		<b>Service Area:</b> Environment & Regulatory												
		<b>Service Lead:</b> Justine Fuller												
<table border="1"> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>98.7%</td> </tr> <tr> <td>21/22 Q1</td> <td>98.7%</td> </tr> <tr> <td>20/21 Q4</td> <td>98.5%</td> </tr> <tr> <td>20/21 Q3</td> <td>98.3%</td> </tr> <tr> <td>20/21 Q2</td> <td>97.9%</td> </tr> </tbody> </table>		Period	Percentage	21/22 Q2	98.7%	21/22 Q1	98.7%	20/21 Q4	98.5%	20/21 Q3	98.3%	20/21 Q2	97.9%	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>
Period	Percentage													
21/22 Q2	98.7%													
21/22 Q1	98.7%													
20/21 Q4	98.5%													
20/21 Q3	98.3%													
20/21 Q2	97.9%													

2020/21			2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
97.9%	98.3%	98.5%	98.7%	98.7%
<b>Description:</b>		Percentage of establishments with a rating of 3 (generally satisfactory) or better under the Food Hygiene Rating Scheme (previously known as 'scores on the doors').		
<b>Comments:</b>		None.		

<b>H&amp;J12</b>	<b>Non-domestic (business) rates collected (%)</b>	<b>Lead Councillor:</b> Tim Anderson												
		<b>Service Area:</b> Housing (Revenue & Benefits)												
		<b>Service Lead:</b> Matt Gough												
<table border="1"> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>48.65%</td> </tr> <tr> <td>21/22 Q1</td> <td>20.97%</td> </tr> <tr> <td>20/21 Q4</td> <td>95.48%</td> </tr> <tr> <td>20/21 Q3</td> <td>80.49%</td> </tr> <tr> <td>20/21 Q2</td> <td>54.41%</td> </tr> </tbody> </table>		Period	Percentage	21/22 Q2	48.65%	21/22 Q1	20.97%	20/21 Q4	95.48%	20/21 Q3	80.49%	20/21 Q2	54.41%	<p><b>Target:</b> 99% for the year</p> <p>This quarter: </p> <p>Last quarter: </p>
Period	Percentage													
21/22 Q2	48.65%													
21/22 Q1	20.97%													
20/21 Q4	95.48%													
20/21 Q3	80.49%													
20/21 Q2	54.41%													

2020/21			2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
54.41%	80.49%	95.48%	20.97%	48.65%
<b>Description:</b>		Percentage calculated, as a cumulative year-to-date figure, from the total council tax payments received compared to the total amounts payable in that year.		
<b>Comments:</b>		For 2021/22 there is a target of 99% for the year whereas previously this PI had a preferred direction of travel as increasing. This PI will be reported as information only until the final performance figure is reported in Q4.		

<b>H&amp;J13</b>	<b>Total number of empty days in rateable properties</b>				<b>Lead Councillor:</b> John Redpath													
					<b>Service Area:</b> Housing (Revenue & Benefits)													
					<b>Service Lead:</b> Matt Gough													
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Empty Days</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>201,476</td> </tr> <tr> <td>21/22 Q1</td> <td>208,784</td> </tr> <tr> <td>20/21 Q4</td> <td>180,588</td> </tr> <tr> <td>20/21 Q3</td> <td>194,980</td> </tr> <tr> <td>20/21 Q2</td> <td>191,763</td> </tr> </tbody> </table>					Quarter	Empty Days	21/22 Q2	201,476	21/22 Q1	208,784	20/21 Q4	180,588	20/21 Q3	194,980	20/21 Q2	191,763	<p>Preferred direction of travel: </p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>	
Quarter	Empty Days																	
21/22 Q2	201,476																	
21/22 Q1	208,784																	
20/21 Q4	180,588																	
20/21 Q3	194,980																	
20/21 Q2	191,763																	
<b>2020/21</b>			<b>2021/22</b>															
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>														
191,763	194,980	180,588	208,784	201,476														
<b>Description:</b>	Snapshot data: this is the total number of empty days for the financial year on the last day of the quarter (i.e. it assumes a lot of empty days in future, which may not happen).																	
<b>Comments:</b>	<b>2021/22 - Quarter 2:</b> This measure was introduced as a Covid-19 monitor. It indicates the number of empty business properties in the Borough based on rating records. The indication is that the number of empty properties is still increasing. The number of days monitored is most accurate in Q4. In Q1 the assumption for rating is that the property will be empty for the rest of the financial year and this only changes when it becomes occupied again. This assumption inflates the empty days figure.																	

<b>H&amp;J14</b>	<b>Number of empty rateable properties</b>				<b>Lead Councillor:</b> John Redpath													
					<b>Service Area:</b> Housing (Revenue & Benefits)													
					<b>Service Lead:</b> Matt Gough													
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Empty Properties</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>557</td> </tr> <tr> <td>21/22 Q1</td> <td>572</td> </tr> <tr> <td>20/21 Q4</td> <td>533</td> </tr> <tr> <td>20/21 Q3</td> <td>560</td> </tr> <tr> <td>20/21 Q2</td> <td>532</td> </tr> </tbody> </table>					Quarter	Empty Properties	21/22 Q2	557	21/22 Q1	572	20/21 Q4	533	20/21 Q3	560	20/21 Q2	532	<p>Preferred direction of travel: </p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>	
Quarter	Empty Properties																	
21/22 Q2	557																	
21/22 Q1	572																	
20/21 Q4	533																	
20/21 Q3	560																	
20/21 Q2	532																	
<b>2020/21</b>			<b>2021/22</b>															
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>														
532	560	533	572	557														
<b>Description:</b>	Snapshot data: these are the properties showing as empty on the system on the last day of the quarter.																	
<b>Comments:</b>	<b>2021/22 - Quarter 2:</b> This measure was introduced as a Covid-19 monitor. It indicates the number of empty business properties in the Borough based on rating records. The indication is that the number of empty properties is still increasing. The number of days monitored is most accurate in Q4. In Q1 the assumption for rating is that the property will be empty for the rest of the financial year and this only changes when it becomes occupied again. This assumption inflates the empty days figure.																	

<b>H&amp;J16</b>	<b>Percentage of vacant town centre retail units</b>	<b>Lead Councillor:</b> John Redpath														
		<b>Service Area:</b> Strategy & Communications														
		<b>Service Lead:</b> Steve Benbough														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>14.6%</td> </tr> <tr> <td>21/22 Q1</td> <td>13.6%</td> </tr> <tr> <td>20/21 Q4</td> <td>13.2%</td> </tr> <tr> <td>20/21 Q3</td> <td>14.8%</td> </tr> <tr> <td>20/21 Q2</td> <td>12.4%</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q2	14.6%	21/22 Q1	13.6%	20/21 Q4	13.2%	20/21 Q3	14.8%	20/21 Q2	12.4%	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>		
Quarter	Percentage															
21/22 Q2	14.6%															
21/22 Q1	13.6%															
20/21 Q4	13.2%															
20/21 Q3	14.8%															
20/21 Q2	12.4%															
		<b>2020/21</b>		<b>2021/22</b>												
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>												
12.4%		14.8%		13.2%												
<b>Quarter 1</b>		<b>Quarter 2</b>														
13.6%		14.6%														
<b>Description:</b>	Data is for vacant ground level retail and leisure premises situated within Guildford's Business Improvement District (BID). Data provided by Experience Guildford. The preferred direction of travel is based on the south-east figure.															
<b>Comments:</b>	<b>2021/22 - Quarter 2:</b> By comparison the percentage of vacant units for the UK was 11.8% and for the South East was 12.1%.															

<b>H&amp;J17</b>	<b>Visits to town centre car parks</b>	<b>Lead Councillor:</b> James Steel														
		<b>Service Area:</b> Customer, Case & Parking														
		<b>Service Lead:</b> Chris Wheeler														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Visits</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>583,522</td> </tr> <tr> <td>21/22 Q1</td> <td>463,399</td> </tr> <tr> <td>20/21 Q4</td> <td>129,256</td> </tr> <tr> <td>20/21 Q3</td> <td>440,236</td> </tr> <tr> <td>20/21 Q2</td> <td>466,067</td> </tr> </tbody> </table>		Quarter	Visits	21/22 Q2	583,522	21/22 Q1	463,399	20/21 Q4	129,256	20/21 Q3	440,236	20/21 Q2	466,067	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>		
Quarter	Visits															
21/22 Q2	583,522															
21/22 Q1	463,399															
20/21 Q4	129,256															
20/21 Q3	440,236															
20/21 Q2	466,067															
		<b>2020/21</b>		<b>2021/22</b>												
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>												
466,067		440,236		129,256												
<b>Quarter 1</b>		<b>Quarter 2</b>														
463,399		583,522														
<b>Description:</b>	Ticket sales for town centre car parks.															
<b>Comments:</b>	None.															

<b>H&amp;J18 Guildford town centre footfall</b>	<b>Lead Councillor:</b> John Redpath			
	<b>Service Area:</b> Strategy & Communications			
	<b>Service Lead:</b> Steve Benbough			
				<b>Preferred direction of travel:</b>
				<b>This quarter:</b>
				<b>Last quarter:</b>
<b>2020/21</b>			<b>2021/22</b>	
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>
1,939,500	1,415,000	806,010	2,177,999	2,146,787
<b>Description:</b>	Footfall across High Street and North Street combined (this is an industry standard measure of heads passing a beam across the street; one in front of M&S and the other at the back of House of Fraser). Data provided by Experience Guildford. New PI for 2021/22.			
<b>Comments:</b>	<b>2021/22 – Quarter 2:</b> Data provided for 2020/21 for comparison /information purposes.			

<b>H&amp;J19 Domestic abuse victims prioritised for housing</b>	<b>Lead Councillor:</b> Julia McShane			
	<b>Service Area:</b> Housing			
	<b>Service Lead:</b> Matt Gough			
				<b>Preferred direction of travel:</b> <b>TBA</b>
				<b>This quarter:</b>
				<b>Last quarter:</b>
<b>2020/21</b>			<b>2021/22</b>	
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>
-	-	-	15	-
<b>Description:</b>	Domestic abuse victims prioritised for housing.			
<b>Comments:</b>	<b>New PI for 2021/22 - Quarter 2:</b> There is a 2-3 month time lag on reporting figures which require approval from the DLUHC (Dept. for Levelling Up, Housing & Communities) (previously to MHCLG).  We are unable to report any figures for this quarter. This is a countywide issue and GBC are working with SCC to review the KPIs in response to the Domestic Abuse Bill.			

<b>H&amp;J20</b>	<b>Percentage of affordable housing units granted planning permission on eligible sites</b>			<b>Lead Councillor:</b> Joss Bigmore							
				<b>Service Area:</b> Planning Policy							
				<b>Service Lead:</b> Stuart Harrison							
<table border="1"> <caption>Percentage of affordable housing units granted planning permission on eligible sites</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>58%</td> </tr> <tr> <td>21/22 Q1</td> <td>-</td> </tr> </tbody> </table>				Quarter	Percentage	21/22 Q2	58%	21/22 Q1	-	<p><b>Target:</b> 40%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input type="checkbox"/></p>	
Quarter	Percentage										
21/22 Q2	58%										
21/22 Q1	-										
<b>2020/21</b>			<b>2021/22</b>								
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>							
-	-	-	n/a	58%							
<b>Description:</b>	Percentage of affordable housing units granted planning permission on eligible sites.										
<b>Comments:</b>	<p><b>2021/22 - Quarters 1 and 2:</b>  This is a new indicator for 2021/22 to provide a clearer definition from H&amp;J4 (Affordable new homes completed each year). We have put systems in place so that from Q2 we can provide Q1 and Q2 figures. There were no permissions on qualifying sites during Q1. There was only one permission on a qualifying site in Q2. This delivered a greater percentage than the policy requirement of 40% as it was on Green Belt land and the increased affordable housing formed part of the 'very special circumstances'.</p>										

5.3 Community

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

<b>COM1</b>	<b>Number of customers taking part in day care activities</b>			<b>Lead Councillor:</b> Julia McShane													
				<b>Service Area:</b> Community Services													
				<b>Service Lead:</b> Samantha Hutchison													
<table border="1"> <thead> <tr> <th>Period</th> <th>Customers</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>1,574</td> </tr> <tr> <td>21/22 Q1</td> <td>976</td> </tr> <tr> <td>20/21 Q4</td> <td>0</td> </tr> <tr> <td>20/21 Q3</td> <td>347</td> </tr> <tr> <td>20/21 Q2</td> <td>492</td> </tr> </tbody> </table>				Period	Customers	21/22 Q2	1,574	21/22 Q1	976	20/21 Q4	0	20/21 Q3	347	20/21 Q2	492	<p>Preferred direction of travel: </p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>	
Period	Customers																
21/22 Q2	1,574																
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20/21 Q4	0																
20/21 Q3	347																
20/21 Q2	492																
<b>2020/21</b>			<b>2021/22</b>														
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>													
492	347	0	976	1,574													
<b>Description:</b>	Includes activities taking place at all day centres and activity packages delivered to customer homes.																
<b>Comments:</b>	None.																

<b>COM2</b>	<b>Number of community transport single journeys</b>			<b>Lead Councillor:</b> Julia McShane													
				<b>Service Area:</b> Community Services													
				<b>Service Lead:</b> Samantha Hutchison													
<table border="1"> <thead> <tr> <th>Period</th> <th>Journeys</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>3,791</td> </tr> <tr> <td>21/22 Q1</td> <td>2,113</td> </tr> <tr> <td>20/21 Q4</td> <td>633</td> </tr> <tr> <td>20/21 Q3</td> <td>1,200</td> </tr> <tr> <td>20/21 Q2</td> <td>1,114</td> </tr> </tbody> </table>				Period	Journeys	21/22 Q2	3,791	21/22 Q1	2,113	20/21 Q4	633	20/21 Q3	1,200	20/21 Q2	1,114	<p>Preferred direction of travel: </p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>	
Period	Journeys																
21/22 Q2	3,791																
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20/21 Q2	1,114																
<b>2020/21</b>			<b>2021/22</b>														
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>													
1,114	1,200	633	2,113	3,791													
<b>Description:</b>	Includes all journeys completed by Community Transport. For example, trips to medical appointments, community centres, supermarkets etc. A return journey is classed as two single trips.																
<b>Comments:</b>	None.																

<b>COM3</b>	<b>Number of community hot meals delivered</b>	<b>Lead Councillor:</b> Julia McShane														
		<b>Service Area:</b> Community Services														
		<b>Service Lead:</b> Samantha Hutchison														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Meals Delivered</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>10,361</td> </tr> <tr> <td>21/22 Q1</td> <td>9,945</td> </tr> <tr> <td>20/21 Q4</td> <td>11,017</td> </tr> <tr> <td>20/21 Q3</td> <td>11,152</td> </tr> <tr> <td>20/21 Q2</td> <td>12,983</td> </tr> </tbody> </table>				Quarter	Meals Delivered	21/22 Q2	10,361	21/22 Q1	9,945	20/21 Q4	11,017	20/21 Q3	11,152	20/21 Q2	12,983	Preferred direction of travel:
Quarter	Meals Delivered															
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21/22 Q1	9,945															
20/21 Q4	11,017															
20/21 Q3	11,152															
20/21 Q2	12,983															
				This quarter:												
				Last quarter:												
<b>2020/21</b>			<b>2021/22</b>													
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>												
12,983	11,152	11,017	9,945	10,361												
<b>Description:</b>	Includes community meals delivery service as well as meals ordered by day care customers at our day centres.															
<b>Comments:</b>	None.															

<b>COM4</b>	<b>Number of handyperson jobs completed</b>	<b>Lead Councillor:</b> Julia McShane											
		<b>Service Area:</b> Community Services											
		<b>Service Lead:</b> Samantha Hutchison											
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Waverley</th> <th>Guildford</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>185</td> <td>283</td> </tr> <tr> <td>21/22 Q1</td> <td>172</td> <td>240</td> </tr> </tbody> </table>				Quarter	Waverley	Guildford	21/22 Q2	185	283	21/22 Q1	172	240	Preferred direction of travel:
Quarter	Waverley	Guildford											
21/22 Q2	185	283											
21/22 Q1	172	240											
				This quarter:									
				Last quarter:									
<b>2020/21</b>			<b>2021/22</b>										
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>									
-	-	-	240 Guildford 172 Waverley	283 Guildford 185 Waverley									
<b>Description:</b>	Number of handyperson jobs completed.												
<b>Comments:</b>	None.												



<b>COM5</b>	<b>Number of Care and Repair jobs completed</b>			<b>Lead Councillor:</b> Julia McShane										
				<b>Service Area:</b> Community Services										
				<b>Service Lead:</b> Samantha Hutchison										
<table border="1"> <caption>Number of Care and Repair jobs completed</caption> <thead> <tr> <th>Quarter</th> <th>Waverley</th> <th>Guildford</th> </tr> </thead> <tbody> <tr> <td>21/22 Q1</td> <td>10</td> <td>35</td> </tr> <tr> <td>21/22 Q2</td> <td>13</td> <td>41</td> </tr> </tbody> </table>				Quarter	Waverley	Guildford	21/22 Q1	10	35	21/22 Q2	13	41	Preferred direction of travel:	
Quarter	Waverley	Guildford												
21/22 Q1	10	35												
21/22 Q2	13	41												
				This quarter:										
				Last quarter:										
<b>2020/21</b>			<b>2021/22</b>											
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>										
-	-	-	45 projects: 35 Guildford 10 Waverley	54 projects: 41 Guildford 13 Waverley										
<b>Description:</b>	Private sector only, includes Waverley jobs.													
<b>Comments:</b>	<b>2021/22 – Quarter 2:</b> The figures have been revised for Quarters 1 and 2 as they previously showed the number of referrals and not the number of jobs completed.													

<b>COM6</b>	<b>Number of public sector adaptations completed</b>			<b>Lead Councillor:</b> Julia McShane							
				<b>Service Area:</b> Environment & Regulatory							
				<b>Service Lead:</b> Justine Fuller							
<table border="1"> <caption>Number of public sector adaptations completed</caption> <thead> <tr> <th>Quarter</th> <th>Guildford</th> </tr> </thead> <tbody> <tr> <td>21/22 Q1</td> <td>24</td> </tr> <tr> <td>21/22 Q2</td> <td>23</td> </tr> </tbody> </table>				Quarter	Guildford	21/22 Q1	24	21/22 Q2	23	Preferred direction of travel:	
Quarter	Guildford										
21/22 Q1	24										
21/22 Q2	23										
				This quarter:							
				Last quarter:							
<b>2020/21</b>			<b>2021/22</b>								
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>							
-	-	-	24	23							
<b>Description:</b>	Number of public sector adaptations completed.										
<b>Comments:</b>	Public sector only, includes Waverley jobs.										

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

21/22 Q2	32
21/22 Q1	34
20/21 Q4	35
20/21 Q3	35
20/21 Q2	43

Preferred direction of travel:	
This quarter:	<input checked="" type="checkbox"/>
Last quarter:	<input checked="" type="checkbox"/>

2020/21			2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
43	35	35	34	32
<b>Description:</b>	Number of households in temporary accommodation at the end of the quarter. These are only the households who are accommodated following an acceptance of a homelessness duty. Other households may be placed in temporary accommodation without us accepting a duty, but by using our prevention powers.			
<b>Comments:</b>	None.			

<b>COM8</b>	<b>Snapshot of rough sleepers</b>	<b>Lead Councillor:</b> Julia McShane
		<b>Service Area:</b> Housing
		<b>Service Lead:</b> Matt Gough

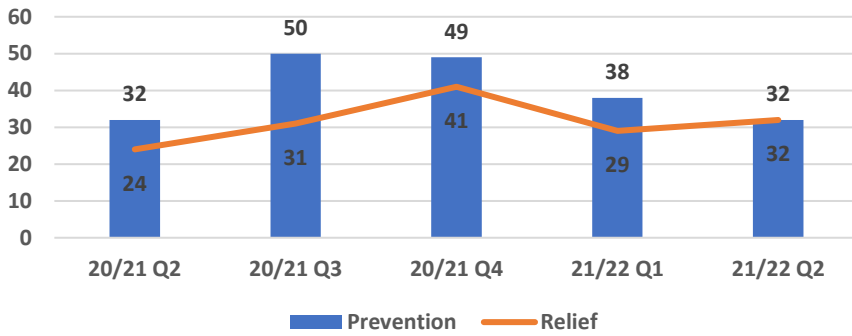
21/22 Q2	6
21/22 Q1	7
20/21 Q4	5
20/21 Q3	6
20/21 Q2	6

Target: Less than 5 [target for 2020/21 was <10]
This quarter: <input checked="" type="checkbox"/>
Last quarter: <input checked="" type="checkbox"/>

2020/21			2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
6	6	5	7	6
<b>Description:</b>	These figures are intelligence-based estimates relating to a specified date each quarter. HOST collate information based on their caseload, rough sleeper outreach and multi-agency feedback received.			
<b>Comments:</b>	<b>2021/22 - Quarter 2:</b> Rough sleepers are now from outside the area and not Guildford. This has been reported to the Department for Levelling Up, Housing and Communities who have provided funding to help resolve this issue.			

<b>COM9</b> Number of successful homelessness outcomes	<b>Lead Councillor:</b> Julia McShane
	<b>Service Area:</b> Housing
	<b>Service Lead:</b> Matt Gough



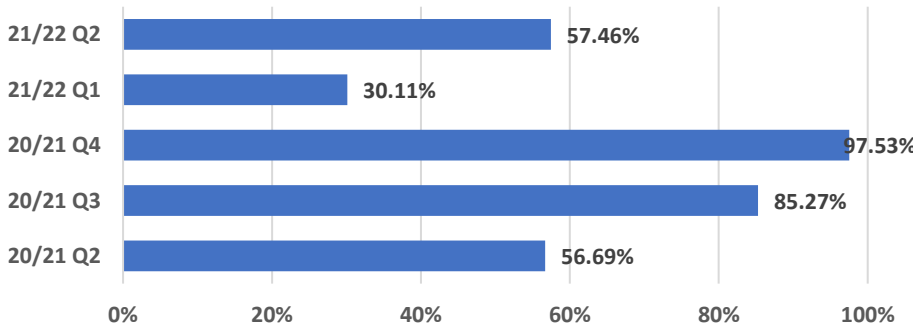
**Target:** Higher prevention to relief

This quarter:

Last quarter:

2020/21			2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
32/24	50/31	49/41	38/29	32/32 (pending DLUHC approval)
<b>Description:</b>	Successful prevention/ relief case outcomes.			
<b>Comments:</b>	None.			

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

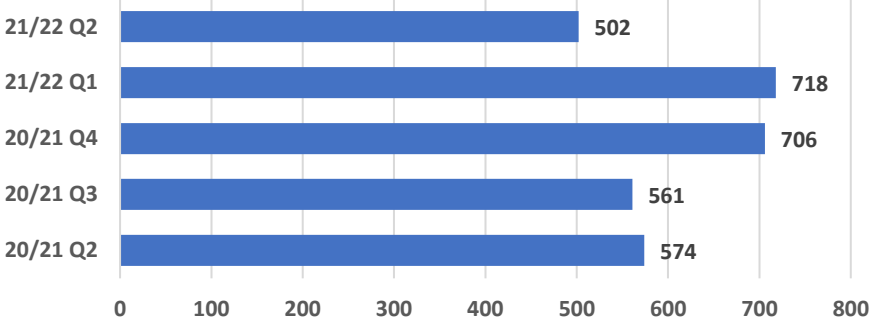




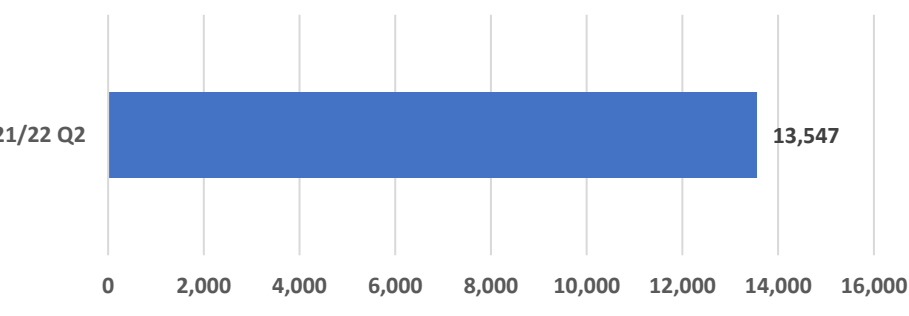


**Target:** 99% for the year

This quarter:

Last quarter:

2020/21			2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
56.69%	85.27%	97.53%	30.11%	57.46%
<b>Description:</b>	Percentage calculated, as a cumulative year-to-date figure, from the total of council tax payments received compared to the total amounts payable in that year.			
<b>Comments:</b>	For 2021/22 there is a target of 99% for the year whereas previously this PI had a preferred direction of travel as increasing.			

<b>COM11 Number of planning applications</b>		<b>Lead Councillor:</b> Tom Hunt			
		<b>Service Area:</b> Place Services			
		<b>Service Lead:</b> Dan Ledger			
		<p><b>Data only:</b> no target</p> <p>This quarter: </p> <p>Last quarter: </p>			
		<b>2020/21</b>		<b>2021/22</b>	
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>	
574		561		706	
		<b>Quarter 1</b>		<b>Quarter 2</b>	
		718		502	
<b>Description:</b>		Relates to number of planning applications validated during this period.			
<b>Comments:</b>		<p><b>2021/22 – Quarter 2:</b> There has been a significant drop in the number of applications validated from previous quarters. Application numbers remain high and we will look to address these issues as there is the potential to cause further delays if not addressed.</p>			

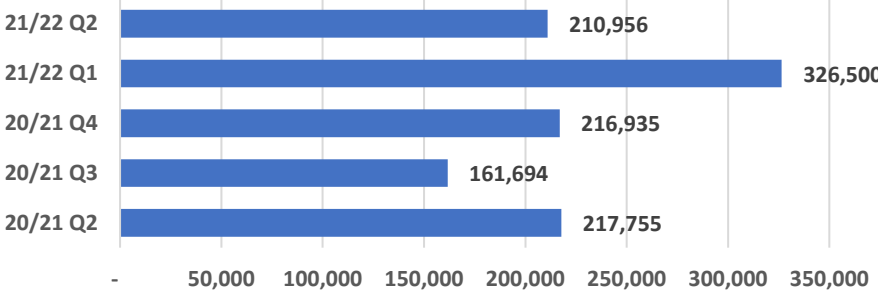
<b>COM12 Total attendance at G Live</b>		<b>Lead Councillor:</b> James Steel			
		<b>Service Area:</b> Culture, Heritage & Leisure			
		<b>Service Lead:</b> Jonathan Sewell			
		<p><b>Target:</b> 230,000 per year</p> <p>This quarter: </p> <p>Last quarter: </p>			
		<b>2020/21</b>		<b>2021/22</b>	
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>	
-		-		-	
		<b>Quarter 1</b>		<b>Quarter 2</b>	
		-		13,547	
<b>Description:</b>		Ticket sales plus estimates of other events. Data provided from HQ Theatres.			
<b>Comments:</b>		<p>HQ Theatres data collection is approximately 6 weeks behind.</p> <p><b>2021/22 – Quarter 2:</b> This figure is for attendances for the period 24 August to 30 September 2021. It covers the main hall and the Bellerby Studio but not the community attendances for Hillsong Church (which will also be down as they have dropped to one service per day by comparison to the previous two per Sunday).</p>			

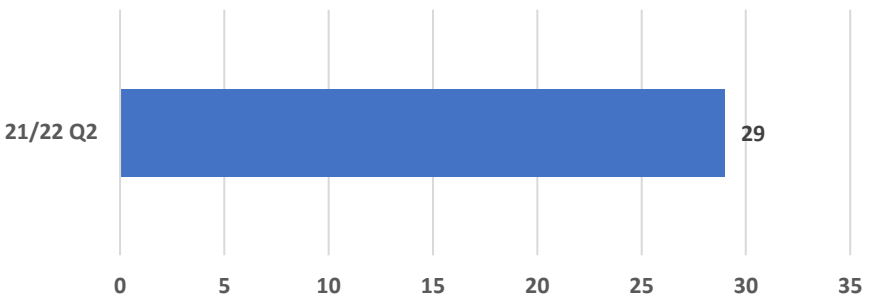
<b>COM13</b>	<b>Total visits to sports and leisure venues (Spectrum, Lido, Ash Manor)</b>	<b>Lead Councillor:</b> James Steel			
		<b>Service Area:</b> Culture, Heritage & Leisure			
		<b>Service Lead:</b> Jonathan Sewell			
		<p><b>Target:</b> Spectrum - 1.7m visits per year; Lido and Ash Manor – 80,000 visits per year per venue</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input type="checkbox"/></p>			
		<b>2020/21</b>		<b>2021/22</b>	
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>	
-		-		-	
				233,017	
				420,956	
<b>Description:</b>	Ticket sales plus estimates of other events (includes door counters and booking sources). Data provided from Freedom Leisure.				
<b>Comments:</b>	Freedom Leisure data collection is around 2 months behind.				
	<p><b>2021/22 – Quarter 2:</b> Targets are based on pre-pandemic levels, but provide an indication. The Lido had a good summer season, but Spectrum and Ash Manor have been struggling particularly with the return of direct debit members to the gym and classes.</p>				

<b>COM14</b>	<b>Total visits to heritage venues</b>	<b>Lead Councillor:</b> John Redpath			
		<b>Service Area:</b> Culture, Heritage & Leisure			
		<b>Service Lead:</b> Jonathan Sewell			
		<p><b>Target:</b> 148,000 per year</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>			
		<b>2020/21</b>		<b>2021/22</b>	
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>	
4,611		8,402		0	
				301	
				2,624	
<b>Description:</b>	Total visits to heritage venues including the Castle, Guildford House Gallery, the Museum and the Guildhall. Data is collected through visitor and door counters at Guildford House Gallery, Museum, Castle and the Guildhall.				
<b>Comments:</b>	<p><b>2021/22 - Quarter 2:</b> Facilities closed much of the time due to imposed lockdowns; followed by staff reduction and seasonal closure. Museum re-opened to the public on May 26 with reduced days and hours: Wed to Sat, 12 noon to 4.30pm. Guildford House Galleries closed for covid followed by ongoing lighting system installation and then structural works. Commercial hire of the Guildhall affected by covid closures and therefore number of events attendances at the venue reduced. Given the pandemic the target will clearly be missed so we are currently monitoring the direction of travel.</p>				

<b>COM15</b>	<b>Total number of attendances at events, engagements and outreach sessions delivered by Heritage Services</b>			<b>Lead Councillor:</b> John Redpath													
				<b>Service Area:</b> Culture, Heritage & Leisure													
				<b>Service Lead:</b> Jonathan Sewell													
<table border="1"> <caption>Attendance Data for COM15</caption> <thead> <tr> <th>Quarter</th> <th>Attendance</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>180</td> </tr> <tr> <td>21/22 Q1</td> <td>906</td> </tr> <tr> <td>20/21 Q4</td> <td>33</td> </tr> <tr> <td>20/21 Q3</td> <td>1,252</td> </tr> <tr> <td>20/21 Q2</td> <td>0</td> </tr> </tbody> </table>						Quarter	Attendance	21/22 Q2	180	21/22 Q1	906	20/21 Q4	33	20/21 Q3	1,252	20/21 Q2	0
Quarter	Attendance																
21/22 Q2	180																
21/22 Q1	906																
20/21 Q4	33																
20/21 Q3	1,252																
20/21 Q2	0																
<p><b>Target:</b> 2,000 per year</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>																	
<b>2020/21</b>			<b>2021/22</b>														
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>													
0	1,252	33	906	180													
<b>Description:</b>	Total attendance at events, engagement and outreach sessions delivered by Heritage Services. Attendances are recorded by facilitators or through bookings and include virtual attendance.																
<b>Comments:</b>	<b>2021/22 - Quarter 2:</b> Includes events etc arranged by Heritage Service <b>only</b> as part of our programme. Does not include commercial lets and hires or corporate events. Stats do not include web hits and visits to our on-line exhibitions and other on-line activity etc.																

<b>COM16</b>	<b>Number of bookings of sports pitches and courts</b>			<b>Lead Councillor:</b> James Steel							
				<b>Service Area:</b> Customer, Case & Parking							
				<b>Service Lead:</b> Nicola Haymes							
<table border="1"> <caption>Booking Data for COM16</caption> <thead> <tr> <th>Quarter</th> <th>Bookings</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>835</td> </tr> <tr> <td>21/22 Q1</td> <td>1,243</td> </tr> </tbody> </table>						Quarter	Bookings	21/22 Q2	835	21/22 Q1	1,243
Quarter	Bookings										
21/22 Q2	835										
21/22 Q1	1,243										
<p><b>Target:</b> 3,300 per year</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input type="checkbox"/></p>											
<b>2020/21</b>			<b>2021/22</b>								
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>							
-	-	-	1,243	835							
<b>Description:</b>	Data collated from pitch/ court booking system. Excludes tennis court bookings at Stoke Park Gardens (these have been contracted out).										
<b>Comments:</b>	<b>2021/22 - Quarter 2:</b> Reduced figure in Q2 due to seasonal transition between cricket and winter sports.										

<b>COM17</b>	<b>Total visitor numbers to parks and countryside sites</b>	<b>Lead Councillor:</b> James Steel																	
		<b>Service Area:</b> Culture, Heritage & Leisure																	
		<b>Service Lead:</b> Jonathan Sewell																	
		<b>Target:</b> 945,000 per year																	
		<b>This quarter:</b> <input checked="" type="checkbox"/>																	
		<b>Last quarter:</b> <input checked="" type="checkbox"/>																	
		<table border="1"> <thead> <tr> <th colspan="3">2020/21</th> <th colspan="2">2021/22</th> </tr> <tr> <th>Quarter 2</th> <th>Quarter 3</th> <th>Quarter 4</th> <th>Quarter 1</th> <th>Quarter 2</th> </tr> </thead> <tbody> <tr> <td>217,755</td> <td>161,694</td> <td>216,935</td> <td>326,500</td> <td>210,956</td> </tr> </tbody> </table>			2020/21			2021/22		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	217,755	161,694	216,935	326,500	210,956
2020/21			2021/22																
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2															
217,755	161,694	216,935	326,500	210,956															
<b>Description:</b>	Based on counters at Stoke Park Gardens and Castle Grounds and the SANG sites of Chantry Wood and Riverside Nature Reserve. It is not a true reflection of total visitor numbers to all our sites																		
<b>Comments:</b>	None.																		

<b>COM18</b>	<b>Number of visitors to Thrive at the Hive</b>	<b>Lead Councillor:</b> Julia McShane																	
		<b>Service Area:</b> Community Services																	
		<b>Service Lead:</b> Sam Hutchison																	
		<b>Target:</b> Data only																	
		<b>This quarter:</b> <input type="checkbox"/>																	
		<b>Last quarter:</b> n/a																	
		<table border="1"> <thead> <tr> <th colspan="3">2020/21</th> <th colspan="2">2021/22</th> </tr> <tr> <th>Quarter 2</th> <th>Quarter 3</th> <th>Quarter 4</th> <th>Quarter 1</th> <th>Quarter 2</th> </tr> </thead> <tbody> <tr> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>29</td> </tr> </tbody> </table>			2020/21			2021/22		Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	n/a	n/a	n/a	n/a	29
2020/21			2021/22																
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2															
n/a	n/a	n/a	n/a	29															
<b>Description:</b>	This is a new PI from Quarter 2 of 2021/22																		
<b>Comments:</b>	None.																		

<b>COM19</b>	<b>Number of visitors to the Community Fridge</b>	<b>Lead Councillor:</b> Julia McShane			
		<b>Service Area:</b> Community Services			
		<b>Service Lead:</b> Sam Hutchison			
		<p><b>Target:</b> Data only</p> <p>This quarter: </p> <p>Last quarter: </p>			
		<b>2020/21</b>		<b>2021/22</b>	
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>	
n/a		n/a		n/a	
				127	
				543	
<b>Description:</b>		This is a new PI for 2021/22			
<b>Comments:</b>		<b>2021/22 - Quarters 1 and 2:</b> Data was not available until after the deadline for the Q1 report, so now reporting on both quarters in Q2.			

<b>COM20</b>	<b>Number of attendees at Playranger Sessions</b>	<b>Lead Councillor:</b> Julia McShane			
		<b>Service Area:</b> Community Services			
		<b>Service Lead:</b> Sam Hutchison			
		<p><b>Target:</b> Data only</p> <p>This quarter: </p> <p>Last quarter: </p>			
		<b>2020/21</b>		<b>2021/22</b>	
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>	
n/a		n/a		n/a	
				453	
				177	
<b>Description:</b>		This is a new PI for 2021/22			
<b>Comments:</b>		<b>2021/22 - Quarters 1 and 2:</b> Data was not available until after the deadline for the Q1 report, so now reporting on both quarters in Q2. We would expect a decrease over the summer holidays as Playrangers would not normally run in August and the return in September can be slower with a new term.			



5.4 Council

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

COU1 Staff sickness absence - all sickness		Lead Councillor: Julia McShane														
		Service Area: HR														
		Service Lead: Francesca Chapman														
<table border="1"> <caption>Staff Sickness Absence - All Sickness (Days)</caption> <thead> <tr> <th>Quarter</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>7.0</td> </tr> <tr> <td>21/22 Q1</td> <td>5.7</td> </tr> <tr> <td>20/21 Q4</td> <td>6.0</td> </tr> <tr> <td>20/21 Q3</td> <td>7.0</td> </tr> <tr> <td>20/21 Q2</td> <td>7.0</td> </tr> </tbody> </table>		Quarter	Days	21/22 Q2	7.0	21/22 Q1	5.7	20/21 Q4	6.0	20/21 Q3	7.0	20/21 Q2	7.0	<p><b>Target:</b> Less than/ equal to 8 days</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Days															
21/22 Q2	7.0															
21/22 Q1	5.7															
20/21 Q4	6.0															
20/21 Q3	7.0															
20/21 Q2	7.0															
		<b>2020/21</b>		<b>2021/22</b>												
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>												
-	7 days	6 days	5.7 days	7.0 days												
<b>Description:</b>	Rolling year to date number of working days/ shifts lost due to sickness absence. This is calculated by the number of long- and short-term sickness absence days divided by the number of full-time equivalent staff.															
<b>Comments:</b>	None.															

COU2 Staff turnover		Lead Councillor: Julia McShane														
		Service Area: HR														
		Service Lead: Francesca Chapman														
<table border="1"> <caption>Staff Turnover (Percentage)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>17.6%</td> </tr> <tr> <td>21/22 Q1</td> <td>16.4%</td> </tr> <tr> <td>20/21 Q4</td> <td>14.2%</td> </tr> <tr> <td>20/21 Q3</td> <td>13.0%</td> </tr> <tr> <td>20/21 Q2</td> <td>13.0%</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q2	17.6%	21/22 Q1	16.4%	20/21 Q4	14.2%	20/21 Q3	13.0%	20/21 Q2	13.0%	<p><b>Target:</b> 15%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Percentage															
21/22 Q2	17.6%															
21/22 Q1	16.4%															
20/21 Q4	14.2%															
20/21 Q3	13.0%															
20/21 Q2	13.0%															
		<b>2020/21</b>		<b>2021/22</b>												
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>												
-	13.0%	14.2%	16.4%	17.6%												
<b>Description:</b>	This is a rolling year-to-date figure calculated from the total number of staff leaving (voluntarily and non-voluntary) as a percentage of total staff in post.															
<b>Comments:</b>	<p><b>2021/22 – Quarter 2:</b></p> <p>There has been a national increase in turnover rates as a response to lifestyle changes created by the pandemic and a buoyant jobs market. A healthy turnover rate is around 15% as the organisation will require a mixture of fresh thinking and innovation, and experience and knowledge of the business. As our previous target of less than/equal to 10% was based on our normal turnover rate prior to the pandemic, we have revised it from this quarter so that it is subject to benchmarking against the public sector average of 15%. The Council is addressing retention issues by reviewing the benefits offered, development opportunities and offering remote working options.</p>															

COU3 Council suppliers paid within 30 days		Lead Councillor: Tim Anderson														
		Service Area: Case Services														
		Service Lead: Nicola Haymes														
<table border="1"> <caption>Council suppliers paid within 30 days</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>85%</td> </tr> <tr> <td>21/22 Q1</td> <td>85%</td> </tr> <tr> <td>20/21 Q4</td> <td>84%</td> </tr> <tr> <td>20/21 Q3</td> <td>55%</td> </tr> <tr> <td>20/21 Q2</td> <td>-</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q2	85%	21/22 Q1	85%	20/21 Q4	84%	20/21 Q3	55%	20/21 Q2	-	<p>Target: 90%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Percentage															
21/22 Q2	85%															
21/22 Q1	85%															
20/21 Q4	84%															
20/21 Q3	55%															
20/21 Q2	-															
		2020/21		2021/22												
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2												
-	55%	84%	85%	85%												
<b>Description:</b>	Percentage of Council suppliers paid within 30 days.															
<b>Comments:</b>	<p><b>2021/22 - Quarter 2:</b> We continue to work with services and suppliers to ensure that purchase orders are raised at the time of ordering and are included on invoicing as part of our no PO, no Pay policy which can often be the reason for any delays in payments occurring.</p>															

COU4 Council sundry debt invoices collected within 30 days		Lead Councillor: Tim Anderson														
		Service Area: Case Services														
		Service Lead: Nicola Haymes														
<table border="1"> <caption>Council sundry debt invoices collected within 30 days</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>78%</td> </tr> <tr> <td>21/22 Q1</td> <td>54%</td> </tr> <tr> <td>20/21 Q4</td> <td>57%</td> </tr> <tr> <td>20/21 Q3</td> <td>16%</td> </tr> <tr> <td>20/21 Q2</td> <td>-</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q2	78%	21/22 Q1	54%	20/21 Q4	57%	20/21 Q3	16%	20/21 Q2	-	<p>Target: 90%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Percentage															
21/22 Q2	78%															
21/22 Q1	54%															
20/21 Q4	57%															
20/21 Q3	16%															
20/21 Q2	-															
		2020/21		2021/22												
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2												
-	16%	57%	54%	78%												
<b>Description:</b>	Percentage of debt owed to the Council collected within 30 days.															
<b>Comments:</b>	<p><b>2021/22 - Quarter 2:</b> Definition of PI amended to more clearly reflect that the indicator is invoices paid. More accurate reporting has been developed to allow for better monitoring of the council's debt recovery.</p> <p>Debt collection procedures were put on hold during 2020/21 due to the covid-19 pandemic as the government introduced various emergency legislation to allow an extension of time on repayment of various debts and court dates were unavailable during this period. The Council also made the decision to treat debt collection compassionately during the pandemic as we were mindful of the impact on individual's financial circumstances.</p> <p>In addition, we had initial issues with the functionality of Business World and were therefore unable to send out automated letters. This has now been resolved and debt collection procedures have been reinstated in full.</p>															

COU5	Time taken to assess new Housing Benefit claims	Lead Councillor: Julia McShane														
		Service Area: Housing (Revenue & Benefits)														
		Service Lead: Matt Gough														
<table border="1"> <caption>Time taken to assess new Housing Benefit claims (Days)</caption> <thead> <tr> <th>Quarter</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>10.08</td> </tr> <tr> <td>21/22 Q1</td> <td>10.31</td> </tr> <tr> <td>20/21 Q4</td> <td>8.07</td> </tr> <tr> <td>20/21 Q3</td> <td>11.72</td> </tr> <tr> <td>20/21 Q2</td> <td>12.58</td> </tr> </tbody> </table>		Quarter	Days	21/22 Q2	10.08	21/22 Q1	10.31	20/21 Q4	8.07	20/21 Q3	11.72	20/21 Q2	12.58	<p><b>Target:</b> Less than/ equal to 8 days</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Days															
21/22 Q2	10.08															
21/22 Q1	10.31															
20/21 Q4	8.07															
20/21 Q3	11.72															
20/21 Q2	12.58															
		<b>2020/21</b>		<b>2021/22</b>												
		<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>										
		12.58 days	11.72 days	8.07 days	10.31 days	10.08 days										
<b>Description:</b>		Days taken to process new Housing Benefit claims.														
<b>Comments:</b>		<b>2021/22 - Quarter 2:</b> Temporary resources have been put in place and outstanding work is being monitored in order to reduce the time taken to process claims.														

COU6	Rent collection rate – percentage of rent collected in year	Lead Councillor: Tim Anderson														
		Service Area: Housing														
		Service Lead: Matt Gough														
<table border="1"> <caption>Rent collection rate – percentage of rent collected in year</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>100.05%</td> </tr> <tr> <td>21/22 Q1</td> <td>100.09%</td> </tr> <tr> <td>20/21 Q4</td> <td>99.84%</td> </tr> <tr> <td>20/21 Q3</td> <td>99.73%</td> </tr> <tr> <td>20/21 Q2</td> <td>99.91%</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q2	100.05%	21/22 Q1	100.09%	20/21 Q4	99.84%	20/21 Q3	99.73%	20/21 Q2	99.91%	<p><b>Target:</b> 99%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Percentage															
21/22 Q2	100.05%															
21/22 Q1	100.09%															
20/21 Q4	99.84%															
20/21 Q3	99.73%															
20/21 Q2	99.91%															
		<b>2020/21</b>		<b>2021/22</b>												
		<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>										
		99.91%	99.73%	99.84%	100.09%	100.05%										
<b>Description:</b>		Percentage of council house rent collected in year.														
<b>Comments:</b>		Figures over 100% can be achieved due the collection of rent arrears.														

<b>COU7</b>	<b>Rent collection rate – percentage of rent collected in year, plus arrears brought forward</b>			<b>Lead Councillor:</b> Tim Anderson													
				<b>Service Area:</b> Housing													
				<b>Service Lead:</b> Matt Gough													
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>99.55%</td> </tr> <tr> <td>21/22 Q1</td> <td>99.10%</td> </tr> <tr> <td>20/21 Q4</td> <td>98.97%</td> </tr> <tr> <td>20/21 Q3</td> <td>98.86%</td> </tr> <tr> <td>20/21 Q2</td> <td>99.05%</td> </tr> </tbody> </table>						Quarter	Percentage	21/22 Q2	99.55%	21/22 Q1	99.10%	20/21 Q4	98.97%	20/21 Q3	98.86%	20/21 Q2	99.05%
Quarter	Percentage																
21/22 Q2	99.55%																
21/22 Q1	99.10%																
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20/21 Q3	98.86%																
20/21 Q2	99.05%																
<b>2020/21</b>			<b>2021/22</b>														
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>													
99.05%	98.86%	98.97%	99.10%	99.55%													
<b>Description:</b>	Percentage of council house rent collected in year including arrears brought forward.																
<b>Comments:</b>	None.																

<b>COU9</b>	<b>Vacancy rates of commercial property investments</b>			<b>Lead Councillor:</b> Tim Anderson													
				<b>Service Area:</b> Asset Management													
				<b>Service Lead:</b> Marieke van der Reijden													
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>3.35%</td> </tr> <tr> <td>21/22 Q1</td> <td>2.99%</td> </tr> <tr> <td>20/21 Q4</td> <td>3.50%</td> </tr> <tr> <td>20/21 Q3</td> <td>4.55%</td> </tr> <tr> <td>20/21 Q2</td> <td>5.09%</td> </tr> </tbody> </table>						Quarter	Percentage	21/22 Q2	3.35%	21/22 Q1	2.99%	20/21 Q4	3.50%	20/21 Q3	4.55%	20/21 Q2	5.09%
Quarter	Percentage																
21/22 Q2	3.35%																
21/22 Q1	2.99%																
20/21 Q4	3.50%																
20/21 Q3	4.55%																
20/21 Q2	5.09%																
<b>2020/21</b>			<b>2021/22</b>														
<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>													
5.09%	4.55%	3.50%	2.99%	3.35%													
<b>Description:</b>	Percentage vacancy rates based on days per property, excluding intentional voids. Incorporating the number of properties, potential and actual vacant days.																
<b>Comments:</b>	None.																

<b>COU10</b>	<b>Speed of determining planning applications for major development (%)</b>	<b>Lead Councillor:</b> Tom Hunt														
		<b>Service Area:</b> Place Services														
		<b>Service Lead:</b> Dan Ledger														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>66.67%</td> </tr> <tr> <td>21/22 Q1</td> <td>80%</td> </tr> <tr> <td>20/21 Q4</td> <td>75%</td> </tr> <tr> <td>20/21 Q3</td> <td>96.88%</td> </tr> <tr> <td>20/21 Q2</td> <td>95.83%</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q2	66.67%	21/22 Q1	80%	20/21 Q4	75%	20/21 Q3	96.88%	20/21 Q2	95.83%	<p><b>Target:</b> 60%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Percentage															
21/22 Q2	66.67%															
21/22 Q1	80%															
20/21 Q4	75%															
20/21 Q3	96.88%															
20/21 Q2	95.83%															
		<b>2020/21</b>		<b>2021/22</b>												
		<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>										
		95.83%	96.88%	75%	80%	66.67%										
<b>Description:</b>		Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 13 weeks.														
<b>Comments:</b>		None.														

<b>COU11</b>	<b>Speed of determining planning applications for minor development (%)</b>	<b>Lead Councillor:</b> Tom Hunt														
		<b>Service Area:</b> Place Services														
		<b>Service Lead:</b> Dan Ledger														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>52.63%</td> </tr> <tr> <td>21/22 Q1</td> <td>52.38%</td> </tr> <tr> <td>20/21 Q4</td> <td>54.93%</td> </tr> <tr> <td>20/21 Q3</td> <td>75.17%</td> </tr> <tr> <td>20/21 Q2</td> <td>81.19%</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q2	52.63%	21/22 Q1	52.38%	20/21 Q4	54.93%	20/21 Q3	75.17%	20/21 Q2	81.19%	<p><b>Target:</b> 70%</p> <p>This quarter: <input type="checkbox"/></p> <p>Last quarter: <input type="checkbox"/></p>		
Quarter	Percentage															
21/22 Q2	52.63%															
21/22 Q1	52.38%															
20/21 Q4	54.93%															
20/21 Q3	75.17%															
20/21 Q2	81.19%															
		<b>2020/21</b>		<b>2021/22</b>												
		<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>	<b>Quarter 2</b>										
		81.19%	75.17%	54.93%	52.38%	52.63%										
<b>Description:</b>		Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 8 weeks.														
<b>Comments:</b>		<p><b>2021/22 – Quarter 2:</b> Speed of determining ‘other’ applications has fallen from earlier quarters. This is due to a backlog of applications which has built up in previous quarters a significant number of ‘out of time’ applications are in hand. As these are now being dealt with, overall performance which relates to applications determined ‘in time’ will fall. It is expected that this trend will continue into the next quarter as we continue to clear out old applications. The number of applications determined is remaining consistent during this time.</p>														

COU12 Speed of determining planning applications for other development (%)		Lead Councillor: Tom Hunt														
		Service Area: Place Services														
		Service Lead: Dan Ledger														
<table border="1"> <caption>Speed of determining planning applications for other development (%)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>35.92%</td> </tr> <tr> <td>21/22 Q1</td> <td>60.27%</td> </tr> <tr> <td>20/21 Q4</td> <td>66.89%</td> </tr> <tr> <td>20/21 Q3</td> <td>82.69%</td> </tr> <tr> <td>20/21 Q2</td> <td>83.39%</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q2	35.92%	21/22 Q1	60.27%	20/21 Q4	66.89%	20/21 Q3	82.69%	20/21 Q2	83.39%	<p><b>Target: 85%</b></p> <p>This quarter: <span style="color: red;">✘</span></p> <p>Last quarter: <span style="color: red;">✘</span></p>		
Quarter	Percentage															
21/22 Q2	35.92%															
21/22 Q1	60.27%															
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20/21 Q3	82.69%															
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		<b>2020/21</b>		<b>2021/22</b>												
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 1</b>												
83.39%		82.69%		60.27%												
<b>Quarter 4</b>		<b>Quarter 2</b>														
66.89%		35.92%														
<b>Description:</b>	Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 8 weeks.															
<b>Comments:</b>	<p><b>2021/22 – Quarter 2:</b> Speed of determining ‘other’ applications has fallen from earlier quarters. This is due to a backlog of applications which has built up in previous quarters a significant number of ‘out of time’ applications are in hand. As these are now being dealt with, overall performance which relates to applications determined ‘in time’ will fall. It is expected that this trend will continue into the next quarter as we continue to clear out old applications. The number of applications determined is remaining consistent during this time.</p>															

COU13 Appeals dismissed against the Council's refusal of planning permission (%)		Lead Councillor: Tom Hunt														
		Service Area: Place Services														
		Service Lead: Dan Ledger														
<table border="1"> <caption>Appeals dismissed against the Council's refusal of planning permission (%)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>59%</td> </tr> <tr> <td>21/22 Q1</td> <td>58%</td> </tr> <tr> <td>20/21 Q4</td> <td>85%</td> </tr> <tr> <td>20/21 Q3</td> <td>80%</td> </tr> <tr> <td>20/21 Q2</td> <td>81%</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q2	59%	21/22 Q1	58%	20/21 Q4	85%	20/21 Q3	80%	20/21 Q2	81%	<p><b>Data only: no target</b></p> <p>This quarter: <span style="color: blue;">i</span></p> <p>Last quarter: <span style="color: blue;">i</span></p>		
Quarter	Percentage															
21/22 Q2	59%															
21/22 Q1	58%															
20/21 Q4	85%															
20/21 Q3	80%															
20/21 Q2	81%															
		<b>2020/21</b>		<b>2021/22</b>												
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 1</b>												
81%		80%		58%												
<b>Quarter 4</b>		<b>Quarter 2</b>														
85%		59%														
<b>Description:</b>	Percentage of appeals dismissed where the Council has refused planning permission. This is a cumulative figure for the year.															
<b>Comments:</b>	None.															

<b>COU14</b>	<b>Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes</b>			<b>Lead Councillor:</b> Joss Bigmore																
				<b>Service Area:</b> Strategy & Communications																
				<b>Service Lead:</b> Steve Benbough																
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>93.5%</td> </tr> <tr> <td>21/22 Q1</td> <td>91%</td> </tr> <tr> <td>20/21 Q4</td> <td>94%</td> </tr> <tr> <td>20/21 Q3</td> <td>79%</td> </tr> <tr> <td>20/21 Q2</td> <td>78%</td> </tr> </tbody> </table>						Quarter	Percentage	21/22 Q2	93.5%	21/22 Q1	91%	20/21 Q4	94%	20/21 Q3	79%	20/21 Q2	78%			
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2020/21			2021/22																	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2																
78%	79%	94%	91%	93.5%																
<b>Description:</b>			Percentage of FOI/ EIR responses given within the statutory timeframe of 20 days.																	
<b>Comments:</b>			Reporting lag of 1 month due to 20 working day deadline (some FOIs will still be within their due date after the month ends).																	

<b>COU15</b>	<b>Number of web page views</b>			<b>Lead Councillor:</b> John Redpath																
				<b>Service Area:</b> Customer, Case & Parking																
				<b>Service Lead:</b> Nicola Haymes																
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of views</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>692,621</td> </tr> <tr> <td>21/22 Q1</td> <td>798,245</td> </tr> <tr> <td>20/21 Q4</td> <td>1,114,036</td> </tr> <tr> <td>20/21 Q3</td> <td>909,789</td> </tr> <tr> <td>20/21 Q2</td> <td>902,235</td> </tr> </tbody> </table>						Quarter	Number of views	21/22 Q2	692,621	21/22 Q1	798,245	20/21 Q4	1,114,036	20/21 Q3	909,789	20/21 Q2	902,235			
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<p>Preferred direction of travel: <input checked="" type="checkbox"/></p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>																				
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2020/21			2021/22																	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2																
902,235	909,789	1,114,036	798,245	692,621																
<b>Description:</b>			Total number of web page views.																	
<b>Comments:</b>			<p><b>2021/22 - Quarter 2:</b></p> <p>The website relaunched on Thursday 29 April. A significant page review, page reduction and streamlining of customer journeys - along with the launch of a new digital platform MyGuildford - has meant a reduction in page views but a huge increase to the improvement of customer journeys on the website and customer self-service. A decrease in page views can also be seen as an improvement to customer satisfaction as they are visiting less pages to find the information that they need and complete their task. This data also only relates to the page views on Guildford.gov.uk not the MyGuildford platform. Page views of customers going direct to the MyGuildford platform from promotional activities will not have been counted. We are looking to implement tracking on this site soon. During Q3 we will be reviewing this PI to provide a clearer breakdown of the customer journey to better reflect and measure success.</p>																	

<b>COU16 Total number of social media followers</b>		<b>Lead Councillor: Tim Anderson</b>														
		<b>Service Area: Strategy &amp; Communications</b>														
		<b>Service Lead: Steve Benbough</b>														
<table border="1"> <caption>Social Media Followers Data</caption> <thead> <tr> <th>Quarter</th> <th>Followers</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>53,727</td> </tr> <tr> <td>21/22 Q1</td> <td>51,064</td> </tr> <tr> <td>20/21 Q4</td> <td>46,661</td> </tr> <tr> <td>20/21 Q3</td> <td>45,904</td> </tr> <tr> <td>20/21 Q2</td> <td>21,550</td> </tr> </tbody> </table>		Quarter	Followers	21/22 Q2	53,727	21/22 Q1	51,064	20/21 Q4	46,661	20/21 Q3	45,904	20/21 Q2	21,550	Preferred direction of travel:		
Quarter	Followers															
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		Last quarter: <input checked="" type="checkbox"/>														
2020/21		2021/22														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2												
21,550	45,904	46,661	51,064	53,727												
<b>Description:</b>	Total number of social media followers across all platforms.															
<b>Comments:</b>	None.															

<b>COU17 Number of customer complaints received</b>		<b>Lead Councillor: John Redpath</b>										
		<b>Service Area: Customer, Case &amp; Parking</b>										
		<b>Service Lead: Nicola Haymes</b>										
<table border="1"> <caption>Customer Complaints Received Data</caption> <thead> <tr> <th>Quarter</th> <th>Complaints</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>138</td> </tr> <tr> <td>21/22 Q1</td> <td>184</td> </tr> <tr> <td>20/21 Q4</td> <td>98</td> </tr> </tbody> </table>		Quarter	Complaints	21/22 Q2	138	21/22 Q1	184	20/21 Q4	98	Preferred direction of travel:		
Quarter	Complaints											
21/22 Q2	138											
21/22 Q1	184											
20/21 Q4	98											
		This quarter: <input checked="" type="checkbox"/>										
		Last quarter: <input checked="" type="checkbox"/>										
2020/21		2021/22										
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2								
-	-	98	184	138								
<b>Description:</b>	This includes complaints received through our formal complaints system (currently eCase). It excludes general enquiries received through the complaints system and specific enquiries which already have remedial action in place e.g. missed bin collections. All complaints are dealt with inside of 10 working days (as per our complaints process) unless an extended deadline has been given to the complainant.											
<b>Comments:</b>	None.											



<b>COU18</b>	<b>Percentage of customer complaints upheld</b>	<b>Lead Councillor:</b> John Redpath										
		<b>Service Area:</b> Customer, Case & Parking										
		<b>Service Lead:</b> Nicola Haymes										
<table border="1"> <caption>Percentage of customer complaints upheld</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>12.32%</td> </tr> <tr> <td>21/22 Q1</td> <td>20.10%</td> </tr> <tr> <td>20/21 Q4</td> <td>12.20%</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q2	12.32%	21/22 Q1	20.10%	20/21 Q4	12.20%	<p><b>Target:</b> less than 20%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input type="checkbox"/></p>		
Quarter	Percentage											
21/22 Q2	12.32%											
21/22 Q1	20.10%											
20/21 Q4	12.20%											
		<b>2020/21</b>		<b>2021/22</b>								
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>								
-		-		12.20%								
				20.10%								
				12.32%								
<b>Description:</b>	The data relates to the complaints upheld in each quarter; it does not include partially upheld complaints.											
<b>Comments:</b>	<b>2021/22 - Quarter 2:</b> Reduction reflects the end of the Garden Waste renewal/subscription period where we received a high volume of complaints due to delays in delivering new bins (supply chain issues).											

<b>COU19</b>	<b>Number of Ombudsman complaints upheld</b>	<b>Lead Councillor:</b> John Redpath														
		<b>Service Area:</b> Strategy & Communications														
		<b>Service Lead:</b> Steve Benbough														
<table border="1"> <caption>Number of Ombudsman complaints upheld</caption> <thead> <tr> <th>Quarter</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>21/22 Q2</td> <td>0</td> </tr> <tr> <td>21/22 Q1</td> <td>0</td> </tr> <tr> <td>20/21 Q4</td> <td>2</td> </tr> <tr> <td>20/21 Q3</td> <td>0</td> </tr> <tr> <td>20/21 Q2</td> <td>0</td> </tr> </tbody> </table>		Quarter	Number	21/22 Q2	0	21/22 Q1	0	20/21 Q4	2	20/21 Q3	0	20/21 Q2	0	<p><b>Preferred direction of travel:</b> </p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Number															
21/22 Q2	0															
21/22 Q1	0															
20/21 Q4	2															
20/21 Q3	0															
20/21 Q2	0															
		<b>2020/21</b>		<b>2021/22</b>												
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>												
0		0		2												
				0												
				0												
<b>Description:</b>	Number of Ombudsman complaints upheld.															
<b>Comments:</b>	This is a new PI for 2021/22 but data has been provided for 2020/21 for comparison /information purposes.															

<b>COU20</b>	<b>Enquiries resolved at first contact</b>	<b>Lead Councillor:</b> John Redpath			
		<b>Service Area:</b> Customer, Case & Parking			
		<b>Service Lead:</b> Nicola Haymes			
		<b>Target:</b> 50% <b>This quarter:</b> <input checked="" type="checkbox"/> <b>Last quarter:</b> <input type="checkbox"/>			
		<b>2020/21</b>		<b>2021/22</b>	
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 1</b>	
-		-		-	
		<b>Quarter 4</b>		<b>Quarter 2</b>	
		-		53.38%	
<b>Description:</b>		Enquiries resolved at first contact.			
<b>Comments:</b>		None.			

<b>COU21</b>	<b>Transactions through digital channels</b>	<b>Lead Councillor:</b> John Redpath			
		<b>Service Area:</b> Customer, Case & Parking			
		<b>Service Lead:</b> Nicola Haymes			
		<b>Target:</b> 75% <b>This quarter:</b> <input checked="" type="checkbox"/> <b>Last quarter:</b> <input checked="" type="checkbox"/>			
		<b>2020/21</b>		<b>2021/22</b>	
<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 1</b>	
-		-		79.31%	
		<b>Quarter 4</b>		<b>Quarter 2</b>	
		-		77.03%	
<b>Description:</b>		Transactions through digital channels.			
<b>Comments:</b>		None.			

<b>COU22</b>	<b>Number of online customer accounts</b>	<b>Lead Councillor:</b> John Redpath		
		<b>Service Area:</b> Customer, Case & Parking		
		<b>Service Lead:</b> Nicola Haymes		

Quarter	Value
21/22 Q1	4,602
21/22 Q2	6,486

**Target:** 10,000 within one year

This quarter: ✔

Last quarter: i

2020/21			2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
-	-	-	4,602	6,486
<b>Description:</b>		Number of online customer accounts.		
<b>Comments:</b>		<b>2021/22 - Quarter 2:</b> The Customer Portal went live on 30 April 2021. The cumulative total is 11,088, so the target has been exceeded within 6 months.		

<b>COU23</b>	<b>Satisfaction with online services</b>	<b>Lead Councillor:</b> John Redpath		
		<b>Service Area:</b> Customer, Case & Parking		
		<b>Service Lead:</b> Nicola Haymes		

*Data not provided for 2021/22*

**Target:** 70%

This quarter: ■

Last quarter: ■

2020/21			2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
-	-	-	-	-
<b>Description:</b>		Satisfaction with online services.		
<b>Comments:</b>		This is a new PI for 2021/22.  Following the recent departure of the Head of Customer, Case and Parking, the service is unable to provide the data for Q2 due to the uncertainty of the data source. The service is currently reviewing and verifying the data source but will not be able to submit the data in time for this report.		

## 6. Conclusion

This report has shown that for this quarter there have been significant improvements for quarter 2 showing over half (54.7%) of all PIs were on target or within tolerances and less than a quarter (15.6%) were off track, or not meeting targets.

In comparison to quarter 2 of 2020/21 of all PIs in quarter 2 for 2021/22, showed an increase in PIs on target or within tolerances, by almost 20%.

Those PIs which, for quarter 2, were rated as 'no data' (i.e. no data was submitted for this report) made up 14.1% of all PIs, which showed a decrease of 3.9% on quarter 1. The primary reason for the lack of data submission was due to time lags in receiving data, the introduction of new systems, registration periods and limited resources to collate the data.

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

Corporate Governance and Standards Committee Report

Ward(s) affected: All

Report of Strategic Services Director

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Lead Councillor responsible: Joss Bigmore

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Email: [joss.bigmore@guildford.gov.uk](mailto:joss.bigmore@guildford.gov.uk)

Date: 20 January 2022

## Risk Management Update

### Executive Summary

This report provides an update on the work undertaken so far to improve the Council's risk management processes in light of the KPMG audit recommendations in March 2021. It sets out the internal consultation carried out to develop a new Risk Management Framework as well as outlining the current status of the Corporate Risk Register and the Committee's proposed role moving forward. This report finishes by summarising the next steps, including bringing the revised Corporate Risk Register and a further report on progress in April 2022.

### Recommendation to Committee

That the Committee notes the report detailing the work undertaken to improve the Council's risk management processes and controls.

### Reason(s) for Recommendation:

To advise the Committee on the work undertaken to progress the recommendations within the KPMG report and to achieve risk management best practice.

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

### 1. Purpose of Report

- 1.1 The purpose of this report is to update the Committee on the work being undertaken to address the issues raised in the KPMG Risk Management report and implement the recommended improvements to the Council's risk management processes and controls.

### 2. Strategic Priorities

- 2.1 In order to achieve its strategic priorities, the Council must identify, manage, and learn from risks across the organisation including corporate, service and

programme/project risks. The draft new framework as set out in this report aims to provide a consistent approach across the Council for risk management, allowing the Council to more effectively articulate, report and monitor risks to support the achievement of its corporate objectives.

### 3. Report

#### KPMG Report

- 3.1 The report produced by KPMG in February 2021 gave the Council a rating of 'partial assurance with improvement required' and made eight recommendations. A summary of this report was taken to this Committee in March 2021 and can be [found here](#) (page 176 of the public reports pack). The report highlighted current good practice within the Council including the assignment of appropriate action owners where risk registers exist and good risk reporting for the projects they reviewed.
- 3.2 The recommendations contained within the report ranged from monitoring the implementation of the new risk management approach to the detail within the risk registers. The eight recommendations are summarised below. The remainder of this report sets out how we plan to address these recommendations in order to improve the Council's risk management processes, including the draft Risk Management Framework.

1.	Consistent council-wide Risk Management Framework with guidance.
2.	Monitoring of the implementation of the Risk Management Framework.
3.	Regular presentation of Corporate Risk Register to the Corporate Governance and Standards Committee.
4.	Routine review and refresh of Risk Management Strategy and Framework.
5.	Setting of target completion dates for mitigating actions.
6.	Consistent approach to risk scoring, including impact of mitigating actions.
7.	Review of existing risk registers to ensure completeness of risk descriptions.
8.	Uniformity of risk scoring systems across all risk registers.

#### Draft Risk Management Framework

##### *Risk Management Strategy and Policy*

- 3.3 A Risk Management Strategy is being developed to set out our approach to risk management and the desired outcomes. A Risk Management Policy is also being developed and will provide the detail at an operational level about required actions and roles and responsibilities.
- 3.4 The Strategy and Policy will be submitted to this Committee for consideration in April 2022 prior to adoption by the Executive. The Strategy and Policy will be reviewed annually once embedded.

*Governance, reporting and escalation*

- 3.5 Corporate Governance and Standards Committee has the responsibility to monitor and review the Council's corporate governance activity, including risk management. Under the draft Risk Management Framework, we will be proposing that the Corporate Risk Register would be presented to the Committee for review every six months. The Committee would also be invited to suggest areas for more in-depth review and receive reports on these matters at subsequent meetings.
- 3.6 Corporate Management Team (CMT) owns the Corporate Risk Register and will have overall responsibility for ensuring corporate risks are sufficiently mitigated and resource is made available for agreed mitigating actions within service risk registers.
- 3.7 Corporate Governance Group currently has risk management in its remit. Consideration will be given to the most appropriate form of operational governance, such as establishing a new Risk Management Group or reflecting the new draft risk management process in the Corporate Governance Group's terms of reference.

*Risk registers*

- 3.8 The previous Corporate Risk Register was developed and maintained by the Council's then Head of Audit and Performance Management Services. Under the Council's new structure, the remit of risk management now sits with the Strategic Services Director and is managed by the Strategy and Communications Manager. A new corporate risk register template has been developed and this template will be applied consistently to all other risk registers to be developed (service and programme/project).
- 3.9 As well as agreeing the new draft template for the Corporate Risk Register, the content also needs reviewing by CMT. The risks including their owners and their target scores need to be decided before mitigating actions and timescales can be agreed. Once the Corporate Risk Register has been finalised in the new template it will feature on the Corporate Governance and Standards Committee's work programme as set out in paragraph 3.5 of this report.
- 3.10 The service risk register template is designed to record and monitor risks to the delivery of service outcomes. Some service level risks will be common across multiple services and where they also threaten corporate or other priorities they will be reflected in the Corporate Risk Register. The Strategy team will work with Service Leads to complete and maintain the service risk registers through the established service planning process. Risks within service risk registers that require escalation (risks rated red) will appear in the risk section of Service Plans. This will make risks visible to readers of the Service Plan, such as Directors, without having to refer to an additional document.
- 3.11 The third type of risk register included in the draft new Framework is the programme/project risk register. As a matter of course programme and project leads/managers identify risks at the very beginning of the programme/project and

articulate these in the initial documentation, such as mandates and business cases. The point at which the programme/project has been approved and delivery begins is when the risk register would be completed, in addition to the usual programme/project documentation such as delivery plans and change logs. Currently Corporate Programmes risk templates vary across the service but a best practice document has been shared with the Strategy team. This document will inform the new template being developed.

*Supporting documentation and guidance*

- 3.12 To ensure risks are assessed, scored, RAG rated, and monitored consistently, risk registers will be supported by standardised guidance documents to help risk owners manage and escalate risks effectively. This guidance will cover:
- how to complete the risk registers
  - assessment of risks
  - risk matrices and mitigating action
  - parity in risk scoring.

**Risk Management fundamentals**

- 3.13 Whilst there are common practices for risk management processes and registers, there are elements of the Risk Management Framework that will need to be agreed, namely the Council's risk appetite, the corporate risk matrix against which all risks will be scored, and the themes by which all risks will be categorised.
- 3.14 CMT will be consulted on the approach to determine the matrix, appetite and risk categories. At present the Council has a risk matrix that needs reviewing and no formally agreed appetite for risk. The current Corporate Risk Register categorises the risks within it, but these categories will need to be revised as the Corporate Risk Register is refreshed.

**4. Consultations**

- 4.1 The Strategy team has consulted various colleagues across the Council, including Service Leaders, to achieve a full understanding of how risks are currently managed within services and ensure any draft processes and documents that are developed are fit-for-purpose and operational.
- 4.2 More detailed sessions were held with Service Leaders of high/specialist risk areas such as Operational and Technical Services and Corporate Programmes. We have also consulted the Resources Director, Strategic Services Director, Health and Safety Specialists (Paul Osborn and Pat Barnes), Senior Specialist for Procurement (Faye Gould) and Specialist for Insurance (Mike Bellamy).

**5. Next steps**

- 5.1 As set out in paragraph 3.9 of this report, an updated Corporate Risk Register with scoring will be developed in consultation with CMT. CMT will also be



consulted on a new corporate risk matrix as well as the process for agreeing the Council's risk appetite.

- 5.2 The Committee will receive the revised Corporate Risk Register at its meeting in April 2022 along with an update on the work undertaken to embed the new Risk Management Framework across the Council.

## **6. Key Risks**

- 6.1 Without a fit-for-purpose and consistent risk management framework the Council risks not meeting the recommendations of the KPMG report, and, more importantly, being exposed to unnecessary and unacceptable risks.

## **7. Financial Implications**

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

## **8. Legal Implications**

- 8.1 There are no legal implications arising directly from this report. The Council's position will be protected from having an effective risk management framework.

## **9. Human Resource Implications**

- 9.1 Completion, maintenance and oversight of the risk registers will require resource from CMT, Service Leads, the Strategy team and specialist within the organisation. These risk management processes should be seen as important elements of business as usual, much like Service Planning.

## **10. Equality and Diversity Implications**

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

## **11. Climate Change/Sustainability Implications**

- 11.1 There are no direct climate change or sustainability implications of this report. The Council must manage risk effectively, especially risks relating to programmes and projects, in order to achieve its goal of being net-zero carbon by 2030.

## **12. Summary of Options**

- 12.1 The Committee is asked to note the report and consider its role relating to risk as set out in paragraph 3.5.

## **13. Conclusions**

- 13.1 This report provides the Committee with an update on the work undertaken so far to improve the Council's risk management processes and sets out the internal consultation carried out to develop a new Risk Management Framework. It

outlines the current status of the Corporate Risk Register and the Committee's proposed role moving forward. This report finishes by summarising the next steps, including bringing the revised Corporate Risk Register and a further report on progress in April 2022.

**14. Background Papers**

None

**15. Appendices**

None

Corporate Governance and Standards Committee Report

Ward(s) affected: All

Report of Director of Resources

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Date: 20 January 2022

## Capital and Investment strategy 2022-23 to 2026-27

### **Executive Summary**

The capital and investment strategy gives an overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services. The strategy also details how associated risks are managed and the implications for future sustainability.

Decisions made now, and during the period of the strategy on capital and treasury management will have financial consequences for the Council for many years into the future. This report, therefore, includes details of the capital programme, any new bids/mandates submitted for approval, plus the requirements of the Prudential Code and the investment strategy covering treasury management investments, service investments and commercial investments. The report also covers the requirements of the Treasury Management Code and the prevailing DLUHC Statutory Guidance.

### Capital programme

The Council has an ambitious Corporate Plan and in order to achieve the targets within that we need to invest in our assets, via capital expenditure.

Capital expenditure is split into the General Fund (GF) and Housing Revenue Account (HRA).

All projects, regardless of the fund, will be funded by capital receipts, grants and contributions, reserves, and finally borrowing. When preparing the budget reports, we do not know how each scheme will be funded and, in the case of regeneration projects, what the delivery model will be. This report shows a high-level position. The business case for each individual project will set out the detailed funding arrangements for the project.

Some capital receipts or revenue income streams may arise as a result of regeneration schemes, but in most cases are currently uncertain and it is too early at this stage to make assumptions. It is likely there are cash-flow implications of the development schemes, where income will come in after the five-year time horizon of the report and the expenditure will be incurred earlier in the programme.

To ensure the Council demonstrates that its capital expenditure plans are affordable, sustainable and prudent, we set Prudential Indicators.

#### *General Fund*

The Council has an underlying need to borrow for the GF capital programme of £298 million between 2021-22 to 2026-27. Officers have put forward bids, with a net cost over the same period of £16.5 million, increasing this underlying need to borrow to £315.5 million should these proposals be approved for inclusion in the programme.

The capital programme includes several significant regeneration schemes, which we have assumed will be financed from GF resources. However, subject to detailed design of the schemes, there may be scope to fund them from HRA resources rather than the GF resources in due course. Detailed funding proposals for each scheme will be considered when the Outline Business Case for each scheme is presented to the Executive for approval.

The main areas of expenditure (shown gross) are:

- £218 million Weyside Urban Village (WUV)
- £63.5 million strategic property purchases – it is proposed to widen the remit of this fund to allow redevelopment opportunities (for example estate redevelopments)
- £32 million North Downs Housing (NDH)
- £28 million Ash road bridge and footbridge

As part of the savings programme and in realigning the capital programme in line with the new corporate plan, officers have been reviewing the capital programme, and are recommending some schemes be removed from the programme, and if required in future will come forward with a new mandate under the PPM governance framework – see Recommendation 1.

Appendix 2 contains a summary of the new bids submitted. Appendices 3 to 9 show the position and profiling of the current programme (2021-22 to 2025-26).

#### *HRA*

The HRA capital programme is split between expenditure on existing stock and either development of or purchase of new dwellings to add to the stock. A lot of work has started on updating the condition surveys of the existing stock and bringing in changes to legislation. This has resulted in a need to invest a far greater sum for 2022-23 than in previous years - £24.5 million. The capital programme will be funded from HRA capital receipts and reserves. There is also £142 million between 2022-23 and 2026-27 million included for development projects to build or acquire new housing (including WUV).

The main areas of major repairs and improvement expenditure are:

- refurbishment, replacement & renewal programme of existing stock, £11 million, which includes kitchen & bathroom upgrades, void property refurbishment and roof works
- works to existing stock to comply with changes to standards and legislation, £9 million, including replacement fire doors, electrical testing and fire protection works
- mechanical and electrical works £2 million, including central heating systems
- other works of £1.9 million including damp prevention works

The main development projects are:

- Guildford Park Car Park £45.7 million
- Bright Hill £17 million
- WUV £15 million
- Foxburrows £10 million

Appendix 2 contains a summary of the new bids submitted. Appendices 10 to 12 show the position and profiling of the current programme (2021-22 to 2025-26)

#### Treasury Management

Treasury management is the control and management of the Council's cash, regardless of its source. It covers management of the daily cash position, investments and borrowing.

Officers carry out the treasury management function within the parameters set by the Council each year (detailed in Appendix 1 to this report) and in accordance with the approved treasury management practices.

The budget for investment income for 2022-23 is £1.2 million, based on an average investment portfolio of £40 million, at a weighted average rate of 1.69%. The budget for debt interest paid is £5.74 million, of which £5.05 million relates to the HRA.

#### Service and Commercial investments

Councils can invest to support public services by lending to or buying shares in other organisations (service investments) or to earn investment income (commercial investments, where earning a return is the primary purpose).

Investment property is valued at £152 million, as per the 2020-21 Statement of Accounts, with rent receipts of £7.8 million, and a yield of 5.8%

The Council has invested £21.2 million in our housing company – North Downs Housing Ltd (NDH). This is via 40% equity to Guildford Borough Council Holdings Ltd (£8.5 million) (who in turn pass the equity to NDH), and 60% loan direct to NDH (£12.7 million) at a rate of BoE Base rate plus 5%. The loan is a repayment loan in line with the NDH business plan.

This report also includes the Council's Minimum Revenue Provision (MRP) policy and the Prudential Indicators (see Section 5).

Due to the specialised nature of treasury management and capital finance, there is a glossary of terms at Appendix 18.

#### Flexible use of capital receipts policy

The updated flexible use of capital receipts policy can be found in Appendix 17. This policy, if approved at Council, allows us to use any capital receipts received in year to be used to fund any service transformation costs incurred in the same year. Officers are recommending this policy be approved to allow us the flexibility to fund transformation costs if appropriate.

#### **Recommendation to Executive (25 January 2022):**

Subject to Council approving the budget on 9 February 2022, the Executive is asked to agree the following:

- 1) That the following schemes be removed from the capital programme
  - a) SMC Ph 3 - £5.895 million, keeping £150,000 on the provisional programme. The £5.895 million will move onto the capital vision
  - b) Stoke Park masterplan enabling costs – PL56(p) - £500,000 – will move to the vision and come back with an updated business case
  - c) Sports Pavilions replace water heaters (PL58(p)) £154,000 – will come back with a further bid if required
- 2) That the new bids, as shown in Appendix 2 be included in the provisional capital programmes
- 3) That £10.124 million for Foxburrows scheme be transferred from the HRA provisional programme to the HRA approved programme
- 4) That the affordability limit for schemes to be funded by borrowing be agreed as set out in paragraph 4.31 of this report and in Appendix 1
- 5) That the remit of the Strategic property fund budget be widened to allow estate redevelopments to be funded from the budget

**Recommendation to Council (9 February 2022):**

The Executive is also asked to recommend to Council

- 1) That the General Fund and HRA capital estimates, as shown in Appendices 3 to 12, as amended to include such bids as may be approved by the Executive at its meeting on 25 January 2022, be approved.
- 2) That the Minimum Revenue Provision policy, referred to in section 5 of this report, be approved.
- 3) That the capital and investment strategy be approved, specifically the investment strategy and Prudential Indicators contained within this report and Appendix 1.
- 4) That the updated flexible use of capital receipts policy at Appendix 17 be approved.

Reasons for Recommendation:

- To enable the Council to approve the capital and investment strategy for 2022-23 to 2026-27
- To enable the Council, at its budget meeting on 9 February 2022, to approve the funding required for the new capital schemes proposed

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

**1. Purpose of Report**

- 1.1 The Local Government Finance Act 2003 require local authorities to have regard to the CIPFA Treasury Management Code of Practice (“TM Code”), and specifically the Prudential Code when determining how much it can afford to borrow.
- 1.2 The Capital and Investment Strategy gives an overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how risk is managed and the implications for future financial sustainability.

- 1.3 Decisions made this year on capital expenditure and treasury management activity will have financial consequences for the Council for many years to come. They are, therefore, subject to both a national regulatory framework and to local policy framework, which is discussed through the report and the appendices.
- 1.4 This report invites the Executive and Council to consider the capital programmes, and the new schemes the Council may wish or need to undertake in the next five years.
- 1.5 For the General Fund (GF), the Council must put aside revenue resources where the Council finances capital expenditure by debt (internal or external), to repay that debt in later years, since debt is only a temporary source of borrowing. This cost is charged to the revenue account annually, and forms part of the Council Tax cost to taxpayers and is known as Minimum Revenue Provision (MRP). MRP is essentially the equivalent of repaying the principal loan amount within a mortgage (as opposed to the interest). The annual MRP statement and policy is included in section 5 of this report. Alternatively, capital receipts may be used to replace debt finance, as well as use of revenue resources by way of a Voluntary Revenue Provision (VRP).
- 1.6 The Council must have an approved investment strategy, and the implications associated with that detailed in the capital and investment strategy. This includes treasury investments, service investments and commercial investments.
- 1.7 The requirement to report in accordance with the TM code, and the prevailing DLUHC Investment Guidance is incorporated within this report and appendices.
- 1.8 CIPFA also recommends adhering to the UK Money Markets Code to its members as good practice.

## **2. Strategic Priorities**

- 2.1 A comprehensive and well managed capital programme supports all the fundamental themes of the Corporate Plan and the Council's strategic priorities.
- 2.2 Treasury Management is a key function in enabling the Council to achieve financial excellence and value for money. This report, and the strategies within it, is designed to help the Council achieve the best use of its resources and it therefore underpins the Council's strategic framework and delivery of the Corporate Plan.
- 2.3 We have an ambitious Corporate Plan in the period, and therefore the capital programme, plus aspirations for the longer-term and effective treasury management supports the financial sustainability of that.

### **3. Background**

- 3.1 The Local Government Act 2003 require local authorities to have regard to the CIPFA Treasury Management Code of Practice (“TM Code”), and specifically the Prudential Code when determining how much it can afford to borrow.
- 3.2 The objectives of the Prudential Code are to ensure within a clear reporting framework, that
- an authority’s capital expenditure and investment plans are affordable and proportionate
  - all external borrowing and other long-term liabilities are within prudent and sustainable levels
  - the risks associated with investments for commercial purposes are proportionate to the financial capacity and
  - treasury management decisions are taken in accordance with good professional practice.
- 3.3 The Council’s capital expenditure plans are a key driver of treasury management activity. The outputs of the capital expenditure plan are reflected in prudential indicators, which are designed to assist Councillors when making decisions.
- 3.4 To demonstrate the Council has fulfilled these objectives, this report details the Prudential Indicators that must be set and monitored each year.
- 3.5 We must put aside resources where the Council finances capital expenditure by borrowing (internal or external) to repay that debt in later years for the GF. This is charged to the revenue account annually and called MRP. There is not an earmarked reserve for MRP; it is represented in the balance sheet as increased cash as it forms part of the Council Tax Requirement.
- 3.6 The underlying need to borrow for capital purposes is measured by the Capital Financial Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.
- 3.7 The Council invests its money for three broad purposes:
- because it has surplus cash as a result of day-to-day activities, for example when income is received in advance of expenditure (treasury management investments)
  - to support local public services by lending to or buying shares in other organisations (service investments)
  - to earn investment income (commercial investments where this is the main purpose)
- 3.8 Under the TM Code and the prevailing DLUHC Guidance, we are required to provide details of each of these purposes in the investment strategy.



- 3.9 The UK Money Markets Code (December 2020 revision) is a voluntary code of practice which CIPFA recommends authorities follow as good practice. It is endorsed by the Bank of England's Money Markets Committee (MMC) and has been developed to provide a common set of principles in order to promote the integrity and effective functioning of the UK money markets.

#### **4. Capital Expenditure and Financing**

- 4.1 Capital expenditure is where the Council spends money on assets, e.g., property or vehicles, that will be used for more than one year. In Local Government, this includes expenditure on assets owned by other bodies, and loans or grants to other bodies enabling them to buy assets.
- 4.2 As the HRA is a separate ring-fenced account to ensure Council housing does not subsidise, or is not subsidised, by other local services, we show the HRA capital programme separately.
- 4.3 When a capital asset is no longer needed, it may be sold so the proceeds (capital receipts) can either be spent on new assets or to repay debt. Repayment of capital grants, loans or investments can also generate a capital receipt.
- 4.4 The Council has an ambitious Corporate Plan and medium to long-term aspirations within the Borough. All schemes in the capital programme have been assessed against the Council's strategic priorities and Corporate Plan, ensuring expenditure meets the key objectives of the Council.
- 4.5 All capital expenditure must be financed, either from external sources (grants and contributions), own resources (revenue, reserves, capital receipts) or debt (borrowing or leasing).
- 4.6 Initially we will finance capital expenditure from external or our own resources. If we do not have enough to finance all the planned expenditure, there will be an increase in the underlying need to borrow (borrowing requirement) and therefore the Capital Financing Requirement (CFR). If we take out physical loans to meet that borrowing requirement (replacing cash we have spent), then external borrowing is in place. If there are no physical loans, then the Council has internal borrowing. This means that we are using cash relating to items in the balance sheet in the interim for capital funding purposes.
- 4.7 The most economically advantageous method of financing will be determined in the year(s) in which we incur the expenditure, in line with the preparation of the annual Statement of Account. This is part of the day-to-day treasury management activity of the Council and depends on the resources available. For planning purposes, we have assumed we will borrow internally for all schemes, but in doing so we are projecting a need to borrow externally (borrowing requirement).
- 4.8 Officers calculate the interest estimates (both investment and borrowing) according to the planned capital expenditure. We assume actual expenditure of

50% for schemes on the provisional programmes in the financial year. This also feeds into the MRP calculations (for the GF only), and the liability benchmark to ensure we are not being over prudent in our budgeting.

- 4.9 The GF capital programme is split into income and non-income generating schemes. The income generating schemes have at least a nil impact on the Council's finances – i.e., have external capital funding, or future revenue income that will cover the borrowing costs (Interest and MRP) of the scheme.

#### **Capital Programme Governance**

- 4.10 All projects and programmes delivered across the Council are subject to corporate governance managed by the of Strategy & Communications Team.
- 4.11 Programme and Project Management (PPM) control documents, such as mandates and business cases, are enabling a single pipeline of new and current work to be managed more effectively. The pipeline is owned by the governance team and actively managed in collaboration with Finance, Procurement, Legal and ICT (all enablers) for reviews and approvals throughout the lifecycle of the project or programme.
- 4.12 A current review of governance is seeking to streamline project and programme boards going forward. Consideration will also be given to the most effective arrangements to direct and review the portfolio at strategic level.
- 4.13 Service Leaders are expected to identify future bids for funding from the Capital Programme through their Service Plans. These potential growth bids should be included in their pipeline of projects or as new operational work. Any formal request for funding must then be submitted as a new mandate in line with the budget timetable.
- 4.14 All Capital Projects delivered by Corporate Programmes are governed by the full project lifecycle (Radar, Initiation, Feasibility, Design, Procurement, Delivery, Handover, Closure, Evaluation). Capital Programmes delivered by Corporate Programmes are governed by the full programme lifecycle (Strategy, Vision, Identify, Define, Deliver, Manage, Benefits, Close).
- 4.15 Following the approval of a mandate and project brief a business case must be developed.
1. Strategic Outline Case (SOC) - the preferred way forward
  2. Outline Business Case (OBC) - the preferred option
  3. Full Business Case (FBC) - the deal
  4. Strategic Outline Programme (SOP) - umbrella for a group of projects
  5. Business Justification Case (BJC) - simple and not controversial
- 4.16 The gateway approvals for these projects will be overseen through the new enterprise portfolio management arrangements. This will include a review process by enablers. Stakeholder engagement (including councillors and EABs) will also take place as required.

- 4.17 The responsibility for decision making and ongoing monitoring in respect of capital expenditure, investment and borrowing, including the Prudential Indicators, remain with Full Council. However, there is a wide range of Councillor scrutiny in the form of Overview and Scrutiny Committee and Corporate Governance and Standards Committee as well as internal executive working groups such as the major projects portfolio board (MPPB) and its sub-boards.
- 4.18 All Strategic Outline Cases (preferred way forward) are placed on the provisional capital programme, subject to a report to the Executive. The next review/approval stage is the Outline Business Case (preferred option). A further report to the Executive, with the Full Business Case (the deal), must be submitted before next stage of expenditure can be incurred on the project.
- 4.19 Longer range, very complex, more highly uncertain or riskier proposals can be placed on the capital vision programme (radar stage) as they may take considerable time to reach consensus and gain momentum before requiring money.
- 4.20 Improved forward planning at project level will improve financial planning and forecasting centrally. Better management of project time will mitigate cost increases.
- 4.21 More transparency in the delivery of projects and programmes will help to better align stakeholder expectations, including Directors, Service Leaders, Enablers, Project Managers, Councillors and the Public.
- 4.22 A medium-term plan will be produced using baselined data from service plans, mandates and business cases. This will set out financial implications and risks.
- 4.23 The Capital Monitoring Group meets quarterly to review projections, update on delivery progress and provide revised outturn spend figures (estimated final spend at the end of the financial year).

**Current capital programme**

- 4.24 A copy of the current capital programmes is attached at appendices 4 to 12, together with a schedule of the latest resource availability for, and financing of the programme.
- 4.25 All projections are based on current estimates for schemes and level of resource availability. If costs increase, and/or additional capital resources are received, the methods of financing and the level of borrowing required will vary accordingly.
- 4.26 The Council is currently projecting expenditure of £15.7 million for HRA and £59.5 for GF. The underlying need to borrow for the current financial year is £36.7 million
- 4.27 The net non-income generating schemes on the approved and provisional programmes are:

	2022/23	2023/24	2024/25	2025/26	2026/27
<u>Approved Programme:</u>					
Works to council owned properties	118	-	-	-	-
CCTV	260	-	-	-	-
Parks sites	387	60	-	-	-
Traveller encampments/transit site	155	-	-	-	-
Infrastructure	970	11	-	-	-
	<b>1,890</b>	<b>71</b>	-	-	-
<u>Provisional programme:</u>					
Works to council owned properties	1,811	2,100	1,150	-	-
Flood works	-	400	-	-	-
Parks sites	892	400	404	250	250
Infrastructure	1,520	-	5,895	3,152	-
	<b>4,223</b>	<b>2,900</b>	<b>7,449</b>	<b>3,402</b>	<b>250</b>

### New capital schemes

#### General Fund

4.28 Officers have put forward 12 bids, with gross expenditure of totalling £28 million up to 2031-32 (£15.6 million up to 2026-27). Officers also recommend including £2 million per annum as the capital contingency fund to allow for unknown capital expenditure. This will increase the current underlying need to borrow to £315.5 million up to 2026-27.

4.29 The net cost each year, of the new proposals are:

Project title	GROSS ESTIMATES					TOTAL COST £000	Third party contr £000	Specific reserves £000	General reserves/ borrowing £000
	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000				
<b>Total General Fund</b>	<b>4,869</b>	<b>1,948</b>	<b>2,500</b>	<b>5,000</b>	<b>3,000</b>	<b>17,317</b>	<b>0</b>	<b>0</b>	<b>17,317</b>
<b>Total funded from reserves</b>	<b>445</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>(450)</b>	<b>0</b>
<b>Total HRA</b>	<b>32,550</b>	<b>950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,500</b>	<b>0</b>	<b>(33,500)</b>	<b>0</b>
<b>Gross total</b>	<b>37,864</b>	<b>2,903</b>	<b>2,500</b>	<b>5,000</b>	<b>3,000</b>	<b>51,267</b>	<b>0</b>	<b>(33,950)</b>	<b>17,317</b>
Funded by reserves or contributions	(32,995)	(955)	0	0	0	(33,950)			
<b>Cost to the Council</b>	<b>4,869</b>	<b>1,948</b>	<b>2,500</b>	<b>5,000</b>	<b>3,000</b>	<b>17,317</b>			
Already in programme	(780)	0	0	0	0	(780)			
<b>Net addition to the programme</b>	<b>4,089</b>	<b>1,948</b>	<b>2,500</b>	<b>5,000</b>	<b>3,000</b>	<b>16,537</b>			

4.30 The Council sets an affordability limit for the GF, based on what it can afford for implications of the capital programme (primarily MRP and borrowing interest). The idea is that where there are schemes that will not generate revenue savings or income there is an allowance in the revenue account to accommodate the revenue impact of those. This limit is set at the maximum increase in financing costs on the GF revenue account each year to £5 per Band D property, which is the maximum amount by which the Council can raise its Band D council tax.

4.31 The impact is that there will be a limit to the number of these schemes (i.e., those that need to be undertaken for statutory/compliance reasons, are required to

maintain service provision at existing levels or prevent cost escalation or are infrastructure schemes). Based on an average asset life of 25 years for MRP purposes, the limit for new essential schemes to be funded by borrowing for each financial year in the capital programme will be:

	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 to 2030-31 £000
New Bids - net addition	4,089	1,948	2,500	5,000	3,000	10,600
Net non income generating approved prog	1,933	71	0	0	0	0
Net non income generating provisional prog	2,673	2,250	7,599	3,402	250	(500)
	<b>8,695</b>	<b>4,198</b>	<b>10,099</b>	<b>8,402</b>	<b>3,250</b>	<b>10,100</b>
						0
Affordability level	7,292	5,318	5,494	5,663	5,827	25,063
Less additional MRP over 21/22 base re historical exp	(165)	(101)	(34)	(36)	(37)	(137)
amount of additional cap exp the Council can afford	7,127	5,217	5,460	5,627	5,790	24,926
<b>over / (under) affordable level</b>	<b>1,568</b>	<b>(1,019)</b>	<b>4,639</b>	<b>2,775</b>	<b>(2,540)</b>	<b>(14,826)</b>

- 4.32 This limit does not apply to development capital schemes undertaken for financial reasons (i.e., those that will be undertaken for economic growth and regeneration) as these schemes are defined as those which are anticipated to have a neutral or positive impact on the GF revenue account. This means that annual savings or additional income achieved from a development capital schemes is greater than its financing costs over a range of scenarios and will generate a positive benefit to the financial sustainability of the Council. The approval of these schemes will be made on a case-by-case basis following submission of an outline business case however, in order to proceed the financial part of the business case will need to be able to demonstrate a neutral or positive direct net present value to the Council

#### HRA

- 4.33 The proposed capital expenditure on maintaining the existing stock is £24.5 million in 2022-23. Changes in legislation now require significant investment in the stock to bring it up to standard, and we have been carrying out and updating the condition surveys on all of our properties to bring them up to the decent homes standard in addition to which there continue to be changes in legislation and standards particularly around building safety and we are working to ensure on going compliance. This will likely result in a large investment over the next few years, with 2022-23 being the most significant. The proposed budget can be seen in Appendix 3.

- 4.34 There are four strands forming our HRA capital programme under the self-financing regime. The four strands are:

- replacing ageing components such as roofs and kitchens
- improving and enhancing existing properties – for example, installing double glazing
- stock rationalisation
- expansion – the provision of new additional affordable homes.

- 4.35 The ongoing covid situation has had an impact on the way in which the Council has been able to undertake planned investment in a number of areas for a range of reasons. In order to continue to meet targets for these planned programmes we will be expanding these programmes to ensure we remain on track with these programmes.
- 4.36 This will include work on our programmes for: -
- Kitchens and bathrooms
  - Structural works
  - Pitch roof replacement
- 4.37 In addition to these areas there is also now a need to review our approach to ensuring the safety of residents and this approach is now being influenced by new legislation and regulatory standards which include the Fire Safety Act, Building Safety Bill. The Council has already started work on the development of our approach to ensure compliance with the changing requirements and relevant standards.
- 4.38 Specific projects identified include reviewing Fire Risk Assessments for all relevant blocks that reflect both changing legislation and good practice that has developed and continues to develop over the last few years. This will be accompanied by increasing our investment over the coming year to help improve the safety of our accommodation, this will include:
- upgrading and improving fire alarms in communal blocks
  - upgrading fire doors to meet increasing standards
  - structural improvements to blocks to reflect current good practice and to meet the standards of our enhanced Fire Risk Assessments
  - Improving the provision of CCTV to help monitor fly tipping and ASB which are creating fire risks
- 4.39 We have also developed a programme to increase the frequency of our electrical testing regime to support a 5-year rolling programme of inspections and this in turn will identify work that we will need to undertake. We are also upgrading and improving the communal electrical supplies to our blocks.
- 4.40 The Government also announced on the 23 November 2021 that regulations for smoke alarms and carbon monoxide alarms are to change, in response we are accelerating our programme to provide hardwired alarms and detectors to all properties which will form part of the wider programme of improvements.
- 4.41 Remodelling of the data and planned works will mean that for a number of areas we are in fact bringing forward planned expenditure and this will mean that whilst the programme is increasing for the coming year overall levels of planned investment over the life of the Business Plan will generally remain consistent.
- 4.42 This additional investment represents a significant increase in the planned programme for next year and will mean that the homes that the Council manages

meet not only the legislative requirements but also reflect good practice in ensuring the health and safety of residents.

4.43 Work has continued to bring forward a number of affordable housing schemes and it is proposed that these are included within the approved programme. A number of these schemes had previously been included within the pipeline bid but have now progressed, and further details of these schemes are set out below:

1. *Foxburrows Av, Park Barn* – This scheme has an approved allocation of £533,000 within the approved programme, with further funds available in the provisional programme. Work has now progressed and it is proposed that the scheme moves to the approved programme with an initial allocation of £10.174 million.
2. *Roundhill Way, Park Barn* – This scheme is for the redevelopment of 2 blocks of flats which have extensive structural problems. The properties are unsuitable for occupation and work has progressed on their decanting and work can now progress on the development of the site.
3. *Rear of Manor House Flats, Tongham* – This scheme is expected to deliver 11 additional affordable and energy efficient homes on land that is adjacent to existing HRA properties. This scheme has been part of the Pipeline Bid but can now progress to the approved programme.
4. *Clover Road* – This scheme is for 8 affordable and energy efficient homes on a previous garage site. This scheme has been part of the Pipeline bid but can now progress to approved programme.
5. *Rapleys Field, Pirbright* – This scheme is for the replacement of Airey house types and for 2 additional homes. In common with other schemes this scheme has been part of the pipeline bid but it can now progress to the approved scheme.
6. *Garden Land, Dunmore* – This is an infill site and will provide for 2 new affordable homes. Previously part of the pipeline bid this scheme can now be part of the approved plan.
7. *Banders Rise, Guildford* – Redevelopment of a bedsits which are not suitable and garden area to provide new house and convert bedsit's into single dwelling. Previously part of pipeline bid this scheme can now be moved to approved plan.
8. *Land adjacent to 27 Broomfield* – Development of new 3 bedroomed affordable home, on unused land on existing development. Previously part of pipeline bid this scheme can now be moved to approved plan.
9. *Garden Land, Wharf Lane, Send* - This is an infill site and will provide a new affordable 3 bed home. Previously part of the pipeline bid this scheme can now be part of the approved plan.
10. *Garden Land, 108 Georgelands, Ripley* - This is an infill site and will provide a new affordable 3 bed home. Previously part of the pipeline bid this scheme can now be part of the approved plan.

4.44 Additional details including proposed budget details are set out within Appendix 3, and it is proposed that these schemes now be included within the approved development programme.

4.45 In addition to these schemes work is also progressing on other schemes which already form part of the programme. This includes:

- *Guildford Park* – This scheme is being delivered by the Capital Programmes Team and is one element of the wider Major Projects Portfolio Boards work.

The design team is in a place and work is progressing well. The scheme is included within the approved programme, however since original inclusion the scope of the scheme has developed and it is proposed that the number of homes to be delivered has increased. In addition to which consideration is now being given to meeting the Council's Zero carbon target and enhanced building safety standards.

Work to established revised costings is currently underway, and once available it is proposed that full details of the schemes and proposals for its development are brought to members for consideration which will also reflect revised financial projections.

- *Brighthill* – The scheme is included within the approved budget and work is progressing on scheme development and no revision to the provision is currently planned.
- *Weyside* – Provision of affordable homes on this site is included within the approved budget and work is underway to progress this scheme and no revision to the provision is currently planned.

### **Replacement Housing and Asset Management IT System**

4.46 The current housing management IT and the HRA Property Asset IT are both coming to the end of their life and will be unsupported by their developers whilst they also use outdated Microsoft support systems. In order to ensure that the suitable alternative options are considered proposals are being considered that will lead to the upgrading or replacement of these systems as part of the wider ICT Forward Plan and the ICT Capital Programme. The cost of the solution and its development are to be met by the HRA.

4.47 The new system could offer the following improvements:

- Web browser-based Cloud solution which is flexible with a spatial element to make use of the spatial data held in existing GIS systems as well as new GIS capabilities
- Mobile Application that can be used by staff to improve efficiencies but also provide resilience for the team
- A new interface for other existing systems such as Salesforce to ensure that the Council has a consistent approach to all customer web interfaces and provide self-service options



- Ability to generate workflows and easily create and amend the schedule of rates to prevent duplicating works
- Integration with wider Council and contractor systems such as Business World
- Perform a clean-up of Orchard data.

4.48 In order to progress this work and to provide resources to support this work the work need to be included within the approved programme. Estimates of Costs without procurement exercise cannot be specific on system costs, so estimates have been provided below:

- Upgrade of systems would need to be developed as part of the initial project development however, if moved soon after upgrade, then this would be an unrecoverable cost.
- ROM Startup costs for new system, to develop, establish the system costs are expected to be in excess of £1 million
- Annual license and support costs these are expected to be in the region of £150,000
- Additional Resourcing for duration of project (based on 24 months) as highlighted in section 11 - £300,000 pa
- Additional Hardware to facilitate agile working £20,000 including tablets for off-site working such as inspections, surveys
- Internal experts will be required at key points in the project which is likely to be an impact to BAU. This will be minimised to use at key points due to their knowledge and skill sets. The impact in time and estimated resource costs will be looked later in the project.

4.49 It is proposed that an initial project budget is established for £1.9 million for the next 2 years.

#### **Prudential Indicators**

4.50 The Prudential Code covers all capital expenditure and investment decisions and should consider all potential long-term liabilities relevant to the Council. This includes the consideration of investments and liabilities of subsidiary companies.

4.51 Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years in the future. The CFO therefore needs to be satisfied that the proposed capital programme is prudent, affordable and sustainable. This will be by looking at the overall gearing ratio's, local indicators and affordability ratios / indicators.

4.52 Indicators we are required to calculate, and monitor are detailed below.

#### *Estimates of Capital Expenditure*

4.53 This indicator is a summary of the Council's capital programme and financing of the programme, summarised in the table below.

<b>CAPITAL EXPENDITURE SUMMARY</b>	<b>2021-22 Approved £000</b>	<b>2021-22 Outturn £000</b>	<b>2021-22 Variance £000</b>	<b>2022-23 Estimate £000</b>	<b>2023-24 Estimate £000</b>	<b>2024-25 Estimate £000</b>	<b>2025-26 Estimate £000</b>	<b>2026-27 Estimate £000</b>
<b>General Fund Capital Expenditure</b>								
- Main Programme	92,790	49,088	(43,702)	106,198	7,738	2,705	2,000	2,000
- Provisional schemes	53,533	6,937	(46,596)	40,666	110,916	40,634	38,383	24,642
- Schemes funded by reserves	1,975	3,541	1,566	910	500	0	0	0
- S106 Projects	0	171	171	58	0	0	0	0
- New Bids (net cost)	0	0	0	4,089	1,948	2,500	5,000	3,000
<b>Total Expenditure</b>	<b>148,298</b>	<b>59,736</b>	<b>(88,562)</b>	<b>151,921</b>	<b>121,102</b>	<b>45,839</b>	<b>45,383</b>	<b>29,642</b>
<b>Financed by :</b>								
Capital Receipts	(95)	(448)	(353)	0	0	0	(21,641)	(24,642)
Capital Grants/Contributions	(51,415)	(18,138)	33,277	(48,626)	(15,315)	(2,954)	0	0
Capital Reserves/Revenue	(2,195)	(4,263)	(2,068)	(1,130)	(720)	(220)	0	0
Borrowing	(94,593)	(36,887)	57,706	(102,165)	(105,067)	(42,665)	(23,742)	(5,000)
<b>Financing - Totals</b>	<b>(148,298)</b>	<b>(59,736)</b>	<b>88,562</b>	<b>(151,921)</b>	<b>(121,102)</b>	<b>(45,839)</b>	<b>(45,383)</b>	<b>(29,642)</b>
<b>Housing Revenue Account Capital Expenditure</b>								
- Main Programme	17,988	15,761	(2,227)	8,041	9,253	1,400	400	0
- Provisional schemes	34,117	0	(34,117)	19,339	54,270	24,200	18,515	49,575
- New bids	0	0	0	32,550	950	0	0	0
<b>Total Expenditure</b>	<b>52,105</b>	<b>15,761</b>	<b>(36,344)</b>	<b>59,930</b>	<b>64,473</b>	<b>25,600</b>	<b>18,915</b>	<b>49,575</b>
<b>Financed by :</b>								
- Capital Receipts	(13,914)	(2,595)	11,319	(8,472)	(11,964)	(6,288)	(400)	(13,200)
- Capital Reserves/Revenue	(38,191)	(13,166)	25,025	(41,459)	(42,509)	(9,313)	(8,515)	(26,375)
- Borrowing	0	0	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Financing - Totals</b>	<b>(52,105)</b>	<b>(15,761)</b>	<b>36,344</b>	<b>(59,930)</b>	<b>(64,473)</b>	<b>(25,600)</b>	<b>(18,915)</b>	<b>(49,575)</b>

4.54 The table shows that most of our GF capital expenditure at this stage will be financed from borrowing due to the availability of known capital receipts and reserves. This is the most prudent assumption. Any future capital receipts, grants or contributions will be taken account of when they are known. Regular monitoring throughout the year will identify these, and the updated underlying need to borrow will be presented to Councillors.

*Estimates of the CFR, Gross Debt and the Liability Benchmark*

4.55 The CFR is the cumulative balance of unfinanced capital expenditure ("debt") less the provision made for the repayment of debt (MRP).

4.56 The Council is required to make reasonable estimates of the total CFR over at least the forthcoming year and following two years. Because we use our CFR projections as part of our liability benchmark, we project over a longer period, and present in the report at least the five-year time frame in line with the time frame presented in the capital programme.

4.57 The following table shows the Council's estimated CFR, level of reserves and borrowing to calculate the overall borrowing requirement.

Guildford BC							
Balance Sheet Summary and Projections in £'000 - last updated 11 Jan 2022							
31st March:	2021	2022	2023	2024	2025	2026	2027
Loans Capital Financing Req.	327,847	363,915	462,885	573,609	612,637	621,932	645,520
Less: External Borrowing	(310,935)	(192,435)	(192,435)	(182,435)	(172,435)	(162,435)	(152,435)
<b>Internal (Over) Borrowing</b>	<b>16,912</b>	<b>171,480</b>	<b>270,450</b>	<b>391,174</b>	<b>440,202</b>	<b>459,497</b>	<b>493,085</b>
Less: Usable Reserves	(191,043)	(155,204)	(159,888)	(119,621)	(117,936)	(123,267)	(98,278)
Plus: Working Capital Required	15,558	15,558	15,558	15,558	15,558	15,558	15,714
<b>(Investments) / New Borrowing</b>	<b>(158,573)</b>	<b>31,834</b>	<b>126,120</b>	<b>287,111</b>	<b>337,825</b>	<b>351,789</b>	<b>410,521</b>
Net Borrowing Requirement	152,362	224,269	318,555	469,546	510,260	514,224	562,956
Preferred Year-end Position	45,000	45,000	45,000	45,000	45,000	45,000	45,450
<b>Liability Benchmark (year-end)</b>	<b>197,362</b>	<b>269,269</b>	<b>363,555</b>	<b>514,546</b>	<b>555,260</b>	<b>559,224</b>	<b>608,406</b>

4.58 The Gross Debt compared to the CFR is key in ensuring debt is only for a capital purpose. The table shows that debt is expected to remain below the CFR during the period shown.

4.59 The CFR is then further split between the GF and the HRA

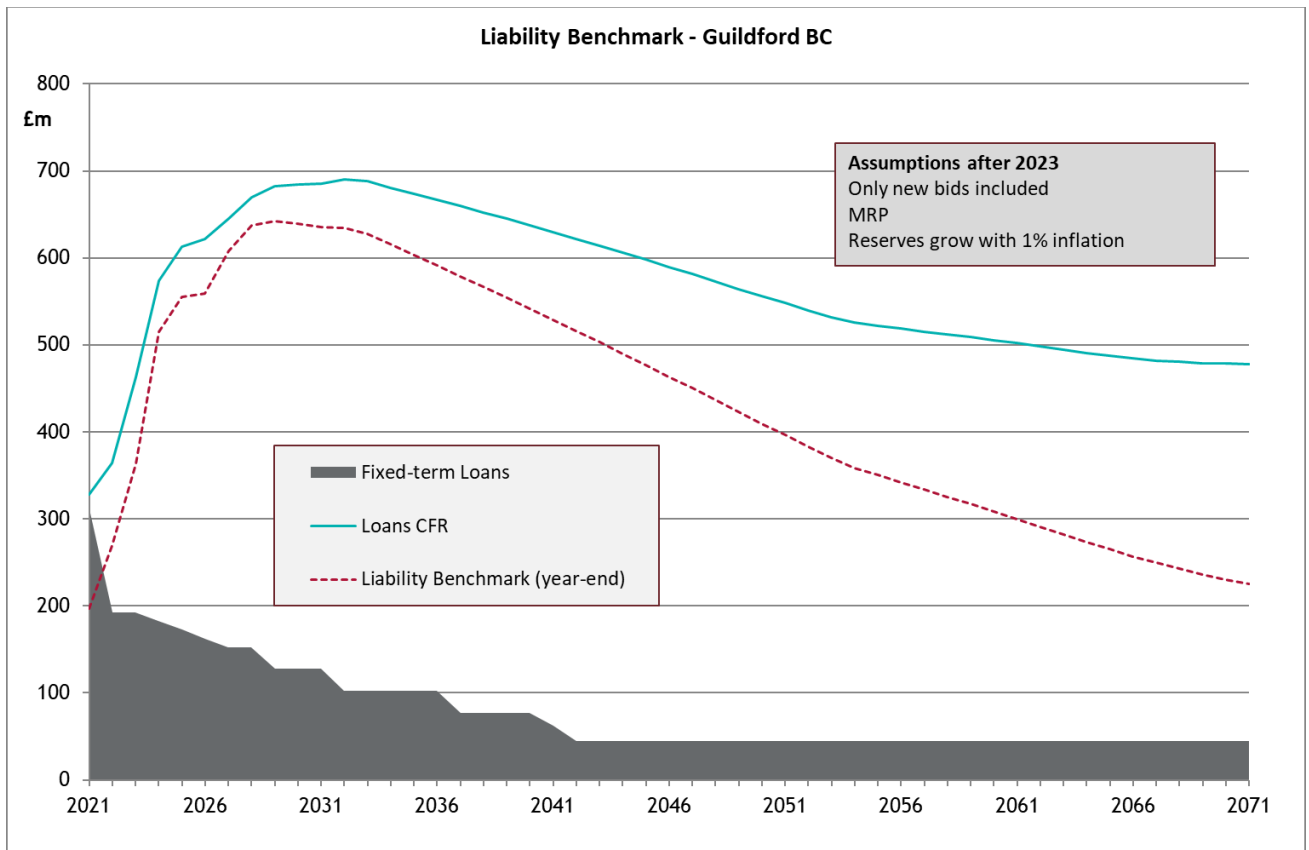
Housing Revenue Account - Summary and Projections in £000							
31st March:	2021	2022	2023	2024	2025	2026	2027
HRA Loans CFR	199,204	207,024	217,024	227,024	237,024	237,024	237,024
HRA Reserves	(120,991)	(85,023)	(90,827)	(51,367)	(49,649)	(54,947)	(29,925)
HRA Working Capital	0	0	0	0	0	0	0
HRA Borrowing	(192,435)	(192,665)	(192,665)	(182,665)	(172,665)	(162,665)	(152,665)
<b>HRA Cash Balance</b>	<b>(114,222)</b>	<b>(70,664)</b>	<b>(66,468)</b>	<b>(7,008)</b>	<b>14,710</b>	<b>19,412</b>	<b>54,434</b>

General Fund - Summary and Projections in £000							
31st March:	2021	2022	2023	2024	2025	2026	2027
GF Loans CFR	128,643	156,891	245,861	346,585	375,613	384,908	408,496
GF Reserves	(70,052)	(70,181)	(69,061)	(68,254)	(68,287)	(68,320)	(68,353)
GF Working Capital	15,558	15,558	15,558	15,558	15,558	15,558	15,714
GF Borrowing	(118,500)	230	230	230	230	230	230
<b>GF Cash Balance</b>	<b>(44,351)</b>	<b>102,498</b>	<b>192,588</b>	<b>294,119</b>	<b>323,114</b>	<b>332,376</b>	<b>356,087</b>

4.60 The GF CFR is forecast to increase by £318 million over the period, as capital expenditure financed by borrowing is greater than resources put aside for debt repayment.

4.61 The HRA CFR is also forecast to rise as the Council undertakes its house building programme funded by borrowing. We are currently only showing the refinancing of the loan maturing in 2021-22 to show the most prudent position in terms of not refinancing the remaining HRA loans that are maturing. This shows that there is an underlying need to borrow for the HRA capital programme as a result of the development schemes they are undertaking.

4.62 This is then shown in graphical format identifying the liability benchmark. The liability benchmark is the lowest risk level of borrowing – borrowing only when your reserves reach your set minimum level (we have set at £45 million). We have adopted this policy for a number of years and propose to continue doing so.



4.63 The graph shows that while the CFR is stable, the liability benchmark reducing. It is worth pointing out that in the past, we have assumed a £25 million level of GF capital expenditure in future years. The guidance in the draft prudential (or treasury) code is that only known expenditure should be included in the liability benchmark, so therefore only the expenditure shown in app 2 to 12 are included.

*Operational boundary and authorised limit for external debt*

4.64 The Council is legally obliged to set an annual affordable borrowing limit (termed authorised limit for external debt). This is the maximum the Council can borrow. In line with statutory guidance, a lower operational boundary is also set as a warning level should debt approach that limit.

4.65 The operational boundary is the most likely level of borrowing in year, directly linked to capital expenditure plans and the CFR and cash-flow requirements.

4.66 We set a separate limit for the HRA, which is now important to monitor due to the removal of the debt cap.

4.67 We are required to set a limit for other long-term liabilities, for example finance leases. We have included £26 million for items that could be classed as finance leases, particularly with the introduction of IFRS16 in April 2022.

Operational Boundary of External Debt	2021-22 Approved £000	2021-22 Revised £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
Borrowing - General Fund	234,166	161,886	250,856	351,586	380,616	389,906	413,496
Borrowing - HRA	217,024	207,024	217,024	227,024	237,024	237,024	237,024
Other Long Term Liabilities	26,000	26,000	26,000	26,000	26,000	26,000	26,000
<b>Total</b>	<b>477,190</b>	<b>394,910</b>	<b>493,880</b>	<b>604,610</b>	<b>643,640</b>	<b>652,930</b>	<b>676,520</b>

- 4.68 The authorised limit gives headroom for significant cash-flow movements. Officers monitor the Council's debt level against the authorised limit on a daily basis against all items on the balance sheet (long and short-term borrowing, overdrawn bank balances and long-term liabilities).

Authorised Limit for External Debt	2021-22 Approved £000	2021-22 Revised £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
Borrowing - General Fund	288,066	214,786	309,556	412,286	448,116	460,606	485,996
Borrowing - HRA	217,024	207,024	217,024	227,024	237,024	237,024	237,024
Other Long Term Liabilities	26,000	26,000	26,000	26,000	26,000	26,000	26,000
<b>Total</b>	<b>531,090</b>	<b>447,810</b>	<b>552,580</b>	<b>665,310</b>	<b>711,140</b>	<b>723,630</b>	<b>749,020</b>

*Ratio of financing costs to net revenue stream*

- 4.69 This is an indicator of affordability and highlights the revenue implications of the capital programme, by identifying the proportion of the revenue budget required to meet financing costs associated with capital spending, net of investment income.
- 4.70 Although capital expenditure is not charged directly to the revenue account, interest payable on loans and MRP are charged. The net annual charge is known as financing costs and is compared to the net revenue stream (i.e., the amount funded from Council Tax, Business Rates and general government grants for the GF and for the HRA its income).
- 4.71 The table below shows the financing costs as a % of net revenue stream

	2021-22 Approved	2021-22 Outturn	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate
General Fund	6.47%	0.60%	8.42%	20.26%	25.24%	53.75%	74.41%
HRA	30.13%	31.46%	32.49%	32.63%	31.64%	31.65%	32.83%

- 4.72 The HRA is remaining consistent due to the stable income, and assumption there will be interest costs on the whole £193 million PWLB debt.
- 4.73 For the GF external borrowing costs and MRP costs are increasing due to the cost of the capital programme, with stable investment income.

**5. Minimum Revenue Provision**

- 5.1 The Local Government Finance Act 2003 requires local authorities to have regard to the former MHCLG's Guidance on MRP, most recently issued in 2018.

- 5.2 The Guidance requires local authorities to approve an annual MRP statement each year and recommends options but does not preclude locally determined prudent methods.
- 5.3 Where the Council finances capital expenditure by borrowing, the CFR will increase and we must put aside resources, from revenue, to repay that debt in later years, known as MRP. MRP only applies to GF.
- 5.4 The aim of the guidance is to ensure that debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.
- 5.5 It recommends a maximum useful life of 50 years for all assets, unless the Council has an opinion from an appropriately qualified professional advisor that an asset will deliver service functionality for more than 50-years.
- 5.6 MRP becomes chargeable in the financial year after the expenditure is incurred or when the asset becomes operational – whichever is the latter.
- 5.7 Based on the Council's estimate of its CFR on 31 March 2022, and unfinanced capital expenditure in 2021-22 of £363.915 million, the budget for MRP for 2022-23 and future years is:

2022-23	£1.545 million
2023-24	£2.246 million
2024-25	£4.136 million
2025-26	£4.294 million

- 5.8 Profiling of capital expenditure is key in determining the impact of MRP on the revenue account because it forms part of the annual Council Tax Requirement.

**MRP Policy**

- 5.9 The Council will use the asset life method as its main method of applying MRP but will use the annuity method for investment property.
- 5.10 Where appropriate, for example in relation to capital expenditure on regeneration schemes, we may use an annuity method starting in the year after the asset becomes operational.
- 5.11 Where we acquire assets ahead of a development scheme, we will charge MRP based on the income flow of the asset or as service benefit is obtained. Therefore, where construction, major refurbishment or redevelopment of an asset occurs, we will not charge MRP during the period of construction, refurbishment or redevelopment. MRP will not be charged from the date a property is vacant (if the development starts within 12 months of the vacation date). MRP will be charged in the financial year after the asset has returned to operational use.
- 5.12 We will apply a life of 50 years for the purchase of land and schemes which are on land (for example transport schemes).

- 5.13 Where loans are made to other bodies for their capital expenditure, where the loans are repaid in at least annual instalments of principal, there will be no MRP, but we will apply the capital receipts to reduce the CFR. Where there is no repayment, MRP will be charged in accordance with the MRP policy for assets funded by the loan.
- 5.14 For investments classed as capital expenditure, we will apply a life related to the underlying asset in which the share capital has been invested.
- 5.15 We will apply a prudent approach to determining which schemes are financed from capital resources and which ones will be subject to MRP. For example, we feel it is prudent to apply capital resources to those schemes that have a shorter estimated life. We will determine this annually as part of closing the accounts.
- 5.16 Generally, the asset life for MRP will be matched to the life used for depreciation purposes. Estimated life periods will be determined under delegated powers to the CFO.
- 5.17 Where former operating leases have been brought onto our balance sheet on 1 April 2022, due to the adoption of IFRS16 leases accounting standard, and the asset values have been adjusted for accruals, prepayments, premiums and / or discounts, then the annual MRP charge will be adjusted so the total charge to revenue remains unaffected by new standard.

## **6. Treasury Management**

- 6.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, which a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account.
- 6.2 The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
- 6.3 Decisions on treasury management investment and borrowing decisions are made daily and therefore delegated to the CFO and staff, as per the Treasury Management Practices (TMPs), who must act in line with the treasury management strategy approved by Council in February each year. Treasury management activity is presented to the Corporate Governance and Standards Committee as part of the Council's financial monitoring report throughout the year and are responsible for scrutinising treasury management decisions.
- 6.4 The Council currently has £192.4 million long-term borrowing which is all related to the HRA at an average rate of 3.32% with a cost of £5 million in interest. Short-term borrowing, falling on the GF, is expected to cost £0.36 million at an

average rate of 0.16%. The Council’s average investment portfolio is £200 million at an average rate of 1.3%, generating £1.4 million of interest.

**Borrowing strategy**

6.5 The Council’s main objective when borrowing is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which the funds are required.

6.6 Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The liability benchmark in paragraphs 4.55 to 4.63 show we are meeting the statutory guidance.

6.7 The detailed borrowing strategy can be found in Appendix 1, Section 5.

**Investment strategy**

6.8 The CIPFA Code requires local authorities to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the higher rate of return, or yield.

6.9 The Council’s objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

6.10 Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

6.11 The detailed investment strategy can be found in Appendix 1, section 5

6.12 The Council has identified the proportion of income from these types of investments against gross service expenditure. This income is part of the net service cost and therefore makes a positive contribution to the Council Tax Requirement. We have an interest rates movement earmarked reserve to cover any loss in investment income in the year, and for lower investment property income we have an earmarked reserve.

	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	<b>£000</b>	<b>£000</b>		
Gross Service Expenditure	105,878	105,681	105,499	107,589
Investment property income	7,664	7,692	7,692	7,692
Treasury management income	1,141	1,074	1,174	1,228
Investment income %	8%	8%	8%	8%

6.13 The table shows that the income from both investment property and treasury management income (“investment income”) contributes around 8% to the gross cost of services across the Council.



## 7. Service and Commercial investments

### Property asset management

7.1 To ensure that capital assets continue to be of use in the long-term, the Council has an asset strategy and asset management framework. These include the following objectives:

- for operational properties to operate at full potential in the delivery of services, assessing them against performance criteria and investing where necessary to ensure they remain fit for purpose and improve service capability
- for investment properties to achieve a maximum return by actively managing and reviewing properties, reduce risk, and enhance income, negotiate leases on the best possible terms, invest where necessary to retain their value and sell high cost of underperforming assets
- for all buildings to be held to a high standard of repair, by undertaking regular conditions surveys and linking the output of the condition survey to an identifiable programme of works
- for all works to provide value for money by undertaking cost analysis and options for appraisals to determine whether to fund capital improvements and ensure robust procedures are followed when arranging works to encourage competitive and best value pricing
- for all properties to be fully compliant with statutory requirements including health and safety and energy efficiency regulations

### Investments for service purposes

7.2 The Council makes investments to assist local public services, including loans to and buying shares in local service providers, local small businesses to promote economic growth and the Council's subsidiary companies. Considering the public service objective, the Council is willing to take more risk than with treasury investments; however, it still plans for such investments to at least break even after all costs.

7.3 Opportunities on service investments are initiated by the relevant service leader and any decisions are made by the CFO. Most loans and shares are capital expenditure and purchases will therefore be approved as part of the capital programme and PPM Governance framework.

7.4 The main risk when making service loans is that the borrower will be unable to repay the principal lent and / or the interest due. One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk and ensure that total exposure to service loans remains proportionate to the size of the Council, we will undertake independent due diligence before entering into a loan or purchasing shares.

7.5 Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures in the Statement of Accounts will be shown net of this loss allowance. However, the Council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

- 7.6 The Council invests in and has purchased shares in Guildford Holdings Company (40% equity then transferred into North Downs Housing). A small amount has been used to purchase shares in the Surrey and Sussex Credit Union (Boom) and the Broadband for Surrey Hills (B4SH). The projected future investment in the Council's companies are detailed in the capital programme. It is not expected to increase exposure to Boom or B4SH.

**Commercial Activities**

- 7.7 The Council has acquired its investment properties over several years to facilitate the economic development of the borough and generate rental income that helps support the wider financial position of the Council.
- 7.8 Investment property is valued at £152 million as per the 2020-21 statement of accounts, with rent receipts of £7.8 million.
- 7.9 Compared with other investment types, property is relatively difficult to sell and convert into cash at short notice and can take a considerable amount of time to sell in certain market conditions. Therefore, the size of the investment property portfolio is compared, on a monthly basis, against the value of the Council's treasury management investments, in order to ensure proportionality of investments across the Council.
- 7.10 With financial return being the main objective, the Council accepts higher risk on commercial investment than treasury investments. The principal risk exposures include fluctuating capital values, vacancies, tenant defaults and risking financing costs. All these factors can have an impact on the net financial return to the Council. The Council mitigates the risks through the choice of more secure property investments using the criteria described above in para 7.1, and keeping a balanced portfolio spread across different property types. Officers prepare detailed cash flow models for each prospective investment acquisition in order to appraise the cash flow risk and the Internal Rate of Return (IRR) of the investment, in line with the approved asset investment strategy.
- 7.11 In accordance with government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase costs, including taxes and transaction costs. The Council values investment property annually.
- 7.12 If the fair value assessment of the portfolio in the accounts is at or above the purchase cost, the underlying asset provides security for the capital investment. Should the valuation be lower than purchase cost, the Council will report this in the capital and investment annual report, along with the consequences of the loss on security of investments and any revenue consequences arising.
- 7.13 Performance is also reviewed regularly throughout the year and an investment fund portfolio report submitted annually to the Property Review Group and as part of the Capital and Investment Strategy annual report.
- 7.14 In accordance with the Council's Constitution, the Director of Strategic Services is authorised to acquire property up to £1 million, in consultation with the relevant

lead councillor, where budget provision exists in the approved capital programmes. Purchases must be in consultation with the CFO in line with the criteria set in the asset investment strategy. Where there isn't an approved budget in the capital programme, committee approval will be sought in line with the financial regulations.

- 7.15 The asset investment strategy provides a robust viable framework for the acquisition of commercial properties located within the borough. This will direct investment in assets that local businesses occupy as well as those nationally or internationally that contribute to growth in the local economy. There will be continual evaluation of the property investment portfolio to meet the Council's priorities and ensure that it is fit for purpose.
- 7.16 We will also consider new opportunities as they arise. For example, the Council recognises that another major industrial site is coming to the end of its physical life where our tenants want to reinvest. The Council will support development plans by tenants to improve their sites and the estate, which again, may instigate capital investment by the Council alongside income generation. We also set aside proceeds from investment property sales that are not performing, to allow us to purchase new property within the Borough.
- 7.17 The, then MHCLG, when it published the latest investment guidance, suggests indicators authorities can calculate, these will be included in a future version of the report.

#### **Liabilities**

- 7.18 Although not strictly counted as investments, since no money has changed hands yet, loan commitments and financial guarantees carry similar risks to the Council and are included here for completeness.
- 7.19 The Council is committed to making future payments to cover its share of the pension fund deficit, on the face of the Council's balance sheet, there is £143 million of other long-term liabilities which relates to the Pension Fund liability.
- 7.20 We have also put aside £6 million to cover risks of Business Rates appeals plus other smaller provisions. We have not allowed for any financial guarantees but have identified two. One relates to the Electric Theatre pension payments, and another is a tax guarantee we have provided to Thames Water for the WUV project.
- 7.21 The Council is also at risk of having to pay for levies relating to our liability for asbestos but has not put aside money into a provision because it is not yet certain.
- 7.22 Decisions on incurring new discretionary liabilities are taken by the relevant service leader and the CFO.
- 7.23 A new accounting standard, IFRS16 – accounting for leases, comes into effect from 1 April 2022. The key change is that accounting for leases (i.e., leasing in assets) will change, and there will no longer be a distinction between finance and

operating leases. The Council is currently working through the implications, but it will mean an increase in the assets and liabilities on our balance sheet.

## **8. Knowledge and Skills**

- 8.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Director of Resources and Lead Specialist Finance (s151 and deputy s151 respectively) are both qualified accountants with many years' post qualification experience, and other senior members of the finance team have good operational experience. The Head of Asset Management, and Deputy Head are qualified chartered surveyors and members of the Royal Institution of Chartered Surveyors (RICS) as are other members of the asset management team. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA, ACT (treasury) and RICS.
- 8.2 Where Council staff do not have the knowledge and skills required, use is made of external advisors and consultants that are specialist in their field. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.
- 8.3 Under the MiFID regulations, for the Council to "opt-up" to professional status, the Council is required to state the knowledge and skills of key staff involved in the treasury decision making – this is a mandatory criterion. Financial institutions decide whether the Council can opt-up, and there is comfort in that where the Council is accepted as a professional client; we have the required level of skills and knowledge expected by the financial institution of key treasury staff.

## **9. Consultations**

- 9.1 The Lead Councillor for Resources supports the recommendations in this report.

## **10. Key Risks**

- 10.1 Officers submit bids with a proposed timeframe for the project to be completed. This is put into the capital programme and feeds into the liquidity benchmark (to determine where we may need to borrow – at a high level), cash flow forecasts (projecting investment income and possible borrowing costs feeding into the medium-term financial strategy) and the MRP projections (again feeding into the medium-term financial strategy).
- 10.2 The capital programme predicts the Council's underlying need to borrow. This is the starting point to determine whether the Council needs to borrow externally, and for what period. If the profiling of the capital programme is significantly wrong, this means the Council will have budgeted less investment income, more external borrowing interest and more MRP than it needs to. All these are a cost to the revenue budget and therefore the council tax-payer.

- 10.3 Officers work together to minimise this impact and meet on a quarterly basis to review the capital programme and adjust the profiling. The medium-term financial strategy is updated continually with the latest interest and MRP projections taking account of the latest capital programme and profile to ensure the most realistic position is presented in the revenue budget.
- 10.4 Slippage in the capital programme could also mean costs are higher than originally budget because of price inflation and changing market conditions. To help mitigate this, the Council has a capital contingency fund budget of £2 million each year (reduced from £5 million to reflect the improved governance procedures we have now introduced) acting as an additional budget included in the borrowing calculations across the programme as a whole. Each scheme also has contingencies built into the individual budgets.
- 10.5 Many of the larger schemes in the programme have external funding attached to them. Generally, as part of this funding, when the bids for funding are made, a time frame for spend needs to be agreed. If schemes are delayed, there is a risk that the funding will either have to be repaid or the funding will no longer be available to us. This will increase the cost of borrowing to the Council.
- 10.6 If we do not deliver new housing schemes, we are at risk of having to repay housing capital receipts back to the Government. It is therefore important we have a planned programme of development schemes to be able to monitor future expenditure with reasonable certainty to help avoid the risk of having to return money plus interest.

#### **Treasury Management Risks**

- 10.7 The effective management and control of risk are prime objectives of the Council's treasury management activities. The treasury management strategy therefore sets out the various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.
- 10.8 Overall responsibility for treasury management remains with the Council. Treasury management activity involves risk and cannot be eliminated. The effective identification and management of risks are integral to the Council's treasury management objectives.
- 10.9 Treasury management activity needs to be managed to maximise investment income and reduce debt interest whilst maintaining the Council's exposure to risk.
- 10.10 Inflation is also a key factor. Investments are made and earn a return. If inflation is high, and investment returns are low, the investment return is not keeping up with inflation and the Council is therefore losing money.
- 10.11 Risk indicators relating to treasury management are in Appendix 1.

#### **Risks relating to Commercial investments**

- 10.12 There are some identifiable risks of investing in property.

- 10.13 A downturn in the property market could lead to falling rents or higher vacancies meaning that rental income may not cover borrowing costs.
- 10.14 In addition, a downturn could lead to a fall in property valued which could impact capital receipts if the Council wanted to sell the property to use the receipts for other purposes.
- 10.15 The Council mitigates these by having a diverse investment property portfolio, a review of tenant covenant strength prior to becoming a tenant, including a review of the company finances and credit checks. The Council will also request rent deposits where appropriate. In addition, we undertake a prudent cash flow model for each prospective investment in order to appraise the cash flow risk and the internal rate of return of the investment, and we keep abreast of the latest property market information to inform decisions.

## **11. Financial Implications**

- 11.1 The financial implications are covered throughout the report, and in the appendices.
- 11.2 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by an income receivable. The net annual charge is known as financing costs; this is compared to the new revenue stream (i.e., the amount funded from Council Tax, Business rates and general government grants).
- 11.3 The budget for treasury management investment income in 2022-23 is £1.14 million, based on an average investment portfolio of £70 million, at a weighted average rate of 1.69%. The budget for debt interest paid of £5.74 million, of which £5 million relates to the HRA. If actual levels of investments and borrowing, and actual interest rates differ from that forecast, performance against budget will be correspondingly different.
- 11.4 Income from investment property is estimated to be £8 million in 2022-23.
- 11.5 The MRP budget is £1.7 million in 2022-23.
- 11.6 Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for many years into the future. The CFO is comfortable that the proposed capital programme is prudent, affordable and sustainable.

### **Flexible use of capital receipts**

- 11.7 The Government has extended the ability for Council's to use capital receipts to fund revenue costs of transformation programmes, and officers are recommending to Councillors the policy is approved to enable the flexibility to fund the costs relating to the Guildford and Waverley Collaboration and any other transformations, restructures or efficiency changes that may be incurred during 2022-23. The policy can be found at appendix 17.

**Risk Indicators**

- 11.8 The Council has set the following quantitative indicators to allow readers to assess the total risk exposure as a result of investment decisions.

*Total risk exposure*

- 11.9 This indicator shows the total exposure to potential investment losses. This includes amounts the Council is contractually committed to lend but have yet to be drawn down and the guarantees the Council has issued over third-party loans.

Total Investment Exposure	2020-21	2021-22	2022-23
	Actual £000	Forecast £000	Forecast £000
Treasury management investments	95,628	54,783	38,498
Service investments: Loans	11,142	14,107	20,698
Service investments: Shares	7,433	9,410	13,803
Investment property	152,130	152,130	152,130
<b>Total Investments</b>	<b>266,333</b>	<b>230,430</b>	<b>225,129</b>

*How investments are funded*

- 11.10 Government guidance is that we should show how these investments are funded. Since the Council does not normally associate particular assets with particular liabilities this is difficult to comply with. However, investments in loans and shares (North Downs Housing and Guildford Holdings) could be described as being funded by borrowing – as they are part of the Capital programme and therefore forms part of the underlying need to borrow for a capital purpose. The remainder of the Council’s investments are funded by usable reserves and income received in advance of expenditure.

*Rate of return achieved*

- 11.11 This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Councillors should note that due to the complex nature of the local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Investments net rate of return	2020-21	2021-22	2022-23
	Actual £000	Forecast £000	Forecast £000
Treasury management investments	1.89%	0.82%	0.94%
Service investments: Loans	5.10%	5.10%	5.25%
Service investments: Shares	0.00%	0.00%	0.00%
Investment property	6.30%	5.50%	5.50%

**12. Legal Implications**

- 12.1 Various professional codes, statutes and guidance regulate the Council’s capital and treasury management activities. These are:

- the Local Government Act 2003 (“the 2003 Act”), provides the statutory powers to borrow and invest and prescribes controls and limits on these

activities, and in particular within the Local Authority (Capital Finance and Accounting) (England) Regulations 2003

- the 2003 Act permits the Secretary of State to set limits on either the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken
- Statutory Instrument (SI) 3146 2003 (“the SI”), as amended, develops the controls and powers within the 2003 Act
- the SI requires the Council to undertake borrowing activity with regard to the Prudential Code. The Prudential Code requires indicators to be set – some of which are absolute limits – for a minimum of three forthcoming years
- the SI also requires the Council to operate the overall treasury management function with regard to the CIPFA TM Code
- under the terms of the Act, the Government issues “Investment Guidance” to structure and regulate the Council’s investment activities. The emphasis of the Guidance is on the security and liquidity of investments
- Localism Act 2011

### 13. Human Resource Implications

- 13.1 Where additional resources are required to deliver schemes identified within this report, officers have included this in the bid or have submitted a revenue bid.

### 14. Equality and Diversity Implications

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

### 15. Climate Change/Sustainability Implications

- 15.1 There are no specific implications as a result of this report, however, capital bids have been made for some schemes relating to reducing carbon.

### 16. Executive Advisory Board comments

- 16.1 The Joint Executive Advisory Board considered the report and the new bids at its meeting on 10 January 2022. They had the following comments on the bids:

Name of bid	JEAB comments
GER	Supportive of the bid, lots of work already gone into the initial phase, and important for the borough for the scheme to continue. Councillors were keen to understand more about potential grants and contributions that may be available to help fund the scheme
Stoke Park Paddling Pool	Supportive of the bid – important for the community
Albury closed burial grounds	Can this be delayed? Question over the cost – is it enough?



	Is there any opportunity for funding from interested parties?
Chilworth Gunpowder mills	Discussion around the site and its use. Supportive if it's a pure H&S issue
Fleet replacement programme	Can this be delayed? Uncertainty around the future requirements coming out of Government Would like more information around cost of maintaining vehicles as oppose to purchasing in the short term Query over best type of fuel moving forwards – more research and understanding required Collaboration opportunities? More recycling promotion required? Recognised it could be a positive for climate change agenda
YMCA lighting	Supportive – public access and H&S issue
Millmead house lifts	Supportive if H&S and helps promote external tenants
Yorkies bridge lighting	Heavily used, and there have been H&S concerns in the past – supportive
Crematorium memorial wall	Supportive – recognised as an important service that is also paid for by the public
Cemetery tarmacking	Supportive as H&S
Castle MSCP	Supportive as funded by reserve
Car Park lighting	Supportive as funded by reserve
HRA major repairs	Supportive – investment in the stock is needed and will have a positive impact for tenants
HRA development projects	Supportive – increasing stock helps spend the capital 141 receipts and replace those houses lost to RTB. Will help with the waiting list. Very important scheme to fund
HRA – ICT – Housing management system	Supportive – need to have an up-to-date system. Keen to make sure that more systems integrate with each other

## 17. Summary of Options

- 17.1 Officers have detailed the options within each new capital bid / mandate
- 17.2 The CIPFA TM Code does not prescribe any particular treasury management strategy for local authorities to adopt. The CFO, having consulted with the Lead Councillor for Finance and Asset Management, believes the strategy represents an appropriate balance between risk and cost effectiveness. Some alternative strategies and risk management implications are:

<b>Alternative</b>	<b>Impact on Income / Expenditure</b>	<b>Impact on risk management</b>
Invest in a narrower range of counterparties and / or for shorter times	Interest income will be lower	Lower chance of losses, from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and / or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to higher impact in the event of a default; however, long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium-term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is unlikely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

## **18. Conclusion**

- 18.1 The information included in this report shows the position of the current approved capital programme. Bids for future years that are viewed as essential projects have been submitted by officers.
- 18.2 If all schemes proceed within the timescales indicated, there will be an underlying need to borrow of £315 million by 31 March 2026.
- 18.3 The information in this report, and the appendices, shows the Council has adopted the principles of best practice and complied with the relevant statute, guidance and accounting standards.

## **15. Background Papers**

None

## **16. Appendices**

- Appendix 1: Detailed capital and investment strategy
- Appendix 2: Schedule of new GF capital bids for 2022-23 to 2026-27
- Appendix 3: Detailed bids
- Appendix 4: Schedule of approved GF capital programme
- Appendix 5: Schedule of provisional GF capital programme

- Appendix 6: Schedule of reserves funded capital schemes
- Appendix 7: Schedule of s106 funded schemes
- Appendix 8: Summary of resources and financial implications
- Appendix 9: Capital vision
- Appendix 10: HRA approved capital programme
- Appendix 11: HRA provisional capital programme
- Appendix 12: HRA summary of resources
- Appendix 13: Treasury Management Policy Statement
- Appendix 14: Money Market Code Principles
- Appendix 15: Arlingclose Economic and Interest Rate Forecast
- Appendix 16: Credit rating equivalents and definitions
- Appendix 17: Flexible use of capital receipts policy
- Appendix 18: Glossary

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## Capital, Treasury and Investment Strategy - detail

### 1. Introduction

- 1.1 A capital strategy is the foundation of proper long-term planning of capital investment in assets and how it is to be delivered. It needs to link into the Council's overall corporate objectives and strategic priorities.
- 1.2 Council's need to invest in their assets, as they are the most valuable resource (termed as non-financial assets throughout the report).
- 1.3 Capital expenditure is defined as:
- "Money spent on acquiring or upgrading fixed assets, to increase the life of the asset or improve its productivity or efficiency to the organisation"*
- 1.4 Capital planning is about investment in assets and is, therefore, linked to asset planning. Council assets have been acquired using public money, so we have an obligation to protect the value of those assets. Failure to do this means assets will gradually deteriorate and in the long-term this puts the Council's ability to fulfil its basic responsibilities at risk.
- 1.5 An integral part of a capital strategy is how the programme is financed. This is inexplicitly linked to treasury management and informs the resources available for treasury investments.
- 1.6 Treasury management is an important part of the overall management of the Council's finances. Council's may borrow or invest for any purpose related to its functions, under any enactment, or for the purpose of the prudent management of its financial affairs.
- 1.7 The CIPFA definition of treasury management is:
- "the management of the organisations borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks"*
- 1.8 Statutory requirements, the CIPFA Code of Practice for Treasury Management in the public services (the TM Code) and the CIPFA Prudential Code regulate the Council's treasury activities.
- 1.9 MHCLG requires authorities to prepare an investment strategy, which comprises both treasury and non-treasury investments.
- 1.10 An authority invests its money for three broad purposes:
- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (treasury management investments)
  - to support local public services by lending to or buying shares in other organisations (service investments)

- to earn investment income (commercial investments where this is the main purpose)

1.11 The Local Government Act 2003 requires Local Authorities to have regard to the Prudential Code. The Prudential Code, last revised in 2021, requires Local Authorities to determine a capital strategy. The strategy is to have regard to:

#### Capital expenditure

- an overview of the governance process for the approval and monitoring of capital expenditure
- a long-term view of capital expenditure plans
- an overview of asset management planning
- any restrictions around borrowing or funding of ongoing capital finance

#### Debt and borrowing and treasury management

- a projection of external debt and use of internal borrowing to support capital expenditure
- provision for the repayment of debt over the life of the underlying asset
- authorised limit and operational boundary for the following year
- the approach to treasury management including processes, due diligence and defining the risk appetite

#### Commercial activity

- the Council's approach to commercial activities, including processes, ensuring effective due diligence and defining the risk appetite including proportionality in respect of overall resources

#### Other long-term liabilities

- an overview of the governance process for approval and monitoring and ongoing risk management of any other financial guarantees and other long-term liabilities.

#### Knowledge and skills

- a summary of the knowledge and skills available to the Council and confirmation that these are commensurate with the risk appetite.

1.12 Included in these regulations and codes of practice, we are required to set Prudential and Treasury Indicators for assessing the prudence, affordability and sustainability of capital expenditure and treasury management decisions. The MHCLG investment guidance also suggest some local indicators.

1.13 The following sections of the strategy outline the Council's balance sheet and treasury position, capital expenditure and treasury management strategy.

1.14 In order to understand the context of the capital and investment strategy (where we are going and how we will get there), it is important to understand where we are now.

## **2. External Context**

### **Economic Background**

2.1 See appendix 15

**Credit outlook**

2.2 See appendix 15.

**Interest rate forecast**

2.3 See appendix 15.

**3. Balance sheet and treasury position**

**Balance Sheet**

3.1 The Council has a strong asset backed balance sheet

	Balance at 31 March 2020		Balance at 31 March 2021		
	£'000	£'000	£'000	£'000	
Long term assets	948,801		966,201		
Short term assets	28,574		92,938		
		977,375		1,059,139	89%
Long term investments	42,170		27,022		
Short term investments	59,189		100,969		
		101,359		127,991	11%
<b>Total assets</b>		<b>1,078,734</b>		<b>1,187,130</b>	
Current liabilities	(36,915)		(61,265)		
Long term liabilities	(113,567)		(143,258)		
		(150,482)		(204,523)	40%
Short term borrowing	(44,493)		(163,772)		
Long term borrowing	(192,435)		(147,435)		
		(236,928)		(311,207)	60%
<b>Total liabilities</b>		<b>(387,410)</b>		<b>(515,730)</b>	
<b>Net assets</b>		<b>691,324</b>		<b>671,400</b>	

3.2 The summary balance sheet shows that cash investments make up only 11% of the Councils assets. Investment property makes up 16% of the long-term assets (being £152 million). The largest proportion of our liabilities is long-term borrowing, which is all HRA debt.

*Financial Stability/Sustainability*

3.3 Gearing is a measure of financial leverage, demonstrating the degree to which activities are funded by our own money or by debt. The higher the leverage, the riskier the organisation is considered to be because of the financial risk and that they must continue to service its debt regardless of the level of income or surplus. Gearing can be calculated by using the debt ratio (total debt / total assets) and is the proportion of our assets that are financed by debt.

	<b>2020-21 Actual ('000)</b>	<b>2021-22 Outturn ('£000)</b>	<b>2022-23 Estimate ('£000)</b>	<b>2023-24 Estimate ('£000)</b>	<b>2024-25 Estimate ('£000)</b>	<b>2025-26 Estimate ('£000)</b>
Total debts	311,207	256,935	374,289	480,997	516,110	526,159
Total assets	1,187,130	1,246,866	1,394,698	1,513,852	1,557,191	1,597,574
Debt Ratio %	26%	21%	27%	32%	33%	33%

3.4 This shows that our gearing is low, but increasing and remaining steady, which is because of our strong asset base, and projecting forwards capital spend will continue to grow our asset base.

3.5 Future years' estimates are based on adding the budgeted cost of capital investment onto the assets, and adding the assumed debt funded expenditure (not external debt as shown in the liability benchmark) to the debt figure to give an idea how the financial stability of the Council will be evolving.

*Local indicators*

3.6 The Local Government Association (LGA) use a number of different financial indicators to assess the financial sustainability of Councils as part of their financial diagnostic tool. We have chosen to use the following as local indicators:

- Total debt as a % of long-term assets
- Ratio of equity by net revenue expenditure
- Un-ringfenced reserves as a % of net revenue expenditure
- Working capital as a % of net revenue expenditure
- Short term liability pressure (short term liabilities as a % of total liabilities)
- Total investments as a % of net revenue expenditure
- Investment property as a % of net revenue expenditure

3.7 Suggested MHCLG local indicators are:

<b>Indicator</b>	<b>Description</b>
Debt to net service expenditure (NSE) ratio	Gross debt as a percentage of net service expenditure
Commercial income to NSE ratio	Dependence on non-fees and charges income to deliver core services. Fees and Charges are to be netted off gross service expenditure to calculate the NSE
Investment cover ratio	The total net income from property investments, compared to the interest expense
Loan to value ratio	The amount of debt compared to the total asset value
Target income returns	Net revenue income compared to equity. This is a measure of achievement of the portfolio of properties
Benchmarking of returns	As a measure against other investments and against other Council's property portfolios



Gross and net income	The income received from the investment portfolio at a gross level and net level (less costs) over time
Operating costs	The trend in operating costs of the non-financial investment portfolio over time, as the portfolio of non-investments expands
Vacancy levels and tenant exposures for non-financial investments	Monitoring vacancy levels (voids) ensure the property portfolio is being managed (including marketing and tenant relations) to ensure the portfolio is as productive as possible

3.8 These indicators will be calculated on an actual basis and will form part of the outturn report.

### Treasury position

3.9 The following table shows the Council's current treasury position, which is the next step to moving forward from the balance sheet.

	March 21 Actual £'000	Nov 21 position £'000
<b>Investments</b>		
<u>Managed in-house</u>		
Call Accounts	330	3,942
Notice Accounts - UK	3,000	3,000
Money Market Funds	39,220	35,438
Temporary Fixed Deposits	57,500	92,300
Long term Fixed Deposits	18,500	19,500
Cash plus	5,000	5,000
Short term bonds	2,000	5,800
Gilts	0	8,000
Covered Bonds	16,100	19,500
<b>Total investments managed in-house</b>	<b>141,650</b>	<b>192,480</b>
<u>Pooled Funds</u>		
CCLA	6,490	7,103
M&G	3,530	3,758
Schroders	700	714
UBS	2,220	2,185
Royal London	2,330	2,313
Fundamentum	1,980	2,049
Funding Circle	500	209
<b>Total pooled funds investments</b>	<b>17,750</b>	<b>18,332</b>
<b>Total Investments</b>	<b>159,400</b>	<b>210,812</b>
<b>Borrowing</b>		
Temporary borrowing	163,772	196,500
Long-term borrowing (PWLb)	147,435	147,435
<b>Total borrowing</b>	<b>311,207</b>	<b>343,935</b>
<b>Net investments / (borrowing)</b>	<b>(151,807)</b>	<b>(133,123)</b>

- 3.10 The table shows the position at the start of the financial year (included in the balance sheet), and the position at the end of November 2021 (the latest position).
- 3.11 Investment balances are higher, due to more temporary borrowing. The net borrowing position has decreased since March 2021 due to an increase in cash investments.

#### **4. Capital expenditure**

- 4.1 To understand the movement in our balance sheet over the medium term, it is important to understand the anticipated capital expenditure and capital receipts over that time.
- 4.2 The Council has an ambitious Corporate Plan and medium to long-term aspirations within the Borough. There is, therefore, a number of processes in place to ensure the capital programme is approved and monitored for good governance.
- 4.3 The Council has the following parts to its capital programme:
- Capital vision (radar stage)
  - Approved programme (outline & final business case stage)
  - Provisional programme (strategic outline case stage)
  - Reserves funded programme
  - S106 funded programme
- 4.4 The Council splits the schemes into three types to enable us to review the amount of spend on statutory items against those which we are expecting a financial return from as part of our regeneration plans:
- a) development for financial reasons - those schemes that are for economic growth, regeneration and redevelopment (including housing schemes) which have a neutral or positive direct financial benefit to the council
  - b) development for non-financial reasons - those schemes that are for economic growth, regeneration, redevelopment, including housing schemes and infrastructure which have no direct financial benefit to the Council and
  - c) non-development essential schemes (i.e., those that must be done to keep our fixed assets in an acceptable condition) - those schemes that need to be undertaken for statutory/compliance reasons, are required to maintain service provision at existing levels (or prevent cost escalation)
- 4.5 Type (a) 'development schemes for financial reasons' are required to provide a positive or neutral impact on the Council's GF revenue account. It is envisaged that this is achieved by the revenue income generated by the completed scheme/project being greater than the capital financing costs on the GF revenue account or by the capital receipts generated from the scheme being sufficient to repay any debt used to finance the scheme such that there are no borrowing costs on the revenue account.
- 4.6 Type (b) 'development schemes for non-financial reasons' are required to provide regeneration in the borough to support economic growth in the borough but may not have any direct financial benefit to the Council
- 4.7 Type (c) 'essential schemes' often do not have cashable savings or efficiencies associated with them, but often prevent further cost escalation of services. Essential

schemes often have revenue costs associated with them, particularly if funded from borrowing.

- 4.8 The capital programme covers a 5 to 10-year period, with more emphasis on the first five years.
- 4.9 Any projects that are expected to be delivered after the first five years of the programme, or those where the scheme has not yet been fully identified are placed on the Council's Capital Vision. The vision enables us to model the potential financial impact of these schemes and be aware of the potential schemes to be brought forward onto the GF capital programme in future.
- 4.10 Many of the bids in the capital programme are development projects, and their expenditure and income profile can span beyond the five-year timeframe. The Council's capital programme, is therefore, a prudent one. Any income arising as a result of a development project that is outside the five years or is currently only estimated is shown in the capital vision. Any development projects will be subject to a thorough business case, which will assess the delivery model, and officers will ensure that they are financially viable before they can proceed.
- 4.11 The Council maintains a provisional programme to be able to produce a realistic five-year programme and include the financial implications in the outline budget. It also gives Councillors an indication as to what schemes are being investigated, and an indication as to when these schemes may be progressed.
- 4.12 Under the financial regulations, schemes that are fully funded by s106 receipts or grants and contributions can be added to the capital programme under delegation.
- 4.13 During the year, the Capital Monitoring Group (CMG) meets on a quarterly basis to review the scheduling of the capital programme. The group consists of officer representatives across the Council from different departments to give a joined-up approach.
- 4.14 The capital programme is also reviewed by CMT and Corporate Governance and Standards Committee (CGSC) as part of the regular financial monitoring for months 2, 4, 7, 10 and 11 and then as part of the final accounts report. Under the PPM Governance framework, the Major Project Portfolio Board, and its sub groups, meet monthly, and they receive highlight reports on the progress of all the major projects in the capital programme.
- 4.15 The proposed financing of the capital programme assume available resources will be used in the following order:
  - a) capital receipts from the sale of assets (after applying the flexible use of capital receipts policy if applicable)
  - b) capital grants and contributions
  - c) earmarked reserves
  - d) the general fund capital schemes reserve
  - e) revenue contributions
  - f) internal borrowing
  - g) external borrowing
- 4.16 The actual financing of each years' capital programme is determined in the year in question, as part of the preparation of the Council's statutory accounts.

- 4.17 Capital expenditure is split between the GF (incorporating non-HRA housing) and HRA housing.
- 4.18 Our current approved capital programme, revised in year for updates in the programme and for the new bids to be submitted for approval by the Executive is as follows:

CAPITAL EXPENDITURE SUMMARY	2021-22 Approved £000	2021-22 Outturn £000	2021-22 Variance £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
<b>General Fund Capital Expenditure</b>								
- Main Programme	92,790	49,088	(43,702)	106,198	7,738	2,705	2,000	2,000
- Provisional schemes	53,533	6,937	(46,596)	40,666	110,916	40,634	38,383	24,642
- Schemes funded by reserves	1,975	3,541	1,566	910	500	0	0	0
- S106 Projects	0	171	171	58	0	0	0	0
- New Bids (net cost)	0	0	0	4,089	1,948	2,500	5,000	3,000
<b>Total Expenditure</b>	<b>148,298</b>	<b>59,736</b>	<b>(88,562)</b>	<b>151,921</b>	<b>121,102</b>	<b>45,839</b>	<b>45,383</b>	<b>29,642</b>
<b>Financed by :</b>								
Capital Receipts	(95)	(448)	(353)	0	0	0	(21,641)	(24,642)
Capital Grants/Contributions	(51,415)	(18,138)	33,277	(48,626)	(15,315)	(2,954)	0	0
Capital Reserves/Revenue	(2,195)	(4,263)	(2,068)	(1,130)	(720)	(220)	0	0
Borrowing	(94,593)	(36,887)	57,706	(102,165)	(105,067)	(42,665)	(23,742)	(5,000)
<b>Financing - Totals</b>	<b>(148,298)</b>	<b>(59,736)</b>	<b>88,562</b>	<b>(151,921)</b>	<b>(121,102)</b>	<b>(45,839)</b>	<b>(45,383)</b>	<b>(29,642)</b>
<b>Housing Revenue Account Capital Expenditure</b>								
- Main Programme	17,988	15,761	(2,227)	8,041	9,253	1,400	400	0
- Provisional schemes	34,117	0	(34,117)	19,339	54,270	24,200	18,515	49,575
- New bids	0	0	0	32,550	950	0	0	0
<b>Total Expenditure</b>	<b>52,105</b>	<b>15,761</b>	<b>(36,344)</b>	<b>59,930</b>	<b>64,473</b>	<b>25,600</b>	<b>18,915</b>	<b>49,575</b>
<b>Financed by :</b>								
- Capital Receipts	(13,914)	(2,595)	11,319	(8,472)	(11,964)	(6,288)	(400)	(13,200)
- Capital Reserves/Revenue	(38,191)	(13,166)	25,025	(41,459)	(42,509)	(9,313)	(8,515)	(26,375)
- Borrowing	0	0	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Financing - Totals</b>	<b>(52,105)</b>	<b>(15,761)</b>	<b>36,344</b>	<b>(59,930)</b>	<b>(64,473)</b>	<b>(25,600)</b>	<b>(18,915)</b>	<b>(49,575)</b>

- 4.19 The programme has slipped in 2021-22 – estimated expenditure on the GF of £148 million, has been reduced to £60 million. The majority of this relates to expenditure on regeneration schemes and has been moved into later years.
- 4.20 We split expenditure on housing services between the HRA and GF housing. Any expenditure that relates to the Council's own stock, or its role as a landlord, is accounted for in the HRA capital programme. All other housing related expenditure is accounted for in the GF capital programme. Where there are mixed use schemes, we will split the expenditure based on the proposed percentage of social/affordable housing to be developed.

### New capital schemes

- 4.21 To ensure good governance, the Council has the following process for the capital programme.
- 4.22 Each year, as part of the budget cycle, officers are asked to submit bids for capital funding covering at least a five-year period, and also radar projects for the capital vision.
- 4.23 Any projects that are expected to be delivered after the five-year period, of those where a scheme has not yet been fully identified are placed on the Council's Capital

Vision <sup>1</sup>(see Appendix 9). This allows us to model the potential financial impact of these schemes and be aware of schemes that are likely to be brought forward onto the GF capital programme in future and start planning potential funding streams for those schemes.

- 4.24 Many of the bids in the programme are development projects, and their expenditure and income profile could span beyond the five-year timeframe in this report. This report, therefore, shows a prudent capital programme and any income arising as a result of a development project (either revenue or capital) that is outside of the five years or is currently only estimates, is shown on the capital vision.
- 4.25 Some capital receipts or revenue streams may arise as a result of investment in particular schemes, but in most cases are currently uncertain and it is too early to make assumptions. Some information has been included in the capital vision highlighting the potential income. It is likely there are cash-flow implications of the development schemes, where income will come in after the five-year time horizon and the expenditure will be incurred earlier in the programme.
- 4.26 Each project will require a business case, in line with guidance set out in the HM Treasury Green Book ('Green book'). The following applies:
- Simple non-complex projects (e.g., BAU R&M) – a simple business justification case will be required to justify the spending proposal
  - All other projects will require a 3-stage business case consisting of:
    - a strategic outline case (i.e., the capital bid)
    - a detailed outline business case evaluating the strategic case, economic case (including options appraisal), commercial viability, financial affordability and management case for change – this will be reported to the Executive at the point a project is asking for approval to be moved from the provisional to the approved capital programme
    - a final business case – setting out the procurement process and evaluation of tenders prior to the contractual commitment of expenditure
- 4.27 The Council has a limited amount of resources and needs to have regard to the overall affordability of the capital programme in future years. Each scheme, therefore, needs to be evaluated to ensure it meets the Council's objectives. The criteria is:
- a) Each project must meet one of the five spending objectives:
    - a. Economy (invest to save, i.e., to reduce cost of services)
    - b. Efficiency (i.e., to improve throughput and unit costs)
    - c. Effectiveness (improving outcomes for the community)
    - d. Retendering to replace elements of the existing service
    - e. Statutory or regulatory compliance (i.e., H&S)
  - b) Each scheme must be assessed against the fundamental themes within the Council's Corporate Plan to show how well it contributes towards achieving the strategic objectives of the Council

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<sup>1</sup> Long-term schemes identified in documents such as the Corporate Plan SCC Local Transport Plan, the Councils' Regeneration Strategy, Local Plan and the emerging Infrastructure Delivery Plan.

- c) Each scheme must have some or all of a cost benefit analysis, including but not limited to detailing the Net Present Value calculation (NPV) of both cash-flows and quantifiable economic benefits, payback period, Internal Rate of Return (IRR), Peak Debt and the assessment of its Revenue impact.
- d) NPV is to be the most important criteria and must remain positive over a range of sensitivities for the Council to invest
- e) NPV calculation must use the recommended treasury discount rate in the Green Book, currently at 3.5%
- f) The revenue impact must be neutral or positive on the GF for all development schemes for financial reasons
- g) All projects should assess the qualitative benefits

4.28 The Council has set an affordability limit based on what the GF can afford for implications of the capital programme (primarily MRP and borrowing interest). The idea is that where there are some essential schemes that will not generate income there is an allowance in the revenue account to accommodate the revenue impact of those.

4.29 This local limit is based on the maximum increase in financing costs on the GF revenue account each year to £5 per Band D property, which is the maximum amount by which the Council can raise its Band D council tax.

4.30 The impact is that there will be a limit to the number of Essential capital schemes (i.e., those that need to be undertaken for statutory/compliance reasons, are required to maintain service provision at existing levels or prevent cost escalation or are infrastructure schemes) and the number of development schemes that are undertaken for non-financial reasons. Based on an average asset life of 25 years for MRP purposes, the limit for new essential and non-financial development schemes to be funded by borrowing for each financial year in the capital programme will be:

	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 to 2030-31 £000
New Bids - net addition	4,089	1,948	2,500	5,000	3,000	10,600
Net non income generating approved prog	1,933	71	0	0	0	0
Net non income generating provisional prog	2,673	2,250	7,599	3,402	250	(500)
	<b>8,695</b>	<b>4,198</b>	<b>10,099</b>	<b>8,402</b>	<b>3,250</b>	<b>10,100</b>
						0
Affordability level	7,292	5,318	5,494	5,663	5,827	25,063
Less additional MRP over 21/22 base re historical exp	(94)	(159)	(33)	(34)	(35)	(130)
amount of additional cap exp the Council can afford	7,198	5,159	5,462	5,629	5,791	24,933
<b>over / (under) affordable level</b>	<b>1,497</b>	<b>(961)</b>	<b>4,637</b>	<b>2,773</b>	<b>(2,541)</b>	<b>(14,833)</b>

4.31 This limit does not apply to development capital schemes (i.e., those that will be undertaken for economic growth, regeneration, redevelopment or income generation purposes, titled development/infrastructure – nonfinancial benefit and development – financial benefit) as these schemes are defined as those which are anticipated to have a neutral or positive impact on the GF revenue account or on the town. This means that annual savings or additional income achieved from an investment capital schemes is greater than its financing costs over a range of scenarios will generate a

positive benefit to the financial sustainability of the Council. The approval of these schemes will be made on a case-by-case basis following submission of an outline business case.

- 4.32 The bids submitted by officers for both the GF and HRA can be found in appendices 2 and 3.
- 4.33 Once Councillors have approved the new bids, they will be added to the provisional capital programme, unless the business case specifically recommends the scheme be implemented immediately, explaining in detail why.
- 4.34 Most projects over £200,000 require a further outline business case to be approved by the Executive before a project can be moved from the provisional to the approved programme, and authority is provided for officers to start implementing the project. Any project under £200,000 can be moved under delegation.
- 4.35 The net addition of the new bids for the GF is assumed to be funded by borrowing. The HRA new bids are assumed to be funded 1/3 capital receipts (RTB receipts), 1/3 borrowing and 1/3 capital reserves.

## **5. Treasury management, borrowing and investment strategy**

- 5.1 Treasury management is the management of the Council's cash flows, borrowing and investments and the associated risks. The Council both borrows and invests substantial amounts of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 5.2 Treasury risk management at the Council is conducted within the framework of the CIPFA Treasury Management in the Public Services: Code of Practice 2021 ('TM Code') which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the TM Code.

### **Capital Financing Requirement (CFR)**

- 5.3 With the current treasury position, and future capital expenditure plans known, we can prepare a table showing the extent of our need to borrow for capital purposes (the CFR), and what we have borrowed, compared to our level (and projected level) of reserves. We split this between the HRA and the GF.
- 5.4 The CFR is derived from unfinanced capital expenditure, which arises when there are no capital receipts or reserves available to fund the capital programme.
- 5.5 The Council's investments consist of usable reserves and working capital and are the underlying resources available for investment. In the table below, we are also showing a minimum investment balance of £45 million. This represents the minimum level of cash / investments we will hold at any point in time, to maintain sufficient liquidity.
- 5.6 The liability benchmark assumes:

- an allowance for currently known capital expenditure is included, with no future allowance for unknown schemes
- MRP has been allowed for based on the underlying need to borrow for the GF capital programme until 2032-33
- income, expenditure and reserves are updated until 2029-30, based on estimated income and expenditure and then projected forward by using 1% inflation adjustment each year to allow for transfers to reserves each year.

Guildford BC							
Balance Sheet Summary and Projections in £'000 - last updated 11 Jan 2022							
31st March:	2021	2022	2023	2024	2025	2026	2027
Loans Capital Financing Req.	327,847	363,915	462,955	573,692	612,735	622,046	645,652
Less: External Borrowing	(310,935)	(192,435)	(192,435)	(182,435)	(172,435)	(162,435)	(152,435)
<b>Internal (Over) Borrowing</b>	<b>16,912</b>	<b>171,480</b>	<b>270,520</b>	<b>391,257</b>	<b>440,300</b>	<b>459,611</b>	<b>493,217</b>
Less: Usable Reserves	(191,043)	(155,204)	(159,888)	(119,621)	(117,936)	(123,267)	(98,278)
Plus: Working Capital Required	15,558	15,558	15,558	15,558	15,558	15,558	15,714
<b>(Investments) / New Borrowing</b>	<b>(158,573)</b>	<b>31,834</b>	<b>126,190</b>	<b>287,194</b>	<b>337,923</b>	<b>351,903</b>	<b>410,653</b>
Net Borrowing Requirement	152,362	224,269	318,625	469,629	510,358	514,338	563,088
Preferred Year-end Position	45,000	45,000	45,000	45,000	45,000	45,000	45,450
<b>Liability Benchmark (year-end)</b>	<b>197,362</b>	<b>269,269</b>	<b>363,625</b>	<b>514,629</b>	<b>555,358</b>	<b>559,338</b>	<b>608,538</b>

Housing Revenue Account - Summary and Projections in £000							
31st March:	2021	2022	2023	2024	2025	2026	2027
HRA Loans CFR	199,204	207,024	217,024	227,024	237,024	237,024	237,024
HRA Reserves	(120,991)	(85,023)	(90,827)	(51,367)	(49,649)	(54,947)	(29,925)
HRA Working Capital	0	0	0	0	0	0	0
HRA Borrowing	(192,435)	(192,665)	(192,665)	(182,665)	(172,665)	(162,665)	(152,665)
<b>HRA Cash Balance</b>	<b>(114,222)</b>	<b>(70,664)</b>	<b>(66,468)</b>	<b>(7,008)</b>	<b>14,710</b>	<b>19,412</b>	<b>54,434</b>

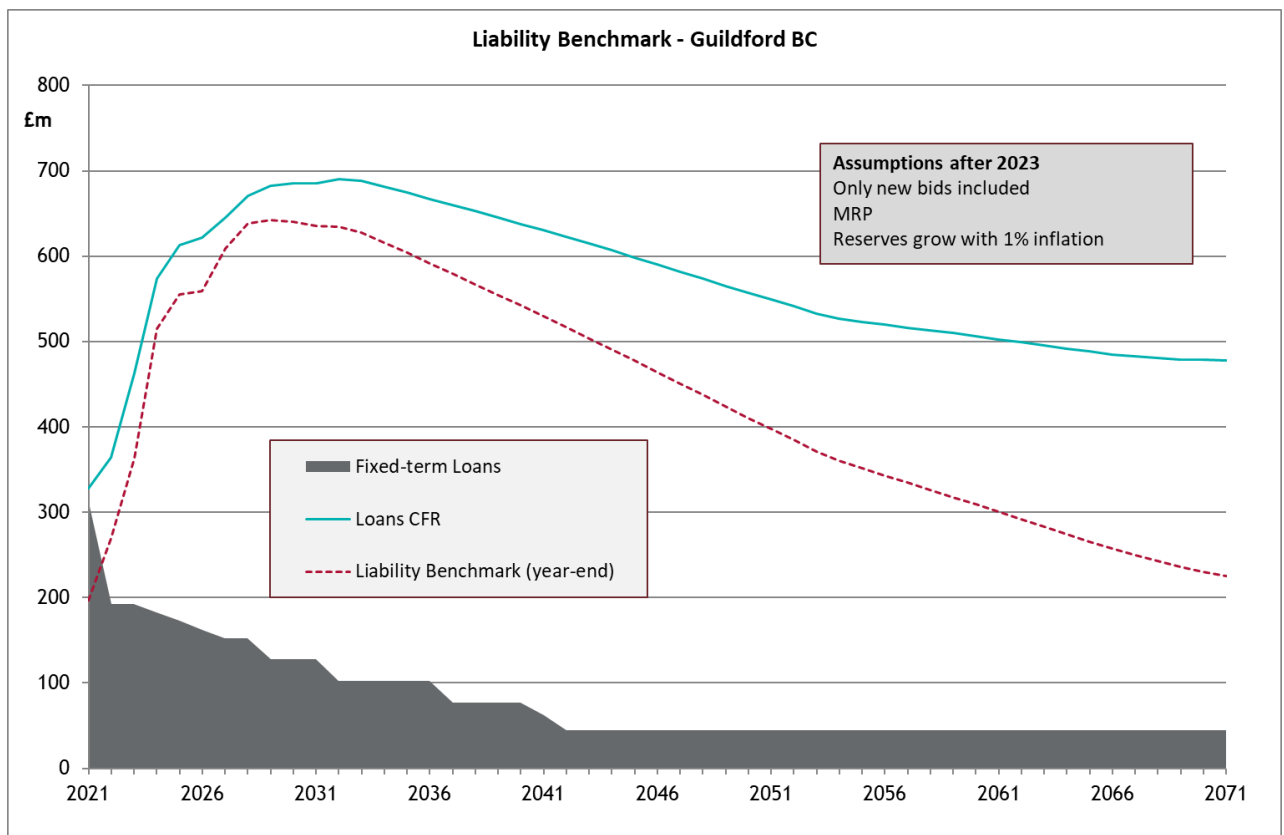
General Fund - Summary and Projections in £000							
31st March:	2021	2022	2023	2024	2025	2026	2027
GF Loans CFR	128,643	156,891	245,931	346,668	375,711	385,022	408,628
GF Reserves	(70,052)	(70,181)	(69,061)	(68,254)	(68,287)	(68,320)	(68,353)
GF Working Capital	15,558	15,558	15,558	15,558	15,558	15,558	15,714
GF Borrowing	(118,500)	230	230	230	230	230	230
<b>GF Cash Balance</b>	<b>(44,351)</b>	<b>102,498</b>	<b>192,658</b>	<b>294,202</b>	<b>323,212</b>	<b>332,490</b>	<b>356,219</b>

- 5.7 The liability benchmark shows the lowest risk level of borrowing – i.e., using the Council's overall cash to fund the capital programme, and only externalising the borrowing when our minimum liquidity requirement is reached.
- 5.8 The differential between the CFR and the level of reserves is the Council's overall external borrowing need. Where the external borrowing amount is lower than the CFR, it means we have internally borrowed and used non-capital receipts and reserves to initially finance capital expenditure (i.e., the Council's overall cash). Items on the capital vision are currently excluded, mainly because the cost and/or timings of the schemes are unknown.
- 5.9 The Prudential Code recommends that the Council's total debt (external borrowing) should be lower than its forecast CFR over the next three years – in other words, not over borrowing. The table shows the Council's internal / (over) borrowing position and shows that we are expecting to comply with this recommendation.
- 5.10 The table shows our gross debt position against our CFR. This is one of the Prudential Indicators, and is a key indicator of prudence. This indicator aims to ensure that, over the medium-term, debt will only be for a capital purpose. We monitor this position and demonstrate prudence by ensuring that medium to long-term debt does not exceed the total of the CFR in the preceding year plus the



estimates of any additional CFR for the current and next two financial years (2021-22 to 2023-24). The liability benchmark is expected to increase to £460 million by March 2026.

- 5.11 The Council has an increasing CFR due to the increasing need to borrow for the GF capital programme. The increase in estimated capital spend is more than the annual MRP. We are projecting the cash balance of the Council to reduce, whilst maintaining a good level of (core) reserves over the period shown in the table.
- 5.12 HRA reserves are decreasing over the early part of the period because of the HRA plans to build new social housing. Our priority is to build new homes rather than reduce debt, although moving forward the table does not include any new borrowing, to show the true cash position of the HRA, and, therefore, the requirement to refinance borrowing.
- 5.13 GF reserves are projected to remain stable (our core cash). The CFR is increasing sharply due to the proposed capital programme. We are projecting a small need to borrow for the Council as a whole from 2021-22, based on the current profile of the capital programme. We have taken out short-term loans in the year to cover cash flow.
- 5.14 Working capital is the net of debtors and creditors we have at the end of the financial year and will vary during the year. If we owe more money to creditors than we are owed by debtors, the working capital is a negative figure (as in the table above).
- 5.15 The liability benchmark can also be presented graphically:



- 5.16 The red solid line is the liability benchmark (the lowest risk strategy). If the liability benchmark line rises above the amount of loans we have (shaded area), we need to borrow externally and no longer have any internal borrowing capacity.

**Borrowing strategy**

- 5.17 The Council's primary objective when borrowing money is to strike an appropriately low risk between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long term plans change is a secondary objective.
- 5.18 Given the significant cuts to public expenditure and in particular local government funding, our borrowing strategy continues to focus on affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources or to borrow short-term instead.
- 5.19 We will not automatically externally borrow for the GF when the cash balance is negative, although we will review the position in line with our borrowing strategy and the cash position for the Council as a whole.
- 5.20 When making decisions about longer-term borrowing, we will review the liability benchmark, as opposed to just the CFR, to assess the length of time we need to borrow for, according to our projections on the level of reserves we may have, as well as other factors detailed in our borrowing strategy. This helps to limit a number of treasury risks of holding large amounts of debt and investments. We will also assess borrowing based on individual projects.
- 5.21 By doing this, we are able to reduce net borrowing costs (despite forgone investment income) and reduce overall treasury risk.
- 5.22 We will undertake some modelling taking into account the projects listed in the Corporate Plan and capital vision, for example, which will tell us the potential impact on our borrowing requirement.
- 5.23 We will continue to monitor our internal borrowing position against the potential of incurring additional interest costs if we defer externalising borrowing into the future when long-term borrowing costs are forecast to rise modestly. Arlingclose will assist us with this 'cost of carry' and breakdown analysis in line with our capital spending plans. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2022-23 with a view to keeping future interest costs low, even if this causes additional cost in the short term.
- 5.24 PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Council needs to avoid this activity in order to retain access to PWLB funding.
- 5.25 The Council may decide to externalise our current internal borrowing, or to pre-fund future years' requirement, providing this does not exceed the authorised borrowing limit and the highest level of the CFR in the next three years (to ensure we do not over borrow).
- 5.26 Its output may determine whether we arrange forward starting loans during 2022-23, where the interest is fixed in advance, but the cash is received in later years. This

would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

- 5.27 We may continue to borrow short-term for cash flow shortages.
- 5.28 We have an agreement with Homes England on the WUV project, whereby we have been successful in being granted a loan at the local infrastructure rate. Borrowing will be taken out from the PWLB in line with the agreed timetable.

*Sources of borrowing*

- 5.29 We have previously borrowed our long-term HRA borrowing from the PWLB. We will review all borrowing sources moving forwards and may explore the possibility of issuing bonds and similar instruments in order to lower interest costs and reduce over reliance on one source of funding, in line with the CIPFA Code.
- 5.30 We will consider, but are not limited to, the following long- and short-term borrowing sources:
- HM Treasury's PWLB lending facility
  - any institution approved for investments
  - any other bank or building society authorised to operate in the UK
  - any other UK public sector body
  - UK public and private sector pension funds (except the local pension fund)
  - capital market bond investors
  - UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues
- 5.31 We may also raise capital finance by the following methods that are not borrowing, but may be classed as other debt liabilities:
- leasing
  - hire purchase
  - sale and leaseback

*Municipal Bond Agency (MBA)*

- 5.32 UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB because:
- a) borrowing authorities will be required to provide bonds investors with a guarantee to refund their investment in the event that the agency is unable to for any reason and
  - b) there will be a lead time of several months between committing to borrow and knowing the interest rate payable.

*Short-term and variable rate loans*

- 5.33 These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the following interest rate exposure limits indicator, which is set to control the Council's exposure to interest rate risk. Financial derivatives may be used to manage this interest rate risk (see below).

- 5.34 The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.
- 5.35 We are also required to present the maturity structure of borrowing. This indicator is set to control the Council's exposure to refinancing risk, in terms of loans being unavailable. The upper and lower limits of on the maturity structure of borrowing will be:

<b>Maturity Structure of borrowing</b>		
	<b>2021-22</b>	
	<b>Lower</b>	<b>Upper</b>
Under 12 months	0%	50.00%
1 year to 2 years	0%	50.00%
3 years to 5 years	0%	60.00%
6 years to 10 years	0%	75.00%
11 years and above	0%	100.00%

- 5.36 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

*Debt Rescheduling*

- 5.37 The PWLB allows local authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk and where we have enough money in reserves to fund the repayment.

**Investment strategy**

- 5.38 The CIPFA TM code requires the Council to invest its treasury funds prudently, and to have regard to the security (protecting capital sums from loss) and liquidity (keeping money readily available for expenditure when needed or having access to cash) of investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 5.39 Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal to or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.
- 5.40 The Covid-19 pandemic has increased the chance that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of the investment. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

- 5.41 Given the increasing risk and very low returns from short-term unsecured bank investments, the Council aims to continue to diversify into more secure and, where possible, higher yielding asset classes during 2021-22. This is especially the case for our longer-term investments. This diversification will represent a continuation of the strategy adopted in 2015-16.
- 5.42 The Council has had a review undertaken, and as such, linked to the profile of the capital programme, the optimum asset allocation is:

Overnight liquidity	5%
Long-term fixed deposits (1-3years)	21%
Unsecured bonds (1-4years)	21%
Covered bonds (1-5 years)	23%
External funds	5%
Revolving credit facility	2%
Asset backed securities	10%
Private bonds	13%

This will be reviewed annually.

- 5.43 Diversification is key. All investments can earn extra interest, but not all investments will default. Also, to highlight the need for security and diversification it takes a long time of earning an extra 1% of interest cover to cover the 20% to 50% loss from a default. It is unlikely we will be able to move away from unsecured deposits entirely, but the less in this category and the more diversified the portfolio is the better the spread of risk.
- 5.44 Under the IRFS 9 accounting standard the accounting of certain investments depends on the Council's 'business model' for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and, therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

*Counterparty limits*

- 5.45 Limits per counterparty on investments are shown in the table below:

<b>Sector</b>	<b>Time limit</b>	<b>Counterparty limit</b>	<b>Sector limit</b>
UK Government	50 yrs	unlimited	n/a
Local authorities and other Government entities	25 yrs	£10 million	unlimited
Secured investments	25 yrs	£10 million	unlimited
Banks (unsecured)	13 mths	£6 million	unlimited
Building Societies (unsecured)	13 mths	£6 million	£15 million
Registered providers (unsecured)	5 yrs	£6 million	£20 million
Money Market Funds	n/a	£20 million	unlimited
Strategic pooled funds	n/a	£10 million	£50 million
Real estate investment trusts	n/a	£10 million	£20 million
Other investments	5 yrs	£10 million	£20 million

- 5.46 The time limits shown are the maximum from the start of an investment, and operationally we could have a shorter duration.
- 5.47 We have set limits to try and avoid default on our investments, although this may not always be successful. By setting realistic, but prudent limits we are forcing diversification which aims to help reduce the value of a default if we are exposed to one.
- 5.48 Credit rating: investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.
- 5.49 Secured investments: investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.
- 5.50 Banks and building societies (unsecured): Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.
- 5.51 Government: loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years. Local Authorities are statutory bodies and have access to the PWLB for borrowing, and any of these loans would be transferred to a successor body. There has not been a Local authority default, despite some s114 notices being put in place, instead Government has stepped in so the risk of a local authority defaulting is very low.
- 5.52 Registered providers (unsecured): loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords, formally known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.
- 5.53 Money market funds: Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment

risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

- 5.54 Pooled funds: Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.
- 5.55 Bond, equity and property funds offer enhanced returns over the longer-term, but are more volatile in the short-term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting our investment objectives will be monitored regularly.
- 5.56 Real estate investment trusts: shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with the property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties. Investments in REIT shares cannot be withdrawn but can be sold on the stock market to another investor.
- 5.57 Other investments: This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk.
- 5.58 Operational bank accounts: the Council may incur operational exposures, for example, through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the change of the Council maintaining operational continuity.
- 5.59 HSBC are our bankers. We may place investments with them, and on occasions we may be in a position where we have received some unexpected cash, and we may, therefore, breach the unsecured limit. We would aim for this to be for as short a duration as possible.
- 5.60 In addition, we may make an investment that is defined as capital expenditure by legislation, such as company shares.
- 5.61 We may invest in investments that are termed 'alternative investments'. These include, by way of example, but are not limited to, things such as renewable energy bonds (solar farms) and regeneration bonds. These are asset backed bonds, offering good returns, and will enable the Council to enter new markets, thus furthering the diversification of our investment portfolio with secured investments and

enhancing yield. Any investments entered into of this type will be subject to a full due diligence review.

*Risk and credit ratings*

- 5.62 Arlingclose obtain and monitor credit ratings and they notify us with any changed in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made
  - any existing investments that can be recalled or sold at no cost will be, and
  - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty
- 5.63 Where credit rating agencies announce that a credit rating is on review for possible downgrade (“rating watch negative” or “credit watch negative”) so that it may fall below the approved rating criteria, we will limit new investments with that organisation to overnight until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.
- 5.64 The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the institutions in which we invest, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council’s treasury management and investment advisors.
- 5.65 We will not make investments with any organisation if there are substantive doubts about its credit quality, even if it meets the above criteria.
- 5.66 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of our investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to meet the Council’s cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.
- 5.67 We will measure and manage our exposure to treasury management risk by using the following indicators:
- Security: we have adopted a voluntary measure of our exposure to credit risk by monitoring the value-weighted average credit rating of our investment portfolio. This is calculated by applying a score to each investment based on credit ratings (AAA=1, AA+=2 etc) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk. The average portfolio credit rating target is set for A for 2022-23.



- **Liquidity:** we monitor our liquidity for a given financial year using an online cash-flow system. We project forward for the financial year and enter all known cash transactions at the beginning of the financial year and then update the position on a daily basis. This forms the basis of our investment decisions in terms of duration and value of investments made. We have set £45 million as our minimum liquidity requirement. We also have a high-level cash flow projection over four years.

5.68 **Principal sums invested for periods longer than a year:** the purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

	2021-22 Approved	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate
Upper limit for total principal sums invested for longer than a year	£50m	£50m	£50m	£50m

5.69 Where we invest longer-term, we strike a balance between tradeable and fixed term investments. Whilst we do not enter into the tradeable deposits with the intention of selling, we are helping mitigate the risk exposure by using these types of investments so if we have a liquidity problem, we can liquidate these investments prior to maturity at nil or minimal cost.

**6. Other items**

6.1 There are a number of additional items the Council is obliged by CIPFA and/or MHCLG to include in our strategy.

**Policy on the use of Financial Derivatives**

6.2 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g., interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits).

6.3 The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e., those that are not embedded into a loan or investment).

6.4 The Council will only use standalone derivatives (such as swaps, forwards, futures, and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

6.5 We may arrange financial derivative transactions with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

- 6.6 In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

**Markets in Financial Instruments Derivative**

- 6.7 The Council has opted up to professional client status with its providers of financial services, allowing it to access a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of our treasury management activities, the Chief Financial Officer believes this to be the most appropriate status.

**Policy on apportioning interest to the HRA**

- 6.8 The Council operates a two-pooled approach to its loan's portfolio, which means we separate long-term HRA and GF loans.
- 6.9 Interest payable and other costs or income arising from long-term loans (for example premiums and discounts on early redemption) will be charged or credited to the respective account. Differences between the value of the HRA loans pool and the HRAs underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance, which may be positive or negative.
- 6.10 We will charge long-term loan interest on an actual basis, as incurred.
- 6.11 For notional cash balances we will apply the average DMO rate for the year. This rate is the lowest credit risk investment. We apply this because if there are any investment defaults it will be a charge to the GF, regardless of whether it was HRA cash that was lost.

SCHEDULE OF GENERAL FUND CAPITAL BIDS 2022-23 TO 2026-27

Bid number	Project title	GROSS ESTIMATES											TOTAL COST £000	Third party contr £000	Specific reserves £000	General reserves/ borrowing £000	
		2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	2031-32 £000						
	<b>General fund</b>																
1	GER	1,530	1,540	0	0	0	0	0	0	0	0	0	3,070	0	0	3,070	
2	Stoke Pk paddling pool	170	0	0	0	0	0	0	0	0	0	0	170	0	0	170	
3	Albury Closed Burial Grounds	57	3	0	0	0	0	0	0	0	0	0	60	0	0	60	
4	Chilworth Gunpowder Mills	175	5	0	0	0	0	0	0	0	0	0	180	0	0	180	
5	Fleet replacement programme	2,500	400	2,500	5,000	3,000	6,500	1,500	2,000	600	0	0	24,000	0	0	24,000	
6	YMCA Lighting	24	0	0	0	0	0	0	0	0	0	0	24	0	0	24	
7	Millmead House Lifts	200	0	0	0	0	0	0	0	0	0	0	200	0	0	200	
8	Yorkies Bridge lighting	20	0	0	0	0	0	0	0	0	0	0	20	0	0	20	
9	Memorial Wall	100	0	0	0	0	0	0	0	0	0	0	100	0	0	100	
10	Cemetary tarmacing (£150k)	93	0	0	0	0	0	0	0	0	0	0	93	0	0	93	
	<b>Total</b>	<b>4,869</b>	<b>1,948</b>	<b>2,500</b>	<b>5,000</b>	<b>3,000</b>	<b>6,500</b>	<b>1,500</b>	<b>2,000</b>	<b>600</b>	<b>5,000</b>	<b>0</b>	<b>27,917</b>	<b>0</b>	<b>0</b>	<b>27,917</b>	
	<b>For reserves programme (approved)</b>																
11	Castle MSCP	145	5	0	0	0	0	0	0	0	500	0	150	0	(150)	0	
12	Car Park lighting (Salix / CPMR)	300	0	0	0	0	0	0	0	0	0	0	300	0	(300)	0	
	<b>Total funded from reserves</b>	<b>445</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>(450)</b>	<b>0</b>	
	<b>HRA (For information only)</b>																
13	Maintenance programme	24,500	0	0	0	0	0	0	0	0	0	0	24,500	0	(24,500)	0	
14	ICT - Housing management system	950	950	0	0	0	0	0	0	0	0	0	1,900	0	(1,900)	0	
	Development projects	7,100	0	0	0	0	0	0	0	0	0	0	7,100	0	(7,100)	0	
	<b>Total HRA</b>	<b>32,550</b>	<b>950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,500</b>	<b>0</b>	<b>(33,500)</b>	<b>0</b>	
	<b>Gross total</b>	<b>37,864</b>	<b>2,903</b>	<b>2,500</b>	<b>5,000</b>	<b>3,000</b>	<b>6,500</b>	<b>1,500</b>	<b>2,000</b>	<b>600</b>	<b>5,500</b>	<b>0</b>	<b>61,867</b>	<b>0</b>	<b>(33,950)</b>	<b>27,917</b>	
	Funded by reserves or contributions	(32,995)	(955)	0	0	0	0	0	0	0	0	0	(33,950)				
	<b>Cost to the Council</b>	<b>4,869</b>	<b>1,948</b>	<b>2,500</b>	<b>5,000</b>	<b>3,000</b>	<b>6,500</b>	<b>1,500</b>	<b>2,000</b>	<b>600</b>	<b>5,500</b>	<b>0</b>	<b>27,917</b>				
	Already in programme	(780)	0	0	0	0	0	0	0	0	0	0	(780)				
	<b>Net addition to the programme</b>	<b>4,089</b>	<b>1,948</b>	<b>2,500</b>	<b>5,000</b>	<b>3,000</b>	<b>6,500</b>	<b>1,500</b>	<b>2,000</b>	<b>600</b>	<b>5,500</b>	<b>0</b>	<b>27,137</b>				

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<b>Project Name:</b>	Guildford Economic Regeneration (GER) Programme		
<b>Project Code:</b>	10049	F5530	
<b>Project Description:</b>	The delivery of a proactive strategy incorporating a constraint led town centre master plan for the comprehensive economic and physical regeneration of Guildford town centre.		
<b>Project / Programme Manager:</b>	Michael Lee-Dickson	<b>Ward:</b>	Holy Trinity Friary & St Nicolas
<b>Senior Responsible Officer:</b>	Dawn Hudd	<b>Directorate:</b>	Strategic Services
<b>Lead Councillor:</b>	Cllr John Rigg	<b>Service:</b>	Corporate Programmes
<b>Corporate Plan Theme:</b>	To revitalise the town centre with affordable living, sustainable travel and high quality public spaces.	<b>Confidential:</b>	No
<b>Expected Start Date:</b>	01/08/2022 (Stage 3)	<b>Exempt VAT Implications:</b>	Yes
<b>Target Completion Date:</b>	31/12/2023 (Stage 3)		

## Section A – Strategic Content

<p><b>A01. What is the project trying to achieve?</b></p>	<p>Failure to prepare and implement a strategy for Guildford town centre is likely to lead to a terminal decline in its attractiveness to residents and visitors. The implementation of the GER programme will arrest the economic decline and counter the effects of Covid-19, leading to a positive impact and economic benefit to the town centre and Guildford’s community and businesses.</p> <p>The Council ‘s aim is to improve the positioning of the town economically within the South East, UK and Europe through the creation of a leading economic location that enables its businesses, institutions, and its community to thrive through the regeneration of a town so that it can capture the opportunities and meet the challenges of the 21st Century</p>
<p><b>A02. Which strategic priorities in the Council’s Corporate Plan is the project trying to achieve?</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes.</li> <li><input checked="" type="checkbox"/> Making Travel in Guildford and across the borough easier.</li> <li><input checked="" type="checkbox"/> Regenerating and improving Guildford town centre and other urban areas.</li> </ul>

	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Supporting older, more vulnerable and less advantaged people in our community.</li> <li><input checked="" type="checkbox"/> Protecting our environment.</li> <li><input checked="" type="checkbox"/> Enhancing sporting, cultural, community and recreational facilities.</li> <li><input checked="" type="checkbox"/> Encouraging sustainable and proportionate economic growth to help provide the prosperity and employment that people need.</li> <li><input checked="" type="checkbox"/> Creating smart places infrastructure in Guildford.</li> <li><input type="checkbox"/> Using innovation, technology and new ways of working to improve value for money and efficiency in Council Services.</li> </ul>
<p><b>A03. How does it meet the strategic priorities outlined?</b></p>	<p>The funding of the programme and the delivery of the Guildford Economic Regeneration Programme will meet the Strategic Priorities by;</p> <ul style="list-style-type: none"> <li>• Leading to a positive impact on the supply of housing and a significant provision of affordable residential accommodation within the regeneration area</li> <li>• Improvement of the quality of the mix of Commercial and Community Uses in Guildford including retail, employment, tourism, cultural and leisure to increase the vitality and attractiveness of the town as a destination to visitors</li> <li>• Enabling Flood Alleviation / Defence Solutions that enables developable land to be created within the existing flood zones within the town centre</li> <li>• Improvement of Transportation with more balance towards walking, cycling, bus, pedestrian and rail with good inter modal interconnection and hub(s)</li> <li>• Provision of Highways solutions for routing to minimise pedestrian interface, reduction in accidents and improvements in air and noise quality without creating traffic issues in other areas within the town</li> <li>• Creation of a smart digital platform that is fit for the first half of the 21<sup>st</sup> Century</li> <li>• Delivering significant improvement in the Town Centre environmental quality for pedestrians and non-car users</li> </ul>
<p><b>A04. Explain the problem that is being addressed and why the project is necessary.</b></p>	<p>Guildford is a popular destination but is not achieving its potential and is experiencing economic decline. The immediate and longer-term impacts of the Covid 19 pandemic will need to be addressed.</p> <p>Traffic congestion has a detrimental impact on the vitality and economic success of the centre and “arrival” by car or public transport is a mixed experience. The pedestrian environment is poor; pedestrians are marginalised due to car dominance/priority and pedestrian/cyclist safety is compromised. The Council declared a climate emergency on 23<sup>rd</sup> July 2019 and the programme will prioritise environmental impact throughout the process.</p> <p>The town centre experiences low residential delivery rates, particularly in relation to Affordable Homes and this is exacerbated by the inability to bring forward developable housing land in the flood zone. The River Wey remains an under - exploited asset compared with Richmond on Thames or Cambridge.</p> <p>The town centre has a wide mix of retail however, North Street persistently underperforms with retail vacancy rates currently reaching over 20%. Modern office space remains vacant requiring the Council to question economic projects and re position employment opportunities.</p>

<p><b>A05. What are the critical success factors or KPI's of the project? ie which measures will you use to determine success?</b></p>	<ul style="list-style-type: none"> <li>• Stage 3 Milestone report presented to Executive</li> <li>• Completion of Business Case</li> <li>• Grant funding applications submitted</li> </ul>
<p><b>A06. What are the expected benefits or outcomes for local residents and businesses?</b></p>	<p>Guildford Borough Council has recognised for some time that it needs to prepare and implement a strategy for Guildford's Economic Regeneration otherwise it is very likely that there will be continued decline in its attractiveness to residents, business and visitors/shoppers due to the emergence of competition from local / other regional centres, the established changing pattern of retail and likely changes in economic activity trends which have started to emerge as a consequence of the Covid 19 pandemic</p> <p>The Council 's aim is to improve the positioning of the town economically within the South East, UK and Europe through the creation of a leading economic location that enables its businesses, institutions, and its community to thrive through the regeneration of a town so that it can capture the opportunities and meet the challenges of the 21st Century</p> <p>Additionally, significant new home development is already planned and the Council wishes to regenerate its centre so that it can sustain and improve provision of amenity and services for its existing and new communities</p> <p>In July 2019 the Council declared a Climate Emergency. The Regeneration Strategy will need to address the causes and solutions of this emergency and set out a raft of actions that will be identified to start reverse this situation within the Economic Regeneration area</p> <p>The Council plans to undertake a proactive role in the regeneration of Guilford Town centre. It will develop a viable deliverable plan for its Economic Regeneration underpinned by a constraints informed master plan, technical studies and financial model that will provide its route map for Economic Regeneration over the next 15 years for the benefit of local residents and businesses.</p>
<p><b>A07. Outline options considered or that will be considered for delivery of the project.</b></p>	<ol style="list-style-type: none"> <li>1. Cease current work thereby delaying the delivery of a strategy for the Economic Regeneration of Guildford town centre.</li> <li>2. Continue with the establishment of the Guildford Economic Regeneration Programme to enable the production of a constraint led pro-active delivery strategy for Guildford's town centre to assist in achieving the objectives of the Councils Corporate Plan.</li> </ol>
<p><b>A08. Outline project dependencies eg with other projects or partner organisations.</b></p>	<p>The delivery of an Economic Regeneration Programme is dependent on the consideration of all constraints and interdependencies. The plan needs to be evidence based and fully informed and validated by flood and highway infrastructure solutions and strategies relevant to current prevailing conditions (current traffic, climate change, sustainable communities, retail downturn, economic resilience) and land ownerships.</p> <p>Council Projects including Walnut tree Bridge, Sustainable Movement Corridor, Guildford Park Road are well established and are interdependent to the main programme. Town centre initiatives including smart data, public realm and parking will be coordinated with this programme. The North Street project including the bus station is currently at Heads of Terms stage with St Edward and implications of its delivery is integral to the GER master plan.</p> <p>It is envisaged partnerships will be formed with the One Estate in relation to feasibility studies and agreements will be structured with County and Crown Courts and Surrey Police. Close cooperation will be required with Surrey County Council in respect of highways infrastructure and the Environment Agency in respect of Flood solutions.</p>

Appendix 3

<b>A09. Legal / statutory requirement?</b>	No
<b>A10. Legislative / statutory implications?</b>	No
<b>A11. Planning permission required?</b>	No
<b>A12. Building regulation required?</b>	No
<b>A13. Land acquisition required?</b>	No
<b>A14. Environmental consents?</b>	No
<b>A15. Highways / traffic consents?</b>	No
<b>A16. Details of other required consents.</b>	None

## Section B – The Financial Case

### B01. Costs

Year	Description	Capital Value (£)	Revenue Cost Centre Code	Revenue Cost Centre Name	Revenue Account Code	Revenue Account Name	Revenue Value (£)
2022/23	Stage 3 GER Professional fees & surveys	1.53m					
2023/24	Stage 3 GER Professional fees & surveys	1.54m					
Choose an item.							
Choose an item.							
Choose an item.							
Choose an item.							
Choose an item.							

### B02. Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2022/23	1.53m	



2023/24	1.54m	
Choose an item.		
Choose an item.		
Choose an item.		

<b>B03. Outline the assumptions used to cost the project.</b>	Use of Consultants fee rates procured for Stage 1 and assessment of work streams for stage 2, based on the Councils experience of the successful Weyside Urban Village model.
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**B04. Financial Benefits eg savings or additional income**

Year	Description	Capital Value (£)	Revenue Value (£)
Choose an item.			
Choose an item.			
Choose an item.			
Choose an item.			
Choose an item.			

**B05. Funding**

Year	GBC Funding Request (£)	Third Party Contributions (£)	Sources of Third Party Contributions
2022/23	1.33m	0.200m	SCC Growth Bid, EA Funding
2023/24	1.34m	0.200m	SCC Growth Bid, EA Funding

**B06. Non Financial Benefits**

Title	Category	Measure	Expected Delivery Date
Car Park Revenue	<b>Improved Income Generation</b>	Re provision of car parks and improved park & ride facilities	2030
Transport Initiatives	<b>Reduced Carbon</b>	Environmental Improvements	2030

Social Value	<b>Improved Social Benefits</b>	Social and community improvements	2030
	Choose an item.		
	Choose an item.		
	Choose an item.		
	Choose an item.		
	Choose an item.		

## Section C – The Economic Case

<b>C01. Expected number of homes brought forward.</b>	3,000
<b>C02. Expected number of jobs created.</b>	500 temp 1,000 perm
<b>C03. Expected amount of employment floor space delivered.</b>	20,000 sq. m

<b>C04. Outline your assumptions in determining the economic benefits.</b>	<p>Estimated number of new homes on Council owned sites and employment floor space based on initial assessment by David Leonard Design and JLL.</p> <p>Construction jobs and permanent jobs estimated in relation to Weyside Urban Village Business Case.</p>
<b>C05. Describe any other economic benefits.</b>	<p>Economic Regeneration benefits include;</p> <ul style="list-style-type: none"> <li>• Indirect benefit of programme acting as catalyst for employment opportunities and inward investment</li> <li>• Direct Benefit of improved place making in town centre with increased visitor attractiveness and dwell time</li> <li>• Direct Benefit of improved provision of leisure, tourism and culture amenity</li> <li>• Direct Benefit of improved green / blue environment by opening up of River Wey</li> <li>• Direct benefit of transportation modal shift and better access for pedestrians and cyclists</li> <li>• Direct benefit of addressing flood risk</li> <li>• Direct benefit in reduction of impact of gyratory and traffic routes on town centre users</li> </ul>

## Section D – The Commercial Case

<b>D01. Outline any procurement requirements.</b>	The Councils Procurement team have advised on the most appropriate routes to market for the procurement of the external professional team to ensure compliance and value for money. Consultants have been procured by Framework Competitions and Non -OJEU Invitations to tender.
<b>D02. Outline preferred procurement route / strategy.</b>	Compliance and best value for money will be continually reviewed throughout the 3 stages.
<b>D03. Outline key procurement risks.</b>	Stage 3 requires Procurement Exemptions.

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## Section E – The Management Case

### E01. High Level Project Timetable

Item	Stage of Project	Start Date	Finish Date
GER Stage 1	Gateway 1	01/11/2020	30/07/2021
GER Stage 2 -current	Gateway 2	01/08/2021	30/06/2022
GER Stage 3– subject bid	Gateway 3	01/07/2022	31/12/2023

### E02. High Level Project Milestones

Milestone	Description	Indicative Date
Infrastructure Funding	Secure external funding from Government agencies	31/03/2023
Infrastructure Planning Applications	Applications relating to Flood & Highways Infrastructure	31/12/2022
Planning Policy change	Agreement to basis of masterplan within policy structure	01/04/2022

### E03. Project Risks

Title	Description
Flood Defence / Alleviation	Failure to agree solutions with Environment Agency to enable significant residential development
Highways	Failure to agree solutions with Surrey County Council to enable proposed highways solutions
One Estate	Failure to agree partnership with One Estate
Non-Council owned sites	Failure to agree land/ property agreements for Casino, Odeon Cinema, LGIM, Green King.

Infrastructure capacity	Failure to agree and fund solutions with Utility providers
Delivery Delay	Delays to delivery caused by projects outside of GBC control including North St, Debenhams redevelopment and Station Redevelopment
Planning Policy	Failure to agree principles to amend Town Centre policy
Funding	Failure to produce robust Business Case and achieving Government grant awards

<p><b>E04. Provide high level details of proposed project management arrangements &amp; project team (please use post names / titles rather than naming individuals).</b></p>	<p>The approved Strategy sets out a timeline for taking forward a deliverable Economic Regeneration Programme for Guildford incorporating three (3) Gateways with Full Council sign-off and approval at each gateway as shown below;</p> <p><b>Gateway 1</b>  Procurement of professional team  High Level Strategic Appraisal of constraints &amp; opportunities</p> <p>Consideration of Development Plan document process  Report to Executive</p> <p><b>Gateway 2</b>  Communications/Stakeholder engagement plan  Development of options and concepts  Preparation of Business Case  Submission of Grant applications</p> <p><b>Gateway 3</b>  Grant Funding Award  Land &amp; relocation agreements  Transportation/Traffic initiatives  Planning Strategy  Pre- Planning application design for flood &amp; Highways</p> <p>The GER project should be consider as a Major Programme and the Delivery Plan established to date reflects this. The Council will use its own land and expertise to expand the delivery of affordable new homes and other commercial uses and in time work with ambitious partners to remove barriers to deliver the proposed regeneration.</p> <p>The Council have established a Portfolio Board to oversee the governance of the programme with the day to day management being controlled by a team of Senior Officers responsible for the progressing of activities on the programme. The Senior Management will report to the Portfolio board on a quarterly basis. The Council's resource allocation is shown on the GER Structure Chart in Appendix 1.</p> <p>The SRO role is anticipated to be carried out by the Strategic Services Director, supported by the Regeneration Lead. Support will be provided by a Full best in class Professional team comprising senior consultant advisors from the professional practices engaged to provide the various roles;</p> <p>Master Planner; David Leonard Design  Development Advisor; JLL  Flood Advisor; Ove Arup  Project Manager; Gleeds  Cost Consultant; Gardener &amp; Theobald  Strategic Transport; Markides  Infrastructure; Aecom</p>
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	<p>Highways; Ove Arup          Planning Consultant; Carter Jonas          Lawyer; Trowers &amp; Hamlins          Sustainability; Aecom (tba)</p> <p>The project will follow the principles of a gateway methodology for the delivery of the programme in line and has been broken down into a number of sub project workstreams as set out in the GER Structure Chart in Appendix 1.</p> <p>Each project/workstream will be led by a sub project lead manager who will be responsible for control of the project and reporting back to the Full Team in respect of;</p> <ul style="list-style-type: none"> <li>• Establishing the detail of Scope</li> <li>• Control of Change</li> <li>• Timescale</li> <li>• Cost, Benefits and Quality.</li> </ul> <p>The Sub project team will be responsible for all monitoring and evaluations which will feed back into the core team to enable a full Project Monitoring report to be developed for review as part of the Governance process for the project</p> <p>The Scope of the Regeneration Lead Role within the Senior Management Team will include;</p> <ul style="list-style-type: none"> <li>• Setting the Project Plan</li> <li>• Review of the progress by Exception</li> <li>• Agreeing the Objectives, Scope, Quality, Timescale and Cost Controls for the Sub Project Work Streams</li> <li>• Procurement of the Sub Project Teams</li> <li>• Review and advise on the adherence to the objectives of the Project Plan and the delivery of Critical Success Factors</li> <li>• Strategic Advice and Recommendations regarding land transactions, revenue opportunities, stakeholder communications and Business Case financial management</li> </ul> <p>The Scope of the Project Management Role within each sub Project Workstream will cover;</p> <ul style="list-style-type: none"> <li>• Professional Team Management</li> <li>• Project Monitoring and Evaluation Reporting</li> <li>• Sub Project Issues and Risk Reporting</li> <li>• Project Controls; Budget/Cost</li> <li>• Change &amp; Programme</li> <li>• Weighted Risk</li> </ul>
<p><b>E05. Provide a brief outline of key stakeholders eg who they are and how they will be engaged.</b></p>	<p>A Stakeholder matrix and an initial programme of consultation with stakeholder groups will be established. Key Stakeholders include The Environment Agency, Surrey County Council, Surrey University, Guildford Vision Group, the One Estate, National Trust, Guildford Residents Association and the Civic Society.</p>
<p><b>E06. Will any public consultations be required? If so, provide a brief outline.</b></p>	<p>Public Consultations will be undertaken as part of the Engagement process. A Stakeholder matrix and an initial programme of consultation with stakeholder groups will be implemented.</p>
<p><b>E07. How will the project be evaluated post implementation?</b></p>	<p>As part of the Financial Case within the Business plan to be delivered in Stage 3 the expectations of budget for future costs and incomes along with targets in respect of grant funding will be clearly identified and provide a baseline for the development of the target areas defined within the masterplan and business case.</p>

This financial model development will become part of the grant funding documentation and along with agreements entered into with landowners and stakeholders, will clearly define the intent of the plan and its parameters for successful delivery

**E08. Outline any expected formal Council / Committee / Board decisions or consultations and expected timescales.**

Committee / Board	Type of Decision	Expected Date
Council		
Executive	<ul style="list-style-type: none"> <li>- <b>Endorsement of Stage 2 Report and Approval to commence Stage 3</b></li> <li>- <b>Endorsement of Stage 3 Report and Business Case</b></li> </ul>	<p><b>August 2022</b></p> <p><b>December 2023</b></p>
Borough, Economy and Infrastructure Executive Advisory		
Society, Environment and Council Development Executive Advisory		
Overview and Scrutiny		
Planning		
Licensing		
Corporate Governance and Scrutiny		

**Mandate Proposal – capital bid for Stoke Park Paddling Pool 8 October 2022**

**Introduction and background**

We are seeking capital funding to replace the Stoke Park paddling pool rubber crumb surface. The surface is now five years old, and the crumb is delaminating and blocking the pool filters. This is causing significant operational difficulties and we are not certain that we can operate the pool for a further season without a breakdown occurring. We need to install a new surface during April 2022 to be able to open the paddling pool for next year.

**1. Why should a project be started now?**

This is a bid for capital funding and the project will then need to be tendered before it can be implemented on site. We need to start the project now to have any chance of completing all stages in time for the first week of May 2022, when the paddling pool traditionally opens. There remain several risks with this programme, including speed of procurement, legal input, and availability of materials, including marquess needed to keep the pool dry while the work is carried out.

**2. What is the good idea or problem to be solved?**

The wetpour paddling pool surface is near the end of its life and needs replacing. It is causing problems with the two filters in the pool plant room by blocking the sand filter media with blue rubber pieces from the pool wetpour surface. This leads to frequent backwashing of the filters to dislodge some of the rubber crumb, using lots of water, and reducing the effectiveness of the filtration process for several hours until the sand in the filters settles again. Ideally backwashing should only happen once a day, but we are now backwashing every few hours to keep the water in a hygienic state. The only way to completely remove the rubber crumb from the filters is to change the sand in them to new sand and dispose of all the old sand. This is not possible while the pool is operating, it would have to be closed, and is expensive and wasteful.

**3. What is the purpose of the project? What will be delivered? What are the success criteria?**

The purpose is to replace the surface on the Stoke Park paddling pool, allowing it to continue to operate and provide a popular free facility to residents. Ideally, we are seeking to find a surface that will not delaminate in the future, but we are also mindful of the public experience of changing the surface to something that is perceived to be 'less child friendly'.

The priorities have been established as financial and environmental. We have chosen to replace the wetpour with a fiberglass surface that will seal the pool. This surface does not delaminate and will stop all problems with rubber crumb polluting the pool filters and can include the existing attractive and child friendly seascape design. It has a 5-year guarantee and an estimated life span of 25 years. Initially, it is more expensive to install than replacing the current wetpour surface with a new wetpour surface, but wetpour has been shown to only last a few years before it starts to shed rubber pieces. By year 6, we would be looking to replace it once again, and rubber is not environmentally friendly to dispose of.

The fiberglass requires no maintenance other than repairs if vandalism occurs (as does wetpour). It also seals the surface in a way wetpour does not, helping to prevent the risk of leaks.

In terms of cost, we have estimated that fiberglass will cost around twice as much to install as wetpour. However, it will reduce the operational time and cost of frequent backwashing (saving water, chemicals and freeing up staff time caused by the rubber crumb in the filters) caused by rubber in the filters, it will not require the staff resource to tender a surface every 5 to 6 years, it will not create a huge volume of rubber

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<p>to be taken to landfill every 5 to 6 years and it will be less expensive over the course of 20 years than replacing wetpour 3 or 4 times in that time.</p> <p>The disadvantages are that it is a hard surface, so from the public's use point of view, it will not feel as comfortable for small children to use. It has a slightly rough texture to prevent slippiness rather than the slightly cushioned feel of wetpour. It should be noted though that fiberglass has been used at another site at Cuckfield Recreation Ground in West Sussex, where they report no problems during the first season. The majority of public paddling pools seem to have bare concrete surfaces. This surface has been dismissed as an option for reasons of customer satisfaction, aesthetics and has no advantages in terms of sealing potential leaks.</p>
<p>4. What priority, corporate objective or strategy is fulfilled by this project?</p>
<p>This project ensures that a popular leisure facility continues to operate and therefore fulfills the 'Community' vision to enhance recreational facilities.</p>
<p>5. What are the strategic options available to GBC to deliver a solution?</p>
<p>1 – capital fund a new surface 2 – do nothing - continue to run the paddling pool as it is, leading to increasingly poor water quality, high water use, closure during the summer months if the filters become too clogged to cope or the water fails hygiene tests. 3 – close the paddling pool and save the revenue cost of running it, estimated to be around £20,000 per annum.</p>
<p>6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service</p>
<p>Service Director, Ian Doyle; Service Manager, Jonathan Sewell; Lead Cllr, Cllr James Steel.</p>
<p>7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?</p>
<p>No impacts on other services</p>
<p>8. What general approach will be taken to deliver?</p>
<p>A design and build specification will need to be written and tender will need to be prepared. I have already asked for the tender documents to start to be drafted. The tender will need to be advertised as soon as the budget is confirmed, or sooner preferably. If we must wait for the budget to be confirmed before advertising the tender, this will only leave us with two to three months to tender, agree and sign a contract with the awarded contractor, mobilise the contractor and carry out the work (February to April).</p> <p>The project will need to be project managed and communications with residents managed, especially in the event of any delay resulting in a delay to the pool opening date.</p>
<p>9. When and why must the project start?</p>
<p>The works must take place during April 2022 or the pool opening will be delayed into the summer with resulting public criticism at the loss of access to a very popular facility.</p>



10. What stakeholders will need to be involved?
Parks staff including the Ranger Team, ward/lead councilors, PR and Comms, and appointed contractor.
11. What resources (internal and external) are needed to consider this mandate and to develop the business case?
<ul style="list-style-type: none"> <li>• Capital bid process (Finance)</li> <li>• Draft spec and evaluation documents and review and agree tender documents (Parks)</li> <li>• Draft the tender documents, advertise and process the tender (Procurement)</li> <li>• Production of a contract for the chosen contractor (Legal Services)</li> <li>• Selection of a contractor and project management of the works (Parks)</li> <li>• Communications with stakeholders (Comms Team and Parks)</li> </ul>
12. What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the project and live service? What are the potential resource costs to progress to the next stage/gate?
The cost is estimated to be £170,000 for the fiberglass surface, based on a quotation from one supplier. Note: suppliers are limited as this is a relatively new way of surfacing pools. There are no other capital costs. There are no additional maintenance costs, nor are there any savings on maintenance. There is no budget in place for the surface and maintenance is reactive, according to issues like vandalism.
13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks
Issues – we are seeking funding from the Council’s capital program for 2022/23
Assumptions – There is an assumption that... <ul style="list-style-type: none"> <li>• The Stoke Park paddling pool is considered an important leisure facility that needs to be maintained rather than closed</li> <li>• We wish to minimise the revenue costs and the environmental issues of running the pool where we can.</li> </ul>
Dependencies – <ul style="list-style-type: none"> <li>• The paddling pool attracts a large footfall into Stoke Park Gardens. If the pool is not maintained or closed, there will be a reduction in visitors to other facilities such as the mini golf and the café and possibly further afield into the town centre.</li> </ul>
Constraints – <ul style="list-style-type: none"> <li>• There is a time constraint. The funding and procurement must complete in time for the contractor to mobilise and complete the work in time for a May opening, when residents will expect to have access to the operating pool.</li> <li>• There is a weather constraint as the surfacing is likely to require the temperature to be at a certain level, not too cold or hot, and dry conditions to progress on site. We have included the cost of erecting marquees to deal with the issue of keeping the pool dry while the fiberglass is installed.</li> </ul>
Opportunities – <ul style="list-style-type: none"> <li>• To choose a surface that will not lead to further filter problems or further material wastage or require as frequent replacement as the current surface.</li> </ul>

Risks –

- In choosing an option that prevents further rubber in the filters, users of the pool will be disappointed and unhappy, seeing the replacement surface as harder and less 'safe' than the current wetpour surface.
- the work will not be completed in time for an early May opening causing considerable public criticism of the Council. The paddling pool is very popular and there is little understanding of the time and resource needed to operate it and open it each season. **This risk could be minimised if the capital funding is agreed from the contingency budget now, so the tender can proceed sooner.**

14. Reviewer List:

Involved or sighted so far and to be updated on changes:

- Procurement is already instructed to prepare tender documents

Next to be consulted

- CMT
- Councillors – Lead and ward Cllrs
- Head of Culture, Heritage and Leisure – Jonathan Sewell
- Finance – Victoria Worsfold
- Legal – Diane Owens
- Procurement – Faye Gould
- Service Delivery Director - Ian Doyle
- Head of Operational and Technical Services – Chris Wheeler

15. CMT Direction

Next steps: Dependent on capital funding

<b>Mandate Proposal</b> <b>St Peter and St Paul’s Church, Albury</b>	
<b>Introduction and background</b>	
<p>The old parish church of St Peter and St Paul is a Grade 1 listed structure located within the Albury Estate to the south east of Guildford. It is set within a burial ground that is enclosed by a substantial brick and flint boundary wall.</p> <p>The Council does not own the wall or the land that it surrounds but, as the cemetery is closed to further burials and following a formal request to do so, it has a statutory obligation to maintain it under the Local Government Act 1972.</p>	
<b>1. Why should a project be started, or growth bid considered now?</b>	
To fulfil the Council’s statutory obligations to maintaining closed burial grounds by substantially repairing a dilapidated boundary wall.	
<b>2. What is the good idea or problem to be solved?</b>	
The boundary wall to the cemetery of the church is dilapidated and in need of repair.	
<b>3. What will be delivered? What are the success criteria? What is the purpose of the project?</b>	
The purpose of this project is to design an appropriate repair to the dilapidated boundary wall, seek Listed Building consent for the repair, engage a suitably experienced specialist contractor and implement the repair work to return the structure to a safe condition.	
<b>4. What priority, corporate objective or strategy is fulfilled by this project?</b>	
The proposed work does not specifically address a corporate objective or strategy. It does, however, fulfil a statutory obligation to maintain closed burial grounds under the Local Government Act 1972.	
<b>5. What are the strategic options available to GBC to deliver a solution?</b>	
<p>As a project designed to repair and maintain an existing structure, there are few alternatives to affecting an approved repair in the manner described.</p> <p>Whilst the option of doing nothing always exists, in this case there is a significant risk to the Council’s legal position as it has an obligation to maintain this structure.</p>	
<b>6. Who are the lead Director and Service Manager and portfolio Holder (CIr) who will lead and direct the project and use the products in live service</b>	
<p>Whilst responsibility for closed burial grounds lies with Bereavement Services, the work will be managed and undertaken by building surveyors of the Asset Management team. As such, the relevant leads for that team are as follows:</p> <p>Dawn Hudd –Strategic Services Director Marieke van der Reijden –Head of Asset Management</p>	
<b>7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?</b>	
Not applicable.	

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<b>8. What general approach will be taken to deliver?</b>			
<p>The proposal will be to employ a conservation architect to design the necessary repair work and obtain the necessary Listed Building consent.</p> <p>The project will be managed in-house by a member of the Building Surveying team.</p>			
<b>9. When and why must the work/project start?</b>			
<p>The nature of the work and the materials involved dictates that it must be undertaken between spring and autumn. It is not yet known how long the work itself will take but we know from experience that the design work and obtaining Listed Building consent can be a lengthy process. To that end, we are proposing to procure the specialist consultants in the spring so that the design work can commence.</p>			
<b>10. What stakeholders will need to be involved?</b>			
<p>We will co-ordinate the work with the custodians of the burial ground, the Friends of Albury Old Saxon Church.</p> <p>The site is located wholly within the grounds of the Albury Estate and, as such, we will have to seek their permission and arrange access to undertake the work.</p>			
<b>11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?</b>			
<p>The work will be managed by a building surveyor in the Asset Management team.</p> <p>Input will be required from our colleagues in Procurement to assist with tendering for the work and our Legal colleagues for putting the necessary contracts in place.</p> <p>Externally, we will require the input of a specialist conservation architect in connection with the design and management of the project. We will also require the services of an external CDM coordinator to oversee compliance with the Construction (Design and Management) Regulations 2015.</p>			
<b>12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.</b>			
<p>The following breakdown represents the design of the repair work, undertaking the work itself and release of retention 12 months after completion. We don't have specific quotes as yet, but is based on experience with similar projects in the last three years.</p>			
<b>Year</b>	<b>Capital Total (£)</b>	<b>Revenue Total (£)</b>	<b>Income Total (£)</b>
2022/23	57,000		
2023/24	3,000		

<p>12a. For projects, what are the potential resource costs to progress to the next stage/gate?</p>
<p>Subject to financial approval, the next stage of this project is to design the repair works and seek the necessary approval to proceed. For that we will require the input of external consultants together with officer time to manage the process. We estimate the cost of this exercise to be in the region of £5-£10k.</p>
<p>13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks</p>
<p>Assumptions –</p> <p>It is assumed that GBC will fulfill its obligations to maintain closed burial grounds as required by the Local Government Act 1972.</p> <p>Legal are reviewing ownership of the site.</p>
<p>Constraints –</p> <ul style="list-style-type: none"> <li>• Undertaking work of this nature is very weather dependent because of the lime mortar to be used. Significant rainfall or very low temperatures will have a detrimental impact on the ability to complete the work and it is for this reason that it must be undertaken during the summer and autumn months.</li> <li>• The site is located entirely within the grounds of the Albury Estate and the wall forms the boundary between their property and the church. We must liaise with them to gain the necessary access to undertake the works.</li> </ul>
<p>Risks –</p> <p>There are a number of broad risks associated with the project beyond those normally attributed to construction work:</p> <ul style="list-style-type: none"> <li>• The boundary walls may deteriorate to the point that they become unsafe. Whilst the site is a restricted location and poses no risk to the general public, it may impact on the ability of the site custodians to undertake their normal activities.</li> <li>• It is difficult to determine the exact extent of the work required until the structure is dismantled. This is mitigated by contingency allowances in this proposal.</li> <li>• The work is very susceptible to the effects of poor weather. This is mitigated by project planning to take advantage of the typically drier months but also by contingency allowances in this proposal.</li> </ul>
<p>14. Reviewer List:</p>
<p>Involved or sighted so far and to be updated on changes:</p> <ul style="list-style-type: none"> <li>• Marieke van der Reijden, Head of Asset Management</li> </ul> <p>Next to be consulted:</p> <ul style="list-style-type: none"> <li>• Vicky Worsfold, Lead Specialist (Finance) &amp; Deputy s151 Officer</li> <li>• Chris Wheeler, Head of Operational &amp; Technical Services</li> </ul>
<p>15. CMT Direction</p>
<p>Next steps: Not applicable</p>

## **Mandate Proposal Chilworth Gunpowder Mills**

### **Introduction and background**

Chilworth Gunpowder Mills is a 27 acre site on the edge of the village of Chilworth in the Tillingbourne Ward. Spread across the site are the ruins of numerous features that comprised gunpowder mills from the 17<sup>th</sup> century until it's closure in 1920. It is one of the best remaining examples of this type of industry and has been designated as a Scheduled Ancient Monument by Historic England.

During 2019 and 2020 we undertook substantial renovation and repair work to various structures and features across the site. During that work, a significant defect was discovered with a stone culvert and spillway beneath the main access path into the site.

### **1. Why should a project be started, or growth bid considered now?**

The problem identified by this proposal is a health and safety risk to members of the public and our own staff. It has the potential to prevent access to a site which is both an important local amenity and of national significance.

### **2. What is the good idea or problem to be solved?**

A significant defect has been identified with a stone culvert and spillway beneath the main access path into the site. Both features have failed structurally with the potential for the path above to collapse. As well as being used by members of the public walking into the site, this path is the only point of vehicular access and is used in that capacity by our Parks team when undertaking general site maintenance.

Because of the scale of the work that will be required to affect a repair and the need to obtain the permission of Historic England for that work, temporary measures have been put in place to reduce the burden on the structure and protect users of the site. These include a sandbag dam to divert water away from the structure and prevent further soil erosion, Heras fencing to prevent public access to the spillway and roadway matting to better spread vehicular loads when crossing the structure.

### **3. What will be delivered? What are the success criteria? What is the purpose of the project?**

The purpose of this project is to design an appropriate repair to the failed structures, seek approval to do so from Historic England, engage a suitably experienced specialist contractor and implement the repair work to return the structures to a safe condition.

### **4. What priority, corporate objective or strategy is fulfilled by this project?**

The proposed work does not specifically address a corporate objective or strategy. It does, however, resolve a potential health and safety concern and meet our legal obligation to maintain historic structures that are in our care.

### **5. What are the strategic options available to GBC to deliver a solution?**

As a project designed to repair and maintain an existing asset, there are few alternatives to affecting an approved repair in the manner described.

Whilst the option of doing nothing always exists, in this case there are significant risks to both health and safety and to the Council's legal position as it has an obligation to maintain its historic assets. Not undertaking this work will ultimately lead to compromising access to the site and as it is a Scheduled Ancient Monument, may leave the Council open to legal challenge.

The Council is also open to criticism where it fails to protect its assets that have historic value.

<p>6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service</p>
<p>Whilst the asset forms part of the Culture, Heritage &amp; Leisure Services portfolio, the work will be managed and undertaken by building surveyors of the Asset Management team. As such, the relevant leads for that team are as follows:</p> <p>Dawn Hudd –Strategic Services Director Marieke van der Reijden –Head of Asset Management</p>
<p>7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?</p>
<p>Not applicable.</p>
<p>8. What general approach will be taken to deliver?</p>
<p>As with the earlier work on the site, the proposal is to employ a structural engineer that specialises in work to ancient structures to design the necessary repair work. That will also include submission of a Scheduled Ancient Monument application to gain the required approval of Historic England.</p> <p>The unpredictable nature of the work also requires the services of a suitably experienced Quantity Surveyor.</p> <p>Project management will be dealt with in-house by a member of the Building Surveying team.</p>
<p>9. When and why must the work/project start?</p>
<p>We are monitoring the site for signs of deterioration, but it is impossible to predict when the structures may fail. There are ongoing influences from the weather, particularly the significant rainfall instances that we have experienced over the last few years. In that context, we can only recommend that the work is undertaken as soon as possible.</p> <p>The nature of the work and the materials involved dictates that it must be undertaken in the spring and summer months. It is not yet known how long the work itself will take but we know from experience that the design work and obtaining approval from Historic England can be a lengthy process. To that end, we are proposing to procure the specialist consultants in the new year so that the design work can commence.</p>
<p>10. What stakeholders will need to be involved?</p>
<p>We will co-ordinate the work our Parks colleagues.</p> <p>As undertaking the work will severely restrict access to the site, we will have to arrange for the public to be advised of the restriction and likely duration once the construction plan has been developed.</p>
<p>11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?</p>
<p>The work will be managed by a building surveyor in the Asset Management team.</p> <p>Input will be required from our colleagues in Procurement to assist with tendering for the work and our Legal colleagues for putting the necessary contracts in place.</p> <p>Externally, we will require the input of a specialist structural engineer and a quantity surveyor in connection with the design and management of the project. We will also require the services of an external CDM coordinator to oversee compliance with the Construction (Design and Management) Regulations 2015.</p>

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12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.

The following breakdown represents the design of the repair work, undertaking the work itself and release of retention 12 months after completion. It is based on an estimate from QS from two years ago adjusted for inflation and is an all in cost – unable to break down further at the minute.

Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2022/23	175,000		
2023/24	5,000		
Choose an item.			
Choose an item.			

12a. For projects, what are the potential resource costs to progress to the next stage/gate?

Subject to financial approval, the next stage of this project is to design the repair works and seek the necessary approval to proceed. For that we will require the input of external consultants together with officer time to manage the process. We estimate the cost of this exercise to be in the region of £15-£20k.

13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks

Assumptions –

It is assumed that GBC wishes to maintain the site as a public amenity and fulfill its obligations to maintain its historic assets.

Constraints –

Undertaking work of this nature is very weather dependent. This is partly because of the materials to be used but mainly because it involves excavations in a low-lying area adjacent to a river. Significant rainfall or very low temperatures will have a detrimental impact on the ability to complete the work and it is for this reason that it must be undertaken during the spring and summer months.

Risks –

There are a number of broad risks associated with the project beyond those normally attributed to construction work:

- The failed structures may deteriorate to the point that they become unsafe, which will in turn, severely restrict access to the site. If this occurs before work can commence then it may result in premature closure of the site.
- It is extremely difficult to determine the exact extent of the work until the failed structures have been exposed by excavation. This is mitigated by contingency allowances in this proposal and the engagement of a QS to accurately assess to costs associated with any variations.
- The work is very susceptible to the effects of poor weather. This is mitigated by project planning to take advantage of the typically drier months but also by contingency allowances in this proposal.



<b>14. Reviewer List:</b>
Involved or sighted so far and to be updated on changes: <ul style="list-style-type: none"><li>• Marieke van der Reijden, Head of Asset Management</li></ul> Next to be consulted: <ul style="list-style-type: none"><li>• Vicky Worsfold, Lead Specialist (Finance) &amp; Deputy s151 Officer</li><li>• Jonathan Sewell, Head of Culture, Heritage &amp; Leisure Services</li></ul>
<b>15. CMT Direction</b>
Next steps: Not applicable

<b>Mandate Proposal - Vehicle Capital Programme 2022/23</b>
<b>Introduction and background</b>
<p>We need to undertake vehicle purchases every year. Currently we are developing a 9 year vehicle by vehicle transition plan to a decarbonised fleet which is heavily dependant on a new depot with appropriate facilities from 2024. We intend to take this through a formal EAB and Exec process in the coming months. As such this programme is likely to be backloaded with significant expenditure from 2024 to 2030. Unfortunately, not all of our vehicles will last to 2024/05 reliably and in every year we always have an approved contingency fund to allow for changing/developing needs and emergency replacements. This is considered good practice to comply with the need to have sufficient funding to support our operator's licence.</p> <p>We have 9 dustcarts that are nearing 8 years old and replacing four of these and partially refurbishing the best of these 9 is likely to see our waste fleet into 2024/5 when we can be more ambitious with decarbonised dustcarts as the power infrastructure will be improved.</p> <p>We operate an EV by default policy and unlike 3 years ago when we were looking at a larger fleet of 14 dustcarts, there is increased supply and operation of EV dustcarts. We believe this is a viable option for part of our work and believe we can adequately power 4 of these from the current depot with a limited amount of investment. They are up to 75% more expensive than standard dustcarts but do generate an 80% reduction on energy/fuel costs and of course reduce carbon emissions and crucially start our journey in decarbonising our most polluting vehicles.</p> <p>The current plan is to purchase four EV dustcarts and undertake selective refurbishment of the remaining aged fleet. In addition, we are seeking to buy a small number of vans for operations, including toilet cleaning and street cleaning, again aiming for full EV.</p> <p>Budget estimates for all these changes and a contingency budget are set out below.</p>
<b>1. Why should a project be started now?</b>
This is an annual programme
<b>2. What is the good idea or problem to be solved?</b>
Replacement of ageing fleet
<b>3. What is the purpose of the project? What will be delivered? What are the success criteria?</b>
Replacement Vehicles
<b>4. What priority, corporate objective or strategy is fulfilled by this project?</b>
The vehicles are critical to service delivery
<b>5. What are the strategic options available to GBC to deliver a solution?</b>
Replace the vehicles or seek to extend those planned for replacement
<b>6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service</b>
Ian Doyle, Chris Wheeler and James Steel respectively
<b>7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?</b>
N/A
<b>8. What general approach will be taken to deliver?</b>

Standard specification and procurement process using appropriate frameworks where possible.
<b>9. When and why must the project start?</b>
January 2022 to ensure replacement vehicles are purchased to replace fleet vehicles identified for replacement in late 2022
<b>10. What stakeholders will need to be involved?</b>
Procurement, Legal and relevant services
<b>11. What resources (internal and external) are needed to consider this mandate and to develop the business case?</b>
All internal – Fleet, Procurement, Legal and relevant services
<b>12. What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the project and live service?</b>
What are the potential resource costs to progress to the next stage/gate?
£2.5m – allowing £1.4m for 4 Electric dustcarts, £100k for associated infrastructure, £100k for refuse vehicle modifications £150k for general fleet vehicles – mainly vans and any balance to sit with any carry over as an approved contingency fund for emerging needs or vehicle failure requiring urgent purchase. It is intended to incorporate the current provisional budget of £780k from 2021/22 into this approved sum of £2.5m for 2022/3
<b>13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks</b>
Issue – We have 9 dustcarts that are 8 years old and needing replacement and a small number of vans that need replacing in 22/23, we want to move to EV but have limited power infrastructure. We want to extend existing fleet life as far as possible to allow time for the new depot to be built with the appropriate infrastructure. By buying 4 EV dustcarts and adjusting the remaining fleet we will be able to extend the life of the remaining fleet and therefore shift investment into more EVs in 24/25 when we are in a new depot with improved power infrastructure.
Assumptions – There is sufficient power to recharge these vehicles in our current depot. That available EV dustcarts are fit for purpose – if they are not we will revert to standard diesel on a 7 year life.
Dependencies - Build of appropriate infrastructure – this infrastructure to be moveable to new depot if possible.
Constraints – Depot power infrastructure, vehicle operational outputs
Opportunities – There is an opportunity to introduce more EV vehicles and make a strong step towards a decarbonised fleet
Risks – There is a risk that there are power failures resulting in operational failure, that the vehicles do not have sufficient range to complete the scheduled work.
<b>14. Reviewer List:</b>
Involved or sighted so far and to be updated on changes: <ul style="list-style-type: none"> <li>• Waste Services, Fleet</li> </ul>
Next to be consulted <ul style="list-style-type: none"> <li>• Procurement, legal and other services needing replacment vehicles in 2022/23</li> </ul>
<b>15. CMT Direction</b>
Next steps:

## Mandate Proposal – YMCA area Lighting

### Introduction and background

1. Why should a project be started, or growth bid considered now?

As a council we required to provide safe environment, the present lighting by the YMCA steps is poor (over 30 years old).

2. What is the good idea or problem to be solved?

It is a good idea in that we can improve on the existing to improve the lighting by upgrading to LED colour changing fittings. Also, it is a problem solved as the present lights are failing and we need to ensure safety of the public. The Council owns these lights and pays for the electricity to the lights.

3. What will be delivered? What are the success criteria? What is the purpose of the project?

The project will deliver new more energy efficient and better lighting. The success criteria and the purpose of the project is to provide safe environment for public, this well used walk through from the railway station.

4. What priority, corporate objective or strategy is fulfilled by this project?

This project will meet our requirement to provide a safe environment.

5. What are the strategic options available to GBC to deliver a solution?

The option could be to try maintaining the existing lights and replace them on as they fail. However, in the long run it will cost more and we also could a mixture of different lights not helping to improve the environment.

6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service

Service Lead is Chris Wheeler, Head of Operational and Technical Services. Director is Ian Doyle and Lead Councillor is James Steel.

7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?

Impact of unlit or poorly lit amenity make the area unsafe, and there is an associated reputational and possible anti-social behaviour.

8. What general approach will be taken to deliver?

Works will be tendered via the Councils normal procurement route using JCT form tender/contract. The successful contractor will upgrade lights as per specification.

9. When and why must the work/project start?

We propose the work on scheme is started in April 2022 with new lights installed by end of July 2022.

10. What stakeholders will need to be involved?

General Public

11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?

Review from Legal, Finance, Procurement and Assets

12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.

Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2022/23	24,000		

<b>12a. For projects, what are the potential resource costs to progress to the next stage/gate?</b>
Electrical Engineers, procurement and legal team in producing procuring document for tender, plus other staff input
<b>13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks</b>
Issue – There is an issue that works will need to be arranged in a busy public area which provides all H & S risk that are associated with this. Proper H & S plan with comprehensive risk assessments and method statements will be required by the successful contractor
Assumptions – There is an assumption that we will be able upgrade the lighting that will provide better environment.
Dependencies – There is a dependency on successful external contractor performing and delivering, this can mitigate by being diligent at procurement stage
Constraints – A constraint of working in a busy public area as already highlighted.
Opportunities – There is an opportunity to improve the environment with new lights and providing safe thoroughfare
Risks – There is a risk that present lights fail leading to issues of complaints from public and unsafe area
<b>14. Reviewer List:</b>
Involved or sighted so far and to be updated on changes: <ul style="list-style-type: none"> <li>• Operational and Technical Services</li> <li>• Finance</li> <li>• Strategy and Communications</li> </ul> Next to be consulted <ul style="list-style-type: none"> <li>• Assets</li> <li>• Legal</li> <li>• Procurement</li> </ul>
<b>15. CMT Direction</b>
Next steps: Capital Bid Funding approval

## Mandate Proposal – Millmead House lifts

### Introduction and background

1. Why should a project be started, or growth bid considered now?

Under our DDA requirements we need to provide a safe and reliable lifts

2. What is the good idea or problem to be solved?

It is a problem solved. The present lifts with upgrade are nearly 40 years old. We now have lifts failing and they are in need of an upgrade.

3. What will be delivered? What are the success criteria? What is the purpose of the project?

The project will deliver new more reliable lifts. The success criteria and the purpose of the project is to provide safe and reliable lifts meeting our DDA obligation as well

4. What priority, corporate objective or strategy is fulfilled by this project?

This project will meet our requirement to provide safe and reliable lifts complying the DDA requirements.

5. What are the strategic options available to GBC to deliver a solution?

The option could be to try maintaining the existing lifts and repair them on as they fail. However, in the long run, it will cost more as lift industry is very expensive market for repairs.  
Also, the failure of one lift also increases the workload on the second lift this could lead to both lift being out for a period of time.

6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service

Service Lead is Chris Wheeler, Director is Ian Doyle. Lead Councillor is Cllr James Steel.

7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?

The impact of no lift working for a period of time could mean we are not complying our DDA requirements

8. What general approach will be taken to deliver?

Works will be tendered via the Councils normal procurement route using JCT form tender/contract. The successful contractor will renew the lifts as per specification.

9. When and why must the work/project start?

We propose the work on scheme is started in April 2022 with new lifts installed by end of March 2023, previous experience has shown that lift industry lead-in time are long.

10. What stakeholders will need to be involved?

Millmead House staff and members.  
External tenants of Millmead house

11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?

Capital growth bid funding  
Review from Finance, Procurement, Legal and Assets teams

12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.

Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2022/23	200,000		
Choose an item.			
Choose an item.			

Choose an item.				
The cost is based on previous works inflated to bring up to current prices				
<b>12a. For projects, what are the potential resource costs to progress to the next stage/gate?</b>				
Electrical Engineers, procurement and legal team in producing procuring document for tender, plus other staff input.				
<b>13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks</b>				
Issue – There is an issue that works will need to be arranged in a busy public office which provides all H & S risk that are associated with this. Proper H & S plan with comprehensive risk assessments and method statements will be required by the successful contractor				
Assumptions – There is an assumption that we will be able renew the lifts that help the council to meet its obligations to Millmead House staff.				
Dependencies – There is a dependency on successful external contractor performing and delivering, this can mitigate by being diligent at procurement stage				
Constraints – A constraint of working in a busy public office as already highlighted.				
Opportunities – There is an opportunity to improve our asset and provide safe reliable lifts				
Risks – There is a risk that present lifts failing leading to long lead-in time to arrange the lifts to be repaired at high costs.				
<b>14. Reviewer List:</b>				
Involved or sighted so far and to be updated on changes: <ul style="list-style-type: none"> <li>• Operational and Technical Services</li> <li>• Finance</li> <li>• Strategy and Communications</li> </ul> Next to be consulted <ul style="list-style-type: none"> <li>• Legal</li> <li>• Procurement</li> <li>• Assets</li> </ul>				
<b>15. CMT Direction</b>				
Next steps: Capital Growth bud funding approval				

## Mandate Proposal - Yorkies Bridge lighting

### Introduction and background

1. Why should a project be started, or growth bid considered now?

As a council we required to provide safe environment. The present lighting on Yorkies Bridge and leading to it is poor (nearly 30 years old) and constantly failing.

2. What is the good idea or problem to be solved?

It is a good idea in that we can improve on the existing to improve the lighting by upgrading. Also, it is a problem solved as the present lights are failing and we need to ensure safety of the public. This area is heavily used by University students, recently we even had MP enquiry on the failure of the lights. These lights were installed by the Council some time ago, and we have therefore maintained them.

3. What will be delivered? What are the success criteria? What is the purpose of the project?

The project will deliver new more energy efficient and better lighting. The success criteria and the purpose of the project is to provide safe environment for public, this well used walk through by University students.

4. What priority, corporate objective or strategy is fulfilled by this project?

This project will meet our requirement to provide a safe environment.

5. What are the strategic options available to GBC to deliver a solution?

The option could be to try maintaining the existing lights and replace them on as they fail. However, in the long run it will cost more. We also could a mixture of different lights but this wouldn't help improve the environment.

6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service

Service Lead is Chris Wheeler, Head of Operational and Technical Services. Director is Ian Doyle and Lead Councillor is James Steel.

7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?

Impact of unlit or poorly lit amenity make the area unsafe and there is an associated reputational risk.

8. What general approach will be taken to deliver?

Works will be tendered via the Councils normal procurement route using JCT form tender/contract. The successful contractor will upgrade lights as per specification.

9. When and why must the work/project start?

We propose the work on scheme is started in April 2022 with new lights installed by end of July 2022.

10. What stakeholders will need to be involved?

General Public

11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?

Review from Finance, Legal, Procurement and Assets

12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.

Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2022/23	20,000		
Choose an item.			
Choose an item.			
Choose an item.			



<b>12a. For projects, what are the potential resource costs to progress to the next stage/gate?</b>
Electrical Engineers, procurement and legal team in producing procuring document for tender, plus other staff input
<b>13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks</b>
Issue – There is an issue that works will need to be arranged in a busy public area which provides all H & S risk that are associated with this. Proper H & S plan with comprehensive risk assessments and method statements will be required by the successful contractor
Assumptions – There is an assumption that we will be able upgrade the lighting that will provide better and safer environment.
Dependencies – There is a dependency on successful external contractor performing and delivering, this can mitigate by being diligent at procurement stage
Constraints – A constraint of working in a busy public area as already highlighted.
Opportunities – There is an opportunity to improve the environment with new lights and providing safe thoroughfare
Risks – There is a risk that present lights fail leading to issues of complaints from public and unsafe area
<b>14. Reviewer List:</b>
Involved or sighted so far and to be updated on changes: <ul style="list-style-type: none"> <li>• Operational and Technical Services</li> <li>• Finance</li> <li>• Strategy and Communications</li> </ul> Next to be consulted <ul style="list-style-type: none"> <li>• Assets</li> <li>• Legal</li> <li>• Procurement.</li> </ul>
<b>15. CMT Direction</b>
Next steps: Capital Growth Bid Funding approval

<b>Capital Bid Mandate Proposal - Bereavement Services (Memorial Wall)</b>
<b>Author: Ann Carroll on behalf of Natasha Precious</b>
<b>Introduction and background</b>
<p>This Mandate is to request <b>Capital bid</b> to complete a Memorial walls and garden, landscaping, and associated ground works.</p> <p>When the New Crematorium was planned, part of the funding was to include a memorial wall and garden, where all the existing plaques and tablets (170) would be replaced. However, the costs of the redevelopment for the Crematorium were more than planned and the money set aside for the Memorial wall/garden was used.</p> <p>When removing the plaques from the existing structure the Council made a commitment to families that the Council would provide new options for their plaques/tablets. Already the Council have had to provide refunds while their plaques are not displayed.</p> <p>The existing structure cannot be used especially for heavier plaques as the contractors won't guarantee as water is coming up through the ground which makes the wall unsafe for this purpose.</p> <p>Therefore, the purpose of this Capital Bid is to ask for funding to</p> <ul style="list-style-type: none"> <li>• Implement memorial structures to accommodate the different types of existing plaques/tables and new ones going forward</li> <li>• Landscaping of grounds around the memorial structures</li> <li>• Some Tarmacking and works to make safe the existing structure</li> </ul>
<b>1. Why should a project be started, or a growth bid be considered now?</b>
<ul style="list-style-type: none"> <li>• This work was an integral part of the Crematorium Redevelopment plan but was not carried through.</li> <li>• The Council need to be sensitive to our families who we made a commitment to providing a memorial to display their existing plaques/tablets</li> <li>• If we have the correct structure it can be a Potential income generator for new plaques/tablets</li> <li>• We also aim to follow industry ICCM standards which this will allow us to work towards</li> </ul>
<b>2. What is the good idea or problem to be solved?</b>
<p>The Council will relocate the memorials for families who can then start to visit their plaques/tablets again It could provide income generation for a number of years for new plaques/tablets</p>
<b>3. What will be delivered? What are the success criteria? What is the purpose of the project?</b>
<p>Memorial garden extension to accommodate old style memorial plaques and tablets (approx. 170) &amp; provide additional modern memorial options for future families</p>
<b>4. What priority, corporate objective or strategy is fulfilled by this project?</b>
<p>Providing customer service delivery &amp; potential revenue opportunities</p>

<p>5. What are the strategic options available to GBC to deliver a solution?</p>
<p><b>Memorial Structures &amp; garden</b>  <b>Option 1</b> – Implement as planned (memorial structures and garden and landscaping and ground works) which we committed to do with existing families  <b>Option 2</b> – Scale project back to just build a structure to accommodate existing tablets and plaques but will still require works and funding  <b>Option 3</b> – The Council do nothing – renege on agreement with families &amp; would have to be compensated, also a loss of confidence in service, potential PR issues which could have further knock on to future business.   <b>Option 1 is our preferred option.</b></p>
<p>6. Who is the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service</p>
<p>Ian Doyle – Director of Service Delivery  Chris Wheeler – Head of Operations and Technical Services  Natasha Precious - Bereavement Services Lead  Joss Bigmore – Lead Cllr  Darren Burgess – Assets/Surveyor</p>
<p>7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?</p>
<p>No Impact assessments yet undertaken for this project</p> <p>Input will be required from the following teams/responsible persons at various stages of the project:</p> <ul style="list-style-type: none"> <li>• Assets</li> <li>• Planning</li> <li>• Engineering</li> <li>• Communication/Web Teams</li> </ul>
<p>8. What general approach will be taken to deliver?</p>
<p>Utilise existing resources used in the Council to fulfil the build and implementation otherwise the Council will have to look at procurement.</p>
<p>9. When and why must the work/project start?</p>
<p>April 2022 if funding available as there has been significant delays already.</p>
<p>10. What stakeholders will need to be involved?</p>
<p>Natasha Precious: Bereavement Services Lead  Chris Wheeler: Head of Operations and Technical Services  Victoria Worsfold – Lead Finance Specialist  Michelle Rogers – Finance Specialist (Capital)  Darren Burgess – Assets  Planning -TBC</p>

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Appendix 3

11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?																											
Internal resource required																											
<ul style="list-style-type: none"> <li>• Assets</li> <li>• Planning</li> <li>• Engineering</li> <li>• Project Management resource to assist with planning/design stages</li> </ul>																											
External resource required																											
<ul style="list-style-type: none"> <li>• Building and Design contractor</li> </ul>																											
12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.																											
<table border="1"> <thead> <tr> <th>Year</th> <th>Capital Total (£)</th> <th>Revenue Total (£)</th> <th>Income Total (£)</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2021/22</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2022/23</td> <td>100k</td> <td></td> <td></td> </tr> <tr> <td>23/24</td> <td></td> <td></td> <td></td> </tr> <tr> <td>24/25</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Year	Capital Total (£)	Revenue Total (£)	Income Total (£)	2020/21				2021/22				2022/23	100k			23/24				24/25			
Year	Capital Total (£)	Revenue Total (£)	Income Total (£)																								
2020/21																											
2021/22																											
2022/23	100k																										
23/24																											
24/25																											
12a. For projects, what are the potential resource costs to progress to the next stage/gate?																											
The ROM for the whole life costs is estimated at approx. £75k-£100k																											
13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks																											
Issue – There is an issue that:																											
<ul style="list-style-type: none"> <li>• if funding is not provided, then we could not fulfil the commitment made to families for existing plaques/tablets to be displayed</li> <li>• we don't know if the drainage of the site area is suitable for these works to be completed</li> <li>• if relevant resources are not available to manage the works that will pose further delays</li> </ul>																											
Assumptions – There is an assumption that:																											
<ul style="list-style-type: none"> <li>• the land is suitable for development as drainage works completed in area previously as part of the initial development.</li> <li>• we should be working towards the industry ICCM Charter standards, that this improvement could contribute to</li> </ul>																											
Dependencies – There is a dependency on:																											
<ul style="list-style-type: none"> <li>• having sufficient funding agreed to enable the project to be completed</li> <li>• on limited Internal resources to fulfil design and completion of project.</li> </ul>																											

<p>Constraints – A constraint is...</p> <ul style="list-style-type: none"><li>• if the area where the planed work to be carried out is not suitable and we cannot achieve the correct aesthetic of the design</li><li>• if relevant resources are not available to manage the works that will pose further delays</li></ul>
<p>Opportunities – There is an opportunity to...</p> <ul style="list-style-type: none"><li>• generate income for new plaques/tablets installed on a new wall until at capacity and this would also assist in working towards industry standard in the ICCM Charter.</li><li>• there is an opportunity for expanded memorial choice which is a requirement of our ICCM charter for the bereaved.</li></ul>
<p>Risks – There is a risk that...</p> <ul style="list-style-type: none"><li>• If the Council does not fulfil their obligation then families may lose confident in service, potential PR concerns and due to this a loss of future business/confidence.</li></ul>
<p><b>14. Reviewer List:</b></p>
<p>Involved or sighted so far and to be updated on changes:</p> <ul style="list-style-type: none"><li>• Chris Wheeler</li><li>• PPM Group</li><li>• Victoria Worsfold/Michelle Rogers</li></ul> <p>Next to be consulted</p> <ul style="list-style-type: none"><li>• Planning</li><li>• Assets</li><li>• Procurement if the Council cannot utilise existing resources.</li></ul>
<p><b>15. CMT Direction</b></p>
<p>Next steps: to be confirmed</p>

<b>Capital Bid Mandate Proposal -Bereavement Services (Cemetery Tarmacking &amp; Curbing)</b>
<b>Author: Ann Carroll on behalf of Natasha Precious</b>
<b>Introduction and background</b>
<p>This Mandate is to request <b>Capital bid</b> for the following works Tarmacking and curbing in two cemeteries (The Mount and Stoke Cemetery).</p> <p>Within these cemeteries they have Vehicular roads which have cross sections. The Criss cross sections where not meant for vehicles but as coffins cannot be carried over graves, hearses have to use to transport the deceased to the area of burial. This has caused these areas to ware down and slope at edges, causing firstly a health and safety risk and undignified journey for loves ones in the hearses.</p> <p>The Council are required by law to keep cemetery in good working order and good state of repair. (Local Authority Order per 1977).</p>
<b>1. Why should a project be started, or a growth bid be considered now?</b>
<p>This has been requested before, due to long standing health and safety concerns which include degradation of pathways and curbing, and not progressed.</p> <p>Should a visitor hurt themselves we would leave ourselves open to a claim and bad publicity. The Council have an obligation to ensure that the areas used but visitors to visit their loved ones is safe and in good order. When hearses are carrying coffins, it is not the safe and smooth journey through the cemetery the Council want it should be.</p>
<b>2. What is the good idea or problem to be solved?</b>
<p>Unsafe pathways contributing to unsafe and unsuitable environments for hearses to travel over and public to use due to health and safety concerns.</p>
<b>3. What will be delivered? What are the success criteria? What is the purpose of the project?</b>
<p>Safe roads and pathways which are safe for the public and hearses to vehicular standards so that this does not pose a problem in the future, apart normal wear, and tear</p>
<b>4. What priority, corporate objective or strategy is fulfilled by this project?</b>
<p>Maintaining community/Corporate assets and obligation to the Public</p>
<b>5. What are the strategic options available to GBC to deliver a solution?</b>
<p><b>Tarmacking &amp; re-curb at Stoke &amp; Mount Cemeteries</b>  <b>Option 1</b> – Implement as planned through planned works via engineering programme  <b>Option 2</b> – The Council do nothing – This would be a health and safety concern and the Council are not fulfilling our legal obligation to maintain site in good order and good state of repair which is a health safety risk.</p> <p><i>Note: The Council are required by law to keep cemetery in good working order and state of repair. (Local Authority Order per 1977).</i></p> <p><b>Option 1 is our preferred option.</b></p>

6. Who is the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service
<p>Ian Doyle – Director of Service Delivery  Chris Wheeler – Head of Operations and Technical Services  Natasha Precious - Bereavement Services Lead  Joss Bigmore – Lead Cllr  Darren Burgess – Assets/Surveyor</p>
7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?
<p>No Impact assessments yet undertaken for this project</p> <p>Input will be required from the following teams/responsible persons at various stages of the project:</p> <ul style="list-style-type: none"> <li>• Engineering</li> <li>• Bereavement Ground Staff</li> </ul>
8. What general approach will be taken to deliver?
<p>Speak to engineering if can utilise agreed resource otherwise will need to look at procurement via engineering to add to their programme of works.</p>
9. When and why must the work/project start?
<p>April 2022 if funding available as there has been significant delays already and to ensure Health and Safety risks are mitigated.</p>
10. What stakeholders will need to be involved?
<p>Natasha Precious: Bereavement Services Lead  Chris Wheeler: Head of Operations and Technical Services  Victoria Worsfold – Lead Finance Specialist  Michelle Rogers – Finance Specialist (Capital)  Simon Tarrant - Engineering  Communications/Web Team  Joss Bigmore – Lead Cllr</p>
11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?
<p>Internal resource required</p> <ul style="list-style-type: none"> <li>• Engineering</li> <li>• B.S ground team</li> <li>• Comms/Web Teams</li> </ul> <p>External resource required</p> <ul style="list-style-type: none"> <li>• Engineering</li> </ul>
12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.

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Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2020/21			
2021/22			
2022/23	100k		
23/24			
24/25			

Note: There is currently £47k available to spend on tarmacking so the overall bid can be brought down to 100k. This is a good estimate at this point and can be more accurate when actuals are known.

**12a. For projects, what are the potential resource costs to progress to the next stage/gate?**

The ROM for the whole life costs is estimated at approx. £100k-£150k

**13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks**

Issue – There is an issue that..

- we are not meeting our obligation to health and safety
- Internal resource is restricted, and we cannot fulfil the requirements of the works required
- If we don't have the correct resources involved to manage how closures of the cemeteries are managed, this may cause problems, as this needs to be for minimal time and conducted with sensitivity.

Assumptions – There is an assumption that...

- due to Local Authority Order, work is required and must be completed.

Dependencies – There is a dependency on...

- sufficient funding agreed to enable the project to be realised
- internal resources to fulfil design and completion of project

Constraints – A constraint is...

- operation of cemetery closure for minimal amount of time to allow works to be completed. This will be required, and it will need to be planned carefully with the assistance of Comms Team.

Opportunities – There is an opportunity to...

- to provide a safe place for visitors and those working in them.

Risks – There is a risk that...

- if a member of the public had an accident then the Council will be liable to a claim related to Health and Safety, especially as these are known problems.



- If the Council do not fulfil our obligation then families may lose confident in service, potential PR concerns and loss of future business.

14. Reviewer List:

Involved or sighted so far and to be updated on changes:

- Chris Wheeler
- PPM Group
- Victoria Worsfold/Michelle Rogers
- Engineering
- Churchyard groups

Next to be consulted

- engineering
  - Chapel consultants/ministers to be notified

15. CMT Direction

Next steps:

## Mandate Proposal - Castle MSCP

### Introduction and background

Castle multi-story car park is located on Sydenham Road in Guildford. It features a roof-top restaurant and a number of architectural 'turrets' on each corner of the structure.

A routine condition survey identified an issue with the timber cladding to the steel framed turrets. Rectifying this was the subject of a capital bid from the Car Park Maintenance Reserve in 2019 for implementation during last financial year.

More detailed investigations determined that gaining access to the turrets to undertake repairs is going to be much more complicated and expensive than originally envisaged, which has effectively stalled the project.

### 1. Why should a project be started, or growth bid considered now?

The problem identified by the condition survey remains and presents a potential health and safety risk to the public.

### 2. What is the good idea or problem to be solved?

The top of the car park structure features five 'turrets', which comprise steel frames finished with timber cladding. Four of the turrets are enclosed to form various useable spaces whilst one is an open frame around a generator enclosure.

A routine condition survey described some areas of rot to the timber cladding, which prompted a concern that it may fall from the structure. More detailed investigations during 2020 revealed that the extent of the rot is not currently so severe as to present an immediate risk but that it will require attention to prevent that situation arising in the near future.

Access to the turrets is extremely difficult, being located either six or seven stories above ground level. The external faces of the car park structure also form the site boundaries on all sides. Where space permits, some areas can be accessed from large mobile working platforms, but others will require scaffolding, and all will require permission from either private landowners or the Highways Authority.

### 3. What will be delivered? What are the success criteria? What is the purpose of the project?

The purpose of this project is to eliminate the potential risk of rotten timber cladding falling from the top of the car park structure. The cladding forms part of the aesthetic of the roof-top restaurant and so can't be removed completely, and so it is proposed to replace it with a maintenance free substitute. This will eliminate the need for expensive and complicated temporary access arrangements in the future.

### 4. What priority, corporate objective or strategy is fulfilled by this project?

The proposed work does not specifically address a corporate objective or strategy. It does, however, resolve a potential health and safety concern.

### 5. What are the strategic options available to GBC to deliver a solution?

As a project designed to repair and maintain an existing structure, there are few alternatives to affecting a repair in the manner described.

Whilst the option of doing nothing always exists, there would be an increasing risk of failure and given the height of the structure, the resulting potential for injury or death to members of the public.

6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service
<p>Whilst the asset forms part of the Customer, Case and Parking portfolio, the work will be managed and undertaken by building surveyors of the Asset Management team. As such, the relevant leads for that team are as follows:</p> <p>Dawn Hudd –Strategic Services Director          Marieke van der Reijden –Head of Asset Management</p>
7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?
Not applicable.
8. What general approach will be taken to deliver?
The project will be delivered in-house by the Building Surveying team.
9. When and why must the work/project start?
<p>We are monitoring the cladding for signs of deterioration, but it is impossible to predict with certainty when any of it may fail. There are ongoing influences from the weather, particularly the significant rainfall instances that we have experienced over the last few years. In that context, we can only recommend that the work is undertaken as soon as possible.</p> <p>The exposed nature of the work dictates that it must be undertaken between the spring and autumn months.</p>
10. What stakeholders will need to be involved?
<p>We will co-ordinate the work with our Parking team colleagues and the tenants of the roof-top restaurant.</p> <p>We will liaise with adjacent landowners and the Highways Authority to obtain the necessary permissions to erect temporary access equipment.</p>
11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?
<p>The work will be designed and managed by a building surveyor in the Asset Management team.</p> <p>Input will be required from our colleagues in Procurement to assist with tendering for the work.</p> <p>Input will be required from our Legal colleagues in connection with arranging access equipment permits and for putting the necessary works contracts in place.</p> <p>We will require the services of an external CDM coordinator to oversee compliance with the Construction (Design and Management) Regulations 2015.</p>

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12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.

The following breakdown represents the design of the repair work, undertaking the work itself and release of retention 12 months after completion.

The figures include the £60k previously agreed via capital bid in 2019.

Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2022/23	145,000		
2023/24	5,000		
Choose an item.			
Choose an item.			
<b>TOTAL</b>	150,000		

This estimate has been arrived at following preliminary discussions with contractors about how to approach the project. The actual repair work is probably only in the region of £30-40k but gaining access to do so is extremely complex. We have had some scaffold design work undertaken to inform the likely cost but have also allowed a reasonable contingency to cover unforeseen obstacles and rising construction costs.

12a. For projects, what are the potential resource costs to progress to the next stage/gate?

Subject to financial approval, the next stage of this project is to design the repair works and seek the necessary approvals to enable the work to proceed. For that we will require officer time together with some input from external consultants. We estimate the cost of this exercise to be in the region of £5-£10k.

13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks

Issue –

One of the five turrets to be repaired lies within the demise of the roof-top restaurant and its repair is the responsibility of the tenant. The complex nature of the repair makes it impractical to undertake this work alone and we have provisional agreement for them to contribute to the total cost of these works.

Assumptions –

- That permission to erect access equipment will be forthcoming from the various adjacent landowners.
- That funding for this work will be available from the Car Park Maintenance Reserve rather than the General Fund.

Constraints –

- Because of the height of the structure and the exposed nature of the working areas, this work will be very weather dependent. Significant wind or rain will have a detrimental impact on the ability to complete the work and it is for this reason that it must be undertaken during the summer and autumn months.
- The constrained nature of the site makes the work more difficult to implement.

Risks –

There are a number of broad risks associated with the project beyond those normally attributed to construction work:

- The cladding may deteriorate to the point that it becomes unsafe. Whilst we consider this to be unlikely in the short term, we are periodically monitoring the structure and will implement temporary measures should the need arise.
- It is difficult to determine the exact extent of the work required until it is possible to more closely access all areas of work. This is mitigated by contingency allowances in this proposal.
- The work is very susceptible to the effects of poor weather. This is mitigated by project planning to take advantage of the typically drier months but also by contingency allowances in this proposal.

14. Reviewer List:

Involved or sighted so far and to be updated on changes:

- Marieke van der Reijden, Head of Asset Management

Next to be consulted:

- Vicky Worsfold, Lead Specialist (Finance) & Deputy s151 Officer
- Edward Meyrick, Head of Customer, Case and Parking

15. CMT Direction

Next steps: Not applicable

<b>Mandate Proposal – car park lighting</b>
<b>Introduction and background</b>
<b>1. Why should a project be started, or growth bid considered now?</b>
The work needs to start to ensure car parks have adequate lighting to operate safely. The project is for the following Car Parks: <ol style="list-style-type: none"> <li>1. Castle Car Park</li> <li>2. York Road MSCP</li> <li>3. Leapale Road MSCP</li> <li>4. Farnham Road MSCP</li> </ol>
<b>2. What is the good idea or problem to be solved?</b>
It is a good idea and problem solved as the new lights will provide safety for the car park users and reduce energy cost in turn reducing carbon emission, the new proposed lights energy reduction will give payback on the capital cost in just over 5 years. To keep carbon emission and cost down to we are proposing to keep the outer body of the existing light and only replace internal new LED body.
<b>3. What will be delivered? What are the success criteria? What is the purpose of the project?</b>
The existing expected life of the lights is about 5 years which we are now reaching. Therefore, the new lights will provide continuity for keeping the car park well lit and safe. The criteria of the project is to ensure safe and adequate lighting for the car park users. The first 2 points all give reason for the purpose of the project but additionally the new lights will have more flexibility in its operation such only working to full capacity when people in the vicinity otherwise lights would dim down to an agreed pre-set level (10% would be good recommendation as this is required level required for emergency lights). All the points mentioned also provide good energy saving as the new LED lights are more efficient the existing so for like for like bases there is a 30% energy saving without taking into account the new dimming function that would give further savings. In the proposed tender we include item for the successful contractor provide a five year comprehensive maintenance where the light will be inspected monthly to meet the requirement of the emergency lights being tested.
<b>4. What priority, corporate objective or strategy is fulfilled by this project?</b>
Following items will help the Council meet its priority, objectives and strategy: <ol style="list-style-type: none"> <li>1. Provide safe a well-lit car park meeting the Home Office safe car park scheme</li> <li>2. Comply with health safety requirement by meeting required light levels</li> <li>3. Provide energy and carbon reduction, in turn also reducing our energy cost</li> <li>4. Ensuring emergency lights are being tested monthly and functioning</li> </ol>
<b>5. What are the strategic options available to GBC to deliver a solution?</b>
To do nothing is not a real option as in the long run it will cost more to maintain the existing lights and we could be subject to claims if any incidents occurred due to poor lighting.
<b>6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service</b>
Service Lead is Chris Wheeler, Head of Operational and Technical Services. Director is Ian Doyle and Lead Councillor is James Steel.
<b>7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?</b>
Impact of unlit or poorly lit car park could mean closing the car park down as could be deemed unsafe leading loss of revenue plus more importantly the reputational risk
<b>8. What general approach will be taken to deliver?</b>
Works will be tendered via the Councils normal procurement route using JCT form tender/contract. The successful contractor will upgrade lights as per specification and then maintain the lights for five years. Five

years maintenance is relevant as the lights will come with 5-year warranty to the contractor as they will purchase the lights.																											
<b>9. When and why must the work/project start?</b>																											
We propose to start the works in April 2022, In discussion with car park we agree a program of works with the contractor of in which order the car parks are done. We expect all the lighting upgrade works to be completed with first 5 months.																											
<b>10. What stakeholders will need to be involved?</b>																											
Car parks and its users Parking Services Comms service – to keep users aware																											
<b>11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?</b>																											
Finance, Legal, Procurement																											
<b>12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.</b>																											
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<b>12a. For projects, what are the potential resource costs to progress to the next stage/gate?</b>																											
Electrical Engineers, procurement and legal team in producing procuring document for tender, plus car park staff input																											
<b>13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks</b>																											
Issue – There is an issue that works will need to be arranged in operational car park which provides all H & S risk that are associated with this. Proper H & S plan with comprehensive risk assessments and method statements will be required by the successful contractor																											
Assumptions – There is an assumption that our estimate for energy saving based on the hours of dimming is correct, though our estimate is more on the under cautious side, but we could further mitigate this by carrying out trial to ensure our projections are correct.																											
Dependencies – There is a dependency on successful external contractor performing and delivering, this can mitigate by being diligent at procurement stage																											

Constraints – A constraint of working in a fully operational car park as already highlighted.
Opportunities – There is an opportunity to...to upgrade the existing lighting using Salix funding as the new lights would pay for themselves in just our 5 years (see separately attached payback calculation)
Risks – There is a risk that...existing car park lights will not meet the required level
<b>14. Reviewer List:</b>
Involved or sighted so far and to be updated on changes: <ul style="list-style-type: none"><li>• Operational and Technical Services</li><li>• Finance</li><li>• Strategy and Communications</li></ul> Next to be consulted <ul style="list-style-type: none"><li>• Assets</li><li>• Legal</li><li>• Procurement</li></ul>
<b>15. CMT Direction</b>
Next steps: Capital Bid Funding approval



<b>2022/23 DRAFT HRA Capital Programme</b>			
<b>Project &amp; Category</b>	<b>Description</b>	<b>Estimate</b>	<b>Notes</b>
		£	
<b>Retentions &amp; minor carry-forward</b>	Retentions and minor carry forward from projects in progress up to 31 March 2022	50,000	
<b>Refurbishment, Replacement &amp; Renewal Programme</b>			
<b>Kitchen, bathroom and electrical upgrades</b>	Renew kitchens, bathrooms and electrical installations where existing are life expired and in poor condition	4,000,000	Cyclical modernisation to maintain GBC decent housing standard and modern facilities. Replacements scheduled for 2022/23 plus catch up programme from Keystone asset management data. Properties pre-surveyed to ensure asset requires replacement.
<b>Void Properties - major refurbishment</b>	Refurbishment of individual properties to enable them to be relet	2,000,000	Estimated - major void properties requiring extensive work throughout based on current demand. Average cost of a major void in 21/22 -£34,000. Estimated number to the end of 21/22 financial year - 60
<b>Structural works - various properties</b>	Structural works including structural investigation and remedial works due to foundation subsidence or other structural issues.	800,000	Repairs and major works to structurally defective properties which includes underpinning and decant costs where necessary due the extent of works required.
<b>Renewal of doors and door entry systems</b>	Replacement of external main entrance doors and side screens and installation of new door entry systems	200,000	Doors life expired. Additional security will be provided by door entry systems to reduce ASB and link in to fire alarm (Friary House & Supported Housing) & allow fire brigade access.
<b>Replacement of windows and doors</b>	Replace life expired and unserviceable windows & doors with double glazed UPVC	500,000	Keystone asset information plus previously delayed programme
<b>Pitched roof replacement including chimneys, fascias, soffits &amp; rainwater gutters/downpipes</b>	Renew life expired roof coverings and associated works	3,000,000	includes asbestos fascia/soffit replacement. Keystone asset data information plus maintenance team input - see separate spreadsheet

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<b>Replacement of external canopies to blocks of flats</b>	Phased replacement programme of defective canopies to block entrance doors with lightweight grp canopies	150,000	phase 2 to identified blocks and walkway
<b>External wall insulation system to solid wall properties</b>	Provision of external wall insulation to solid wall properties to address poor thermal insulation (year 4 of 4 year programme)	400,000	year 4 of programme - properties tbc
<b>Compliance</b>			
<b>Front Entrance Door replacement to blocks of flats/supported housing</b>	Undertake critical Fire safety front entrance door replacement	2,500,000	Replacement of front entrance doors to flats which whilst providing protection do not comply with current increased spec fire standards
<b>Electrical testing and smoke detectors</b>	Electrical testing including remedial work and wired in smoke detector installation where required	2,400,000	Includes testing & associated repairs to communal areas in blocks of flats. Year 2 initial programme to be followed by a 5 year of rolling programme,
<b>Fire and CO detector servicing and upgrade programme</b>		500,000	To undertake a fire and CO detection testing programme to meet new Govt regulatory guidance
<b>Fire protection works following 21/22 FRAs</b>	Prioritised repair non-urgent remedial works comprising of containment, doors upgrades/replacement, signage, etc	3,500,000	works resulting from current FRA programme
<b>Mechanical &amp; Electrical</b>			
<b>Central heating boiler upgrades. Various locations</b>	Upgrading existing central heating installations with high efficiency systems	1,200,000	Annual programme of domestic gas boiler replacement to modernise the system in preparation for new energy fuels
<b>Domestic Air Source Heat Pump heating systems Various locations</b>	Replacement of aging electric heating systems with high efficiency air source heat pump central heating systems	200,000	properties tbc
<b>Lift refurbishment.</b>	Continuation of phased programme to replace obsolete lift controllers	400,000	To replace end of life obsolete lift systems where maintenance no longer feasible due to parts being no longer available - tbc

<b>CCTV</b>	Upgrade the ability to monitor fly tipping and ASB issues that are creating a fire risk	150,000	Security provision to supported housing schemes with part time on site management
<b>General</b>			
<b>Asbestos Removal - general</b>	Removal, disposal and replacement of finishes under fully controlled asbestos removal conditions	200,000	various sites
<b>Garage forecourt resurfacing programme</b>	Resurfacing of forecourt areas to garage blocks where existing surface in poor condition.	200,000	Various sites - continuation of rolling annual planned maintenance programme.
<b>Resurfacing of Access Roads</b>	Resurfacing of road and access ways	350,000	tbc
<b>Condition Appraisals</b>	Annual programme of condition appraisal surveys	100,000	Annual programme budget allowance for Keystone asset data condition surveys
<b>Damp &amp; condensation control programme</b>	new programme	1,000,000	Following EPC survey programme, inc for ventilation & monitoring systems . Estimated cost proposed - review being commissioned 21/22
	<b>Sub Total</b>	<b>23,800,000</b>	
<b>Other Capital</b>			
<b>Environmental improvements</b>	General environmental improvements at sites to be agreed & subject to resident consultation.	50,000	confirm remains as per 21/22
<b>Disabled adaptations Various locations</b>	Works to alter, adapt Council owned dwellings for the benefit of people with disability.	650,000	confirm remains as per 21/22
<b>Software systems</b>	Provision to upgrade essential business software	?	additional & separate to BC review
<b>Programme support.</b>	Programme support & development to support HRA Business Plan	?	additional & separate to BC review
	<b>Total</b>	<b>24,500,000</b>	

## **Mandate Proposal to upgrade or replace Housing Management & Asset Software Management Systems**

### **1. Introduction and background**

Orchard, the current and main Housing Management System, has been used by the Council for more than 20 years. Keystone (by Civica) is used in tandem to Orchard as the housing property asset management system (full details in dependencies, section 13). This mandate covers both systems which work independently of one another.

Both systems are internally hosted and currently reside on the old Guildford network and prior to any upgrade or replacement a lift and shift to the new network is planned by IT, as part of the IT Refresh Programme, timescales within 3-4 months.

Orchard and Keystone are coming to the end of their life and the providers will no longer update them which pose a problem to support internally. A short-term fix will be to move them over to the new network. There will still be a support issue related to the products being retired. Civica have retired Keystone as a product and introduced Cx Asset management.

If it is not possible to merge both systems in one solution the options with Keystone are:

1. To move Keystone to the new network and to upgrade to the latest version, however this would still use the outdated Microsoft Silverlight (which is also coming to end of its life and will not provide a suitable solution).
2. A new installation of Cx Asset Management on the new network and the migration of data from Keystone could be progressed.

This situation presents a need to move to a new modern system that fits with the corporate direction of cloud first and can provide all functionality in one system, including interfaces with existing systems such as Business World and Sales Force.

This proposal was considered by CMT Strategic Session on 3rd November, ICT Digital Board on 9th November and Executive Liaison, in case of comment, and is now being brought to JEAB for support in progressing work to upgrade or replace the systems as part of the ICT forward plan for next financial year and into the ICT Capital programme.

The funds for this would come from the Housing Revenue Account. Option 1 in section 5 is proposed which is for a new combined Solution.

### **2. Why should a project be started now?**

The Council has used the system for over 20 years and a review is well overdue to understand if there is a more productive system which offers a better solution and aligns with corporate goals. The current software does not allow for the progression such as self-service, improving processes and efficiencies and is labour intensive.

Manual work arounds have also had to be developed for integration with other Council systems, and much of the system configuration for specifications and costings dates back to

1996 and do not meet current or planned needs, and would improve the way in which data is managed with improved security.

A new or upgraded system would provide a robust financial basis for the delivery of services with integration and workflow capabilities, facilitating mobile working and improved customer care and support. Making some internal processes more streamlined and flexible, would stop duplication of works (due to process) and time savings to utilise elsewhere, it will also facilitates compliance with forthcoming building safety legislation.

### **3. What is the good idea or problem to be solved?**

The Orchard system is a database against which costs, income and services are mapped and integrated. The structure does not allow this information to be used effectively due to the structural inadequacies of the system. Both systems are aging legacy systems and will no longer be fit for purpose. The Council needs an integrated, reliable, and interactive housing management and asset system which can develop with the business as it adapts, while fulfilling all current and new business requirements.

The new system could offer the following improvements:

- Web browser-based Cloud solution which is flexible with a spatial element to make use of the spatial data held in existing GIS systems as well as new GIS capabilities
- Mobile Application that can be used by staff to improve efficiencies but also provide resilience for the team
- A new interface for other existing systems such as Salesforce to ensure that the Council has a consistent approach to all customer web interfaces and provide self-service options
- Ability to generate workflows and easily create and amend the schedule of rates to prevent duplicating works
- Integration with wider Council and contractor systems such as Business World
- Perform a clean-up of Orchard data.

### **4. What is the purpose of the project? What will be delivered? What are the success criteria?**

The purpose of the project is to provide the Council with modern cloud hosted reliable system, to suit our business needs and the security requirements of the management of the Councils housing stock. Either through upgrade or replacement the system needs to not only provide the daily management but also provide for areas as set out previously. In addition to which this type of system can provide further benefits as information is in real time and can improve reporting, audits, and tracking especially linking to the risk management framework, including health & safety, fire regulations compliance.

Main Scope/coverage (Database, Workflows, Modules & interfaces):-

- Housing Management functions (Tenancy, ASB)
- Income (Rents and service charges)
- Housing Repairs management (Both R&M and minor works/voids)
- Planned capital programme
- Asset Management
- Surveying and related links to scheduled compliance visit/certification software
- Customer flows (including any links to or through Salesforce) this should include customer feedback, job tracking, customer interaction and complaints
- Workflows
- Leaseholder management
- Voids
- KPI reporting outputs across the disciplines
- Interface with other Council systems
- Contractors' interfaces.

If the business achieved the desired outcome, customers would benefit by feeling empowered by selfservice options and understanding the status of requests at their fingertips. Staff would have easier to use, reliable systems which could provide real time updates and links especially to those in the field, enabling them to work with more agility in the delivery of services. Interfaces with internal systems for easier billing/invoicing and charging. The project would deliver improved business continuity and resilience, improve business efficiencies and improved interaction with customers.

#### **5. What priority, corporate objective or strategy is fulfilled by this project?**

This is a business-critical system and high priority to be compliant in line with Corporate objectives.

An upgrade or replacement system would support corporate objectives/strategies in cloud hosted system, in providing self-service options, improved processes, and for mobile and agile working which link with other goals related to greener initiatives.

In line with Procurement guidelines, the Council needs to re-tender to ensure that the service get the best available system, for the best value to meet business requirements.

#### **6. What are the strategic options available to GBC to deliver a solution?**

##### **Option 1**

New combined Solution Procurement exercise to progress with successful change of systems and either replace with a new combined housing and asset system or undertake full upgrade for both existing systems with innovative solutions.

The new system will require new system build work including financial and contractor updates, data review, workflow build, schedule of rates. The current operation of the system will continue to have security and support risks during this time.

In order to achieve this most Housing systems do not have a combined workflow functionality and may require a bolt on. In addition to which most systems do not provide storage and if not combined in new system will need to be investigated as part of this solution should a corporate solution not be in place.

The work would need to dovetail into the Councils IT Strategy regarding Workflow and storage management systems,

In conjunction with Option 1 the Council need to consider economies of scale by partnering with Waverley as part of the wider opportunities for collaboration.

Overall it is expected that this project will take 18-24 months until the new systems are in place.

## **Option 2**

Upgrade systems Upgrade Orchard system in the short term and Keystone to Cx Asset management and both onto the new network. Even though this is an upgrade only this will still require data clean-up data and information, and further updates/upgrades which will make ready the system in preparation for any future procurement exercise to update the system later.

This will require extensive rebuilding of a number of elements of file structure, building schedule of rates and will take an extended period and support from the IT providers at a time when support is ending, and systems are being retired.

This work would need to be undertaken through a competitive tender and not a simple upgrade. Therefore, for the time being an update to the new network will be undertaken, but the system will need to continue to use Silverlight.

A solution for workflows and storage would still need to be sourced as mentioned in option 1. It is thought that under 365 that storage would not be GDPR compliant. The expected timescale for this work would be 12-18 months

## **Option 3 – Do nothing**

This option would be least favourable as it would mean that:-

- The system would become unsupported
- Compliance with GDPR regulation would be unachievable

- Work orders would remain a manual process and not self-service as planned and continue to be labour intensive
- System structures would become increasingly obsolete with increased reliance and use of spreadsheets and manual systems
- The recommendation by procurement and company guidance related to end of contract terms and when to carry out procurement exercises would be ignored.

Therefore based on consideration of the information available Option 1 is recommended as the Option to be progressed.

### **7. What general approach will be taken to deliver?**

Procurement will support the purchasing of a new system or upgrade via the procurement process, with input from Legal related to contract terms. Programme/Project manager to lead the project on behalf of housing -all sign offs by Housing Manager, Technical Services Manager, or service Lead

### **8. When and why must the project start?**

The project timeline is estimated to be 18-24 months from start, due to the complexity of the housing systems, channels involved and the complex data matching requirements.

Before any transfer can happen, significant internal works are required by a data specialist to get them into the best possible shape to enable a successful data transfer.

In addition to which internal systems, process including Customer contact, finance, data along with those with housing and Technical Services will require considerable development to allow the benefits of the new system to be achieved. It is estimated that this would start at the beginning of the next financial year utilising funding from the Housing Revenue Account.

### **9. What resources (internal and external) are needed to consider this mandate and to develop the business case?**

*Stakeholder (internal)* resource required Adhoc during project

- Housing Manager
- Housing data/admin resources
- Technical services knowledge
- ICT Specialist resources

There is likely to be an impact to BAU when using the internal resources required but this will be minimised where possible to use at key points due to their knowledge and skill sets.



*Additional specialist resources required for the period of project*

Existing teams do not have the capacity, knowledge, or experience to run/manage this project, it will need to be supported using additional specialist resources to minimise the impact to the business and the project timing.

*Programme/project Manager*

A dedicated Project Manager is required to oversee the development of this project and will need to be resourced. This post will have responsibility/oversight of overall project and ensure success criteria, deliverables, timeline, and cost are all met and different strands kept on track. It will also oversee application of knowledge, skills, tools, resources used in correct areas/activities to meet objectives. Be link between supplier and the Council and to report back on progress or any critical issues. Involvement in business analysis with other experts to ensure outputs are as planned.

*Options Assessment*

It is proposed to engage the services of a specialist housing IT and architecture experts to assist with the development of options for the next system.

*Data Specialists*

There are different modules, streams, rates of works, schedules of works that are complex which will include recoding, address matching, data mapping, formats of work, technical testing and testing of outputs, integration and interfaces, schedules and rates of works, GIS, and workflow mapping. Looking at business processes and Business Analysis.

*IT Specialists with Housing and IT Architecture experience*

Assist to develop technical specification required for changes, assessments, and reviews at different stages, assist with identifying need on data collection, technical support throughout in relation to the scope of the project and support of teams, looking at business processes and testing plans and output. The IT specialist will be steered by our internal IT sources (JB/DS) and PM in relation to works carried out and support the Data Specialist as some work will cross over.

*Test Manager*

As this is complex it will require a lot of testing across systems/functions. A Test manager will be required to manage all testing, risks and reporting during the testing phase. (A lesson from Salesforce implementation was this is a resource that is needed in complex implementations).

*Other* - Potential back fill for housing, Technical Services, and finance specialist during peak times such as discovery, data, and testing, as required. In addition, there will need to be resources identified by the Council's contractors to facilitate development and implement the systems.

**10. What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the project and live service? What are the potential resource costs to progress to the next stage/gate?**

Estimates of Costs without procurement exercise cannot be specific on system costs, so estimates have been provided below:-

- Upgrade of systems would need to be developed as part of the initial project development however, if moved soon after upgrade, then this would be an unrecoverable cost.
- ROM Startup costs for new system, to develop, establish the system costs are expected to be in excess of £1m
- Annual license and support costs these are expected to be in the region of £150kpa
- Additional Resourcing for duration of project (based on 24 months) as highlighted in section 11 - £300pa
- Additional Hardware to facilitate agile working £20k including tablets for off-site working such as inspections, surveys
- Internal experts will be required at key points in the project which is likely to be an impact to BAU. This will be minimised to use at key points due to their knowledge and skill sets. The impact in time and estimated resource costs will be looked later in the project.

Summary of estimated costs for option 1

- Project set up costs £1.9m (2yrs), spend 50% yr. 1 & 50% yr. 2
- Contract value over 5yrs in excess of £2.35m

**11. Recommendation**

- a. That Option 1 is developed and brought forward through the Councils Mandaite and Business Case Framework.
- b. Provision is made with the HRA Budget to support the development of this work.
- c. This project is included as part of the Council ICT and Digital Programme Board.

**GENERAL FUND CAPITAL PROGRAMME - ESTIMATED EXPENDITURE 2021-22 to 2026-27**

Ref	Directorate/Service and Capital Scheme name	Approved gross estimate (a) £000	Cumulative spend at 31-03-21 (b) £000	2021-22		Expenditure at P8 (e) £000	Projected exp est by project officer (f) £000	2022-23 Est for year (ii) £000	2023-24 Est for year (iii) £000	2024-25 Est for year (iv) £000	2025-26 Est for year (v) £000	2026-27 Est for year (v) £000	Future years est exp (g) £000	Projected expenditure total (b)+(f)+(g)= (h) £000	Grants / Contributions towards cost of scheme (i) £000	Funded from Reserves (j)	Net cost of scheme (h)-(i)-(j)= (k) £000
				Estimate approved by Council in February (c) £000	Revised estimate (d) £000												
<b>APPROVED SCHEMES</b>																	
<b>COMMUNITY DIRECTORATE</b>																	
	<b>General Fund Housing</b>																
	Disabled Facilities Grants		annual	605	605	417	605	605	605	605	-	1,815	2,420	(806)	-	1,614	
	Better Care Fund		annual	-	-	253	-	-	-	-	-	-	-	-	-	-	
	Home Improvement Assistance		annual	-	-	13	-	-	-	-	-	-	-	-	-	-	
	Solar Energy Loans		annual	-	-	-	-	-	-	-	-	-	-	-	-	-	
	BCF TESH Project		annual	-	-	-	-	-	-	-	-	-	-	-	-	-	
	BCF Prevention grant		annual	-	-	26	-	-	-	-	-	-	-	-	-	-	
	SHIP		annual	-	-	-	-	-	-	-	-	-	-	-	-	-	
	General Grants to HAs		annual	100	100	-	100	100	100	100	-	300	400	-	-	400	
	General feasibility, site preparation costs for affordable housing		annual	120	-	-	-	-	-	-	-	-	-	-	-	-	
	Bright Hill Car Park Site			79	-	-	-	-	-	-	-	-	-	-	-	-	
	Garage Sites-General			163	-	-	-	-	-	-	-	-	-	-	-	-	
	Guildford Park feasibility			-	-	-	-	-	-	-	-	-	-	-	-	-	
	Shawfield			2	-	-	-	-	-	-	-	-	-	-	-	-	
	Site B10b feasibility			2	-	-	-	-	-	-	-	-	-	-	-	-	
	Redevelopment bid 13			193	-	-	-	-	-	-	-	-	-	-	-	-	
	Asset Management			-	-	-	-	-	-	-	-	-	-	-	-	-	
ED14(e)	Void investment property refurbishment works	570	383	-	47	-	47	-	-	-	-	-	560	-	-	560	
	Unit 2 The Billings void works (complete)	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	
ED14	5 High Street void works	-	-	11	13	-	13	-	-	-	-	-	-	-	-	-	
ED15	1 Midleton void works	-	-	-	2	-	2	-	-	-	-	-	-	-	-	-	
	C4 41 Moorfield Road Slyfield void works	-	-	-	124	10	114	10	-	-	-	-	-	-	-	-	
ED14	10 Midleton void works	230	222	-	8	-	8	-	-	-	-	-	230	(100)	-	130	
ED21	Methane gas monitoring system	100	45	51	55	-	4	51	-	-	-	51	100	-	-	100	
ED22	Energy efficiency compliance - Council owned properties	245	82	163	163	1	-	163	-	-	-	-	245	-	-	245	
ED26	Bridges -Inspections and remedial works	317	201	100	116	2	116	-	-	-	-	-	317	-	-	317	
ED41	The Billings roof	200	29	170	171	9	171	-	-	-	-	-	200	-	-	200	
ED44	Broadwater cottage	319	300	-	19	46	19	-	-	-	-	-	319	-	-	319	
ED45	Gunpowder mills - scheduled ancient monument	222	196	-	26	0	6	-	-	-	-	-	202	-	-	202	
ED51(p)	Guildford House Exhibition lighting	50	-	-	50	51	50	-	-	-	-	-	50	-	-	50	
ED53	Tyting Farm Land-removal of barns and concrete hardstanding	200	143	-	57	1	(0)	57	-	-	-	57	200	-	-	200	
ED56	Foxenden Tunnels safety works	110	28	-	82	16	82	-	-	-	-	-	110	-	-	110	
ED57	Holy Trinity Church boundary wall	63	52	2	11	1	11	-	-	-	-	-	63	-	-	63	
CP1	SMP Ph1 Calorifer replacement	28	-	28	28	-	-	-	-	-	-	-	-	-	-	-	
CP2	SMP Main pavilion amenity club	50	3	-	47	70	47	-	-	-	-	-	50	-	-	50	
CP3	SMP cricket pavilion	120	4	116	116	139	116	-	-	-	-	-	120	-	-	120	
	<b>COMMUNITY DIRECTORATE TOTAL</b>	<b>2,824</b>	<b>2,126</b>	<b>1,466</b>	<b>1,841</b>	<b>1,058</b>	<b>1,512</b>	<b>986</b>	<b>705</b>	<b>705</b>	<b>0</b>	<b>0</b>	<b>2,386</b>	<b>5,586</b>	<b>-906</b>	<b>4,680</b>	
<b>ENVIRONMENT DIRECTORATE</b>																	
<b>Operational Services</b>																	
OP1/OP	Flood resilience measures (use in conjunction with grant)	445	324	121	121	-	121	-	-	-	-	-	445	-	-	445	
OP5	Mill Lane (Pirbright) Flood Protection Scheme	71	55	16	16	-	16	-	-	-	-	-	71	(19)	-	52	
OP6	Vehicles, Plant & Equipment Replacement Programme	10,665	9,242	566	1,423	917	1,423	-	-	-	-	-	10,665	(26)	-	10,639	
OP26	Merrow lane grille & headwall construction	60	3	57	57	-	57	-	-	-	-	-	60	-	-	60	
OP27	Merrow & Burpham surface water study	15	-	15	15	-	15	-	-	-	-	-	15	-	-	15	
OP28	Crown court CCTV	10	-	10	10	-	-	10	-	-	-	-	10	-	-	10	
OP22	Town Centre CCTV upgrade	250	-	250	250	-	-	250	-	-	-	-	250	-	-	250	
<b>Parks and Leisure</b>																	
P	PL11 Spectrum Roof replacement	4,000	1,783	151	168	8	168	-	-	-	-	-	3,100	-	-	3,100	
	Spectrum roof - steelwork ph2	-	409	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Spectrum roof - steelwork ph3	-	740	-	-	-	-	-	-	-	-	-	-	-	-	-	
PL15	Infrastructure works: Guildford Commons	150	4	-	2	-	2	-	-	-	-	-	6	-	-	6	
PL15(a)	Infrastructure works: Guildford Commons: Merrow	-	15	-	-	-	-	-	-	-	-	-	15	-	-	15	
PL15(b)	Infrastructure works: Guildford Commons: Shalford	-	129	-	-	-	-	-	-	-	-	-	129	-	-	129	
PL20(c)	Redevelopment of Westborough and Park barn play area	320	-	320	320	-	-	320	-	-	-	-	320	-	-	320	
PL34	Stoke cemetery re-tarmac	47	-	47	47	-	47	-	-	-	-	-	47	-	-	47	
PL35	Woodbridge rd sportsground replace fencing(complete)	280	278	-	3	4	3	-	-	-	-	-	280	-	-	280	
PL42	Pre-sang costs	100	57	-	43	43	43	-	-	-	-	-	100	-	-	100	
PL57	Parks and Countryside - repairs and renewal of paths,roads	295	150	130	145	43	108	37	-	-	-	-	295	-	-	295	
PL58	Shalford Common - regularising car parking/reduction of	121	26	99	95	3	5	30	60	-	-	90	121	-	-	121	
PL60	Traveller encampments	53	-	48	53	-	25	28	-	-	-	28	53	-	-	53	
PL60	Traveller transit site provision	127	-	75	127	-	-	127	-	-	-	-	127	-	127	-	
	<b>ENVIRONMENT TOTAL DIRECTORATE</b>	<b>17,009</b>	<b>13,216</b>	<b>1,905</b>	<b>2,895</b>	<b>1,017</b>	<b>2,033</b>	<b>802</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>825</b>	<b>16,111</b>	<b>(45)</b>	<b>15,939</b>	
<b>FINANCE DIRECTORATE</b>																	
FS1	Capital contingency fund	annual	-	5,000	5,000	-	45	2,000	2,000	2,000	2,000	2,000	10,000	10,045	-	-	10,045

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Appendix 4

GENERAL FUND CAPITAL PROGRAMME - ESTIMATED EXPENDITURE 2021-22 to 2026-27

Ref	Directorate/Service and Capital Scheme name	Approved gross estimate (a) £000	Cumulative spend at 31-03-21 (b) £000	2021-22		Expenditure at P8 (e) £000	Projected exp est by project officer (f) £000	2022-23 Est for year (ii) £000	2023-24 Est for year (iii) £000	2024-25 Est for year (iv) £000	2025-26 Est for year (v) £000	2026-27 Est for year (v) £000	Future years est exp (g) £000	Projected expenditure total (b)-(f)+(g) = (h) £000	Grants / Contributions towards cost of scheme (i) £000	Funded from Reserves (j)	Net cost of scheme (h)-(i)-(j) = (k) £000
				Estimate approved by Council in February (c) £000	Revised estimate (d) £000												
<b>RESOURCES DIRECTORATE TOTAL</b>		<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>45</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>10,000</b>	<b>10,045</b>	<b>0</b>		<b>10,045</b>
<b>DEVELOPMENT/INCOME GENERATING/COST REDUCTION PROJECTS</b>																	
<b>Development / Infrastructure</b>																	
ED54	Rodboro Buildings - electric theatre through road and parking	450	27	422	423	6	128	250	11	-	-	-	261	416	-		416
P5	Walnut Bridge replacement	5,098	2,947	17	2,151	1,132	2,151	-	-	-	-	-	-	5,098	(2,456)	(950)	1,691
	SMC(West) Phase 1	4,403	1,567	1,658	2,836	106	300	100	-	-	-	-	100	1,967	(914)		1,052
P16	A331 hotspots	3,930	351	500	3,579	1	3,579	-	-	-	-	-	-	3,930	(2,939)		991
P14	Town Centre Approaches	1,033	453	400	580	384	580	-	-	-	-	-	-	1,033	(700)		333
P22	Ash Bridge Land acquisition	120	104	-	16	7	16	-	-	-	-	-	-	120	-		120
P21	Ash Road Bridge	33,770	2,780	19,697	10,525	2,049	7,700	21,800	1,490	-	-	-	23,290	33,770	(30,400)		3,370
P21	Ash Road Footbridge	500	29	279	180	6	180	255	36	-	-	-	291	500	-	-	500
P11	Guildford West (PB) station	500	-	500	500	-	-	500	-	-	-	-	500	500	-		500
<b>Development Financial</b>																	
	Investment in North Downs Housing (60%)	15,180	11,142	1,682	4,038	1,605	2,965	1,073	-	-	-	-	1,073	15,180	-		15,180
	Equity shares in Guildford Holdings Ltd (40%)	10,120	7,433	1,117	2,687	1,074	1,977	710	-	-	-	-	710	10,120	-		10,120
ED49	Middleton Ind Est Redevelopment	9,350	5,319	3,700	4,031	3,444	4,031	-	-	-	-	-	-	9,350	-		9,350
P12	Property acquisitions	33,520	8,309	25,000	25,211	219	219	24,992	-	-	-	-	24,992	33,520	-		33,520
PL9	Rebuild Crematorium	11,822	10,909	-	127	16	127	-	-	-	-	-	-	11,036	-		11,036
ED27	North Street Development / Guild Town Centre regeneration	1,477	1,137	-	340	171	340	-	-	-	-	-	-	1,477	(150)		1,327
P22	Guildford Economic Regeneration (GER) Programme	1,100	-	1,100	-	-	1,100	-	-	-	-	-	-	1,100	-		1,100
ED32	Internal Estate Road - CLLR Phase 1	11,139	10,913	-	226	32	226	-	-	-	-	-	-	11,139	(5,107)		6,032
P	ED6 Slyfield Area Regeneration Project (SARP)	98,444	8,420	28,347	17,460	6,682	17,460	52,730	3,436	-	-	-	56,166	98,644	(42,674)		55,970
	ED6 WUV - Allotment relocation	200	612	-	-	1,758	-	-	-	-	-	-	-	-	-		-
	ED6 WUV - Int roads, Site clearance	-	1	-	-	-	-	-	-	-	-	-	-	-	-		-
	ED6 WUV - New GBC Depot	2,480	59	-	2,421	813	2,421	-	-	-	-	-	-	2,480	-		2,480
	ED6 WUV - Thames Water relocation	-	14,895	-	-	738	-	-	-	-	-	-	-	-	-		-
	ED6 WUV - Land Purchase	-	1,091	-	-	-	-	-	-	-	-	-	-	-	-		-
<b>DEVELOPMENT/INCOME GENERATING/COST REDUCTION</b>		<b>244,636</b>	<b>88,497</b>	<b>84,419</b>	<b>78,430</b>	<b>20,244</b>	<b>45,499</b>	<b>102,410</b>	<b>4,973</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>107,383</b>	<b>241,379</b>	<b>-85,340</b>	<b>-950</b>	<b>155,089</b>
<b>APPROVED SCHEMES TOTAL</b>		<b>264,468</b>	<b>103,839</b>	<b>92,790</b>	<b>88,165</b>	<b>22,319</b>	<b>49,088</b>	<b>106,198</b>	<b>7,738</b>	<b>2,705</b>	<b>2,000</b>	<b>2,000</b>	<b>120,594</b>	<b>273,120</b>	<b>-86,291</b>	<b>-950</b>	<b>185,752</b>
non-development projects total		19,833	15,342	8,371	9,735	2,075	3,589	3,788	2,765	2,705	2,000	2,000	13,211	31,741	-951	0	30,663
development/infrastructure - non-financial benefit		49,804	8,258	23,473	20,790	3,692	14,634	22,905	1,537	0	0	0	24,442	47,333	-37,409	-950	8,974
development- financial benefit		194,832	80,240	60,946	57,640	16,552	30,865	79,505	3,436	0	0	0	82,941	194,046	-47,931	0	146,115
<b>TOTAL</b>		<b>264,468</b>	<b>103,839</b>	<b>92,790</b>	<b>88,165</b>	<b>22,319</b>	<b>49,088</b>	<b>106,198</b>	<b>7,738</b>	<b>2,705</b>	<b>2,000</b>	<b>2,000</b>	<b>120,594</b>	<b>273,120</b>	<b>-86,291</b>	<b>-950</b>	<b>185,752</b>
<b>SUMMARY</b>																	
<b>APPROVED SCHEMES - TOTAL</b>		<b>264,468</b>	<b>103,839</b>	<b>92,790</b>	<b>88,165</b>	<b>22,319</b>	<b>49,088</b>	<b>106,198</b>	<b>7,738</b>	<b>2,705</b>	<b>2,000</b>	<b>2,000</b>	<b>120,594</b>	<b>273,120</b>	<b>(86,291)</b>		<b>185,752</b>
<b>GRAND TOTAL</b>		<b>264,468</b>	<b>103,839</b>	<b>92,790</b>	<b>88,165</b>	<b>22,319</b>	<b>49,088</b>	<b>106,198</b>	<b>7,738</b>	<b>2,705</b>	<b>2,000</b>	<b>2,000</b>	<b>120,594</b>	<b>273,120</b>	<b>(86,291)</b>		<b>185,752</b>

GENERAL FUND CAPITAL PROGRAMME - ESTIMATED EXPENDITURE 2021-22 to 2026-27

Ref	Directorate / Service Units Capital Schemes	Gross estimate approved by Executive (a) £000	Cumulative spend at 31-03-21 (b) £000	2021-22		Expenditure at P8 (f) £000	Projected expenditure by project officer (g) £000	2022-23 Est for year (i) £000	2023-24 Est for year (ii) £000	2024-25 Est for year (iii) £000	2025-26 Est for year (iv) £000	2026-27 Est for year (v) £000	Future years estimated expenditure (h) £000	Projected expenditure total (b)+(g)+(h)=(i) £000	Grants or Contributions towards cost of scheme (j) £000	Net total cost of scheme to the Council (i) - (j) = (k) £000
				Estimate approved by Council in February (c) £000	Revised estimate (e) £000											
<b>PROVISIONAL SCHEMES (schemes approved in principle; further report to the Executive required)</b>																
<b>COMMUNITY DIRECTORATE</b>																
<b>Corporate Property</b>																
ED21(P)	Methane gas monitoring system	150	-	-	-	-	-	-	150	-	-	-	150	150	-	150
ED22(P)	Energy efficiency compliance - Council owned properties	950	-	-	-	-	-	-	950	-	-	-	950	950	-	950
ED26(P)	Bridges	370	-	370	370	-	370	-	-	-	-	-	370	370	-	370
ED48(P)	Westfield/Moorfield rd resurfacing	3,152	-	-	-	-	-	-	-	-	3,152	-	3,152	3,152	-	3,152
ED56(P)	Land to the rear of 39-42 Castle Street	10	-	-	-	-	-	10	-	-	-	-	10	10	-	10
CP5	Energy & CO2 reduction in Council non HRA properties	2,268	-	768	768	-	768	500	500	500	-	-	1,500	2,268	-	2,268
<b>Office Services</b>																
BS3(p)	Milmead House - M&E plant renewal	33	-	-	-	-	-	33	-	-	-	-	33	33	-	33
<b>COMMUNITY DIRECTORATE TOTAL</b>		<b>6,933</b>	<b>-</b>	<b>1,138</b>	<b>1,138</b>	<b>-</b>	<b>1,138</b>	<b>543</b>	<b>1,600</b>	<b>500</b>	<b>3,152</b>	<b>-</b>	<b>5,795</b>	<b>6,933</b>	<b>-</b>	<b>6,933</b>
<b>ENVIRONMENT DIRECTORATE</b>																
<b>Operational Services</b>																
OP5(P)	Mill Lane (Pirbright) Flood Protection Scheme	200	-	-	-	-	-	-	200	-	-	-	200	200	(20)	180
OP6(P)	Vehicles, Plant & Equipment Replacement Programme	780	-	780	780	-	-	780	-	-	-	-	780	780	-	780
OP21(P)	Surface water management plan	200	-	-	-	-	-	-	200	-	-	-	200	200	-	200
<b>Parks and Leisure</b>																
PL16(P)	New burial grounds - acquisition & development	88	38	30	50	-	50	-	-	-	-	-	-	88	-	88
PL18(P)	Refurbishment / rebuild Sutherland Memorial Park Pavilion	150	-	-	-	-	-	-	150	-	-	-	150	150	-	150
PL45(p)	Stoke Pk gardens water feature refurb	40	-	40	40	-	-	40	-	-	-	-	40	40	(29)	11
PL56(p)	Stoke Park Masterplan enabling costs - to come out	500	-	200	250	-	-	350	150	-	-	-	500	500	-	500
PL57(p)	Parks and Countryside - repairs and renewal of paths,roads	1,442	-	992	1,042	-	192	250	250	250	250	250	1,250	1,442	-	1,442
PL58(p)	Sports pavilions - replace water heaters	154	-	42	70	-	-	-	-	154	-	-	154	154	-	154
PL59(p)	Milmead fish pass	60	-	60	60	-	-	60	-	-	-	-	60	60	-	60
<b>ENVIRONMENT DIRECTORATE TOTAL</b>		<b>3,614</b>	<b>38</b>	<b>2,144</b>	<b>2,292</b>	<b>-</b>	<b>242</b>	<b>1,480</b>	<b>800</b>	<b>554</b>	<b>250</b>	<b>250</b>	<b>3,334</b>	<b>3,614</b>	<b>(49)</b>	<b>3,565</b>
<b>DEVELOPMENT/INCOME GENERATING/COST REDUCTION PROJECTS</b>																
<b>Development / Infrastructure</b>																
Investment in North Downs Housing		30,100	-	5,518	5,518	-	-	5,518	12,539	-	-	-	18,057	18,057	-	18,057
Equity shares in Guildford Holdings Ltd		-	-	3,683	3,683	-	-	3,683	8,360	-	-	-	12,043	12,043	-	12,043
P10(p)	Sustainable Movement Corridor	6,045	-	-	-	-	-	-	-	6,045	-	-	6,045	6,045	-	6,045
P11(p)	Guildford West (PB) station	4,700	-	1,000	1,000	-	-	1,000	3,700	-	-	-	4,700	4,700	(3,700)	1,000
P17(p)	Bus station relocation	500	-	-	-	-	-	-	-	500	0	-	500	500	-	500
P21(p)	Ash Road Footbridge	4,521	-	4,521	4,521	-	-	-	183	4,288	50	-	4,521	4,521	(2,500)	2,021
<b>Development Financial</b>																
ED49(p)	Redevelop Middleton industrial estate	5,557	-	5,557	5,557	-	5,557	-	-	-	0	-	-	5,557	-	5,557
ED16(P)	Styfield Area Regeneration Project (SARP) (GBC share)	222,684	-	-	-	-	-	-	73,584	28,697	34,881	24,342	216,594	216,594	(52,300)	164,294
ED38(P)	North Street development	1,500	-	1,000	1,000	-	-	150	150	50	50	50	1,500	1,500	-	1,500
HC4(p)	Bright Hill Development (to HRA)	13,500	-	680	680	-	-	-	-	-	-	-	-	-	-	-
P12(p)	Property acquisitions	38,292	-	28,292	28,292	-	-	28,292	10,000	-	0	-	38,292	38,292	-	38,292
<b>DEVELOPMENT/INCOME GENERATING/COST REDUCTION PROJECTS TOTAL</b>		<b>327,399</b>	<b>-</b>	<b>50,251</b>	<b>50,251</b>	<b>-</b>	<b>5,557</b>	<b>38,643</b>	<b>108,516</b>	<b>39,580</b>	<b>34,981</b>	<b>24,392</b>	<b>302,252</b>	<b>307,809</b>	<b>(58,500)</b>	<b>249,309</b>
<b>PROVISIONAL SCHEMES - GRAND TOTALS</b>		<b>337,946</b>	<b>38</b>	<b>53,533</b>	<b>53,681</b>	<b>-</b>	<b>6,937</b>	<b>40,666</b>	<b>110,916</b>	<b>40,634</b>	<b>38,383</b>	<b>24,642</b>	<b>311,381</b>	<b>318,356</b>	<b>(58,549)</b>	<b>259,807</b>
non development projects		10,547	38	3,282	3,430	-	1,380	2,023	2,400	1,054	3,402	250	9,129	10,547	(49)	10,498
development/infrastructure - non-financial benefit		45,866	0	14,722	14,722	0	0	10,201	24,782	10,833	50	0	45,866	45,866	-6,200	39,666
development- financial benefit		281,533	0	35,529	35,529	0	5,557	28,442	83,734	28,747	34,931	24,392	256,386	261,943	-52,300	209,643
<b>TOTAL</b>		<b>337,946</b>	<b>38</b>	<b>53,533</b>	<b>53,681</b>	<b>0</b>	<b>6,937</b>	<b>40,666</b>	<b>110,916</b>	<b>40,634</b>	<b>38,383</b>	<b>24,642</b>	<b>311,381</b>	<b>318,356</b>	<b>(58,549)</b>	<b>259,807</b>
<b>SUMMARY</b>																
<b>PROVISIONAL SCHEMES - TOTAL</b>		<b>337,946</b>	<b>38</b>	<b>53,533</b>	<b>53,681</b>	<b>-</b>	<b>6,937</b>	<b>40,666</b>	<b>110,916</b>	<b>40,634</b>	<b>38,383</b>	<b>24,642</b>	<b>311,381</b>	<b>318,356</b>	<b>(58,549)</b>	<b>259,807</b>
<b>GRAND TOTAL</b>		<b>337,946</b>	<b>38</b>	<b>53,533</b>	<b>53,681</b>	<b>-</b>	<b>6,937</b>	<b>40,666</b>	<b>110,916</b>	<b>40,634</b>	<b>38,383</b>	<b>24,642</b>	<b>311,381</b>	<b>318,356</b>	<b>(58,549)</b>	<b>259,807</b>

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GENERAL FUND CAPITAL SCHEMES - PROJECTS FUNDED VIA RESERVES: ESTIMATED EXPENDITUR

Item No.	Projects & Sources of Funding	Approved gross estimate	Cumulative spend at 31-03-21	2021-22 Estimate approved by Council in February	Revised estimate	Expenditure at P8	Projected exp est by project officer	2022-23 Est for year	2023-24 Est for year	2024-25 Est for year	2025-26 Est for year	2026-27 Est for year	Future years est exp	Projected expenditure total
		(a)	(b)	(c)		(e)	(f)	(i)	(ii)	(iii)	(iv)	(v)	(g)	(b)+(f)+(g) = (h)
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	<b>COMMUNITY DIRECTORATE</b>													
	<u>ENERGY PROJECTS per SALIX RESERVE:(PR220)</u>			-		-	-	-					-	-
R-EN12	LED lighting	44		-	44	-	44	-	-	-	-	-	-	44
R-EN13	ASHP CAB ( no longer reqd)	28		28	28	-	28	-	-	-	-	-	-	28
R-EN14	MILLMEAD HOUSE & FARNHAM ROAD CP - PV	192	70		122	84	122	-					-	192
R-EN15	FARNHAM ROAD CP- PV													
	<u>ENERGY PROJECTS per GBC INVEST TO SAVE RESERVE:</u>													
	<u>GBC 'Invest to Save' energy projects (to be repaid in line with savings)</u>			-	-	-	-	-					-	-
R-EN14	SMP - air source heat pump	28	1	27	27	-	27	-	-	-	-	-	-	28
	<b>ENERGY RESERVES TOTAL</b>	<b>292</b>	<b>71</b>	<b>55</b>	<b>221</b>	<b>84</b>	<b>221</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>292</b>
	<b>FINANCE DIRECTORATE</b>													
	<u>INFORMATION TECHNOLOGY - IT Renewals Reserve (PR265) : approved annually</u>													
	Hardware / software budget	500		500	320	-	320	303	440	-	-	-	743	1,063
R-IT3	Hardware	annual	annual	-	-	7	-	-	-	-	-	-	-	-
R-IT4	Software	annual	annual	-	-	388	-	-	-	-	-	-	-	-
	ICT Refresh Phase 2				180		180	197	60				257	437
R-IT3	IDOX Acolaid to Uniform	275		-	275		275	-	-	-	-	-	-	275
R-IT4	LCTS alternative	56		-	56		56	-	-	-	-	-	-	56
	<b>IT RENEWALS RESERVE TOTAL</b>	<b>831</b>	<b>-</b>	<b>500</b>	<b>831</b>	<b>395</b>	<b>831</b>	<b>500</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>1,831</b>
	<b>ENVIRONMENT DIRECTORATE</b>													
	<b>SPECTRUM RESERVE</b>													
R-S14	Spectrum schemes (to be agreed with Freedom Leisure)	516	168	-	348	-	348	-					-	516
	Spectrum - Retaining Wall	184			184	83	184							184
	<b>SPECTRUM RESERVE TOTAL</b>	<b>700</b>	<b>168</b>	<b>-</b>	<b>532</b>	<b>83</b>	<b>532</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>700</b>
	<b>CAR PARKS RESERVE</b>													
R-CP1	Car parks - install/replace pay-on-foot equipment	1,170	240	930	930	-	930	-	-	-	-	-	-	1,170
	<u>Car Parks - Lighting &amp; Electrical improvements:</u>													
R-CP14	Lift replacement (PR000293)	841	676	-	165	40	165	-	-	-	-	-	-	841
R-CP17	Leapale rd MSCP drainage (PR000433)	90	26	-	64	-	8	-	-	-	-	-	-	34
R-CP19	Structural works to MSCP	300	50	100	250	-	250	250	-	-	-	-	250	300
R-CP20	MSCP- Deck surface replacement & barriers	652	526	-	126	-	126	-	-	-	-	-	-	652
R-CP21	Additional barriers Farnham Rd	15		-	15	-	-	15	-	-	-	-	15	15
R-CP22	Deck surface replacement (stair cores)Farnham Rd	70		-	70	-	-	70	-	-	-	-	70	70
R-CP23	Deck surface replacement Leapale Rd	600	8	390	593	549	577	15	-	-	-	-	15	600
R-CP25	Structural repairs roof turret timbers Castle St	60		-	60	-	-	60	-	-	-	-	60	60

Appendix 6  
Agenda item number: 8

GENERAL FUND CAPITAL SCHEMES - PROJECTS FUNDED VIA RESERVES: ESTIMATED EXPENDITUR

Item No.	Projects & Sources of Funding	Approved gross estimate	Cumulative spend at 31-03-21	2021-22 Estimate approved by Council in February	Revised estimate	Expenditure at P8	Projected exp est by project officer	2022-23 Est for year	2023-24 Est for year	2024-25 Est for year	2025-26 Est for year	2026-27 Est for year	Future years est exp	Projected expenditure total
		(a)	(b)	(c)		(e)	(f)	(i)	(ii)	(iii)	(iv)	(v)	(g)	(b)+(f)+(g)
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	<b>CAR PARKS RESERVE TOTAL</b>	<b>3,798</b>	<b>1,526</b>	<b>1,420</b>	<b>2,272</b>	<b>589</b>	<b>1,805</b>	<b>410</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>410</b>	<b>3,742</b>
	<b>SPA RESERVE :</b>													
	SPA schemes (various)	100	annual	-	151	-	151	-	-	-	-	-	-	151
R-SPA1	Chantry Woods					-	-						-	
R-SPA2	Effingham					-	-						-	
R-SPA3	Lakeside					-	-						-	
R-SPA4	Riverside					-	-						-	
R-SPA5	Parsonage					-	-						-	
	<b>SPA RESERVE TOTAL</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>151</b>	<b>-</b>	<b>151</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>151</b>
	<b>GRAND TOTALS</b>	<b>5,721</b>	<b>1,765</b>	<b>1,975</b>	<b>4,008</b>	<b>1,151</b>	<b>3,541</b>	<b>910</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,410</b>	<b>6,716</b>

Agenda item number: 8  
Appendix 6

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GENERAL FUND CAPITAL PROGRAMME - S106 ESTIMATED EXPENDITURE 2021-22 to 2025-26

Ref	Service Units / Capital Schemes	Approved gross estimate	Cumulative spend at 31-03-21	2021-22 Estimate approved by Council in February	Revised estimate	Expenditure at P8	Projected expenditure by project officer	2022-23 Est for year	2023-24 Est for year	2024-25 Est for year	2025-26 Est for year	2026-27 Est for year	Future years est exp	Projected expenditure total	Grants / Contributions towards cost of scheme	Net cost of scheme
		(a)	(b)	(c)	(d)	(e)	(f)	(i)	(ii)	(iii)	(iv)	(v)	(g)	(b)+(f)+(g) = (h)	(i)	(h)-(i)
		£000	£000	£000		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	<b>APPROVED SCHEMES (fully funded from S106 contributions)</b>															
	<b>ENVIRONMENT DIRECTORATE</b>															
	<b>Operational Services</b>															
	<b>Parks and Leisure</b>															
S-PL36	Gunpowder mills - signage, access and woodland imps	36	22	-	14	-	5	9	-	-	-	-	9	36	(36)	-
S-PL38	Chantry Wood Campsite	36		-	36	-	-	36	-	-	-	-	36	36	(36)	-
S-PL51	Foxenden Quarry	101	3		98	-	98							101	(101)	
S-PL47	Fir Tree Garden	28	4	-	24	-	-		-	-	-	-	-	4	(4)	-
S-PL48	Boardwalk Heathfield Nature Reserve	13			13	-	-	13					13	13	(13)	
S-PL49	Waterside Playarea Muti Unit	30			30	28	30						-	30	(30)	
S-PL50	Albury Playground Equip (PC)	23	17		5	-	5						-	23	(23)	
S-PL51	Lido Road Car Par	5			5	3	5						-	5	(5)	
S-PL52	West Horsley (PC) Playground	10			10	10	10						-	10	(10)	
S-PL53	Pirbright (PC) Drainage Works/Playground surfacing	10			10	10	10							10	(10)	
S-PL54	West Horsley (PC) Noticeboards	7			7	7	7							7	(7)	
	<b>ENVIRONMENT DIRECTORATE TOTAL</b>	<b>299</b>	<b>46</b>	<b>-</b>	<b>252</b>	<b>58</b>	<b>171</b>	<b>58</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>58</b>	<b>275</b>	<b>(275)</b>	<b>-</b>
	<b>APPROVED S106 SCHEMES TOTAL</b>	<b>299</b>	<b>46</b>	<b>-</b>	<b>252</b>	<b>58</b>	<b>171</b>	<b>58</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>58</b>	<b>275</b>	<b>(275)</b>	<b>-</b>

SUMMARY	
APPROVED S106 SCHEMES - TOTAL	
GRAND TOTAL	

46	-	252	58	171	58	-	-	-	-	-	58	275	(275)	-
46	-	252	58	171	58	-	-	-	-	-	58	275	(275)	-

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## GENERAL FUND CAPITAL PROGRAMME : SUMMARY OF RESOURCES AND FINANCIAL IMPLICATIONS

### 1.0 AVAILABILITY OF RESOURCES - NOTES :

1.1 The following balances have been calculated taking account of estimated expenditure on the approved capital schemes

1.2 The actuals for 2020-21 have not been audited.

### 1.3 Funding assumptions:

1. All capital expenditure will be funded in the first instance from available capital receipts and the General Fund capital programme reserve.
2. Once the above resources have been exhausted in any given year, the balance of expenditure will be financed from borrowing, both internally and externally, depending upon the Council's financial situation at the time.

1.4 These projections are based on estimated project costs, some of which will be 'firmed up' in due course. Any variations to the estimates and the phasing of expenditure will affect year on year funding projections.

### 2.0 Capital receipts - Balances (T01001)

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**Balance after funding capital expenditure as at 31 March**

	2020-21 Actuals £000	2021-22 Budget £000	2021-22 Est Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
Balance as at 1 April	95	95	112	0	0	0	0	0
Add estimated usable receipts in year	2,571	0	336	0	0	0	21,641	27,117
Less applied re funding of capital schemes	(2,554)	(95)	(448)	0	0	0	(21,641)	(24,642)
<b>Balance after funding capital expenditure as at 31 March</b>	<b>112</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,475</b>

## GENERAL FUND CAPITAL PROGRAMME : SUMMARY OF RESOURCES AND FINANCIAL IMPLICATIONS

during year = outturn (col v, actual = col u)

### 3.0 Capital expenditure and funding - summary

#### Estimated capital expenditure

Main programme - approved  
Main programme - provisional  
s106  
Reserves  
GF Housing

#### Total estimated capital expenditure

#### To be funded by:

Capital receipts (per 2.above)  
Contributions  
R.C.C.O. :  
Other reserves

Balance of funding to be met from (i) the Capital Reserve, and (ii) borrowing

#### Total funding required

	2020-21 Actuals £000	2021-22 Budget £000	2021-22 Est Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
	27,710	92,790	49,088	106,198	7,738	2,705	2,000	2,000
	0	53,533	6,937	40,666	110,916	40,634	38,383	24,642
	81	0	171	58	0	0	0	0
	1,649	1,975	3,541	910	500	0	0	0
	0	0	0	0	0	0	0	0
<b>Total estimated capital expenditure</b>	<b>29,440</b>	<b>148,298</b>	<b>59,736</b>	<b>147,832</b>	<b>119,154</b>	<b>43,339</b>	<b>40,383</b>	<b>26,642</b>
<b>To be funded by:</b>								
Capital receipts (per 2.above)	(2,554)	(95)	(448)	0	0	0	(21,641)	(24,642)
Contributions	(7,070)	(51,415)	(18,138)	(48,626)	(15,315)	(2,954)	0	0
R.C.C.O. :								
Other reserves	(6,164)	(2,195)	(4,263)	(1,130)	(720)	(220)	0	0
	0	0	0	0	0	0	0	0
	(15,787)	(53,705)	(22,849)	(49,756)	(16,035)	(3,174)	(21,641)	(24,642)
Balance of funding to be met from (i) the Capital Reserve, and (ii) borrowing	(13,653)	(94,593)	(36,887)	(98,076)	(103,119)	(40,165)	(18,742)	(2,000)
<b>Total funding required</b>	<b>(29,440)</b>	<b>(148,298)</b>	<b>(59,736)</b>	<b>(147,832)</b>	<b>(119,154)</b>	<b>(43,339)</b>	<b>(40,383)</b>	<b>(26,642)</b>

### 4.0 General Fund Capital Schemes Reserve (U01030)

Balance as at 1 April  
Add: General Fund Revenue Budget variations  
Contribution from revenue

Less: Applied re funding of capital programme

#### Balance after funding capital expenditure etc.as at 31 March

	2020-21 Actuals £000	2021-22 Budget £000	2021-22 Est Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
Balance as at 1 April	600	0	0	0	0	0	0	0
Add: General Fund Revenue Budget variations	0	0	0	0	0	0	0	0
Contribution from revenue	0	0	0	0	0	0	0	0
	600	0	0	0	0	0	0	0
Less: Applied re funding of capital programme	(600)	0	0	0	0	0	0	0
<b>Balance after funding capital expenditure etc.as at 31 March</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Estimated shortfall at year-end to be funded from borrowing

	<b>13,053</b>	<b>94,593</b>	<b>36,887</b>	<b>98,076</b>	<b>103,119</b>	<b>40,165</b>	<b>18,742</b>	<b>2,000</b>
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## GENERAL FUND CAPITAL PROGRAMME : SUMMARY OF RESOURCES AND FINANCIAL IMPLICATIONS

### 5.0 Housing capital receipts (pre 2013-14) - estimated availability/usage for Housing, Affordable Housing and Regeneration projects - GBC policy

Balance as at 1 April (T01008)  
 Add: Estimated receipts in year  
 Less: Applied re Housing (General Fund) capital programme  
 Less: Applied re Housing company  
  
 Less: Applied on regeneration schemes

**Housing receipts - estimated balance in hand at year end**

2020-21 Actuals £000	2021-22 Budget £000	2021-22 Est Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
3,618	0	(0)	(0)	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
(3,618)	0	0	0	0	0	0	0
(0)	0	(0)	0	0	0	0	0
0	0	0	0	0	0	0	0
<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 5.1 Housing capital receipts (post 2013-14) - estimated availability/usage for Housing, Affordable Housing and Regeneration projects only (statutory (impact CFR))

Balance as at 1 April (T01012)  
 Add: Estimated receipts in year  
 Less: Applied re Housing (General Fund) capital programme  
 Less: Applied re Housing Improvement programme  
  
 Less: Applied on regeneration schemes

**Housing receipts - estimated balance in hand**

2020-21 Actuals £000	2021-22 Budget £000	2021-22 Est Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
0	0	0	0	0	0	0	0
544	289	0	289	292	295	298	301
(123)	(220)	(100)	(220)	(220)	(220)	(220)	(220)
(421)	(69)	100	(69)	(72)	(75)	(78)	(81)
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Total £'000s

### 6.1 Estimated annual borrowing requirement

<b>13,053</b>	<b>94,593</b>	<b>36,887</b>	<b>98,076</b>	<b>103,119</b>	<b>40,165</b>	<b>18,742</b>	<b>2,000</b>	<b>298,990</b>
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**Capital vision items**

Ref	Project	Verto ref	Date entered on Verto	Date Verto last updated	Verto Gateway	timescale	Estimated gross cost	Local growth fund bid	Other funding	S106/CIL	GBC cost	Notes
CV2	Stoke Park drainage and water features						77,000				77,000	
CV3	Castle valley gardens automated watering system					2020 likely timescale	30,000				30,000	
CV4	North side drainage scheme						130,000				130,000	
CV10	Transport - Yorkies bridge part of Sustainable Movement Corridor					2024-2029	10,000,000	5,000,000	1,250,000	#####	1,250,000	SCC other funding
CV22	Stoke Park Masterplan Implementation	PR418	08.08.16	11.08.16	CV	2021-2022	3,000,000		1,500,000		1,500,000	external funding to be identified
CV23	Lakeside Nature Reserve Visitor Facility	PR419	08.08.16	11.08.16	CV	2020	500,000			250,000	250,000	
CV24	Stoughton Recreation ground Landscape Improvements	PR421	08.08.16	10.08.16	CV	2023	150,000		75,000		75,000	external funding to be identified (possible HLF)
P6(p)	Guildford Riverside Phase 2&3					unknown	2,400,000					
P13(p)	Bedford Wharf	PR372					23,000,000				23,000,000	
<b>Town centre masterplan (heading not related to schemes below)</b>												
CV12	A3 Interim intervention schemes (inc.Beechcroft Drive safety scheme)					2018-2020	unknown				unknown	
CV13	Gosdon Hill P&R					2021-2023	7,500,000				unknown	
CV14	Merrow station					2024-2029	10,000,000				unknown	
CV17	Redevelopment of woodbridge meadows industrial estate					6-10 years	unknown				unknown	
<b>Corporate plan</b>												
CV18	Leisure centre replacement/multi use sports centre	PR464	13.02.17	13.02.17	CV	15-20 years	£80m-£100m				100,000,000	
CV19	Set up community energy scheme/heat network						2020 unknown				unknown	
CV20	Set up a water discharge system						2017 unknown				unknown	

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GUILDFORD B.C. - HOUSING INVESTMENT PROGRAMME 2021-22 to 2026-27: HRA APPROVED PROGRAMME

	Project Budget £000	2020-21 Actual £000	Project Spend at 31-03-21 £000	2021-22 Estimate £000	Carry Forward	2021-22 Revised Estimate £000	Expenditure as at P8 £000	2021-22 Projected Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000	Total Project Exp £000
<b>Acquisition of Land &amp; Buildings</b>	15,900	5,276	7,414	4,800	86	4,886	3,427	4,886	1,800	1,800	0	0	0	15,900
<b>New Build</b>														
Appletree pub site	3,200	18	3,502	0	0	0	62	62	0	0	0	0	0	3,564
Fire Station/Ladymead	2,000	17	1,917	0	83	83	41	41	0	0	0	0	0	1,957
Guildford Park	75	0	75	0	0	0	0	0	0	0	0	0	0	75
Guildford Park (from GF)	6,500	3,148	3,148	2,806	546	3,352	182	792	888	1,672	0	0	0	6,500
Bright Hill	500	0	0	0	500	500	11	85	415	0	0	0	0	500
Foxburrows Redevelopment	533			0	533	533	0	0	533					533
Shawfield Redevelopment	300	4	4	0	296	296	0	0	296					300
Various small sites & feasibility/Site preparation	1,000		0	0	0	0	0	0	0	0	1,000	0	0	1,000
Pipeline projects:	9,425	61	115	3,325	2,285	5,610		0	0	5,381	0	0	0	5,496
Manor House Flats							31	76	1,530					
Banders Rise							1	6	130					
Station Road East							2	7	112					
Dunmore Garden Land							1	5	159					
Clover Road Garages							42	70	1,032					
Rapleys Field							14	32	415					
Georgelands 108							1	7	118					
27 Broomfield							4	8	109					
17 Wharf Lane							3	8	104					
<b>Schemes to promote Home-Ownership</b>								0						
Equity Share Re-purchases	annual	458	annual	400	0	400	0	400	400	400	400	400	0	annual
<b>Major Repairs &amp; Improvements</b>				6,582	2,618	9,200		0						
Retentions & minor carry forwards	annual	0	annual				0	0						annual
Modern Homes - Kitchens, Bathrooms & Void refurb	annual	971	annual				1,122	3,191						annual
Doors and Windows	annual	241	annual				254	856						annual
Structural/Roof	annual	307	annual				103	1,053						annual
Energy efficiency: Central heating/Lighting	annual	1,262	annual				767	1,351						annual
General	annual	880	annual				849	2,749						annual
<b>Grants</b>														
Cash Incentive Scheme	annual	0	annual	75	0	75	0	75						annual
<b>TOTAL APPROVED SCHEMES</b>	<b>39,433</b>	<b>12,643</b>	<b>16,174</b>	<b>17,988</b>	<b>6,948</b>	<b>24,936</b>	<b>6,915</b>	<b>15,761</b>	<b>8,041</b>	<b>9,253</b>	<b>1,400</b>	<b>400</b>	<b>0</b>	<b>35,825</b>

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GUILDFORD B.C. - HOUSING INVESTMENT PROGRAMME 2020-21 to 2026-27: HRA PROVISIONAL PROGRAMME

	Project Budget	2020-21 Actual	Project Spend at 31-03-21	2021-22 Estimate	Carry Forward	2021-22 Revised Estimate	2021-22 Projected Outturn	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	Total Project Exp
	£000	£000	£000	£000		£000	£000	£000	£000	£000	£000	£000	£000
<b>Acquisition of Land &amp; Buildings</b>	7,000	0	0	0		0	0	3,000	4,000	0	0	0	7,000
<b>New Build</b>													
Guildford Park	16,000	0	1,225	14,499	250	14,749	0	26	14,749	0	0	0	16,000
Guildford Park (from GF)	23,125			4,380		4,380	0	0	4,380	11,625	7,120		23,125
Bright Hill	3,000	0	0	3,000	0	3,000	0	3,000	0	0	0	0	3,000
Bright Hill Development (from GF)	13,500	0	0	680	0	680	0	680	5,000	7,000	820	0	13,500
Slyfield (25/26 £5m; 26/27 £44m)	1,000	0	0	0	0	0	0	1,000	0	0	5,000	44,000	50,000
Foxburrows Redevelopment	10,124			9,058		9,058	0	9,058	1,066	0	0	0	10,124
Shawfield Redevelopment	3,000			2,500		2,500	0	2,500	500	0	0	0	3,000
<b>Major Repairs &amp; Improvements</b>													
Major Repairs & Improvements	annual		annual	0		0	0	0	5,500	5,500	5,500	5,500	annual
Retentions & minor carry forwards	annual		annual										annual
Modern Homes: Kitchens and bathrooms	annual		annual										annual
Doors and Windows	annual		annual										annual
Structural	annual		annual										annual
Energy efficiency: Central heating	annual		annual										annual
General	annual		annual										annual
<b>Grants</b>													
Cash Incentive Scheme	annual		annual	0		0	0	75	75	75	75	75	annual
<b>Total Expenditure to be financed</b>	<b>76,749</b>	<b>0</b>	<b>1,225</b>	<b>34,117</b>	<b>250</b>	<b>34,367</b>	<b>0</b>	<b>19,339</b>	<b>35,270</b>	<b>24,200</b>	<b>18,515</b>	<b>49,575</b>	<b>125,749</b>

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**GUILDFORD B.C. - HOUSING INVESTMENT PROGRAMME 2021-22 to 2026-27: HRA RESOURCES AND FUNDING STATEMENT**

	2020-21 Actual £000	2021-22 Estimate £000	2021-22 Projected Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
<b>EXPENDITURE</b>								
Approved programme	12,685	17,988	15,761	8,041	9,253	1,400	400	0
Provisional programme	0	34,117	0	19,339	35,270	24,200	18,515	49,575
<b>Total Expenditure</b>	<b>12,685</b>	<b>52,105</b>	<b>15,761</b>	<b>27,380</b>	<b>44,523</b>	<b>25,600</b>	<b>18,915</b>	<b>49,575</b>
<b>FINANCING OF PROGRAMME</b>								
Capital Receipts	421	400	0	400	400	400	400	0
1-4-1 receipts	2,186	13,514	2,595	8,072	11,564	5,888	3,882	13,200
Contribution from Housing Revenue a/c (re cash incentives)	0	75	75	75	75	75	75	75
Future Capital Programme reserve	0	0	0	0	0	0	0	0
Major Repairs Reserve	3,662	6,582	9,201	0	5,500	5,500	5,500	5,500
New Build Reserve	4,818	31,534	3,891	18,834	26,984	13,738	9,058	30,800
Grants and Contributions	1,599	0	0	0	0	0	0	0
<b>Total Financing (= Total Expenditure)</b>	<b>12,685</b>	<b>52,105</b>	<b>15,761</b>	<b>27,380</b>	<b>44,523</b>	<b>25,600</b>	<b>18,915</b>	<b>49,575</b>

**RESERVES - BALANCES**

	2020-21 Actual £000	2021-22 Estimate £000	2021-22 Projected Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
<b>Reserve for Future Capital Programme (U01035)</b>								
Balance b/f	35,829	38,329	38,329	40,829	43,329	45,829	48,329	50,829
Contribution in year	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Used in year	0	0	0	0	0	0	0	0
Balance c/f	<b>38,329</b>	<b>40,829</b>	<b>40,829</b>	<b>43,329</b>	<b>45,829</b>	<b>48,329</b>	<b>50,829</b>	<b>53,329</b>

**Major Repairs Reserve (U01036)**

Balance b/f	9,852	8,526	11,876	8,311	13,946	13,946	13,946	13,946
Contribution in year	5,686	5,500	5,635	5,635	5,500	5,500	5,500	5,500
Used in Year	-3,662	-6,582	-9,200	0	-5,500	-5,500	-5,500	-5,500
Balance c/f	<b>11,876</b>	<b>7,444</b>	<b>8,311</b>	<b>13,946</b>	<b>13,946</b>	<b>13,946</b>	<b>13,946</b>	<b>13,946</b>

**New Build Reserve (U01069)**

Balance b/f	56,112	54,634	59,383	63,733	53,305	34,896	29,904	29,766
Contribution in year	8,088	8,406	8,241	8,406	8,574	8,746	8,921	9,099
Used in Year	-4,818	-31,534	-3,891	-18,834	-26,984	-13,738	-9,058	-30,800
Balance c/f	<b>59,383</b>	<b>31,506</b>	<b>63,733</b>	<b>53,305</b>	<b>34,896</b>	<b>29,904</b>	<b>29,766</b>	<b>8,065</b>

**Usable Capital Receipts: 1-4-1 receipts (T01011)**

Balance b/f	6,004	7,657	4,526	3,579	-1,884	-10,564	-13,690	-14,731
Contribution in year	708	2,609	1,646	2,609	2,884	2,762	2,841	2,898
Repayment in year	0	0	0	0	0	0	0	0
Used in Year	-2,186	-13,514	-2,594	-8,072	-11,564	-5,888	-3,882	-13,200

Balance c/f	4,526	-3,248	3,579	-1,884	-10,564	-13,690	-14,731	-25,033
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Note: a contribution to this reserve is dependent on the number of RTB sales in the year determined in the HRA self financing model. There are many variables to the calculation of the 1:4:1 contribution. As an estimate, I have used a model provided by Sector which is based on our assumption of RTB sales

**Usable Capital Receipts - HRA Debt Repayment (T01010)**

Balance b/f	4,216	4,243	4,262	4,308	4,969	5,652	6,357	7,085
Contribution in year	46	661	46	661	683	705	728	752
Used in Year	0	0	0	0	0	0	0	0
Balance c/f	4,262	4,904	4,308	4,969	5,652	6,357	7,085	7,837

Note: each RTB sale generates a contribution to this reserve toward debt repayment determined in the HRA self financing model. A small number of sales are anticipated each year.

**Usable Capital Receipts - pre 2013-14 (T01008)**

Balance b/f	3,618	2,260	-0	-0	0	0	0	0
Contribution in year	0	0	0	0	0	0	0	0
Used in Year (HRA = above)	0	0	0	0	0	0	0	0
Used in Year (GF Housing Co)	-3,618	0	0	0	0	0	0	0
Used in Year (GF Housing - DFG)	0	0	0	0	0	0	0	0
Balance c/f	-0	2,260	-0	0	0	0	0	0

Note: Can only be used for HRA capital expenditure, affordable housing and regeneration schemes as set by GBC policy

**Usable Capital Receipts - post 2013-14 (T01012)**

Balance b/f	0	0	-0	-0	-0	-0	-0	-0
Contribution in year	542	289	0	289	292	295	298	298
Used in Year (HRA = above)	-419	-69	0	-69	-72	-75	-78	-475
Used in Year (GF Housing)	-123	-220	0	-220	-220	-220	-220	-220
Balance c/f	-0	0	-0	-0	-0	-0	-0	-397

Note: Can only be used for HRA capital expenditure, affordable housing and regeneration schemes as set by the Government

## Treasury management policy statement

### Background

The Council adopts the key recommendations of the CIPFA's Treasury Management in the Public Services: Code of Practice (the TM Code), as described in Section 5 of the TM Code.

The Council will create and maintain, as the cornerstones for effective treasury management:

- a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
- suitable treasury management practices (TMP's), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities

### CIPFA requirement

The Council is required to adopt the following to define the policies and objectives of its treasury management activities.

1. The Council defines its treasury management activities are:

*“the management of the Council’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”*

2. The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on the Council's risk implications, and any financial instruments entered into to manage these risks
3. The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

### The Council's requirements

The Council is also required to detail its high-level policies for borrowing and investments

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1. The Council (i.e. full council) will receive reports on its treasury management policies, practices and objectives including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its closed, in the form prescribed in the TMPs
2. The Council delegates responsibility for the
  - a. implementation and monitoring of its treasury management practices and policies to the Corporate Governance and Standards Committee and
  - b. execution and administration of treasury management decisions, along with changes to the TMP's to the Chief Finance Officer, who will act in accordance with the Council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.
3. The Council nominates the Corporate Governance and Standards Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies
4. The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk, refinancing risk and maturity risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt
5. The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Council's investments followed by the yield earned in investments remain important but are secondary considerations.



## **Money Market Code Principles**

The money market code has been developed to provide a common set of principles in order to promote the integrity and effective functioning of the UK money markets.

It is intended to promote a fair, effective and transparent market in which a diverse set of UK market participants, supported by resilient infrastructure, are able to confidently and effectively transact in a manner that is consistent with the highest standards of behaviour.

The code is based on six underpinning principles in order to promote an open, fair and effective market:

### **Ethics**

1. UK Market Participants are expected to behave in an appropriate and professional manner

### **Governance and Risk Management**

2. UK Market Participants should have an applicable governance framework that facilitates responsible participation in the UK Markets and provides for comprehensive oversight of such activity at an appropriately senior level of management. There should be clear and defined internal escalation routes
3. UK Market Participants are expected to maintain a vigorous control environment to effectively identify, measure, monitor, manage and report on the risks associated with their engagement in the UK market

### **Information Sharing, Confidentiality and Communications**

4. UK Market Participants are expected to be clear, accurate, professional, and not misleading in their communications, and to protect relevant confidential information to support effective communication

### **Execution, Surveillance, Confirmations and Settlement**

5. UK Market Participants are expected to exercise appropriate care when negotiating, executing and settling transactions  
UK Market Participants are expected to put in place effective and efficient processes to promote the secure, smooth, and timely settlement of transactions

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### **Arlingclose economic background**

**Economic background:** The ongoing impact on the UK from coronavirus, together with higher inflation, higher interest rates, and the country's trade position post-Brexit, will be major influences on the Authority's treasury management strategy for 2022/23.

The Bank of England (BoE) increased Bank Rate to 0.25% in December 2021 while maintaining its Quantitative Easing programme at £895 billion. The Monetary Policy Committee (MPC) voted 8-1 in favour of raising rates, and unanimously to maintain the asset purchase programme.

Within the announcement the MPC noted that the pace of the global recovery was broadly in line with its November Monetary Policy Report. Prior to the emergence of the Omicron coronavirus variant, the Bank also considered the UK economy to be evolving in line with expectations, however the increased uncertainty and risk to activity the new variant presents, the Bank revised down its estimates for Q4 GDP growth to 0.6% from 1.0%. Inflation was projected to be higher than previously forecast, with CPI likely to remain above 5% throughout the winter and peak at 6% in April 2022. The labour market was generally performing better than previously forecast and the BoE now expects the unemployment rate to fall to 4% compared to 4.5% forecast previously, but notes that Omicron could weaken the demand for labour.

UK CPI for November 2021 registered 5.1% year on year, up from 4.2% in the previous month. Core inflation, which excludes the more volatile components, rose to 4.0% y/y from 3.4%. The most recent labour market data for the three months to October 2021 showed the unemployment rate fell to 4.2% while the employment rate rose to 75.5%.

In October 2021, the headline 3-month average annual growth rate for wages were 4.9% for total pay and 4.3% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 1.7% while regular pay was up 1.0%. The change in pay growth has been affected by a change in composition of employee jobs, where there has been a fall in the number and proportion of lower paid jobs.

Gross domestic product (GDP) grew by 1.3% in the third calendar quarter of 2021 according to the initial estimate, compared to a gain of 5.5% q/q in the previous quarter, with the annual rate slowing to 6.6% from 23.6%. The Q3 gain was modestly below the consensus forecast of a 1.5% q/q rise. During the quarter activity measures were boosted by sectors that reopened following pandemic restrictions, suggesting that wider spending was flat. Looking ahead, while monthly GDP readings suggest there had been some increase in momentum in the latter part of Q3, Q4 growth is expected to be soft.

GDP growth in the euro zone increased by 2.2% in calendar Q3 2021 following a gain of 2.1% in the second quarter and a decline of -0.3% in the first. Headline inflation has been strong, with CPI registering 4.9% year-on-year in November, the fifth successive month of inflation. Core CPI inflation was 2.6% y/y in November, the fourth month of successive increases from July's 0.7% y/y. At these levels, inflation is above the European Central Bank's target of 'below, but close to 2%', putting some pressure on its long-term stance of holding its main interest rate of 0%.

The US economy expanded at an annualised rate of 2.1% in Q3 2021, slowing sharply from gains of 6.7% and 6.3% in the previous two quarters. In its December 2021 interest rate announcement, the Federal Reserve continue to maintain the Fed Funds rate at between 0% and 0.25% but outlined its plan to reduce its asset purchase programme earlier than

previously stated and signalled they are in favour of tightening interest rates at a faster pace in 2022, with three 0.25% movements now expected.

**Credit outlook:** Since the start of 2021, relatively benign credit conditions have led to credit default swap (CDS) prices for the larger UK banks to remain low and had steadily edged down throughout the year up until mid-November when the emergence of Omicron has caused them to rise modestly. However, the generally improved economic outlook during 2021 helped bank profitability and reduced the level of impairments many had made as provisions for bad loans. However, the relatively recent removal of coronavirus-related business support measures by the government means the full impact on bank balance sheets may not be known for some time.

The improved economic picture during 2021 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several financial institutions, revising them from negative to stable and even making a handful of rating upgrades.

Looking ahead, while there is still the chance of bank losses from bad loans as government and central bank support is removed, the institutions on the Authority's counterparty list are well-capitalised and general credit conditions across the sector are expected to remain benign. Duration limits for counterparties on the Authority's lending list are under regular review and will continue to reflect economic conditions and the credit outlook.

**Interest rate forecast:** The Authority's treasury management adviser Arlingclose is forecasting that Bank Rate will continue to rise in calendar Q1 2022 to subdue inflationary pressures and the perceived desire by the BoE to move away from emergency levels of interest rates.

Investors continue to price in multiple rises in Bank Rate over the next forecast horizon, and Arlingclose believes that although interest rates will rise again, the increases will not be to the extent predicted by financial markets. In the near-term, the risks around Arlingclose's central case are to the upside while over the medium-term the risks become more balanced.

Yields are expected to remain broadly at current levels over the medium-term, with the 5, 10 and 20 year gilt yields expected to average around 0.65%, 0.90%, and 1.15% respectively. The risks around for short and medium-term yields are initially to the upside but shifts lower later, while for long-term yields the risk is to the upside. However, as ever there will almost certainly be short-term volatility due to economic and political uncertainty and events.

#### **Underlying assumptions:**

- The global recovery from the pandemic has entered a more challenging phase. The resurgence in demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead. The advent of the Omicron variant of coronavirus is affecting activity and is also a reminder of the potential downside risks.
- Despite relatively buoyant activity survey data, official GDP data indicates that growth was weakening into Q4 2021. Other data, however, suggested continued momentum, particularly for November. Retail sales volumes rose 1.4%, PMIs increased, and the labour market continued to strengthen. The end of furlough did not appear to have had a significant impact on unemployment. Wage growth is elevated.
- The CPI inflation rate rose to 5.1% for November and will rise higher in the near term. While the transitory factors affecting inflation are expected to unwind over time, policymakers' concern is persistent medium term price pressure.

- These factors prompted the MPC to raise Bank Rate to 0.25% at the December meeting. Short term interest rate expectations remain elevated.
- The outlook, however, appears weaker. Household spending faces pressures from a combination of higher prices and tax rises. In the immediate term, the Omicron variant has already affected growth – Q4 and Q1 activity could be weak at best.
- Longer-term government bond yields remain relatively low despite the more hawkish signals from the BoE and the Federal Reserve. Investors are concerned that significant policy tightening in the near term will slow growth and prompt the need for looser policy later. Geo-political and coronavirus risks are also driving safe haven buying. The result is a much flatter yield curve, as short-term yields rise even as long-term yields fall.
- The rise in Bank Rate despite the Omicron variant signals that the MPC will act to bring inflation down whatever the environment. It has also made clear its intentions to tighten policy further. While the economic outlook will be challenging, the signals from policymakers suggest their preference is to tighten policy unless data indicates a more severe slowdown.
- Forecast:
- The MPC will want to build on the strong message it delivered this month by tightening policy despite Omicron uncertainty.
- Arlingclose therefore expects Bank Rate to rise to 0.50% in Q1 2022, but then remain there. Risks to the forecast are initially weighted to the upside, but becoming more balanced over time. The Arlingclose central forecast remains below the market forward curve.
- Gilt yields will remain broadly flat from current levels. Yields have fallen sharply at the longer end of the yield curve, but expectations of a rise in Bank Rate have maintained short term gilt yields at higher levels.
- Easing expectations for Bank Rate over time could prompt the yield curve to steepen, as investors build in higher inflation expectations.
- The risks around the gilt yield forecasts vary. The risk for short and medium term yields is initially on the upside but shifts lower later. The risk for long-term yields is weighted to the upside.

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	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
<b>Official Bank Rate</b>													
Upside risk	0.00	0.00	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>3-month money market rate</b>													
Upside risk	0.05	0.05	0.25	0.35	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.25	0.55	0.55	0.60	0.60	0.60	0.60	0.65	0.65	0.65	0.65	0.65	0.65
Downside risk	0.00	-0.25	-0.25	-0.30	-0.30	-0.30	-0.30	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35
<b>5yr gilt yield</b>													
Upside risk	0.00	0.35	0.45	0.55	0.55	0.55	0.55	0.55	0.55	0.50	0.50	0.45	0.45
Arlingclose Central Case	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.65	0.70	0.75	0.75
Downside risk	-0.10	-0.20	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.30	-0.35	-0.40	-0.40
<b>10yr gilt yield</b>													
Upside risk	0.10	0.25	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.55	0.55	0.55
Arlingclose Central Case	0.80	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.90	0.90	0.95	0.95
Downside risk	-0.10	-0.25	-0.30	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.40	-0.40	-0.40	-0.40
<b>20yr gilt yield</b>													
Upside risk	0.30	0.40	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	1.00	1.05	1.10	1.10	1.10	1.10	1.15	1.15	1.15	1.20	1.20	1.20	1.20
Downside risk	-0.15	-0.30	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45
<b>50yr gilt yield</b>													
Upside risk	0.25	0.30	0.40	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.70	0.75	0.80	0.85	0.90	0.95	1.00	1.05	1.05	1.10	1.10	1.15	1.15
Downside risk	-0.15	-0.30	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45

PWLB Standard Rate (Maturity Loans) = Gilt yield + 1.00%  
PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%  
PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

### Credit Rating Equivalents and Definitions

	Fitch	Moody's	Standard & Poor's
<b>Long Term Investment Grade</b>	AAA	Aaa	AAA
	AA+	Aa1	AA+
	AA	Aa2	AA
	AA-	Aa3	AA-
	A+	A1	A+
	A	A2	A
	A-	A3	A-
	BBB+	Baa1	BBB+
	BBB	Baa2	BBB
	BBB-	Baa3	BBB-
<b>Sub Investment Grade</b>	BB+	Ba1	BB+
	BB	Ba2	BB
	BB-	Ba3	BB-
	B+	B1	B+
	B	B2	B
	B-	B3	B-
	CCC+	Caa1	CCC+
	CCC	Caa2	CCC
	CCC-	Caa3	CCC-
	CC+	Ca1	CC+
	CC	Ca2	CC
	CC-	Ca3	CC-
	C+	C1	C+
	C	C2	C
	C-	C3	C-
	D		D or SD

Fitch	Moody's	Standard & Poor's
<b>AAA</b> Highest credit quality. 'AAA' ratings denote the lowest expectation of credit risk. They are assigned only in the case of exceptionally strong capacity for payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.	<b>Aaa</b> Obligations rated Aaa are judged to be of the highest quality, with minimal credit risk.	<b>AAA</b> An obligator rated 'AAA' has extremely strong capacity to meet its financial commitments. 'AAA' is the highest issuer credit rating assigned by Standard & Pooers.
<b>AA</b> Very high credit quality. 'AA' ratings denote expectations of very low credit risk. They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.	<b>Aa</b> Obligations rated Aa are judged to be of high quality and are subject to very low credit risk.	<b>AA</b> An obligator rated 'AA' has very strong capacity to meets its financial commitments. It differs from the highest rated obligators only to a small degree.
<b>A</b> High credit quality. 'A' ratings denote expectations of low credit risk. The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.	<b>A</b> Obligations rated A are considered upper-medium grade and are subject to low credit risk.	<b>A</b> An obligator rated 'A' has strong capacity to meet its financial commitments but is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligators in higher rated categories.
<b>BBB</b> Good credit quality. 'BBB' ratings indicate that there are currently expectations of low credit risk. The capacity for payment of financial commitments is considered adequate but adverse changes in circumstances and economic conditions are more likely to impair this capacity. This is the lowest investment grade category.	<b>Baa</b> Obligations rated Baa are subject to moderate credit risk. They are considered medium-grade and as such may possess certain speculative characteristics.	<b>BBB</b> An obligator rated 'BBB' has adequate capacity to meets its financial commitments. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligator to meet its financial commitments.





**Guildford Borough Council**  
**Flexible Use of Capital Receipts Strategy 2022-23**

When a capital asset is no longer needed, it may be sold to generate a capital receipt. Capital receipts are normally ringfenced to finance the capital programme such as purchasing or developing new assets or to repay debt.

On 6 February 2018 the Secretary of State issued a direction under Section 16(2)(b) of the Local Government Act 2003 and guidance under section 15(1)(a) of the Local Government Act 2003 to allow local authorities to spend capital receipts on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility. The direction applies to the financial years that being on 1 April 2016, 1 April 2017, 1 April 2018, 1 April 2020, 1 April 2021 and has now been extended for financial year from 1 April 2022.

The set up and implementation costs of any new processes or arrangements are classified as qualifying expenditure which can apply for the flexible use of capital receipts.

Examples of projects include:

- Sharing back-office and administrative services with one or more other council or public sector bodies;
- Investment in service reform feasibility work, e.g. setting up pilot schemes;
- Collaboration between local authorities and central government departments to free up land for economic use;
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
- Sharing Chief-Executives, management teams or staffing structures;
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations;
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;
- Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others); and
- Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.

A policy on the flexible use of capital receipts was previously approved by Council as part of the Capital and Investment strategy in February 2019 to help finance the transformation costs of the Future Guildford transformation project (should it be required), and again in November 2021 for the Collaboration costs with Waverley BC. As the Government has now extended the scheme further, we can take advantage of

this flexibility to help fund transformation, service redesign costs and any costs associated with our savings programme in 2022-23.

The recommendation in this report is to request Councillors to approve the flexible use of capital receipts strategy, for the transformation costs incurred in 2022-23.

## Glossary

**Affordable Housing Grants** – grants given to Registered Providers to facilitate the provision of affordable housing.

**Arlingclose** – the Council’s treasury management advisors

**Authorised Limit** – the maximum amount of external debt at any one time in the financial year

**Bail in risk** – Following the financial crisis of 2008 when governments in various jurisdictions injected billions of dollars into banks as part of bail-out packages, it was recognised that bondholders, who largely remained untouched through this period, should share the burden in future by making them forfeit part of their investment to “bail-in” a bank before taxpayers are called upon.

A bail in takes place before a bankruptcy and under current proposals, regulators would have the power to impose losses on bondholders while leaving untouched other creditors of similar stature, such as derivatives counterparties. A corollary to this is that bondholders will require more interest if they are to risk losing money to a bail-in.

**Balances and Reserves** – accumulated sums that are maintained either earmarked for specific future costs or commitments or generally held to meet unforeseen or emergency expenditure

**Bank Rate** – the Bank of England base rate

**Banks – Secured** – covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the banks assets, which limits the potential losses in the unlikely event of insolvency and means they are exempt from bail in.

**Banks – Unsecured** – accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. Subject to the risk of credit loss via a bail in should the regulator determine that the bank is failing or likely to fail.

**Bonds** – Bonds are debt instruments issued by government, multinational companies, banks and multilateral development banks. Interest is paid by the issuer to the bond holder at regular pre-agreed periods. The repayment date of the principal is also set at the outset.

**Capital expenditure** – expenditure on the acquisition, creation or enhancement of capital assets

**Capital Financing Requirement (CFR)** – the Council's underlying need to borrow for a capital purpose, representing the cumulative capital expenditure of the Council that has not been financed

**Certainty rate** – the government has reduced by 20 basis points (0.20%) the interest rates on loans via the Public Works Loan Board (PWLB) to principal local authorities who provide information as specified on their plans for long-term borrowing and associated capital spending.

**Certificates of deposit** – Certificates of deposit (CDs) are negotiable time deposits issued by banks and building societies and can pay either fixed or floating rates of interest. They can be traded on the secondary market, enabling the holder to sell the CD to a third party to release cash before the maturity date.

**CIPFA** - the Chartered Institute of Public Finance and Accountancy. The institute is one of the leading professional accountancy bodies in the UK and the only one which specialises in the public sector. It is responsible for the education and training of professional accountants and for their regulation through the setting and monitoring of professional standards. Uniquely among the professional accountancy bodies in the UK, CIPFA has responsibility for setting accounting standards for a significant part of the economy, namely local government. CIPFA's members work, in public service bodies, in the national audit agencies and major accountancy firms.

**CLG** – Department for Communities and Local Government

**Corporates** – loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent.

**Corporate bonds** – Corporate bonds are those issued by companies. Generally, however, the term is used to cover all bonds other than those issued by governments. The key difference between corporate bonds and government bonds is the risk of default.

**Cost of Carry** - Costs incurred as a result of an investment position, for example the additional cost incurred when borrowing in advance of need, if investment returns don't match the interest payable on the debt.

**Counterparty** – the organisation the Council is investing with

**Covered bonds** – a bond backed by assets such as mortgage loans (covered mortgage bond). Covered bonds are backed by pools of mortgages that remain on the issuer's balance sheet, as opposed to mortgage-backed securities such as collateralised mortgage obligations (CMOs), where the assets are taken off the balance sheet.

**Credit default swaps (CDS)** – similar to an insurance policy against a credit default. Both the buyer and seller of a CDS are exposed to credit risk. The buyer effectively pays a premium against the risk of default.

**Credit Rating** – an assessment of the credit worthiness of an institution

**Creditworthiness** – a measure of the ability to meet debt obligations

**Derivative investments** – derivatives are securities whose value is derived from the some other time-varying quantity. Usually that other quantity is the price of some other asset such as bonds, stocks, currencies, or commodities.

**Diversification / diversified exposure** – the spreading of investments among different types of assets or between markets in order to reduce risk.

**Derivatives** – Financial instruments whose value, and price, are dependent on one or more underlying assets. Derivatives can be used to gain exposure to, or to help protect against, expected changes in the value of the underlying investments. Derivatives may be traded on a regulated exchange or traded ‘over the counter’.

**DMADF** – Debt Management Account Deposit Facility operated by the DMO where users can place cash in secure fixed-term deposits. Deposits are guaranteed by the government and therefore have the equivalent of the sovereign credit rating.

**DMO** – debt management office. An Executive Agency of Her Majesty’s Treasury (HMT) with responsibilities including debt and cash management for the UK Government, lending to local authorities and managing certain public sector funds.

**EIP Loans** – Equal Instalments of Principal. A repayment method whereby a fixed amount of principal is repaid with interest being calculated on the principal outstanding

**European Investment Bank (EIB)** – The European Investment Bank is the European Union’s non-profit long-term lending institution established in 1958 under the Treaty of Rome. It is a “policy driven bank” whose shareholders are the member states of the EU. The EIB uses its financing operations to support projects that bring about European integration and social cohesion.

**Finance Lease** - a finance lease is a lease that is primarily a method of raising finance to pay for assets, rather than a genuine rental. The latter is an operating lease. The key difference between a finance lease and an operating lease is whether the lessor (the legal owner who rents out the assets) or lessee (who uses the asset) takes on the risks of ownership of the leased assets. The classification of a lease (as an operating or finance lease) also affects how it is reported in the accounts.

**Floating rate notes** – Floating rate notes (FRNs) are debt securities with payments that are reset periodically against a benchmark rate, such as the three month London inter-bank offer rate (LIBOR). FRNs can be used to balance risks incurred through other interest rate instruments in an investment portfolio.

**Government** – loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail in, and there is an insignificant risk of insolvency.

**Gilts** – long term fixed income debt security (bond) issued by the UK Government and traded on the London Stock Exchange

**Housing Grants** – see Affordable Housing Grants

**Illiquid** – cannot be easily converted into cash

**Interest rate risk** – the risk that unexpected movements in interest rates have an adverse impact on revenue due to higher interest paid or lower interest received.

**Liability benchmark** – the minimum amount of borrowing required to keep investments at a minimum liquidity level (which may be zero)

**LIBID** – London Interbank BID Rate – the interest rate at which London banks are willing to borrow from one another

**LIBOR** - London Interbank Offer Rate – the interest rate at which London banks offer one another. Fixed every day by the British Bankers Association to five decimal places.

**Liquidity risk** – the risk stemming from the inability to trade an investment (usually an asset) quickly enough to prevent or minimise a loss.

**Market risk** – the risk that the value of an investment will decrease due to movements in the market.

**Mark to market accounting** – values the asset at the price that could be obtained if the assets were sold (market price)

**Maturity loans** – a repayment method whereby interest is repaid throughout the period of the loan and the principal is repaid at the end of the loan period.

**Minimum Revenue Provision (MRP)** - the minimum amount which must be charged to an authority's revenue account each year and set aside towards repaying borrowing

**Money Market** - the market in which institutions borrow and lend

**Money market funds** – an open-end mutual fund which invests only in money markets. These funds invest in short-term debt obligations such as short-dated government debt, certificates of deposit and commercial paper. The main goal is the preservation of principal, accompanied by modest dividends. The fund's net asset value remains constant (e.g. £1 per unit) but the interest rates does fluctuate. These are liquid investments, and therefore, are often used by financial institutions to store money that is not currently invested. Risk is extremely low due to the high rating of the MMFs; many have achieved AAA credit status from the rating agencies:

- Constant net asset value (CNAV) refers to funds which use amortised cost accounting to value all of their assets. They aim to maintain a net asset value (NAV), or value of a share of the fund, at £1 and calculate their price to two decimal places known as “penny rounding”. Most CNAV funds distribute income to investors on a regular basis (distributing share class), though some may choose to accumulate the income, or add it on to the NAV (accumulating share class). The NAV of accumulating CNAV funds will vary by the income received.
- Variable net asset value (VNAV) refers to funds which use mark-to-market accounting to value some of their assets. The NAV of these funds will vary

by a slight amount, due to the changing value of the assets and, in the case of an accumulating fund, by the amount of income received.

This means that a fund with an unchanging NAV is, by definition, CNAV, but a fund with a NAV that varies may be accumulating CNAV or distributing or accumulating VNAV.

**Money Market Rates** – interest rates on money market investments

**Multilateral Investment banks** – International financial institutions that provide financial and technical assistance for economic development

**Municipal Bonds Agency** – An independent body owned by the local government sector that seeks to raise money on the capital markets at regular interval to on-lend to participating local authorities.

**Non Specified Investments** - all types of investment not meeting the criteria for specified investments.

**Operational Boundary** – the most likely, prudent but not worse case scenario of external debt at any one time

**Pooled Funds** – investments are made with an organisation who pool together investments from other organisations and apply the same investment strategy to the portfolio. Pooled fund investments benefit from economies of scale, which allows for lower trading costs per pound, diversification and professional money management.

**Project rate** – the government has reduced by 40 basis points (0.40%) the interest rates on loans via the Public Works Loans Board (PWLB) for lending in respect of an infrastructure project nominated by a Local Enterprise Partnership (LEP).

**Prudential Code** – a governance procedure for the setting and revising of prudential indicators. Its aim is to ensure, within a clear framework, that the capital investment plans of the Council are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good practice.

**Prudential Indicators** – indicators set out in the Prudential Code that calculates the financial impact and sets limits for treasury management activities and capital investment

**PWLB (Public Works Loans Board)** - a central government agency which provides long- and medium-term loans to local authorities at interest rates only slightly higher than those at which the Government itself can borrow. Local authorities are able to borrow to finance capital spending from this source.

**Registered Providers (RPs)** – also referred to as Housing Associations.

**Repo** - A repo is an agreement to make an investment and purchase a security (usually bonds, gilts, treasuries or other government or tradeable securities) tied to an agreement to sell it back later at a pre-determined date and price. Repos are secured investments and sit outside the bail-in regime.

**Reserve Schemes** – category of schemes within the General Fund capital programme that are funded from earmarked reserves, for example the Car Parks Maintenance reserve or Spectrum reserves.

**Sovereign** – the countries the Council are able to invest in

**Specified Investments** - Specified investments are defined as:

- a. denominated in pound sterling;
- b. due to be repaid within 12 months of arrangement;
- c. not defined as capital expenditure; and
- d. invested with one of:
  - i. the UK government;
  - ii. a UK local authority, parish council or community council, or
  - iii. a body or institution scheme of high credit quality

**Stable Net Asset Value money market funds** – the principle invested remains at its invested value and achieves a return on investment

**Subsidy Capital Financing Requirement** – the housing capital financing requirement set by the Government for Housing Subsidy purposes

**SWAP Bid** – a benchmark interest rate used by institutions

**Temporary borrowing** – borrowing to cover peaks and troughs of cash flow, not to fund spending

**Treasury Management** – the management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risk associated with those activities and the pursuit of optimum performance with those risks.

**Treasurynet** – the Council's cash management system

**Treasury Management Practices** – schedule of treasury management functions and how those functions will be carried out

**Treasury Management Strategy Statement** – also referred to as the TMSS.

**Voluntary Revenue Provision** – a voluntary amount charged to an authority's revenue account and set aside towards repaying borrowing.

**Working capital** – timing differences between income and expenditure (debtors and creditors)



Corporate Governance and Standards Committee Report

Ward(s) affected: All

Report of Director of Resources

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Date: 20 January 2022

## Financial Monitoring 2021-22 (April to November 2021)

### Executive Summary

The report summarises the projected outturn position for the Council's general fund revenue account, based on actual and accrued data for the period April 2021 to 30 November 2021.

Officers are projecting an underspend on the general fund revenue account of £0.2 million. However, this position should be treated with caution as the introduction of the Government's Covid Plan B is likely to worsen the position during the coming months particularly around expectations for the achievement of budgeted income.

The direct expenditure incurred by the Council on Covid-19 in the current financial year stands at £572,890. The Council has received a grant of £622,690 to finance direct Covid-19 costs for 2021-22.

The indirect costs of Covid-19, particularly the loss of income is reflected in the services forecasting. The Council has made a claim for some of the income loss for the months of April to June, under the Sales, Fees and Charges (SFC) compensation scheme totalling £1.45 million. This is currently included within the projection. Officers are currently projecting a loss of income for the full year of around £4.2 million. The Government does not appear to have any plans to extend the scheme beyond June 2021.

This report considers the expenditure and income forecasted up to 30 November 2021 and is potentially subject to further movement depending on the success of the Government's roadmap for lifting all covid restrictions.

The Council is currently forecasting to have £48.8 million in reserves at the end of the year of which £9.340 million is useable.

A surplus on the Housing Revenue Account will enable a projected transfer of £8.4 million to the new build reserve and meet the forecasted £2.5 million to the reserve for future capital at year-end.

Progress against significant capital projects on the approved programme as outlined in section 7 are underway. The Council expects to spend £59.74 million on its capital schemes by the end of the financial year.

The Council's underlying need to borrow to finance the capital programme is expected to be £36.89 million by 31 March 2022, against an estimated position of £94.59 million. The lower underlying need to borrow is a result of slippage on both the approved and provisional capital programme as detailed in paragraph 7.3 to 7.6 of the report.

The Council held £211 million of investments and £344 million of external borrowing on 30 November, which includes £193 million of HRA loans. Officers confirm that the Council has complied with its Prudential indicators in the period, which were set in February 2021 as part of the Council's Capital and Investment Strategy.

### **Recommendation to Corporate Governance and Standards Committee**

That the Committee notes the results of the Council's financial monitoring for the period April 2021 to 30 November 2021 and makes any comments it feels appropriate.

#### Reason for Recommendation:

To allow the Committee to undertake its role in relation to scrutinising the Council's finances.

## **1. Purpose of Report**

- 1.1 The terms of reference of this Committee include consideration of financial monitoring reports which, in effect, provide support to the overview and scrutiny function through ongoing scrutiny of financial matters.
- 1.2 This monitoring report covers the period April to November 2021.

## **2. Strategic Priorities**

- 2.1 Councillors have reviewed and adopted a corporate plan for the period 2021-2025. The plan includes significant projects and aspirations that will continue to challenge the council moving forward. Monitoring of our financial position during the financial year is a crucial part managing the resources that will ultimately support the delivery of the corporate plan.

## **3 Background**

- 3.1 The Council undertakes regular financial monitoring in the following ways:
  - a. Reporting to the Corporate Management Team on a monthly basis, the General Fund and Housing Revenue Account position projected for the full year based on actual expenditure in the reporting periods.

- b. Reporting the General Fund and Housing Revenue Account position projected for the full year based on actual expenditure in the reporting periods on a bimonthly basis [periods 3, 4, 6, 8 and 10]. This report covers the period to 30 November 2021 [period 8].
  - c. Bi-monthly monitoring of the capital programme
  - d. monthly and quarterly monitoring of its treasury management activity
- 3.2 The Council's Corporate Management Team (CMT), Chief Finance Officer and deputy, and officer capital programme monitoring group review monitoring reports. Financial monitoring for all services is reported to the Council's Corporate Governance and Standards Committee on a regular basis.
- 3.3 This report sets out the financial monitoring and covers:
- (a) general fund revenue monitoring (section 4)
  - (b) housing revenue account monitoring (section 5)
  - (c) treasury management (section 6)
  - (d) capital programmes (section 7)

#### 4 General Fund Revenue Account monitoring

- 4.1 Officers are projecting a decrease in net expenditure on services, net of reserve transfers of £217,425.
- 4.2 **Appendix 1** shows the summary monitoring report for the general fund revenue account which is further summarised in the table below. Officers have prepared the projected outturn on eight months actual and accrued data.

Directorate	Revised Budget, £	Projected Outturn, £	Variance, £
Resources	8,157,194	5,699,186	(2,458,008)
Services	13,392,126	18,523,397	5,131,271
Strategy	1,108,125	(473,125)	(1,581,250)
Depreciation	(8,791,000)	(8,213,830)	577,170
<b>Total Directorate variance</b>	<b>13,866,445</b>	<b>15,535,628</b>	<b>1,669,183</b>
Reserve transfers (incl. RCCO)	(20,502,144)	(21,058,955)	(556,811)
<b>Directorate variance (excl. reserve transfers)</b>	<b>(6,635,699)</b>	<b>(5,523,327)</b>	<b>1,112,372</b>
Interest (incl. HRA)	(201,026)	(1,352,726)	(1,151,700)
MRP	1,534,915	1,356,818	(178,097)
Business rates, grants, parish precepts and council tax	17,629,403	17,629,403	0
<b>Total General Fund</b>	<b>12,327,593</b>	<b>12,110,168</b>	<b>(217,425)</b>

- 4.3 Net external interest receivable is currently estimated to be £690,000 more than budgeted. This is due to lower interest payable of £300,000 due to not taking out planned external loans to finance capital expenditure, and additional investment income of £390,000 from North Downs Housing Ltd. The interest amount given to the HRA on its investment balances is in line with 2020-21 interest rates and has reduced by £461,700.
- 4.4 The Minimum Revenue Provision (MRP) based on the Capital Financing Requirement (CFR) on 31 March 2021 for the purposes of this report is shown as £1.356 million. This is £178,097 lower than originally estimated. The reduction is due to slippage in the capital programme experienced during 2020-21.
- 4.5 **Appendix 2** provides detailed information on variances at service level, the main variances which contribute towards the position on directorates (that are not offset by transfers from reserves) are:

Service Area	Reason	Amount Over / (Under) spent £000
Corporate Services	increased audit costs along with consultancy costs related to project and programme governance	250.8
ICT	lower than predicted expenditure forecasts.	(286.9)
Countryside and Parks	income shortfall and asset budgets which will be moved at the year end, along with additional supplies and services due to skate park improvements.	535.8
Crematorium	some budgets such as depreciation looking to be over budget are being investigated.	383.1
Planning and Development control	additional expenditure on agency staff and consultants to support major planning applications (partially offset by income from planning performance agreements) and loss of income due to suspending the pre-application advice service to deal with an increase in planning application volumes	984.3
Leisure Management contract	loss of income from the contract because of Covid-19 and a lower management fee income on extension of the contract	785.6
On & Off-street Parking	loss of parking fee income projected due to Covid-19 and an expectation that income levels will not fully recover to pre-covid levels this financial year	3,564.5

Service Area	Reason	Amount Over / (Under) spent £000
Investment properties and Industrial Estates	Review of rental income being more positive than previous forecasts.	(728.8)
Corporate Property management	underspend reflecting the £300,000 identified in the officer action plan at P6 to bring down the corporate overspend	(962.3)
Miscellaneous income	Additional £1.45m income from SFC grant and central income contingency budget which partially offsets the income losses in each service area above.	(2,752.8)
TOTAL Directorate variance explained		1,773.3
Other directorate level movements		(661.0)
<b>TOTAL directorate variance excl. reserve transfers (as per paragraph 4.2)</b>		<b>1,112.3</b>

- 4.6 As stated in paragraph 4.1, Officers are reporting an underspend position at the end of November of £0.2 million, this is £1.57 million less than the overspend of £1.762 million reported to committee in November 2021 (for period 6). This is made up of an increase in net expenditure on directorates of £98,569 and an increase in transfers from reserves of £2,078,945. The table below reflects the movements by directorate and those made to reserves.

	Period 6	Period 8	Total
Reported to CGSC - 18 November 2021			1,762,936
<b>Directorate movements</b>			
Strategy Directorate	(125,930)	(473,125)	(347,195)
Services Directorate	17,982,711	18,523,397	540,686
Resources Directorate	5,794,108	5,699,186	(94,922)
<b>Reserves movements</b>			
Business Rates Equalisation	(17,640,578)	(19,154,144)	(1,513,566)
Car Park Maintenance reserve	(2,358,384)	(2,295,384)	63,000
New Homes Bonus reserve	(498,000)	(504,798)	(6,798)
Spectrum reserve	(83,696)	(615,696)	(532,000)
Other reserves	1,306,648	1,217,067	(89,581)
Report to CGSC – 20 January 2022			(217,425)

- 4.7 Officers are compiling an in-year savings plan in order to mitigate the current overspend. Current proposals (not yet included in the forecast outturn) are shown in the table below.

<b>Service</b>	<b>Details</b>	<b>Amount £</b>
Finance	Interest on Investments: Propose to trade in the M&G Global dividend fund to realise capital growth of around £1.5 million as investment income this year. We will then re-invest the original £2 million investment into a similar fund which yields a similar income return. Arlingclose to suggest a replacement fund.	£1,500,000
	<b>Total</b>	<b>£1,500,000</b>

4.8 For the first six months of the year officers have been projecting a significant overspend which without additional actions would not have brought the budget back into a balanced position. Officers have sought, and received, executive approval for a voluntary expenditure freeze which has been applied and consist of the following actions. These actions have not been applied to the HRA, Approved Capital Programme or Capital Programmes funded from reserves:

- Service managers to very closely monitor income and expenditure on a monthly basis and report underspends at the earliest opportunity
- Service managers to identify any in year savings which can be made to the Director of Resources, where a log will be maintained for further discussion with Executive
- All discretionary expenditure to be put on hold or delayed, as far as reasonably possible.
- Service managers to review fees and charges for possible increases in the current financial year and advise the Director of Resources of opportunities for further discussion with Executive
- Reduce the use of agency staff unless funded by specific government grants, Future Guildford, or capital.
- No movement between the provisional capital programme to the general fund capital programme to be considered.
- Accelerate those efficiencies within the savings programme with a view to delivering at speed.
- Consider not filling any vacant posts in discretionary services and agree any need for recruitment with Directors.

4.9 The direct costs associated with the Covid-19 pandemic in the current financial are £572,890 and are included in the forecast for the Resources Directorate. The breakdown of the direct costs to date are shown in the table below along with an estimated forecast for the year. The forecast assumes that we will spend the grant money that we have received from Government.

Description	Actual £	Forecast £
<b>Housing</b>		<b>20,000</b>
Emergency Accommodation	800	
<b>Culture</b>		<b>240,000</b>
Leisure costs	372,761	
<b>Other lockdown compliance</b>		<b>149,000</b>
Equipment, materials, contractors	155,829	
<b>Public Health</b>		<b>220,000</b>
Track and Trace	43,500	
<b>Gross Expenditure</b>	<b>572,890</b>	<b>629,000</b>

- 4.10 The tables below show the supplementary estimates and virements approved to date.

#### Supplementary Estimates 2021-22

Service/Description	Approval Date	Committee	Value £
Nil			
<b>TOTAL</b>			<b>NIL</b>

#### Virement Record 2021-22

Service/Description	Nature of Virement	Approved by	Date of Approval	Value £
Homicide review	Revenue	CFO	23-04-2021	12,000
Stoney Castle	Revenue	MD	21-06-2021	180,000
<b>TOTAL</b>				<b>192,000</b>

#### Use of Reserves

- 4.11 The revised budget for 2021-22 anticipates that £21.039 million would be transferred from earmarked reserves during the year and a contribution of £537,000 be made to the capital programme. It is currently projected that £23.9million will be transferred from reserves and a £2.8million contribution will be made to the capital programme. Major movements anticipated at this point in the year are explained in the table below.

Reserve	Variance (£000)	Explanation
Business rate equalisation reserve	(27)	
On Street Parking Reserve	260	Surplus income not expected
Car Park Maintenance	(2,358)	Revenue contributions to capital spending.

Reserve	Variance (£000)	Explanation
IT Renewals	(831)	Contribution towards IT expenditure to be transferred to capital programme
New Homes Bonus	(207)	Ripley Village Hall offset by less expenditure expected on the Town Centre masterplan.
Spectrum Reserve	(809)	Capital financing costs
Other Reserves	1,105	To finance SPA site maintenance
Net movement	(2,866)	Movement from reserve

- 4.12 The forecast level of reserves for the 31 March 2022 is shown below. The forecast assumes that the underspend currently projected would be added to the General Fund Reserve however, a decision as to the treatment of the underspend will be made by the Chief Finance Officer in consultation with the Lead Councillor for Resources as part of the year end closedown process.

Forecast Level of Reserves 31 March 2022	Balance 31.3.21, £000	Net Movement 2021-22, £000	Expected Balance 31.3.22, £000	Useable amount, £000
Business Rates equalisation	24,040	(19,154)	4,886	4,359
Car Parks Maintenance	3,566	(2,295)	1,271	0
Interest Rate Movements	1,197	0	1,197	0
New Homes Bonus	747	(505)	242	242
Insurance	976	0	976	0
IT Renewals	544	(288)	256	0
Invest to Save	2,420	(2,328)	92	92
Spectrum	2,012	(616)	1,396	0
COVID grants	11,582	0	11,582	0
SPA Reserves	10,194	1,314	11,508	0
Other reserves	8,292	180	8,472	709
<b>TOTAL Earmarked Reserves</b>	<b>65,569</b>	<b>(23,692)</b>	<b>41,877</b>	<b>2,428</b>
General Fund Reserves	3,748	217	3,965	3,965
<b>TOTAL GENERAL FUND RESERVES</b>	<b>69,317</b>	<b>(23,474)</b>	<b>45,843</b>	<b>6,394</b>

- 4.13 As part of the budget report to Council in February 2021, the Chief Finance Officer advised that based on a risk analysis of the budget the Council should seek to hold a minimum level of reserves of £12 million. The Council is forecast to have



£45.8 million in total reserves for the general fund at the end of this financial year, however, £11.5 million of those reserves relate to SPA sites where the Council needs to hold the reserve 'in perpetuity' to fund site maintenance and £27.9 million of reserves are held to offset future expenditure which we are committed to under various contracts, legislation or grant determinations meaning that those reserves would need to be replaced to meet the commitments if they were used. This leaves a balance of useable reserves of £6.4 million.

## 5 Housing Revenue Account

HRA Budget	2021-22 Estimate, £	2021-22 Projection, £	Variance, £
Income	(33,732,537)	(33,718,202)	14,335
Expenditure on Housing Services	17,710,972	17,696,934	(14,038)
HRA Share of CDC	256,800	256,800	0
Net Interest	5,142,230	5,142,230	0
Net reserves transfer	11,220,795	11,200,498	297
<b>Net HRA Budget</b>	<b>598,260</b>	<b>598,260</b>	<b>0</b>

5.1 **Appendix 3** shows the budget monitoring report for the Housing Revenue Account (HRA) for the period to 31 November 2021. The report shows that HRA gross service expenditure, projected outturn is 99% of the budgeted level arising from a likely underspend in repairs due to access restrictions because of Covid 19, whilst income is projected to be 99% of the budgeted level, with a likelihood of increased bad debt provision. The projected outturn would enable a transfer of around £8.4 million to the new build reserve and £2.5 million to the reserve for future capital expenditure.

- The rental income estimates for 2021-22 included a revised prudent allowance for Right to Buy (RTB) sales and the re-commissioning of new units. Rental income from dwellings is currently projected to be £30.5 million.
- Emphasis continues to be on planned rather than responsive maintenance, supported by the benefits accruing from past levels of expenditure on planned capital and revenue maintenance works. Looking at last year's out-turn we are forecasting a modest increase in budget but slightly below last year's expenditure on repairs.
- The tenant services underspend is due to the economic impact of Covid-19.
- Apart from receipts from RTB sales, the estimates for the year do not provide for any repayment of HRA debt principal or for setting aside any amounts towards the repayment of debt. This is consistent with the HRA Business Plan, which prioritised the provision of additional housing. This approach will be subject to regular review and an updated business plan will be submitted reflecting constraints placed on the HRA by the prevailing legislation.

- 5.2 Tenancy arrears remain stable and are consistent with the assumptions contained in the business plan. Particular attention is paid to introductory tenancies (tenants of less than 12 months), as they often have no previous experience of managing a household budget or of renting a property.

## **6 Treasury Management**

- 6.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management ("the Code") recommends that Councillors are informed of treasury management activities at least twice a year. This report therefore ensures the Council is embracing best practice in accordance with CIPFA's recommendations by reporting quarterly to Councillors.

### **Debt management**

- 6.2 We have a substantial long-term PWLB debt portfolio for the HRA totalling £193 million. Currently, the general fund is only borrowing short-term for cash flow purposes. There is no cost of carry on our short-term borrowing. The Council held £151million short term loans and making total borrowing at 30 November 2021 £344 million. **Appendix 13** shows the schedule of loans.

### **Investment activity**

- 6.3 During the period, we have continued with the diversification of our in-house investment portfolio into secure instruments such as bonds and secure bank deposits (not subject to bail-in) in line with our Treasury Management Strategy. The Council held £23.3 million of strategic investments and £187.5 million of in-house investments at 30 November 2021. **Appendix 14** shows the schedule of investments.

### **Prudential Indicators**

- 6.4 Officers confirm that the Council has complied with its Prudential indicators in the period, which were set in February 2021 as part of the Council's Treasury Management Strategy Statement.

#### *Authorised limit and Operational Boundary for External Debt*

- 6.5 The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of their indebted status. This is a statutory limit, which we should not breach.
- 6.6 The Council's authorised borrowing limit was set at £531 million for 2021-22.
- 6.7 The Operational Boundary is based on the same estimates as the Authorised Limit but reflects the most likely, prudent but not worst-case scenario without the additional headroom included in the Authorised Limit.
- 6.8 The operational boundary was set at £477 million for 2021-22.

6.9 The Chief Financial Officer confirms that there have been no breaches to the authorised limit and operational boundary during the year.

## 7 Capital Programmes

7.1 **Appendices 4 to 9** of this report set out the following for each scheme on the Council’s capital programme

- the gross estimate for the scheme approved by the Executive
- the cumulative expenditure to 31 March 2022 for each scheme
- the estimate for 2021-22 as approved by Council in February 2021
- the 2021-22 revised estimate which considers the approved estimate, any project under spends up to 31 March 2021, and any virement or supplementary estimates
- 2021-22 current expenditure
- 2021-22 projected expenditure estimated by the project officer

7.2 The table below summarises the current position on the various strands of the Council’s capital programme. A detailed explanation is provided in paragraphs 7.3 to 7.11 below.

<b>CAPITAL EXPENDITURE SUMMARY</b>	<b>2021-22 Approved £000</b>	<b>2021-22 Revised £000</b>	<b>2021-22 Outturn £000</b>	<b>2021-22 Variance £000</b>
<b>General Fund Capital Expenditure</b>				
- Main Programme	92,790	88,165	49,088	(39,077)
- Provisional schemes	53,533	53,681	6,937	(46,744)
- Schemes funded by reserves	1,975	4,008	3,541	(467)
- S106 Projects	0	252	171	(82)
<b>Total Expenditure</b>	<b>148,298</b>	<b>146,106</b>	<b>59,736</b>	<b>(86,370)</b>
<b>Housing Revenue Account Capital Expenditure</b>				
Approved programme	17,988	24,936	15,761	(9,176)
Provisional programme	34,117	34,367	0	(34,367)
<b>Total Expenditure</b>	<b>52,105</b>	<b>59,303</b>	<b>15,761</b>	<b>(43,543)</b>

### Approved (main) programme (Appendix 4)

7.3 Expenditure is expected to be £49 million representing a £39 million variance to the revised estimate of £88.2 million. If a project is on the approved programme, it is an indicator that the project has started or is near to start following the approval of a final business case by Executive. Whilst actual expenditure for the period of £19 million may seem low, several significant projects are in progress and delivery of the corporate projects and programmes is progressing. These include:

- OP6 – Vehicles, Plant & Equipment Replacement (£1.4 million) – to include the replacement of minibuses and sweepers.
- P5 – Walnut Bridge replacement (£2.1 million) – works are progressing and the timeframe for completion by 31 March 2022. This project is part grant funded from the Enterprise M3 Local Enterprise Partnership (LEP).

As part of the grant funding agreement there are specific milestones that must be met in the delivery of the project and any slippage in delivery of the programme to the milestones may result in the loss of grant funding. The Major Projects Portfolio Board is monitoring the progress of this project and at the moment the project is on track to deliver by the completion date.

- P21 – Ash Road Bridge (£7.7 million) – work is progressing on this scheme. This project is part grant funded from Homes England Housing Infrastructure Fund (HIF). As part of the grant funding agreement there are specific milestones that have to be met in the delivery of the project and any slippage in delivery of the programme to the milestones may result in the loss of grant funding. Officers complete regular monitoring reports to Homes England (HE) and the Major Projects Portfolio Board. The project status is currently rated as Amber-Green on the MPPB monitoring report due to delays being caused by network rail.
- ED6 – WUV (£17.46 million) and (New GBC Depot (£2.4 million) - work is progressing on the detailed design, pre-planning and site investigation work for this scheme to inform the final business case. Funds have now been moved from the provisional to the approved programme and reprofiled as detailed in the September 2021 Executive report. This project is also part grant funded from Homes England Housing Infrastructure Fund (HIF). As part of the grant funding agreement there are specific milestones that have to be met in the delivery of the project and any slippage in delivery of the programme to the milestones may result in the loss of grant funding. Officers complete regular monitoring reports to Homes England, the WUV programme Board and the Major Projects Portfolio Board on the progress of the project. The project status is currently rated Amber-Red on the MPPB monitoring report due to planning delays with the TW sewage treatment plant and the allotments site. Depending on the outcome of the planning process, milestone dates may need to be re-negotiated with Homes England.
- North Downs Housing (£2.97 million) and Guildford Holding Ltd (£1.98 million) – target to purchase further properties this financial year.
- ED49 – Midleton Industrial Estate redevelopment (£4 million) – Phase 4 due to go out to tender, report to be prepared to move remaining budget from provisional programme.
- P16 – A331 Hotspots (£3.6 million) – scheme is being delivered by SCC and amounts will be payable upon request from SCC. This project is part grant funded from the Enterprise M3 Local Enterprise Partnership (LEP). As part of the grant funding agreement there are specific milestones that have to be met in the delivery of the project and any slippage in delivery of the programme to the milestones may result in the loss of grant funding. The project is monitored through the MPPB and is currently showing a status of green as the scheme is very near to completion.
- P22 – Guildford Economic Regeneration Programme - (£1.1 million).

7.4 In addition to the schemes outlined above, the re-profiling of the following significant amounts that were due to be spent on schemes or projects in 2021-22 will now be carried forward into 2022-23 or future years:

- Sustainable Movement Corridor (£2.5 million) – Currently estimated spend in 2021-22 is £300,000, this scheme is currently being reprofiled, this project is part grant funded from the Enterprise M3 Local Enterprise Partnership (LEP). As part of the grant funding agreement there are specific milestones that have to be met in the delivery of the project and any slippage in delivery of the programme to the milestones may result in the loss of grant funding. Phases 1 and 2a of the project are complete and have been delivered to timescale. Phase 2b is on track however Phase 3 has unfortunately been put on hold due to lack of agreement with the landowners and as a result it is highly likely the Council will have to repay some grant monies to the LEP.
- P12 – Strategic Property Acquisitions (£25.2 million). The majority of this budget (24.99million) has been moved into later years due to a lack of investment opportunity in the market and the government tightening rules around property acquisition for commercial purposes.
- North Downs Housing (£1.073 million) and Guildford Holding Ltd (£710,000) – reprofiled to 22-23. Original budget for 2021-22 was NDH £4.038 million and GHG £2.687 million but due to slowdown in property purchases spend has been reduced and remaining budget reprofiled to 2022-23.
- FS1 – Capital Contingency Fund – (£4.955 million)
- P21 – Ash Road Bridge (£2.8 million) – work is progressing on this scheme, current estimated spend in 2021-22 is £7.7 million from original budget of £10.5 million due to a revision of project milestones with Homes England for 2021-22. The latest monitoring report for the project shows its status to be Amber-green as described above.

### **Provisional programme (Appendix 5)**

- 7.5 Expenditure on the provisional programme is expected to be £6.9 million, against the revised estimate of £53.7 million, representing a variance of £45.96 million. These projects are still at feasibility stage and will be subject to Executive approval of a business case before they are transferred to the approved capital programme. It is only once the business case is approved that the capital works can begin. Monitoring the progress of these projects is key to identifying project timescales.

The re-profiling of schemes has resulted in a lower level of expenditure than planned in 2021-22.

- 7.6 A number of projects, that were also anticipated to start in 2021-22 have been re-profiled into future years including:
- PL21(p) - Ash Road Footbridge (£4.5 million)
  - P12(p) – Strategic Property Acquisitions (£28.3 million)
  - North Street/ Bus Station relocation (£1 million)
  - North Downs Housing (£5.5 million)
  - Guildford Holding Ltd (£3.7 million)
  - Guildford West (PB) Station (£1 million)

### **S106 (Appendix 6)**

- 7.7 Capital schemes funded from s106 developer contributions are expected to total £171,000. Developer contributions are time limited and if they are not used within the timescales to fund a capital project then they will need to be repaid to the developer. As a result, it is important that the Council closely monitors the S106 funds it has and puts plans in place to spend the contributions within the required timescales.

### **Reserves (Appendix 7)**

- 7.8 Some capital schemes are funded from the Council's specific reserves. The outturn is anticipated to be £3.5 million. The main projects are:
- expenditure on car parks £1.8 million
  - ICT renewals and infrastructure improvements £831,000

### **Capital resources (Appendix 8)**

- 7.9 When the Council approved the budget in February 2021, the estimated underlying need to borrow for 2021-22 was £94.6 million. The current estimated underlying need to borrow is £36.89 million. The reduction is due to slippage in the programme where schemes have been re-profiled into future years.

### **Housing Investment Programme Approval Capital (Appendix 9)**

- 7.10 The HRA approved capital programme is expected to outturn at £15.8 million against a revised estimate of £24.9 million. Several projects are in progress. These include:
- Guildford Park – (£792,000) this scheme is awaiting decision regarding progression of works and submission of a new planning application for approval. The complete budget for this scheme has been moved to the HRA capital programme, a significant amount of the cost of this project is still on the provisional capital programme awaiting final business case approval. (£2.6 million has been reprofiled to future year). The status of the project is currently Amber on the MPPB monitoring report due to budget risks.
  - Various small site projects – (£807,000) there is slippage on these projects. (£5.6 million has been reprofiled to future years)
  - Acquisitions of Land and Buildings – (£4.9 million) spend is dependent on availability of sites, we are currently actively purchasing suitable properties to mitigate slippage on building projects.
  - Major Repairs & Improvements – (£9.2 million) outturn is expected to be on budget as works delayed due to COVID can now be progressed.

The Guildford Park, Bright Hill and various small site new build projects and acquisition of land and buildings into the HRA is partially funded by receipts generated through Right to Buy (RTB) Sales of Council Houses. With the recent changes on Right to Buy Pooling the council now has 5 years in which it can

spend RTB receipts and can fund 40% of the cost of replacement housing from the RTB receipts. Should the Council not spend enough money on its Housing Investment Programme in order to utilise its RTB receipts within the timescales then they will need to be repaid to government with interest at base rate plus 4%. The RTB schedule below details:

- the amount of expenditure required to avoid repayment, based on actual spend to date and assumption of 20 RTB sales per year, and
- A forecast of expenditure to be incurred as detailed on the approved housing capital programme.

Based on this scenario there is no current risk of repayment, however, should the capital programme be subject to delay and slippage this risk will increase. It is noted that the status of two of the bigger projects, Guildford Park and Bright Hill are currently amber and amber-red on the MPPB monitoring report (Appendix 12).

<b>Reconciliation of Spend to RTB</b>	<b>2021-22 £000</b>	<b>2022-23 £000</b>	<b>2023-24 £000</b>	<b>2024-25 £000</b>	<b>2025-26 £000</b>	<b>2026-27 £000</b>
Value of receipts that will need surrendering if no further spend			36	2,167	708	4,457
HIP Expenditure required to avoid RTB repayments	0	0	90	5,418	1,771	11,143
Forecast HIP Expenditure from the Approved Capital programme	2,665	8,041	9,253	1,400	400	0
Cumulative Expenditure forecast	6,486	14,527	23,780	25,180	25,580	25,580
Forecast additional receipts that will be used (c x 40%)	1,066	3,216	3,701	560	160	0
Cumulative additional receipts that will be used ((cumulative e) + a)	<b>1,066</b>	<b>4,282</b>	<b>7,948</b>	<b>6,340</b>	<b>5,792</b>	<b>1,335</b>
<b>Revised value of receipts that might need to be surrendered</b>			0	0	0	0

### **Housing Investment Programme Provisional Capital (Appendix 10)**

7.11 The provisional programme revised estimate is £34.4 million with no expenditure anticipated this financial year to date. The reprofiling of schemes will result in a lower level of expenditure in 2021-22.

- Guildford Park – (£19.1 million) - this scheme is awaiting decision regarding progression of works and submission of a new planning application for approval. (£14.5m has been reprofiled to future years)
- Bright Hill & Redevelopment Bids – (£16.2 million) - reprofiled to future years. Project is currently rated Amber-Red on the MPPB monitoring report.

The projects above are partially funded by RTB receipts, there is a significant risk that repayment of RTB receipts will be necessary in future years if project delivery falls significantly behind schedule.

### **Housing Revenue Account Resources (Appendix 11)**

7.12 Appendix 11 shows how the HRA capital programme is financed and the projected balances on reserves at the end of the financial year.

## **Summary of Housing Revenue Account Capital Expenditure and Financing (Appendix 12)**

- 7.13 The summary shows the overall expenditure and financing of the Housing Investment Programme and the Overall HRA Capital programme for the current financial year and how the projected expenditure on the Housing Investment Programme relates to what is required to be spent as per the RTB model to avoid repayment of RTB receipts.

## **8 Consultations**

- 8.1 The finance specialists prepare the budget monitoring in consultation with the relevant service managers.

## **9 Equality and Diversity Implications**

- 9.1 There are no direct equality and diversity implications as a result of this report. Each service manager will consider these issues when providing their services and monitoring their budgets.

## **10 Financial Implications**

- 10.1 The financial implications are contained throughout the report.

## **11 Legal Implications**

- 11.1 The Local Government Act 1972, Section 151 states that each local authority has a statutory duty to make arrangements for the proper administration of their financial affairs. In addition, the Accounts and Audit Regulations 2015 impose an explicit duty on the Council to ensure that financial management is adequate and effective and that they have a sound system of internal control, including arrangements for the management of risk.
- 11.2 Proper administration is not statutorily defined; however, there is guidance, issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) on the responsibilities of the Chief Financial Officer (CFO). This states that local authorities have a corporate responsibility to operate within available resources and the CFO should support the effective governance of the authority through development of corporate governance arrangements, risk management and reporting framework. Regular monitoring of the Council's actual expenditure to budget and forecasting of the expenditure for the full year is part of the proper administration and governance of the Council.
- 11.3 There are no further direct legal implications because of this report.

## **12 Human Resource Implications**

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



### **13 Summary of Options**

- 13.1 This report outlines the anticipated outturn position for the 2021-22 financial year based on three months actual data. There are no specific recommendations and therefore no options to consider.

### **14 Conclusions**

- 14.1 The report summarises the financial monitoring position for the period April 2021 to 30 November 2021 for the 2021-22 financial year.
- 14.2 Officers are currently projecting a decrease in expenditure of £217,425 on the general fund revenue account. However, with the introduction of the Government's Plan B this is likely to worsen during the coming months particularly around expectations for the collection of income.
- 14.3 The Chief Financial Officer in consultation with the Lead Councillor for Resources will determine the treatment of any overspend as part of closing the 2021-22 accounts.
- 14.4 The surplus on the Housing Revenue Account will enable a transfer of £8.4 million to the new build reserve and £2.5 million to the reserve for future capital at year-end.
- 14.5 Actual expenditure incurred on our general fund capital programme for the period has been comparatively low against the programme envisaged at the 1 April 2021. Officers are making progress against significant capital projects on the approved programme as outlined in section 7. The Council expects to spend £59.74 million on its capital schemes by the end of the financial year.
- 14.6 It is anticipated that the Council's underlying need to borrow to finance the capital programme will be £36.89 million by 31 March 2022. The Council has complied with Prudential Indicators during the period.
- 14.7 At the end of November 2021, the Council had £211 million of investment balances, and £344 million borrowing.

### **15 Background Papers**

None

### **16 Appendices**

Appendix 1 - General Fund Revenue Account Summary  
Appendix 2 - General fund services - revenue detail  
Appendix 3 - Housing Revenue Account summary  
Appendix 4 - Approved capital programme  
Appendix 5 - Provisional capital programme  
Appendix 6 - Schemes funded from S106  
Appendix 7 - Capital reserves  
Appendix 8 - Capital resources  
Appendix 9 - Housing Revenue Account approved capital programme  
Appendix 10 - Housing Revenue Account provisional capital programme

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- Appendix 11 - Housing Revenue Account resources
- Appendix 12 - Summary of HRA Capital Expenditure and Financing
- Appendix 13 – Schedule of loans
- Appendix 14 – Schedule of investments

## GENERAL FUND SUMMARY 2021 - 2022

Actual 2020-21 £	GENERAL FUND SUMMARY	Original Estimate 2021-22 £	Latest Estimate 2021-22 £	Projected Outturn 2021-22 £
14,629,500	Strategy Directorate	-100,753	1,108,125	-473,125
24,504,905	Services Directorate	16,616,462	13,392,126	18,523,397
9,270,235	Resources Directorate	2,077,170	8,157,194	5,699,186
<b>48,404,640</b>	<b>Total Directorate Level</b>	<b>18,592,879</b>	<b>22,657,445</b>	<b>23,749,458</b>
	Growth to be allocated to services	0	0	0
	Savings to be allocated to services	0	0	0
-28,193,497	Depreciation (contra to Service Unit Budgets)	-8,791,000	-8,791,000	-8,213,830
<b>20,211,143</b>	<b>Directorate Level excluding depreciation</b>	<b>9,801,879</b>	<b>13,866,445</b>	<b>15,535,628</b>
-2,069,098	External interest receivable (net)	-682,726	-682,726	-1,372,726
11,437	Housing Revenue Account	481,700	481,700	20,000
1,288,064	Minimum Revenue Provision	1,534,915	1,534,915	1,356,818
313,003	Revenue income from sale of assets	0	0	0
	<b>Revenue Contributions to Capital Outlay (RCCO)</b>			
0	Met from: Capital Schemes reserve	0	0	0
0	Other reserves	537,000	537,000	2,847,000
0	General Fund	0	0	0
<b>19,754,549</b>	<b>Total before transfers to and from reserves</b>	<b>11,672,768</b>	<b>15,737,334</b>	<b>18,386,720</b>
	<b>Transfers to and from reserves</b>			
	Capital Schemes reserve			
0	Funding of Revenue Contribution to Capital Outlay Contribution in year	0	0	0
-599,781	Budget Pressures reserve	0	0	0
0	Business Rates Equalisation reserve	-17,640,579	-19,127,144	-19,154,144
-328,000	Car Park Maintenance reserve	63,000	63,000	-2,295,384
18,324,301	Election Costs reserve	63,000	63,000	63,000
191,572	Insurance reserve	0	0	0
62,500	IT Renewals reserve	543,000	543,000	-288,000
0	Invest to Save reserve	250,000	-2,328,000	-2,328,000
-122,679	New Homes Bonus reserve	-298,000	-298,000	-504,798
-1,846,187	Energy Management reserve	0	0	0
-355,581	On Street Parking reserve	-260,000	-260,000	0
41,442	Pensions reserve (Statutory)	0	0	0
0	Recycling reserve	0	0	0
2,929,168	Spectrum reserve	193,000	193,000	-615,696
0	Carry Forward Items	0	0	0
6,493,702	Covid reserve	0	0	0
1,005,458	Other reserves	112,000	112,000	1,217,067
<b>45,550,465</b>	<b>Total after transfers to and from reserves</b>	<b>-5,301,812</b>	<b>-5,301,810</b>	<b>-5,519,235</b>
	<b>Business Rates Retention Scheme payments</b>			
31,843,510	Business Rates tariff payment	31,844,000	31,844,000	31,844,000
0	Business Rates levy payment to MHCLG	100,000	100,000	100,000
0	Business Rates tariff payment/Safety net from MHCLG	0	0	0
	<b>Non specific government grants</b>			
0	s31 grant re BRR scheme	-1,308,138	-1,308,138	-1,308,138
0	s31 grant re council tax	-100,000	-100,000	-100,000
0	New Burdens grant	0	0	0
0	COVID Funding	-622,690	-622,690	-622,690
-18,870,985	Other government grant	-389,546	-389,546	-389,546
-851,019	New Homes Bonus grant	-192,251	-192,251	-192,251
<b>89,515,481</b>	<b>GUILDFORD BOROUGH COUNCIL NET BUDGET</b>	<b>24,029,563</b>	<b>24,029,565</b>	<b>23,812,140</b>
1,876,544	Parish Council Precepts	1,935,225	1,935,225	1,935,225
<b>91,392,025</b>	<b>TOTAL NET BUDGET</b>	<b>25,964,788</b>	<b>25,964,790</b>	<b>25,747,365</b>
-34,713,245	Business Rates - retained income	-33,727,000	-33,727,000	-33,727,000
-4,140,430	Collection Fund Deficit - Business Rates	20,120,077	20,120,077	20,120,077
0	Collection Fund Surplus - Council Tax	-30,274	-30,274	-30,274
<b>52,538,350</b>	<b>COUNCIL TAX REQUIREMENT</b>	<b>12,327,591</b>	<b>12,327,593</b>	<b>12,110,168</b>
	<b>Projected (under)/over spend</b>			<b>(217,425)</b>
	<b>Movement in MRP and External Interest</b>			<b>(868,097)</b>
	<b>Underlying (under) / overspend on services</b>			<b>650,672</b>

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3								
4	<b>Resources Directorate</b>							
5	<b>Audit Management</b>							
6		Expenditure	107,620	122,650	98,630	0	130,664	8,014
7		Income	-149,610	-149,610	-99,740	0	-149,610	0
8		<b>Total Audit Management</b>	<b>-41,990</b>	<b>-26,960</b>	<b>-1,110</b>	<b>0</b>	<b>-18,946</b>	<b>8,014</b>
9		Audit Contract cost £114k. Small overspend relating to staff costs incurred in year prior to redundancy.						
10	<b>Business Improvement</b>							
11		Expenditure	167,690	4,082,666	2,510,312	580,475	4,076,990	-5,676
12		Income	-249,120	-249,120	-166,080	0	-249,120	0
13		<b>Total Business Improvement</b>	<b>-81,430</b>	<b>3,831,536</b>	<b>2,344,232</b>	<b>580,475</b>	<b>3,827,870</b>	<b>-3,666</b>
14		A budget adjustment has been applied to cover the Future Guildford implementation and redundancy costs associated with phase B as per original business case approved by Council in Feb 2019. This increase in budget will apply to 2021/22 only. Business Improvement overspend £54k due to salaries incurred in year prior to redundancies. FG Implementation and redundancy costs associated with Phase B are charged here but will be funded from reserves in line with original business case. A budget adjustment has been requested to reflect this but has not yet been actioned.						
15	<b>Corporate Financial</b>							
16		Expenditure	427,380	382,850	404,620	4,316	498,934	116,084
17		Income	-150,000	-150,000	0	0	-194,000	-44,000
18		<b>Total Corporate Financial</b>	<b>277,380</b>	<b>232,850</b>	<b>404,620</b>	<b>4,316</b>	<b>304,934</b>	<b>72,084</b>
19		Brokers fees are higher than budgeted due to more short term loans, but partially offset by interest below the service line. Higher recharge to HRA for treasury management costs than budgeted.						
20	<b>Corporate Services</b>							
21		Expenditure	1,136,660	1,506,893	1,048,698	48,957	1,757,649	250,756
22		Income	-121,200	-121,200	-5,616	0	-121,200	0
23		<b>Total Corporate Services</b>	<b>1,015,460</b>	<b>1,385,693</b>	<b>1,043,082</b>	<b>48,957</b>	<b>1,636,449</b>	<b>250,756</b>
24		The cost of the annual audit is higher than budgeted due to additional work required. Consultancy costs have been incurred relating to programme and project governance. There are salary costs here that need to be moved to other services. The cost of the annual audit is higher than budgeted due to additional work required. Consultancy costs have been incurred relating to programme and project governance.						
25	<b>Feasibility Studies</b>							
26		Expenditure	40,470	40,470	44,937	8,574	63,892	23,422
27		<b>Total Feasibility Studies</b>	<b>40,470</b>	<b>40,470</b>	<b>44,937</b>	<b>8,574</b>	<b>63,892</b>	<b>23,422</b>
28		More has been spent on various feasibilities than budgeted for.						
29	<b>ICT Investment and Renewal Fund</b>							
30		Expenditure	914,440	914,440	150,587	0	627,540	-286,900
31		Income	-893,250	-893,250	-595,500	0	-893,250	0
32		<b>Total ICT Investment and Renewal Fund</b>	<b>21,190</b>	<b>21,190</b>	<b>-444,913</b>	<b>0</b>	<b>-265,710</b>	<b>-286,900</b>
33		Expenditure expected to be lower than predicted.						

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34	<b>Insurance Revenue Account</b>								
35		Expenditure	832,710	832,710	904,734	0	909,183	76,473	
36		Income	-832,710	-832,710	-390	0	-823,947	8,763	
37		<b>Total Insurance Revenue Account</b>	<b>0</b>	<b>0</b>	<b>904,344</b>	<b>0</b>	<b>85,236</b>	<b>85,236</b>	
38	Charges against this cost centre will be recharged across services where additional costs have been incurred which are greater than the anticipated general recharge.								
39	<b>Lead Specialist - Finance</b>								
40		Expenditure	858,490	1,133,315	926,135	63,641	1,275,245	141,930	
41		Income	-1,056,230	-1,056,230	-733,855	0	-1,064,046	-7,816	
42		<b>Total Lead Specialist - Finance</b>	<b>-197,740</b>	<b>77,085</b>	<b>192,280</b>	<b>63,641</b>	<b>211,199</b>	<b>134,114</b>	
43	Additional temporary staff has been employed to help with the closure of accounts and supporting the transfer of data as a result of the ICT refresh programme								
44	<b>Lead Specialist - HR</b>								
45		Expenditure	525,459	495,801	351,069	4,644	538,404	42,602	
46		Income	-702,210	-702,210	-468,140	0	-702,210	0	
47		<b>Total Lead Specialist - HR</b>	<b>-176,751</b>	<b>-206,409</b>	<b>-117,071</b>	<b>4,644</b>	<b>-163,806</b>	<b>42,602</b>	
48	HR Consultancy costs include Comensura costs which cover agency worker bookings across all services, not HR services.								
49	<b>Lead Specialist - ICT</b>								
50		Expenditure	1,962,576	2,114,512	1,343,211	184,543	2,134,911	20,398	
51		Income	-1,526,670	-1,526,670	-1,016,583	0	-1,525,876	793	
52		<b>Total Lead Specialist - ICT</b>	<b>435,907</b>	<b>587,843</b>	<b>326,628</b>	<b>184,543</b>	<b>609,034</b>	<b>21,192</b>	
53	With the FY20/21 budget being used as the baseline for the FY21/22 budget, the forecast has been updated to reflect a modern bottom-up analysis of planned ICT spend. People budgets (salary, pensions etc.) are awaiting an update to re-align them based on the new Future Guildford organisation structure which centralised many roles into ICT. The permanent headcount in ICT is currently below that of the Future Guildford structure due to vacancies, though ICT people budgets are currently £146k below forecast spend for the year as they do not reflect all role changes yet. This should be resolved once people budgeting is completed for the organisation. In total direct controllable cost forecasts across ICT are £55k above budget. The main deviations £50k - Microsoft Extended Support for Windows 2008 - This provides security patching and support from Microsoft for our older servers whilst services are migrated to new, £85k - Business World application support contract for the resolution of system Defects and implementation of new functionality on the HR/Payroll side of the system.								
54	<b>Lead Specialist - Legal</b>								
55		Expenditure	1,178,120	884,375	749,829	3,922	929,776	45,401	
56		Income	-1,404,720	-1,404,720	-804,960	0	-1,398,815	5,905	
57		<b>Total Lead Specialist - Legal</b>	<b>-226,600</b>	<b>-520,345</b>	<b>-55,131</b>	<b>3,922</b>	<b>-469,039</b>	<b>51,306</b>	
58	The overspend is largely due to a restructure in the legal team with redundancy costs and reduced s.106 income due to less instructions in this area. Work is being undertaken to increase income in other areas of the team including undertaking Litigation work for another Surrey Borough, recharging time to projects, the HRA and the Council's companies as appropriate.								

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59	<b>Miscellaneous Expenses</b>								
60		Expenditure	109,006	2,186,666	9,447,244	56,787	875,746	-1,310,920	
61		Income	-15,240	-15,240	-17,898,235	0	-1,457,157	-1,441,917	
62		<b>Total Miscellaneous Expenses</b>	<b>93,766</b>	<b>2,171,426</b>	<b>-8,450,991</b>	<b>56,787</b>	<b>-581,411</b>	<b>-2,752,837</b>	
63		Variance relates to £1.45million grant claim to government for lost income under Sales, Fees and Charges compensation scheme and £1.142m income loss contingency budget both of which offset income losses across other services. In addition £200k additional Future Guildford Savings have been recognised. As the Year to Date figures include grant income this may become repayable of the income is not spent and will therefore be accrued for at the year end.							
64	<b>Other Employee Costs</b>								
65		Expenditure	567,320	516,681	325,747	310	534,038	17,358	
66		Income	-467,630	-467,630	-382,740	0	-472,722	-5,092	
67		<b>Total Other Employee Costs</b>	<b>99,690</b>	<b>49,051</b>	<b>-56,993</b>	<b>310</b>	<b>61,317</b>	<b>12,266</b>	
68		No Comments							
69	<b>Parish Liasion</b>								
70		Expenditure	195,540	192,693	238,002	0	176,643	-16,050	
71		Income	0	0	-34,455	0	-2,508	-2,508	
72		<b>Total Parish Liasion</b>	<b>195,540</b>	<b>192,693</b>	<b>203,548</b>	<b>0</b>	<b>174,135</b>	<b>-18,558</b>	
73		No Comments							
74	<b>Resources Caseworker</b>								
75		Expenditure	953,678	1,233,901	1,417,781	726,808	1,096,990	-136,912	
76		Income	-1,159,860	-1,159,860	-642,944	0	-1,061,667	98,192	
77		<b>Total Resources Caseworker</b>	<b>-206,181</b>	<b>74,042</b>	<b>774,837</b>	<b>726,808</b>	<b>35,322</b>	<b>-38,719</b>	
78		Majority of adjustments have been made as a result of payroll costings being reallocated to correct codes and to align with figures provided by finance. Some underspend likely on salaries due to vacancies. Most overspend is due to be recharged to services so will not be applicable on this budget code.							
79	<b>Unallocatable Central Overhead</b>								
80		Expenditure	747,030	247,030	-7,809	100,982	188,710	-58,320	
81		<b>Total Unallocatable Central Overhead</b>	<b>747,030</b>	<b>247,030</b>	<b>-7,809</b>	<b>100,982</b>	<b>188,710</b>	<b>-58,320</b>	
82		No Comments							
83		<b>Total Resources Directorate</b>	<b>1,995,740</b>	<b>8,157,194</b>	<b>-2,895,511</b>	<b>1,783,957</b>	<b>5,699,186</b>	<b>-2,458,008</b>	
84									

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85	<b>Service Delivery Directorate</b>								
86	<b>Affordable Housing</b>								
87		Expenditure	114,190	39,911	132,034	12,149	163,773	123,863	
88		<b>Total Affordable Housing</b>	<b>114,190</b>	<b>39,911</b>	<b>132,034</b>	<b>12,149</b>	<b>163,773</b>	<b>123,863</b>	
89	No anticipated rise in salary costs this year against established FTE. Any delay in confirmation of current post will be off set by MHCLG grant. Current projected outturn higher than forecast due to agency fees.								
90	<b>Building Control</b>								
91		Expenditure	869,330	525,262	464,746	23,762	715,058	189,796	
92		Income	-503,500	-503,500	-291,418	0	-488,660	14,840	
93		<b>Total Building Control</b>	<b>365,830</b>	<b>21,762</b>	<b>173,327</b>	<b>23,762</b>	<b>226,398</b>	<b>204,636</b>	
94	Addition 0.8 FTE at team leader level in salary costs. Agency and consultancy costs over budget. . Under projection of fee income.								
95	<b>Building Maintenance</b>								
96		Expenditure	4,106,760	4,226,552	2,965,529	94,920	4,288,302	61,750	
97		Income	-4,058,890	-4,058,890	-1,586,023	0	-4,870,439	-811,550	
98		<b>Total Building Maintenance</b>	<b>47,870</b>	<b>167,662</b>	<b>1,379,506</b>	<b>94,920</b>	<b>-582,138</b>	<b>-749,800</b>	
99	Predicting to generate additional income against budget. It is expected to see an increase in materials & services over the coming months due to increase in workload								
100	<b>Business Rates</b>								
101		Expenditure	235,990	294,193	3,591,168	70	299,885	5,692	
102		Income	-258,910	-258,910	-12,361	0	-258,280	630	
103		<b>Total Business Rates</b>	<b>-22,920</b>	<b>35,283</b>	<b>3,578,807</b>	<b>70</b>	<b>41,605</b>	<b>6,322</b>	
104	Allocation of salaries needs some adjustment post Phase B Future Guildford. Software costs (essential licenses) are looking as if they will rise by more than the budget increase from last year. The government admin grant for NNDR is set after the budget and is decreasing. Income recovery currently looks to exceed budget, however this relates to court costs from taking debtors to court and reflects the difficulties being faced by the business community. In practice the costs may not be recoverable. Business Improvement District Income recovery is high, possibly because BID billing occurred late due to COVID moving some recovery into this financial year.								
105	<b>Case Services</b>								
106		Expenditure	0	1,367,992	913,492	64,976	1,388,680	20,688	
107		Income	0	0	-2	0	0	0	
108		<b>Total Case Services</b>	<b>0</b>	<b>1,367,992</b>	<b>913,490</b>	<b>64,976</b>	<b>1,388,680</b>	<b>20,688</b>	
109	No comments								
110	<b>Cemeteries</b>								
111		Expenditure	291,210	290,047	152,384	11,223	288,169	-1,878	
112		Income	-78,230	-78,230	-61,885	0	-78,687	-457	
113		<b>Total Cemeteries</b>	<b>212,980</b>	<b>211,817</b>	<b>90,499</b>	<b>11,223</b>	<b>209,482</b>	<b>-2,335</b>	
114	No comments								



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115	<b>Civil Emergencies</b>								
116		Expenditure	61,440	55,114	40,639	0	63,030	7,916	
117		<b>Total Civil Emergencies</b>	<b>61,440</b>	<b>55,114</b>	<b>40,639</b>	<b>0</b>	<b>63,030</b>	<b>7,916</b>	
118		No Comments							
119	<b>Community Meals and Transport</b>								
120		Expenditure	738,460	911,447	605,466	10,497	927,536	16,090	
121		Income	-241,900	-241,900	-139,924	0	-246,340	-4,440	
122		<b>Total Community Meals and Transport</b>	<b>496,560</b>	<b>669,547</b>	<b>465,543</b>	<b>10,497</b>	<b>681,196</b>	<b>11,649</b>	
123		No Comments							
124	<b>Corporate Health and Safety</b>								
125		Expenditure	165,530	176,027	107,217	2,950	168,873	-7,154	
126		Income	-156,330	-156,330	-103,553	0	-155,913	417	
127		<b>Total Corporate Health and Safety</b>	<b>9,200</b>	<b>19,697</b>	<b>3,663</b>	<b>2,950</b>	<b>12,960</b>	<b>-6,738</b>	
128		No Comments							
129	<b>Council Tax</b>								
130		Expenditure	822,410	403,378	295,473	57,278	500,498	97,120	
131		Income	-290,000	-290,000	0	0	-290,000	0	
132		<b>Total Council Tax</b>	<b>532,410</b>	<b>113,378</b>	<b>295,473</b>	<b>57,278</b>	<b>210,498</b>	<b>97,120</b>	
133		Allocation of salaries needs some adjustment post Phase B Future Guildford. Agency costs for processing are transferring to Customer Case and Parking from the start of October. Prior to implementation of Phase B these costs were offset by vacancies within the original service. The projected outturn for agency costs remains the same as at P6 Monitoring at £95,250. Income Recovery is reduced as a result of less court time due to COVID. In addition to the link to court availability the outturn is also linked to the number of Council Tax payers defaulting and being taken to Court. It is unlikely that Court Costs will increase substantially between now and March. A shortfall in anticipated income of £149,000							
134	<b>Countryside and Parks Services</b>								
135		Expenditure	3,120,777	2,774,824	2,346,196	132,944	3,358,615	583,791	
136		Income	-1,000,670	-1,000,670	-711,659	0	-1,048,637	-47,967	
137		<b>Total Countryside and Parks Services</b>	<b>2,120,107</b>	<b>1,774,154</b>	<b>1,634,537</b>	<b>132,944</b>	<b>2,309,977</b>	<b>535,823</b>	
138		Additional income from SCC recharges and rent from Guilden Park. Other income overstated in period 6 Additional employee related costs of £199k- budgets to be reorganised between Operations and Leisure Asset maintenance over budget by £87k- Assets to move budget at year end Additional supplies and services in part due to skate park improvements. Additional stock purchased due to economies of scale.							
139	<b>Crematorium</b>								
140		Expenditure	636,750	666,508	651,833	56,627	1,049,581	383,073	
141		Income	-1,697,210	-1,697,210	-966,607	0	-1,697,210	0	
142		<b>Total Crematorium</b>	<b>-1,060,460</b>	<b>-1,030,702</b>	<b>-314,775</b>	<b>56,627</b>	<b>-647,629</b>	<b>383,073</b>	
143		Salary Allocation under review. Depreciation over budget, with Finance to Review. Software costs planned to be over budget, awaiting virement from ICT renewals for new system. Income overall on track.							

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144	<b>Customer Services</b>								
145		Expenditure	385,620	783,156	485,163	699	672,361	-110,795	
146		Income	-453,570	-453,570	-302,382	0	-453,570	0	
147		<b>Total Customer Services</b>	<b>-67,950</b>	<b>329,586</b>	<b>182,781</b>	<b>699</b>	<b>218,791</b>	<b>-110,795</b>	
148		CS is a recharge service and any expenditure should be balanced through income (charge to services). No concerns that we will have any issues with overspend in this area. Adjustments need to be made to salary allocations.							
149	<b>Day Services</b>								
150		Expenditure	718,970	705,432	503,856	15,132	721,482	16,050	
151		Income	-160,610	-160,610	-49,197	0	-129,411	31,198	
152		<b>Total Day Services</b>	<b>558,360</b>	<b>544,822</b>	<b>454,659</b>	<b>15,132</b>	<b>592,071</b>	<b>47,249</b>	
153		There are increased agency costs attached to this budget and due to covid 19 - a reduced income around services provided							
154	<b>Development Control</b>								
155		Expenditure	2,548,639	1,668,279	1,515,070	369,746	2,603,719	935,440	
156		Income	-1,753,380	-1,753,380	-1,079,333	0	-1,704,537	48,843	
157		<b>Total Development Control</b>	<b>795,259</b>	<b>-85,101</b>	<b>435,737</b>	<b>369,746</b>	<b>899,182</b>	<b>984,282</b>	
158		Agency: Additional cost requirements since start of 2021 to assist service delivery with increased number of planning applications and COVID demands. Agency cost for majors team support brought online - cost to be recovered through Planning Performance Agreement income which is paid through installments. Consultants: Support on planning applications, significant amount will be funded through PPA income. Viability consultants are charged to applicants therefore cost will be met. Additional legal support on major applications required, some cost will be met through S.106 legal fees. Barrister support on major applications such as Garlicks Arch with attendance at planning committee. Income: Pre-app suspended since April resulting in reduced income, to be reviewed. Planning application numbers are higher, however, these are mainly at householder level where fees are set at a lower level. Planning Performance Agreement fees continue with phased payments expected on larger schemes. Majors support to be retained depending on PPA income. Adjustments made in respect of planning fee income. Salary budgets adjusted to reflect shift of admin to the caseworker unit. There is £120,800 budget still to be vired to DM, making the total salaries overspend £26,000. There are in addition £76,000 of redundancy costs allocated to this service							
159	<b>Digital Services</b>								
160		Expenditure	238,770	156,039	146,253	10,035	283,246	127,207	
161		<b>Total Digital Services</b>	<b>238,770</b>	<b>156,039</b>	<b>146,253</b>	<b>10,035</b>	<b>283,246</b>	<b>127,207</b>	
162		Salary allocations are yet to be finalised and account for overspend.							
163	<b>Emergency Communications</b>								
164		Expenditure	327,640	289,202	181,214	7,330	281,962	-7,240	
165		Income	-451,430	-451,430	-260,651	0	-428,413	23,017	
166		<b>Total Emergency Communications</b>	<b>-123,790</b>	<b>-162,228</b>	<b>-79,437</b>	<b>7,330</b>	<b>-146,451</b>	<b>15,777</b>	
167		No Comments							
168	<b>EMI Services</b>								
169		Expenditure	240,710	250,846	155,726	0	240,410	-10,436	
170		Income	-129,340	-129,340	-70,007	0	-111,340	17,999	
171		<b>Total EMI Services</b>	<b>111,370</b>	<b>121,506</b>	<b>85,719</b>	<b>0</b>	<b>129,070</b>	<b>7,564</b>	
172		Services/ICT software costs need investigating.							

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173	<b>Engineering and Transportation Services</b>								
174		Expenditure	356,600	213,299	136,132	0	207,384	-5,915	
175		Income	-398,170	-398,170	-102,330	0	-281,119	117,051	
176		<b>Total Engineering and Transportation Services</b>	<b>-41,570</b>	<b>-184,871</b>	<b>33,802</b>	<b>0</b>	<b>-73,735</b>	<b>111,136</b>	
177		salaries recharge - Budget for recharges does not reflect salaries budget allowance, engineers timesheet allocation delayed. Lower staffing levels after FG leading to a lower recharge level than budgeted.							
178	<b>Environmental Health</b>								
179		Expenditure	748,190	914,369	999,105	25,742	842,801	-71,568	
180		Income	-23,370	-23,370	-245,841	0	-241,249	-217,879	
181		<b>Total Environmental Health</b>	<b>724,820</b>	<b>890,999</b>	<b>753,264</b>	<b>25,742</b>	<b>601,552</b>	<b>-289,447</b>	
182		Compliance and planning enforcement team being assimilated from other teams, costings will increase to be more in line with budget. Current income projections being investigated.							
183	<b>Family and Refugee Support Programme</b>								
184		Expenditure	528,170	423,207	367,822	29	479,170	55,963	
185		Income	-421,900	-421,900	-308,736	0	-606,213	-184,313	
186		<b>Total Family and Refugee Support Programme</b>	<b>106,270</b>	<b>1,307</b>	<b>59,086</b>	<b>29</b>	<b>-127,043</b>	<b>-128,350</b>	
187		SCC commissioned income grant is £452,000 which exceeds the budget currently but is reflective of extra resources soon to be required.							
188	<b>Fleet Management</b>								
189		Expenditure	2,595,572	2,592,160	1,189,888	410	2,078,514	-513,645	
190		Income	-2,528,710	-2,528,710	-1,728,985	0	-2,081,090	447,620	
191		<b>Total Fleet Management</b>	<b>66,863</b>	<b>63,450</b>	<b>-539,097</b>	<b>410</b>	<b>-2,576</b>	<b>-66,026</b>	
192		This service is recharged across the Council.							
193	<b>Food Safety</b>								
194		Expenditure	376,650	250,770	182,601	0	369,821	119,051	
195		Income	-1,580	-1,580	-915	0	-1,227	353	
196		<b>Total Food Safety</b>	<b>375,070</b>	<b>249,190</b>	<b>181,686</b>	<b>0</b>	<b>368,594</b>	<b>119,405</b>	
197		Salary variances under investigation. Overspend will reduce.							
198	<b>G Live</b>								
199		Expenditure	1,771,950	1,714,787	994,997	110,890	1,735,127	20,341	
200		Income	-49,380	-49,380	-10,987	0	-16,872	32,508	
201		<b>Total G Live</b>	<b>1,722,570</b>	<b>1,665,407</b>	<b>984,009</b>	<b>110,890</b>	<b>1,718,255</b>	<b>52,848</b>	
202		Income affected by closure and management fee reduced by revised contractual arrangement (which will also reduce the likelihood of a surplus), income affected by covid closure.							
203	<b>Guildford House</b>								
204		Expenditure	483,009	353,399	349,756	225,059	567,115	213,716	
205		Income	-83,330	-83,330	-13,475	0	-54,269	29,061	
206		<b>Total Guildford House</b>	<b>399,679</b>	<b>270,069</b>	<b>336,281</b>	<b>225,059</b>	<b>512,846</b>	<b>242,777</b>	
207		Significant costs for both building work and specialist consultancy arising. Building closure has affected income. Significant costs for both building work and specialist consultancy (@£175k) coming from central fund. Building closure for Covid and maintenance has impacted income. Building work costs have continued to increase however expectation is that this is funded from Asset Management. Significant asset maintenance costs due to the mathematical tiling and kitchen refurbishment.							

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208	<b>Guildford Museum</b>								
209		Expenditure	559,300	703,055	388,599	23,855	709,113	6,058	
210		Income	-31,110	-31,110	-46,294	0	-34,050	-2,940	
211		<b>Total Guildford Museum</b>	<b>528,190</b>	<b>671,945</b>	<b>342,305</b>	<b>23,855</b>	<b>675,063</b>	<b>3,118</b>	
212		No Comments							
213	<b>Guildhall</b>								
214		Expenditure	185,510	122,458	78,159	141,366	293,226	170,768	
215		Income	-39,060	-39,060	-16,043	0	-19,035	20,025	
216		<b>Total Guildhall</b>	<b>146,450</b>	<b>83,398</b>	<b>62,116</b>	<b>141,366</b>	<b>274,191</b>	<b>190,793</b>	
217		Guildhall affected by unforeseen asset management costs. The income for the site has been affected by Covid. Guildhall affected by asset management costs funded from central fund (@£165k). Income for the site has been affected by Covid closures. Reduced programme of works for Guildhall this year not yet reflected in figures however overspend all asset maintenance and reduced income due to Covid. Guildford house gallery affected by unforeseen asset management costs. the income for the site has been affected by the closure due to the pandemic and works.							
218	<b>Homelessness Support</b>								
219		Expenditure	892,890	783,445	883,856	250,439	1,116,293	332,849	
220		Income	-35,000	-35,000	-578,191	0	-586,229	-551,229	
221		<b>Total Homelessness Support</b>	<b>857,890</b>	<b>748,445</b>	<b>305,664</b>	<b>250,439</b>	<b>530,064</b>	<b>-218,380</b>	
222		Received grant income not budgeted for. Any unspent income at the end of the year will need to be accrued.							
223	<b>Housing Advice</b>								
224		Expenditure	350,160	350,100	60	0	350,095	-5	
225		<b>Total Housing Advice</b>	<b>350,160</b>	<b>350,100</b>	<b>60</b>	<b>0</b>	<b>350,095</b>	<b>-5</b>	
226		No Comments							
227	<b>Housing Benefits</b>								
228		Expenditure	28,810,350	28,404,864	9,106,297	154	28,575,657	170,793	
229		Income	-28,374,100	-28,374,100	-9,149,967	0	-28,454,062	-79,962	
230		<b>Total Housing Benefits</b>	<b>436,250</b>	<b>30,764</b>	<b>-43,669</b>	<b>154</b>	<b>121,595</b>	<b>90,831</b>	
231		Allocation of salaries needs some adjustment post Phase B Future Guildford. Agency costs for processing are transferring to Customer Case and Parking from the start of October. Prior to implementation of Phase B these costs were offset by vacancies within the original service. The projected outturn for agency costs remains the same as at P6 Monitoring at £109,764. It is anticipated that spending on other items will be reduced as a result of COVID, which offsets the agency overspend by a small sum. There remains more work to understand both Rent Allowances and Rent Rebates. The cost of paying Housing Benefit is broadly met by DWP Subsidy grant. Some work has been done, but more is needed to understand the interaction of overpayment recovery with the Subsidy, and the timing of payments.							
232	<b>Housing Surveying</b>								
233		Expenditure	781,310	665,395	467,365	308	692,451	27,056	
234		Income	-781,550	-781,550	-412,531	0	-781,550	0	
235		<b>Total Housing Surveying</b>	<b>-240</b>	<b>-116,155</b>	<b>54,834</b>	<b>308</b>	<b>-89,099</b>	<b>27,056</b>	
236		agency costs - 50% of this expenditure will be capitalised at year end - interim Surveying/Engineering Lead. Salary allocations under review at time of monitoring.							

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237	<b>Land Charges</b>								
238		Expenditure	252,390	234,916	157,001	292	226,017	-8,899	
239		Income	-266,060	-266,060	-217,696	0	-294,536	-28,476	
240		<b>Total Land Charges</b>	<b>-13,670</b>	<b>-31,144</b>	<b>-60,695</b>	<b>292</b>	<b>-68,519</b>	<b>-37,375</b>	
241		Increased income noted							
242	<b>Land Drainage</b>								
243		Expenditure	294,970	294,970	81,119	4,050	212,492	-82,478	
244		<b>Total Land Drainage</b>	<b>294,970</b>	<b>294,970</b>	<b>81,119</b>	<b>4,050</b>	<b>212,492</b>	<b>-82,478</b>	
245		internal recharges - does not reflect actual - engineers timesheet allocation delayed.							
246	<b>Leisure and Community</b>								
247		Expenditure	124,940	115,108	69,641	3,355	122,652	7,545	
248		Income	-9,580	-9,580	-5,253	0	-9,540	40	
249		<b>Total Leisure and Community</b>	<b>115,360</b>	<b>105,528</b>	<b>64,388</b>	<b>3,355</b>	<b>113,112</b>	<b>7,585</b>	
250		No Comments							
251	<b>Leisure Management Contract</b>								
252		Expenditure	3,370,340	3,301,929	1,832,425	55,083	3,290,801	-11,128	
253		Income	-2,071,140	-2,071,140	-369,054	0	-1,275,072	796,068	
254		<b>Total Leisure Management Contract</b>	<b>1,299,200</b>	<b>1,230,789</b>	<b>1,463,370</b>	<b>55,083</b>	<b>2,015,729</b>	<b>784,940</b>	
255		Sites hit by covid closures affecting receipt of management fee and utility consumption and recharges. Awaiting details of revised utility rates to end of year. Covid impact has reduced management fee over the two year contract extension. Increase in electricity and gas prices with effect from 1st November. Sites hit by covid closures and management fee due for Apr to Oct period as a result. Revised reduced management fee for remaining five months of the year as a result of covid impact. Any further Covid closures will put further pressure on the position.							
256	<b>Leisure Rangers</b>								
257		Expenditure	231,260	168,033	135,138	256	192,465	24,432	
258		<b>Total Leisure Rangers</b>	<b>231,260</b>	<b>168,033</b>	<b>135,138</b>	<b>256</b>	<b>192,465</b>	<b>24,432</b>	
259		Had to rely on casual staff to cover vacancies during FG period. Query over the revised salary budget.							
260	<b>Licensing</b>								
261		Expenditure	356,129	305,170	187,675	21,829	358,318	53,147	
262		Income	-193,990	-193,990	-172,963	0	-159,554	34,436	
263		<b>Total Licensing</b>	<b>162,140</b>	<b>111,181</b>	<b>14,713</b>	<b>21,829</b>	<b>198,764</b>	<b>87,583</b>	
264		Income around taxi fees and licence fees underachieving.							

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265	<b>Millmead House</b>							
266		Expenditure	1,720,859	1,721,621	786,856	2,829	1,689,087	-32,534
267		Income	-1,993,690	-1,993,690	-1,224,939	0	-1,970,569	23,121
268		<b>Total Millmead House</b>	<b>-272,831</b>	<b>-272,069</b>	<b>-438,083</b>	<b>2,829</b>	<b>-281,482</b>	<b>-9,413</b>
269		Salary allocations under review by Finance. Business rates actuals not in at point of review. Recharges over budget.						
270	<b>MOT Bay</b>							
271		Expenditure	156,280	108,466	62,200	0	110,523	2,057
272		Income	-154,070	-154,070	-55,505	0	-82,100	71,970
273		<b>Total MOT Bay</b>	<b>2,210</b>	<b>-45,604</b>	<b>6,695</b>	<b>0</b>	<b>28,423</b>	<b>74,027</b>
274		Income reduced due to lower staffing levels and impacts from covid						
275	<b>North Downs Housing</b>							
276		Expenditure	0	0	15,321	13,000	2,682	2,682
277		Income	0	0	0	0	0	0
278		<b>Total North Downs Housing</b>	<b>0</b>	<b>0</b>	<b>15,321</b>	<b>13,000</b>	<b>2,682</b>	<b>2,682</b>
279		No Comments						
280	<b>Off Street Parking</b>							
281		Expenditure	5,645,619	5,257,518	1,845,439	597,894	5,359,172	101,655
282		Income	-10,395,049	-10,395,049	-4,677,912	0	-7,551,378	2,843,671
283		<b>Total Off Street Parking</b>	<b>-4,749,431</b>	<b>-5,137,532</b>	<b>-2,832,473</b>	<b>597,894</b>	<b>-2,192,206</b>	<b>2,945,326</b>
284		Business rates, insurance, utilities and depreciation brought back to budget. Asset maintenance over budget to be covered in part by Car Parks Maintenance Reserve and budgets held by Asset Management. Continuing uncertainty over revenue due to Covid. Income projection as at period 8: £7.55m.						
285	<b>On Street Parking</b>							
286		Expenditure	1,489,930	1,151,447	703,778	150,750	1,201,690	50,243
287		Income	-1,826,680	-1,826,680	-928,373	0	-1,257,633	569,047
288		<b>Total On Street Parking</b>	<b>-336,750</b>	<b>-675,233</b>	<b>-224,594</b>	<b>150,750</b>	<b>-55,943</b>	<b>619,290</b>
289		Agency agreement (SCC) adjusted to zero, reflecting the likelihood of a deficit rather than any profit. Fees (PCNs) and Revenue (parking) have both been adjusted to reflect the impact of Covid						
290	<b>Ordnance Survey and Mapping</b>							
291		Expenditure	8,070	8,070	481	0	5,171	-2,899
292		<b>Total Ordnance Survey and Mapping</b>	<b>8,070</b>	<b>8,070</b>	<b>481</b>	<b>0</b>	<b>5,171</b>	<b>-2,899</b>
293		No Comments						
294	<b>Park and Ride Service</b>							
295		Expenditure	841,120	832,160	93,115	102,884	609,598	-222,562
296		Income	-37,500	-37,500	33,519	0	13,050	50,550
297		<b>Total Park and Ride Service</b>	<b>803,620</b>	<b>794,660</b>	<b>126,634</b>	<b>102,884</b>	<b>622,648</b>	<b>-172,012</b>
298		Onslow P & R subsidy to be waived for whole financial year. Spectrum - weekend service suspended						

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299	<b>Parks Countryside Management</b>								
300		Expenditure	1,931,846	1,850,456	781,021	44,362	1,800,772	-49,684	
301		Income	-284,070	-284,070	-56,811	0	-219,795	64,275	
302		<b>Total Parks Countryside Management</b>	<b>1,647,776</b>	<b>1,566,386</b>	<b>724,210</b>	<b>44,362</b>	<b>1,580,977</b>	<b>14,591</b>	
303		Covid has affected income however further work required to accurately forecast, The structure of these codes, particularly the use of project codes for smaller sites make effective monitoring (and therefore forecasting) extremely challenging. Work is underway to address this but individual areas may not be reflective of costs incurred until this work is complete.							
304	<b>Pest Control</b>								
305		Expenditure	55,990	52,646	14,114	6,810	25,399	-27,247	
306		Income	-55,000	-55,000	-30,280	0	-46,800	8,200	
307		<b>Total Pest Control</b>	<b>990</b>	<b>-2,354</b>	<b>-16,166</b>	<b>6,810</b>	<b>-21,401</b>	<b>-19,047</b>	
308		No Comments							
309	<b>Private Sector Housing</b>								
310		Expenditure	420,659	228,762	242,143	1,188	321,854	93,092	
311		Income	-115,650	-115,650	-251,562	0	-51,349	64,301	
312		<b>Total Private Sector Housing</b>	<b>305,009</b>	<b>113,112</b>	<b>-9,419</b>	<b>1,188</b>	<b>270,504</b>	<b>157,392</b>	
313		Salaries to be confirmed, showing a pressure of £97k includes agency and casual staff and loss of income £64k							
314	<b>Private Sector Housing Maintenance</b>								
315		Expenditure	393,329	335,486	281,521	27,796	435,387	99,901	
316		Income	-295,480	-295,480	-242,826	0	-363,845	-68,365	
317		<b>Total Private Sector Housing Maintenance</b>	<b>97,849</b>	<b>40,006</b>	<b>38,695</b>	<b>27,796</b>	<b>71,542</b>	<b>31,536</b>	
318		Waiting to find out final income to offset against overspend in service.							
319	<b>Project Aspire</b>								
320		Expenditure	0	0	4,404	0	2,776	2,776	
321		Income	0	0	-769	0	-759	-759	
322		<b>Total Project Aspire</b>	<b>0</b>	<b>0</b>	<b>3,635</b>	<b>0</b>	<b>2,016</b>	<b>2,016</b>	
323		No Comments							
324	<b>Public Conveniences</b>								
325		Expenditure	305,259	301,914	191,590	3,621	360,447	58,533	
326		Income	-12,050	-12,050	-8,033	0	-12,050	0	
327		<b>Total Public Conveniences</b>	<b>293,209</b>	<b>289,864</b>	<b>183,557</b>	<b>3,621</b>	<b>348,397</b>	<b>58,533</b>	
328		£15k project mangement costs associated with review. £55k overspent in premises repairs including significant vandalism and repairs to Stoke Park toilets							
329	<b>Public Health</b>								
330		Expenditure	84,350	87,069	50,250	220	87,415	346	
331		<b>Total Public Health</b>	<b>84,350</b>	<b>87,069</b>	<b>50,250</b>	<b>220</b>	<b>87,415</b>	<b>346</b>	
332		No Comments							

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2	<b>Service</b>	<b>Revenue Classification</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>YTD Actuals</b>	<b>Commitments</b>	<b>Projected Outturn</b>	<b>Variance</b>
333	<b>Refuse and Recycling</b>							
334		Expenditure	4,694,750	4,608,938	3,180,867	13,556	4,839,101	230,163
335		Income	-765,140	-765,140	-376,657	0	-777,987	-12,848
336		<b>Total Refuse and Recycling</b>	<b>3,929,610</b>	<b>3,843,798</b>	<b>2,804,210</b>	<b>13,556</b>	<b>4,061,114</b>	<b>217,316</b>
337		Additional costs related to covid in staffing and agency lines.						
338	<b>River Control</b>							
339		Expenditure	27,240	26,870	16,206	0	29,088	2,218
340		<b>Total River Control</b>	<b>27,240</b>	<b>26,870</b>	<b>16,206</b>	<b>0</b>	<b>29,088</b>	<b>2,218</b>
341		No Comments						
342	<b>Roads and Footpaths</b>							
343		Expenditure	109,690	109,690	35,970	1,500	88,558	-21,132
344		Income	0	0	0	0	0	0
345		<b>Total Roads and Footpaths</b>	<b>109,690</b>	<b>109,690</b>	<b>35,970</b>	<b>1,500</b>	<b>88,558</b>	<b>-21,132</b>
346		No Comments						
347	<b>Snow and Ice</b>							
348		Expenditure	34,020	31,980	26,326	0	35,741	3,761
349		Income	-55,140	-55,140	0	0	-55,140	0
350		<b>Total Snow and Ice</b>	<b>-21,120</b>	<b>-23,160</b>	<b>26,326</b>	<b>0</b>	<b>-19,399</b>	<b>3,761</b>
351		No Comments						
352	<b>SPA Sites</b>							
353		Expenditure	76,050	76,050	31,134	13,757	60,222	-15,828
354		Income	-51,500	-51,500	-1,350,557	0	-1,353,462	-1,301,962
355		<b>Total SPA Sites</b>	<b>24,550</b>	<b>24,550</b>	<b>-1,319,423</b>	<b>13,757</b>	<b>-1,293,240</b>	<b>-1,317,790</b>
356		Difficult to forecast spend on SPA sites as expenditure and income may cover a number of years. The income will be transferred to reserves at the year end, the transfer is reflected in the reserve movements in the General Fund Summary.						
357	<b>Street Cleansing</b>							
358		Expenditure	2,206,980	2,068,255	1,324,859	11,630	2,142,488	74,234
359		Income	-181,560	-181,560	-105,854	0	-170,266	11,294
360		<b>Total Street Cleansing</b>	<b>2,025,420</b>	<b>1,886,695</b>	<b>1,219,005</b>	<b>11,630</b>	<b>1,972,222</b>	<b>85,528</b>
361		Budget virements for salaries still to be completed which will cover the overspend						
362	<b>Street Furniture</b>							
363		Expenditure	111,390	107,840	44,995	0	90,127	-17,713
364		<b>Total Street Furniture</b>	<b>111,390</b>	<b>107,840</b>	<b>44,995</b>	<b>0</b>	<b>90,127</b>	<b>-17,713</b>
365		No Comments						
366	<b>Taxi Licensing</b>							
367		Expenditure	216,860	169,780	94,399	855	196,266	26,486
368		Income	-124,200	-124,200	-115,477	0	-139,967	-15,767
369		<b>Total Taxi Licensing</b>	<b>92,660</b>	<b>45,580</b>	<b>-21,078</b>	<b>855</b>	<b>56,298</b>	<b>10,719</b>
370		No Comments						



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371	<b>Tourist Information Centre</b>								
372		Expenditure	313,910	273,764	164,358	2,319	276,703	2,939	
373		Income	-58,630	-58,630	-27,914	0	-43,715	14,914	
374		<b>Total Tourist Information Centre</b>	<b>255,280</b>	<b>215,134</b>	<b>136,445</b>	<b>2,319</b>	<b>232,988</b>	<b>17,854</b>	
375		No adjustments made in P8 due to further information being required to be able to inform budgets. No concerns about spend in this area for 21/22							
376	<b>Town Centre CCTV</b>								
377		Expenditure	100,700	100,700	45,729	10,217	91,230	-9,470	
378		<b>Total Town Centre CCTV</b>	<b>100,700</b>	<b>100,700</b>	<b>45,729</b>	<b>10,217</b>	<b>91,230</b>	<b>-9,470</b>	
379		No Comments							
380	<b>Traveller Caravan Sites</b>								
381		Expenditure	113,049	110,639	41,796	0	106,451	-4,188	
382		Income	-210,090	-210,090	21,221	0	-215,978	-5,888	
383		<b>Total Traveller Caravan Sites</b>	<b>-97,041</b>	<b>-99,451</b>	<b>63,017</b>	<b>0</b>	<b>-109,527</b>	<b>-10,076</b>	
384		No Comments							
385	<b>Vehicle Maintenance</b>								
386		Expenditure	779,790	767,397	642,471	112,277	848,906	81,509	
387		Income	-774,430	-774,430	-126,831	0	-848,281	-73,851	
388		<b>Total Vehicle Maintenance</b>	<b>5,360</b>	<b>-7,033</b>	<b>515,640</b>	<b>112,277</b>	<b>624</b>	<b>7,658</b>	
389		No Comments							
390	<b>Waste and Fleet Business Development</b>								
391		Expenditure	1,777,960	1,834,776	954,308	13,763	1,859,154	24,378	
392		Income	-2,406,650	-2,406,650	-2,119,000	0	-2,571,235	-164,585	
393		<b>Total Waste and Fleet Business Development</b>	<b>-628,690</b>	<b>-571,874</b>	<b>-1,164,692</b>	<b>13,763</b>	<b>-712,081</b>	<b>-140,207</b>	
394		Increased levels of garden waste sales, but covid has affected trade waste services.							
395	<b>Woking Road Depot</b>								
396		Expenditure	726,489	669,590	289,963	11,902	632,001	-37,589	
397		Income	-623,240	-623,240	-397,839	0	-609,254	13,986	
398		<b>Total Woking Road Depot</b>	<b>103,249</b>	<b>46,350</b>	<b>-107,875</b>	<b>11,902</b>	<b>22,747</b>	<b>-23,603</b>	
399		No Comments							
400	<b>Woking Road Depot Stores</b>								
401		Expenditure	94,340	60,872	32,527	0	55,662	-5,209	
402		Income	-94,450	-94,450	-53,862	0	-89,342	5,108	
403		<b>Total Woking Road Depot Stores</b>	<b>-110</b>	<b>-33,578</b>	<b>-21,335</b>	<b>0</b>	<b>-33,680</b>	<b>-102</b>	
404									
405		<b>Total Service Delivery Directorate</b>	<b>16,073,142</b>	<b>13,392,126</b>	<b>13,748,714</b>	<b>2,876,586</b>	<b>18,523,397</b>	<b>5,131,271</b>	
406									

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407	<b>Strategy Directorate</b>							
408	<b>About Guildford</b>							
409		Expenditure	56,400	13,410	2,140	0	13,208	-202
410		Income	-4,500	-4,500	0	0	0	4,500
411		<b>Total About Guildford</b>	<b>51,900</b>	<b>8,910</b>	<b>2,140</b>	<b>0</b>	<b>13,208</b>	<b>4,298</b>
412		No Comments						
413	<b>Business Forum</b>							
414		Expenditure	26,850	25,310	15,450	850	30,520	5,210
415		Income	-30	-30	0	0	-15	15
416		<b>Total Business Forum</b>	<b>26,820</b>	<b>25,280</b>	<b>15,450</b>	<b>850</b>	<b>30,505</b>	<b>5,225</b>
417		No Comments						
418	<b>Citizens Advice Bureau</b>							
419		Expenditure	284,710	284,710	300,868	0	301,300	16,589
420		<b>Total Citizens Advice Bureau</b>	<b>284,710</b>	<b>284,710</b>	<b>300,868</b>	<b>0</b>	<b>301,300</b>	<b>16,589</b>
421		No Comments						
422	<b>Civic Expenses</b>							
423		Expenditure	211,110	214,130	98,850	1,791	182,649	-31,481
424		<b>Total Civic Expenses</b>	<b>211,110</b>	<b>214,130</b>	<b>98,850</b>	<b>1,791</b>	<b>182,649</b>	<b>-31,481</b>
425		It was agreed in January 2021 that we would not require the Mayor's Theme budget moving forward and no monies would be spent against the budget in 2021-22, and this is the cause of the major variance.						
426	<b>Climate Change</b>							
427		Expenditure	229,330	260,704	88,854	16,953	159,600	-101,104
428		Income	-184,300	-184,300	-69,167	0	-174,263	10,037
429		<b>Total Climate Change</b>	<b>45,030</b>	<b>76,404</b>	<b>19,687</b>	<b>16,953</b>	<b>-14,663</b>	<b>-91,067</b>
430		Work ongoing to make this budget as accurate as possible; salary corrections reviewed; salary savings should show through reflecting vacancies; Salix credits now done; still to do are FiTs payments to ensure accurate reflection; as part of Savings Strategy, Consultancy budget was allocated towards saving in central pot, revised to be in line with budget						
431	<b>Community Development</b>							
432		Expenditure	150,770	133,409	81,331	260,652	134,589	1,180
433		Income	0	0	-6,705	0	-1,589	-1,589
434		<b>Total Community Development</b>	<b>150,770</b>	<b>133,409</b>	<b>74,626</b>	<b>260,652</b>	<b>133,000</b>	<b>-409</b>
435		No Comments						
436	<b>Community Lottery</b>							
437		Expenditure	2,900	2,900	692	0	1,850	-1,050
438		Income	-3,000	-3,000	-2,338	0	-3,000	0
439		<b>Total Community Lottery</b>	<b>-100</b>	<b>-100</b>	<b>-1,646</b>	<b>0</b>	<b>-1,150</b>	<b>-1,050</b>
440		No Comments						

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441	<b>Community Safety</b>								
442		Expenditure	178,520	80,310	32,624	2,802	76,847	-3,462	
443		Income	-15,000	-15,000	-36,930	0	-51,930	-36,930	
444		<b>Total Community Safety</b>	<b>163,520</b>	<b>65,310</b>	<b>-4,306</b>	<b>2,802</b>	<b>24,917</b>	<b>-40,392</b>	
445		Saving due to an external government grant relating to the Domestic Abuse Bill.							
446	<b>Community Wellbeing</b>								
447		Expenditure	800,120	514,043	292,381	889	673,100	159,057	
448		Income	-40,000	-40,000	-179,068	0	-199,068	-159,067	
449		<b>Total Community Wellbeing</b>	<b>760,120</b>	<b>474,043</b>	<b>113,314</b>	<b>889</b>	<b>474,032</b>	<b>-10</b>	
450		No Comments							
451	<b>Corporate Property Management</b>								
452		Expenditure	2,749,309	2,984,447	919,086	24,562	2,024,131	-960,316	
453		Income	-1,176,060	-1,176,060	-637,353	0	-1,178,042	-1,982	
454		<b>Total Corporate Property Management</b>	<b>1,573,249</b>	<b>1,808,387</b>	<b>281,734</b>	<b>24,562</b>	<b>846,089</b>	<b>-962,298</b>	
455		P8 has shown the salary budget still as overspend pending correct allocation of salary budgets; Also now correctly showing the outturn for Asset Maintenance which is a holding budget from which Services are charged out for works; Lastly, please ignore comment above re Rental Income - was incorrect statement and not relevant to this budget.							
456	<b>Council and Committee Support</b>								
457		Expenditure	685,529	750,076	404,889	467	684,193	-65,883	
458		Income	-260,340	-260,340	-147,560	0	-241,973	18,367	
459		<b>Total Council and Committee Support</b>	<b>425,189</b>	<b>489,736</b>	<b>257,329</b>	<b>467</b>	<b>442,219</b>	<b>-47,516</b>	
460		The overall variance of nearly £50k is due to potential savings in printing costs for agendas, following the move to paper-light process for meetings agreed in early 2020.							
461	<b>Democratic Representation</b>								
462		Expenditure	926,620	850,995	548,541	1,878	815,247	-35,748	
463		Income	-107,800	-107,800	0	0	-69,566	38,234	
464		<b>Total Democratic Representation</b>	<b>818,820</b>	<b>743,195</b>	<b>548,541</b>	<b>1,878</b>	<b>745,681</b>	<b>2,486</b>	
465									
466	<b>Elections</b>								
467		Expenditure	94,800	89,439	79,517	2,097	108,870	19,431	
468		Income	0	0	-208	0	0	0	
469		<b>Total Elections</b>	<b>94,800</b>	<b>89,439</b>	<b>79,309</b>	<b>2,097</b>	<b>108,870</b>	<b>19,431</b>	
470									
471	<b>Electoral Registration</b>								
472		Expenditure	302,280	284,989	146,306	59,300	282,998	-1,990	
473		Income	-26,610	-26,610	-12,035	0	-23,503	3,107	
474		<b>Total Electoral Registration</b>	<b>275,670</b>	<b>258,379</b>	<b>134,271</b>	<b>59,300</b>	<b>259,495</b>	<b>1,117</b>	
475									

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476	<b>Events</b>							
477		Expenditure	15,450	16,791	14,237	439	20,358	3,567
478		Income	-9,000	-9,000	-33,645	0	-13,090	-4,090
479		<b>Total Events</b>	<b>6,450</b>	<b>7,791</b>	<b>-19,408</b>	<b>439</b>	<b>7,267</b>	<b>-523</b>
480		No Comments						
481	<b>Grants to Voluntary Organisations</b>							
482		Expenditure	483,540	478,080	127,044	91,132	432,559	-45,521
483		Income	0	0	-5,976	0	-5,976	-5,976
484		<b>Total Grants to Voluntary Organisations</b>	<b>483,540</b>	<b>478,080</b>	<b>121,068</b>	<b>91,132</b>	<b>426,583</b>	<b>-51,497</b>
485		Aiming to achieve a saving of approximately £50-£60,000.						
486	<b>Housing Outside the HRA</b>							
487		Expenditure	66,730	66,730	85,170	0	98,210	31,480
488		Income	-7,100	-7,100	-45,737	0	-50,710	-43,610
489		<b>Total Housing Outside the HRA</b>	<b>59,630</b>	<b>59,630</b>	<b>39,433</b>	<b>0</b>	<b>47,499</b>	<b>-12,131</b>
490								
491	<b>Industrial Estates</b>							
492		Expenditure	560,839	551,539	210,149	43,085	608,621	57,082
493		Income	-3,148,420	-3,148,420	-2,189,581	0	-3,585,772	-437,352
494		<b>Total Industrial Estates</b>	<b>-2,587,581</b>	<b>-2,596,881</b>	<b>-1,979,432</b>	<b>43,085</b>	<b>-2,977,151</b>	<b>-380,270</b>
495		Rental income has been adjusted.						
496	<b>Investment Properties</b>							
497		Expenditure	315,740	300,780	178,035	17,040	332,594	31,814
498		Income	-5,005,940	-5,005,940	-2,966,130	0	-5,386,326	-380,386
499		<b>Total Investment Properties</b>	<b>-4,690,200</b>	<b>-4,705,160</b>	<b>-2,788,095</b>	<b>17,040</b>	<b>-5,053,733</b>	<b>-348,572</b>
500		Rental income has been adjusted.						
501	<b>Lead Specialist - Information Governance</b>							
502		Expenditure	76,940	83,165	69,151	7,292	84,315	1,151
503		Income	-72,610	-72,610	-48,407	0	-72,610	0
504		<b>Total Lead Specialist - Information Governance</b>	<b>4,330</b>	<b>10,555</b>	<b>20,744</b>	<b>7,292</b>	<b>11,705</b>	<b>1,150</b>
505								
506	<b>Leisure Grants to Voluntary Organisations</b>							
507		Expenditure	393,060	393,060	264,598	128	367,820	-25,240
508		<b>Total Leisure Grants to Voluntary Organisations</b>	<b>393,060</b>	<b>393,060</b>	<b>264,598</b>	<b>128</b>	<b>367,820</b>	<b>-25,240</b>
509		Savings due to reduced grants.						

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510	<b>Major Projects</b>								
511		Expenditure	629,950	1,499,899	592,462	718,805	1,752,249	252,351	
512		<b>Total Major Projects</b>	<b>629,950</b>	<b>1,499,899</b>	<b>592,462</b>	<b>718,805</b>	<b>1,752,249</b>	<b>252,351</b>	
513		Revised budget need to be updated for consultant costs as £743,494 will be funded from reserves for consultant costs for GERP (£466,798) and Spectrum (£276,696). Unbudgeted agency costs £303,000 are partially mitigated by salary saving of (£113,000) and underspend on consultancy costs of (£113,000).							
514	<b>Markets</b>								
515		Expenditure	28,400	24,836	8,873	1,770	24,962	126	
516		Income	-32,000	-32,000	-24,683	0	-32,000	0	
517		<b>Total Markets</b>	<b>-3,600</b>	<b>-7,164</b>	<b>-15,810</b>	<b>1,770</b>	<b>-7,038</b>	<b>126</b>	
518		No Comments							
519	<b>Other Property</b>								
520		Expenditure	480,400	480,400	359,086	12,089	657,832	177,433	
521		Income	-1,077,670	-1,077,670	-814,027	0	-1,104,980	-27,310	
522		<b>Total Other Property</b>	<b>-597,270</b>	<b>-597,270</b>	<b>-454,942</b>	<b>12,089</b>	<b>-447,148</b>	<b>150,122</b>	
523		Rental income has been adjusted but still needs work to reflect correct predicted outturn. There is currently an overspend of c£150K showing on this cost centre due to a misalignment of the depreciation fixed cost for New House. It is believed this maybe due to the purchase price needing to be written off over the next few years as it is identified for demolition for the GER project.							
524	<b>Planning Policy</b>								
525		Expenditure	1,376,990	1,156,896	612,542	1,543	966,912	-189,984	
526		Income	-760	-760	-339	0	-20,607	-19,847	
527		<b>Total Planning Policy</b>	<b>1,376,230</b>	<b>1,156,136</b>	<b>612,203</b>	<b>1,543</b>	<b>946,305</b>	<b>-209,830</b>	
528		Conservation and design posts filled from October 2021. Delay to delivery of 3 Neighbourhood plans results in delay to income expectation. Consultants spend is also delayed in part as result of delay to LP consultation timetable. Additional cost of £7500 re consultants fees for Mary Cook re review/update to the Local Plan. Printing savings. Inspector costs savings as process delayed.							
529	<b>Public Relations</b>								
530		Expenditure	275,629	635,162	504,500	1,451	628,073	-7,089	
531		<b>Total Public Relations</b>	<b>275,629</b>	<b>635,162</b>	<b>504,500</b>	<b>1,451</b>	<b>628,073</b>	<b>-7,089</b>	
532		Overspend showing due to incorrect salary allocations to this cost centre.							
533	<b>Tourism &amp; Development</b>								
534		Expenditure	536,733	353,655	165,117	2,235	299,664	-53,991	
535		Income	-135,680	-135,680	-2,458	0	-72,611	63,070	
536		<b>Total Tourism &amp; Development</b>	<b>401,053</b>	<b>217,975</b>	<b>162,659</b>	<b>2,235</b>	<b>227,053</b>	<b>9,078</b>	
537									
538	<b>Town Centre Management</b>								
539		Expenditure	84,290	78,203	48,643	0	74,367	-3,836	
540		Income	-193,130	-193,130	0	0	-23,130	170,000	
541		<b>Total Town Centre Management</b>	<b>-108,840</b>	<b>-114,927</b>	<b>48,643</b>	<b>0</b>	<b>51,237</b>	<b>166,164</b>	
542		Reduced sponsorship income reported to CMT.							

	C	D	E	F	G	H	I	J	
1	<b>Revenue Account - Service Detail 202108</b>								Appendix 2
2	<b>Service</b>	<b>Revenue Classification</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>YTD Actuals</b>	<b>Commitments</b>	<b>Projected Outturn</b>	<b>Variance</b>	
543	<b>Youth Council</b>								
544		Expenditure	10	10	0	0	0	-10	
545		<b>Total Youth Council</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-10</b>	
546									
547		<b>Total Strategy Directorate</b>	<b>523,997</b>	<b>1,108,125</b>	<b>-971,210</b>	<b>1,269,249</b>	<b>-473,125</b>	<b>-1,581,250</b>	
548		<b>Total General Fund</b>	<b>18,592,878</b>	<b>22,657,445</b>	<b>9,881,994</b>	<b>5,929,793</b>	<b>23,749,458</b>	<b>1,092,013</b>	
549									

APPENDIX 3					
2019-20	2020-21	Analysis	2021-22	2021-22	
Actual	Projection		Estimate	Projection	Variance
£	£	Borough Housing Services	£	£	
793,019	668,787	Income Collection	684,649	675,963	(8,686)
1,164,320	1,230,913	Tenants Services	1,259,070	1,250,502	(8,568)
122,998	114,599	Tenant Participation	117,245	128,078	10,833
107,717	94,367	Garage Management	95,099	92,512	(2,587)
41,744	43,280	Elderly Persons Dwellings	43,779	47,766	3,987
575,851	601,168	Flats Communal Services	611,716	611,716	0
414,254	429,677	Environmental Works to Estates	430,894	432,711	1,817
6,265,983	3,793,321	Responsive & Planned Maintenance	5,857,920	5,857,920	0
137,128	147,322	SOCH & Equity Share Administration	150,489	139,568	- 10,921
<b>9,623,015</b>	<b>7,123,434</b>		<b>9,250,861</b>	<b>9,236,737</b>	<b>(14,124)</b>
		<b>Strategic Housing Services</b>			
485,497	665,119	Advice, Registers & Tenant Selection	681,991	675,503	(6,488)
201,203	181,031	Void Property Management & Lettings	184,820	191,536	6,716
5,120	5,120	Homelessness Hostels	5,248	5,120	(128)
175,717	153,752	Supported Housing Management	157,954	159,008	1,054
527,717	467,493	Strategic Support to the HRA	476,346	476,346	0
<b>1,395,255</b>	<b>1,472,515</b>		<b>1,506,359</b>	<b>1,507,512</b>	<b>1,153</b>
		<b>Community Services</b>			0
883,927	734,460	Sheltered Housing	872,642	871,575	(1,067)
		<b>Other Items</b>			0
5,640,147	5,528,730	Depreciation	5,528,730	5,528,730	0
5,059,974	0	Revaluation and other Capital items		0	0
160,590	150,000	Debt Management	150,000	150,000	0
36,359	403,543	Other Items	402,380	402,380	0
<b>22,799,267</b>	<b>15,412,682</b>	<b>Total Expenditure</b>	<b>17,710,972</b>	<b>17,696,934</b>	<b>(14,038)</b>
(32,532,978)	(33,484,159)	Income	(33,732,537)	(33,718,202)	14,335
<b>(9,733,711)</b>	<b>(18,071,477)</b>	<b>Net Cost of Services(per inc &amp; exp a/c)</b>	<b>(16,021,565)</b>	<b>(16,021,268)</b>	<b>297</b>
<b>251,530</b>	<b>251,530</b>	HRA share of CDC	<b>256,800</b>	<b>256,800</b>	<b>0</b>
<b>(9,482,181)</b>	<b>(17,819,947)</b>	<b>Net Cost of HRA Services</b>	<b>(15,764,765)</b>	<b>(15,764,468)</b>	<b>297</b>
(598,260)	(598,260)	Investment Income	(598,260)	(598,260)	0
5,131,995	5,675,260	Interest Payable	5,142,230	5,142,230	0
<b>(4,948,446)</b>	<b>(12,742,947)</b>	<b>Deficit for Year on HRA Services</b>	<b>(11,220,795)</b>	<b>(11,220,498)</b>	<b>297</b>
67,919	75,000	REFCUS - Revenue funded from capital	75,000	75,000	0
2,500,000	2,500,000	Contrib to/(Use of) RFFC	2,500,000	2,500,000	0
2,380,528	8,530,888	Contrib to/(Use of) New Build Reserve	8,433,504	8,433,206	(298)
0	0	Tfr (fr) to Pensions Reserve		0	0
0	1,637,058	Tfr (from)/to CAA re: Voluntary Revenue Provision	212,292	212,292	0
0	0	Tfr (from)/to CAA re: Revaluation		0	0
0	0	Tfr (from)/to CAA re: REFCUS		0	0
0	0	Tfr (from)/to CAA re: Intangible assets		0	0
0	0	Tfr (from)/to CAA re: rev. inc. from sale of asset		0	0
<b>0</b>	<b>0</b>	<b>HRA Balance</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>
(2,500,000)	(2,500,000)	Balance Brought Forward	(2,500,000)	(2,500,000)	0
<b>(2,500,000)</b>	<b>(2,500,000)</b>	<b>Balance Carried Forward</b>	<b>(2,500,000)</b>	<b>(2,500,000)</b>	<b>0</b>

2019-20	2020-21	Analysis	2021-22	2021-22	
Projection	Estimate		Estimate	Projection	
£	£	Borough Housing Services	£	£	
(29,570,473)	(29,967,996)	Rent Income - Dwellings	(30,507,420)	(30,507,420)	0
(208,349)	(159,003)	Rent Income - Rosebery Hsg Assoc	(212,100)	(208,350)	3,750
(225,551)	(316,830)	Rents - Shops, Buildings etc	(322,533)	(316,830)	5,703
(753,058)	(759,740)	Rents - Garages	(785,572)	(785,572)	0
<b>(30,757,431)</b>	<b>(31,203,569)</b>	<b>Total Rent Income</b>	<b>(31,827,625)</b>	<b>(31,818,172)</b>	
(113,577)	(144,180)	Supporting People Grant	(144,180)	(144,180)	0
(1,098,353)	(1,114,559)	Service Charges	(1,136,108)	(1,136,108)	0
(15,339)	0	Legal Fees Recovered	(28,840)	(28,840)	0
(53,277)	(506,317)	Service Charges Recovered	(58,769)	(57,729)	1,040
(495,001)	(515,534)	Miscellaneous Income	(537,015)	(533,173)	3,842
<b>(32,532,978)</b>	<b>(33,484,159)</b>	<b>Total Income</b>	<b>(33,732,537)</b>	<b>(33,718,202)</b>	<b>14,335</b>

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GENERAL FUND CAPITAL PROGRAMME - ESTIMATED EXPENDITURE 2021-22 to 2026-27

Ref	Directorate/Service and Capital Scheme name	Approved gross estimate (a) £000	Cumulative spend at 31-03-21 (b) £000	2021-22		Expenditure at P8 (e) £000	Projected exp est by project officer (f) £000	2022-23 Est for year (ii) £000	2023-24 Est for year (iii) £000	2024-25 Est for year (iv) £000	2025-26 Est for year (v) £000	2026-27 Est for year (v) £000	Future years est exp (g) £000	Projected expenditure total (b)+(f)+(g) = (h) £000	Grants / Contributions towards cost of scheme (i) £000	Funded from Reserves (j)	Net cost of scheme (h)-(i) -(j)= (k) £000
				Estimate approved by Council in February (c) £000	Revised estimate (d) £000												
<b>APPROVED SCHEMES</b>																	
<b>COMMUNITY DIRECTORATE</b>																	
<b>General Fund Housing</b>																	
	Disabled Facilities Grants		annual	605	605	417	605	605	605	605	-		1,815	2,420	(806)	-	1,614
	Better Care Fund		annual	-	-	253	-	-	-	-	-	-	-	-	-	-	-
	Home Improvement Assistance		annual	-	-	13	-	-	-	-	-	-	-	-	-	-	-
	Solar Energy Loans		annual	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	BCF TESH Project		annual	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	BCF Prevention grant		annual	-	-	26	-	-	-	-	-	-	-	-	-	-	-
	SHIP		annual	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	General Grants to HAs		annual	100	100	-	100	100	100	100	-		300	400	-	-	400
	General feasibility, site preparation costs for affordable housing		annual	120	-	-	-	-	-	-	-	-	-	-	-	-	-
	Bright Hill Car Park Site			79	-	-	-	-	-	-	-	-	-	-	-	-	-
	Garage Sites-General			163	-	-	-	-	-	-	-	-	-	-	-	-	-
	Guildford Park feasibility																
	Shawfield			2	-	-	-	-	-	-	-	-	-	-	-	-	-
	Site B10b feasibility			2	-	-	-	-	-	-	-	-	-	-	-	-	-
	Redevelopment bid 13			193	-	-	-	-	-	-	-	-	-	-	-	-	-
	Asset Management			-	-	-	-	-	-	-	-	-	-	-	-	-	-
ED14(e)	Void investment property refurbishment works	570	383	-	47	-	47	-	-	-	-	-	-	560	-	-	560
	Unit 2 The Billings void works (complete)	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-
ED14	5 High Street void works	-	-	11	13	-	13	-	-	-	-	-	-	-	-	-	-
ED15	1 Midleton void works	-	-	-	2	-	2	-	-	-	-	-	-	-	-	-	-
	C4 41 Moorfield Road Slyfield void works				124	10	114	10									
ED14	10 Midleton void works	230	222	-	8	-	8	-	-	-	-	-	-	230	(100)	-	130
ED21	Methane gas monitoring system	100	45	51	55	-	4	51	-	-	-	-	51	100	-	-	100
ED22	Energy efficiency compliance - Council owned properties	245	82	163	163	1	-	163	-	-	-	-	163	245	-	-	245
ED26	Bridges -Inspections and remedial works	317	201	100	116	2	116	-	-	-	-	-	-	317	-	-	317
ED41	The Billings roof	200	29	170	171	9	171	-	-	-	-	-	-	200	-	-	200
ED44	Broadwater cottage	319	300	-	19	46	19	-	-	-	-	-	-	319	-	-	319
ED45	Gunpowder mills - scheduled ancient monument	222	196	-	26	0	6	-	-	-	-	-	-	202	-	-	202
ED51(p)	Guildford House Exhibition lighting	50	-	-	50	51	50	-	-	-	-	-	-	50	-	-	50
ED53	Tyting Farm Land-removal of barns and concrete hardstanding	200	143	-	57	1	(0)	57	-	-	-	-	57	200	-	-	200
ED56	Foxenden Tunnels safety works	110	28	-	82	16	82	-	-	-	-	-	-	110	-	-	110
ED57	Holy Trinity Church boundary wall	63	52	2	11	1	11	-	-	-	-	-	-	63	-	-	63
CP1	SMP Ph1 Calorifer replacement	28	-	28	28	-	-	-	-	-	-	-	-	-	-	-	-
CP2	SMP Main pavilion amenity club	50	3	-	47	70	47	-	-	-	-	-	-	50	-	-	50
CP3	SMP cricket pavilion	120	4	116	116	139	116	-	-	-	-	-	-	120	-	-	120
<b>COMMUNITY DIRECTORATE TOTAL</b>		<b>2,824</b>	<b>2,126</b>	<b>1,466</b>	<b>1,841</b>	<b>1,058</b>	<b>1,512</b>	<b>986</b>	<b>705</b>	<b>705</b>	<b>0</b>	<b>0</b>	<b>2,386</b>	<b>5,586</b>	<b>-906</b>		<b>4,680</b>
<b>ENVIRONMENT DIRECTORATE</b>																	
<b>Operational Services</b>																	
OP1/OP	Flood resilience measures (use in conjunction with grant	445	324	121	121	-	121	-	-	-	-	-	-	445	-	-	445
OP5	Mill Lane (Pirbright) Flood Protection Scheme	71	55	16	16	-	16	-	-	-	-	-	-	71	(19)	-	52
OP6	Vehicles, Plant & Equipment Replacement Programme	10,665	9,242	566	1,423	917	1,423	-	-	-	-	-	-	10,665	(26)	-	10,639
OP26	Merrow lane grille & headwall construction	60	3	57	57	-	57	-	-	-	-	-	-	60	-	-	60
OP27	Merrow & Burpham surface water study	15	-	15	15	-	15	-	-	-	-	-	-	15	-	-	15
OP28	Crown court CCTV	10	-	10	10	-	-	10	-	-	-	-	10	10	-	-	10
OP22	Town Centre CCTV upgrade	250	-	250	250	-	-	250	-	-	-	-	250	250	-	-	250
<b>Parks and Leisure</b>																	
P	PL11 Spectrum Roof replacement	4,000	1,783	151	168	8	168	-	-	-	-	-	-	3,100	-	-	3,100
	Spectrum roof - steelwork ph2	-	409	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Spectrum roof - steelwork ph3	-	740	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PL15	Infrastructure works: Guildford Commons	150	4	-	2	-	2	-	-	-	-	-	-	6	-	-	6
PL15(a)	Infrastructure works: Guildford Commons: Merrow	-	15	-	-	-	-	-	-	-	-	-	-	15	-	-	15
PL15(b)	Infrastructure works: Guildford Commons: Shalford	-	129	-	-	-	-	-	-	-	-	-	-	129	-	-	129
PL20(c)	Redevelopment of Westborough and Park barn play area	320	-	320	320	-	-	320	-	-	-	-	320	320	-	-	320
PL34	Stoke cemetery re-tarmac	47	-	47	47	-	47	-	-	-	-	-	-	47	-	-	47
PL35	Woodbridge rd sportsground replace fencing(complete)	280	278	-	3	4	3	-	-	-	-	-	-	280	-	-	280
PL42	Pre-sang costs	100	57	-	43	43	43	-	-	-	-	-	-	100	-	-	100
PL57	Parks and Countryside - repairs and renewal of paths,roads	295	150	130	145	43	108	37	-	-	-	-	-	295	-	-	295
PL58	Shalford Common - regularising car parking/reduction of	121	26	99	95	3	5	30	60	-	-	-	90	121	-	-	121
PL60	Traveller encampments	53	-	48	53	-	25	28	-	-	-	-	28	53	-	-	53
PL60	Traveller transit site provision	127	-	75	127	-	-	127	-	-	-	-	127	127	-	127	127
<b>ENVIRONMENT TOTAL DIRECTORATE</b>		<b>17,009</b>	<b>13,216</b>	<b>1,905</b>	<b>2,895</b>	<b>1,017</b>	<b>2,033</b>	<b>802</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>825</b>	<b>16,111</b>	<b>(45)</b>		<b>15,939</b>
<b>FINANCE DIRECTORATE</b>																	
FS1	Capital contingency fund	annual	-	5,000	5,000	-	45	2,000	2,000	2,000	2,000	2,000	10,000	10,045	-	-	10,045

GENERAL FUND CAPITAL PROGRAMME - ESTIMATED EXPENDITURE 2021-22 to 2026-27

Ref	Directorate/Service and Capital Scheme name	Approved gross estimate (a) £000	Cumulative spend at 31-03-21 (b) £000	2021-22		Expenditure at P8 (e) £000	Projected exp est by project officer (f) £000	2022-23 Est for year (ii) £000	2023-24 Est for year (iii) £000	2024-25 Est for year (iv) £000	2025-26 Est for year (v) £000	2026-27 Est for year (v) £000	Future years est exp (g) £000	Projected expenditure total (b)-(f)+(g) = (h) £000	Grants / Contributions towards cost of scheme (i) £000	Funded from Reserves (j)	Net cost of scheme (h)-(i)-(j)= (k) £000
				Estimate approved by Council in February (c) £000	Revised estimate (d) £000												
<b>RESOURCES DIRECTORATE TOTAL</b>		<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>45</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>10,000</b>	<b>10,045</b>	<b>0</b>		<b>10,045</b>
<b>DEVELOPMENT/INCOME GENERATING/COST REDUCTION PROJECTS</b>																	
<b>Development / Infrastructure</b>																	
ED54	Rodboro Buildings - electric theatre through road and parking	450	27	422	423	6	128	250	11	-	-	-	261	416	-		416
P5	Walnut Bridge replacement	5,098	2,947	17	2,151	1,132	2,151	-	-	-	-	-	-	5,098	(2,456)	(950)	1,691
	SMC(West) Phase 1	4,403	1,567	1,658	2,836	106	300	100	-	-	-	-	100	1,967	(914)		1,052
P16	A331 hotspots	3,930	351	500	3,579	1	3,579	-	-	-	-	-	-	3,930	(2,939)		991
P14	Town Centre Approaches	1,033	453	400	580	384	580	-	-	-	-	-	-	1,033	(700)		333
P22	Ash Bridge Land acquisition	120	104	-	16	7	16	-	-	-	-	-	-	120	-		120
P21	Ash Road Bridge	33,770	2,780	19,697	10,525	2,049	7,700	21,800	1,490	-	-	-	23,290	33,770	(30,400)		3,370
P21	Ash Road Footbridge	500	29	279	180	6	180	255	36	-	-	-	291	500	-	-	500
P11	Guildford West (PB) station	500	-	500	500	-	-	500	-	-	-	-	500	500	-		500
<b>Development Financial</b>																	
	Investment in North Downs Housing (60%)	15,180	11,142	1,682	4,038	1,605	2,965	1,073	-	-	-	-	1,073	15,180	-		15,180
	Equity shares in Guildford Holdings Ltd (40%)	10,120	7,433	1,117	2,687	1,074	1,977	710	-	-	-	-	710	10,120	-		10,120
ED49	Middleton Ind Est Redevelopment	9,350	5,319	3,700	4,031	3,444	4,031	-	-	-	-	-	-	9,350	-		9,350
P12	Property acquisitions	33,520	8,309	25,000	25,211	219	219	24,992	-	-	-	-	24,992	33,520	-		33,520
PL9	Rebuild Crematorium	11,822	10,909	-	127	16	127	-	-	-	-	-	-	11,036	-		11,036
ED27	North Street Development / Guild Town Centre regeneration	1,477	1,137	-	340	171	340	-	-	-	-	-	-	1,477	(150)		1,327
P22	Guildford Economic Regeneration (GER) Programme	1,100	-	1,100	-	-	1,100	-	-	-	-	-	-	1,100	-		1,100
ED32	Internal Estate Road - CLLR Phase 1	11,139	10,913	-	226	32	226	-	-	-	-	-	-	11,139	(5,107)		6,032
P	ED6 Slyfield Area Regeneration Project (SARP)	98,444	8,420	28,347	17,460	6,682	17,460	52,730	3,436	-	-	-	56,166	98,644	(42,674)		55,970
	ED6 WUV - Allotment relocation	200	612	-	-	1,758	-	-	-	-	-	-	-	-	-		-
	ED6 WUV - Int roads, Site clearance	-	1	-	-	-	-	-	-	-	-	-	-	-	-		-
	ED6 WUV - New GBC Depot	2,480	59	-	2,421	813	2,421	-	-	-	-	-	-	2,480	-		2,480
	ED6 WUV - Thames Water relocation	-	14,895	-	-	738	-	-	-	-	-	-	-	-	-		-
	ED6 WUV - Land Purchase	-	1,091	-	-	-	-	-	-	-	-	-	-	-	-		-
<b>DEVELOPMENT/INCOME GENERATING/COST REDUCTION</b>		<b>244,636</b>	<b>88,497</b>	<b>84,419</b>	<b>78,430</b>	<b>20,244</b>	<b>45,499</b>	<b>102,410</b>	<b>4,973</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>107,383</b>	<b>241,379</b>	<b>-85,340</b>	<b>-950</b>	<b>155,089</b>
<b>APPROVED SCHEMES TOTAL</b>		<b>264,468</b>	<b>103,839</b>	<b>92,790</b>	<b>88,165</b>	<b>22,319</b>	<b>49,088</b>	<b>106,198</b>	<b>7,738</b>	<b>2,705</b>	<b>2,000</b>	<b>2,000</b>	<b>120,594</b>	<b>273,120</b>	<b>-86,291</b>	<b>-950</b>	<b>185,752</b>
non-development projects total		19,833	15,342	8,371	9,735	2,075	3,589	3,788	2,765	2,705	2,000	2,000	13,211	31,741	-951	0	30,663
development/infrastructure - non-financial benefit		49,804	8,258	23,473	20,790	3,692	14,634	22,905	1,537	0	0	0	24,442	47,333	-37,409	-950	8,974
development- financial benefit		194,832	80,240	60,946	57,640	16,552	30,865	79,505	3,436	0	0	0	82,941	194,046	-47,931	0	146,115
<b>TOTAL</b>		<b>264,468</b>	<b>103,839</b>	<b>92,790</b>	<b>88,165</b>	<b>22,319</b>	<b>49,088</b>	<b>106,198</b>	<b>7,738</b>	<b>2,705</b>	<b>2,000</b>	<b>2,000</b>	<b>120,594</b>	<b>273,120</b>	<b>-86,291</b>	<b>-950</b>	<b>185,752</b>
<b>SUMMARY</b>																	
<b>APPROVED SCHEMES - TOTAL</b>		<b>264,468</b>	<b>103,839</b>	<b>92,790</b>	<b>88,165</b>	<b>22,319</b>	<b>49,088</b>	<b>106,198</b>	<b>7,738</b>	<b>2,705</b>	<b>2,000</b>	<b>2,000</b>	<b>120,594</b>	<b>273,120</b>	<b>(86,291)</b>		<b>185,752</b>
<b>GRAND TOTAL</b>		<b>264,468</b>	<b>103,839</b>	<b>92,790</b>	<b>88,165</b>	<b>22,319</b>	<b>49,088</b>	<b>106,198</b>	<b>7,738</b>	<b>2,705</b>	<b>2,000</b>	<b>2,000</b>	<b>120,594</b>	<b>273,120</b>	<b>(86,291)</b>		<b>185,752</b>

GENERAL FUND CAPITAL PROGRAMME - ESTIMATED EXPENDITURE 2021-22 to 2026-27

Ref	Directorate / Service Units Capital Schemes	Gross estimate approved by Executive (a)	Cumulative spend at 31-03-21 (b)	2021-22		Expenditure at P8 (f)	Projected exp est by project officer (g)	2022-23 Est for year (i)	2023-24 Est for year (ii)	2024-25 Est for year (iii)	2025-26 Est for year (iv)	2026-27 Est for year (v)	Future years estimated expenditure (h)	Projected expenditure total (b)+(g)+(h)=(i)	Grants or Contributions towards cost of scheme (j)	Net total cost of scheme to the Council (i) - (j) = (k)
				Estimate approved by Council in February (c)	Revised estimate (e)											
				£000	£000											
<b>PROVISIONAL SCHEMES (schemes approved in principle; further report to the Executive required)</b>																
<b>COMMUNITY DIRECTORATE</b>																
<b>Corporate Property</b>																
ED21(P)	Methane gas monitoring system	150	-	-	-	-	-	-	150	-	-	-	150	150	-	150
ED22(P)	Energy efficiency compliance - Council owned properties	950	-	-	-	-	-	-	950	-	-	-	950	950	-	950
ED26(P)	Bridges	370	-	370	370	-	370	-	-	-	-	-	370	370	-	370
ED48(P)	Westfield/Moorfield rd resurfacing	3,152	-	-	-	-	-	-	-	-	3,152	-	3,152	3,152	-	3,152
ED56(P)	Land to the rear of 39-42 Castle Street	10	-	-	-	-	-	10	-	-	-	-	10	10	-	10
CP5	Energy & CO2 reduction in Council non HRA properties -	2,268	-	768	768	-	768	500	500	500	-	-	1,500	2,268	-	2,268
<b>Office Services</b>																
BS3(p)	Milmead House - M&E plant renewal	33	-	-	-	-	-	33	-	-	-	-	33	33	-	33
<b>COMMUNITY DIRECTORATE TOTAL</b>		<b>6,933</b>	<b>-</b>	<b>1,138</b>	<b>1,138</b>	<b>-</b>	<b>1,138</b>	<b>543</b>	<b>1,600</b>	<b>500</b>	<b>3,152</b>	<b>-</b>	<b>5,795</b>	<b>6,933</b>	<b>-</b>	<b>6,933</b>
<b>ENVIRONMENT DIRECTORATE</b>																
<b>Operational Services</b>																
OP5(P)	Mill Lane (Pirbright) Flood Protection Scheme	200	-	-	-	-	-	-	200	-	-	-	200	200	(20)	180
OP6(P)	Vehicles, Plant & Equipment Replacement Programme	780	-	780	780	-	-	780	-	-	-	-	780	780	-	780
OP21(P)	Surface water management plan	200	-	-	-	-	-	-	200	-	-	-	200	200	-	200
<b>Parks and Leisure</b>																
PL16(P)	New burial grounds - acquisition & development	88	38	30	50	-	50	-	-	-	-	-	-	88	-	88
PL18(P)	Refurbishment / rebuild Sutherland Memorial Park Pavilion	150	-	-	-	-	-	-	-	150	-	-	150	150	-	150
PL45(p)	Stoke Pk gardens water feature refurb	40	-	40	40	-	-	40	-	-	-	-	40	40	(29)	11
PL56(p)	Stoke Park Masterplan enabling costs - to come out	500	-	200	250	-	-	350	150	-	-	-	500	500	-	500
PL57(p)	Parks and Countryside - repairs and renewal of paths,roads	1,442	-	992	1,042	-	192	250	250	250	250	250	1,250	1,442	-	1,442
PL58(p)	Sports pavilions - replace water heaters	154	-	42	70	-	-	-	-	154	-	-	154	154	-	154
PL59(p)	Milmead fish pass	60	-	60	60	-	-	60	-	-	-	-	60	60	-	60
<b>ENVIRONMENT DIRECTORATE TOTAL</b>		<b>3,614</b>	<b>38</b>	<b>2,144</b>	<b>2,292</b>	<b>-</b>	<b>242</b>	<b>1,480</b>	<b>800</b>	<b>554</b>	<b>250</b>	<b>250</b>	<b>3,334</b>	<b>3,614</b>	<b>(49)</b>	<b>3,565</b>
<b>DEVELOPMENT/INCOME GENERATING/COST REDUCTION PROJECTS</b>																
<b>Development / Infrastructure</b>																
Investment in North Downs Housing		30,100	-	5,518	5,518	-	-	5,518	12,539	-	-	-	18,057	18,057	-	18,057
Equity shares in Guildford Holdings Ltd		-	-	3,683	3,683	-	-	3,683	8,360	-	-	-	12,043	12,043	-	12,043
P10(p)	Sustainable Movement Corridor	6,045	-	-	-	-	-	-	-	6,045	-	-	6,045	6,045	-	6,045
P11(p)	Guildford West (PB) station	4,700	-	1,000	1,000	-	-	1,000	3,700	-	-	-	4,700	4,700	(3,700)	1,000
P17(p)	Bus station relocation	500	-	-	-	-	-	-	-	500	0	-	500	500	-	500
P21(p)	Ash Road Footbridge	4,521	-	4,521	4,521	-	-	-	183	4,288	50	-	4,521	4,521	(2,500)	2,021
<b>Development Financial</b>																
ED49(p)	Redevelop Middleton industrial estate	5,557	-	5,557	5,557	-	5,557	-	-	-	0	-	-	5,557	-	5,557
ED16(P)	Styfield Area Regeneration Project (SARP) (GBC share)	222,684	-	-	-	-	-	-	73,584	28,697	34881	24,342	216,594	216,594	(52,300)	164,294
ED38(P)	North Street development	1,500	-	1,000	1,000	-	-	150	150	50	50	50	1,500	1,500	-	1,500
HC4(p)	Bright Hill Development (to HRA)	13,500	-	680	680	-	-	-	-	-	-	-	-	-	-	-
P12(p)	Property acquisitions	38,292	-	28,292	28,292	-	-	28,292	10,000	-	0	-	38,292	38,292	-	38,292
<b>DEVELOPMENT/INCOME GENERATING/COST REDUCTION PROJECTS TOTAL</b>		<b>327,399</b>	<b>-</b>	<b>50,251</b>	<b>50,251</b>	<b>-</b>	<b>5,557</b>	<b>38,643</b>	<b>108,516</b>	<b>39,580</b>	<b>34,981</b>	<b>24,392</b>	<b>302,252</b>	<b>307,809</b>	<b>(58,500)</b>	<b>249,309</b>
<b>PROVISIONAL SCHEMES - GRAND TOTALS</b>		<b>337,946</b>	<b>38</b>	<b>53,533</b>	<b>53,681</b>	<b>-</b>	<b>6,937</b>	<b>40,666</b>	<b>110,916</b>	<b>40,634</b>	<b>38,383</b>	<b>24,642</b>	<b>311,381</b>	<b>318,356</b>	<b>(58,549)</b>	<b>259,807</b>
non development projects		10,547	38	3,282	3,430	-	1,380	2,023	2,400	1,054	3,402	250	9,129	10,547	(49)	10,498
development/infrastructure - non-financial benefit		45,866	0	14,722	14,722	0	0	10,201	24,782	10,833	50	0	45,866	45,866	-6,200	39,666
development- financial benefit		281,533	0	35,529	35,529	0	5,557	28,442	83,734	28,747	34,931	24,392	256,386	261,943	-52,300	209,643
<b>TOTAL</b>		<b>337,946</b>	<b>38</b>	<b>53,533</b>	<b>53,681</b>	<b>0</b>	<b>6,937</b>	<b>40,666</b>	<b>110,916</b>	<b>40,634</b>	<b>38,383</b>	<b>24,642</b>	<b>311,381</b>	<b>318,356</b>	<b>(58,549)</b>	<b>259,807</b>
<b>SUMMARY</b>																
<b>PROVISIONAL SCHEMES - TOTAL</b>		<b>337,946</b>	<b>38</b>	<b>53,533</b>	<b>53,681</b>	<b>-</b>	<b>6,937</b>	<b>40,666</b>	<b>110,916</b>	<b>40,634</b>	<b>38,383</b>	<b>24,642</b>	<b>311,381</b>	<b>318,356</b>	<b>(58,549)</b>	<b>259,807</b>
<b>GRAND TOTAL</b>		<b>337,946</b>	<b>38</b>	<b>53,533</b>	<b>53,681</b>	<b>-</b>	<b>6,937</b>	<b>40,666</b>	<b>110,916</b>	<b>40,634</b>	<b>38,383</b>	<b>24,642</b>	<b>311,381</b>	<b>318,356</b>	<b>(58,549)</b>	<b>259,807</b>

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GENERAL FUND CAPITAL PROGRAMME - S106 ESTIMATED EXPENDITURE 2021-22 to 2025-26

Ref	Service Units / Capital Schemes	Approved gross estimate	Cumulative spend at 31-03-21	2021-22 Estimate approved by Council in February	Revised estimate	Expenditure at P8	Projected expenditure by project officer	2022-23 Est for year	2023-24 Est for year	2024-25 Est for year	2025-26 Est for year	2026-27 Est for year	Future years est exp	Projected expenditure total	Grants / Contributions towards cost of scheme	Net cost of scheme
		(a)	(b)	(c)	(d)	(e)	(f)	(i)	(ii)	(iii)	(iv)	(v)	(g)	(b)+(f)+(g) = (h)	(i)	(h)-(i)
		£000	£000	£000		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>APPROVED SCHEMES (fully funded from S106 contributions)</b>																
<b>ENVIRONMENT DIRECTORATE</b>																
<b>Operational Services</b>																
<b>Parks and Leisure</b>																
S-PL36	Gunpowder mills - signage, access and woodland imp	36	22	-	14	-	5	9	-	-	-	-	9	36	(36)	-
S-PL38	Chantry Wood Campsite	36		-	36	-	-	36	-	-	-	-	36	36	(36)	-
S-PL51	Foxenden Quarry	101	3		98	-	98							101	(101)	
S-PL47	Fir Tree Garden	28	4	-	24	-	-		-	-	-	-	-	4	(4)	-
S-PL48	Boardwalk Heathfield Nature Reserve	13			13	-	-	13					13	13	(13)	
S-PL49	Waterside Playarea Muti Unit	30			30	28	30						-	30	(30)	
S-PL50	Albury Playground Equip (PC)	23	17		5	-	5						-	23	(23)	
S-PL51	Lido Road Car Par	5			5	3	5						-	5	(5)	
S-PL52	West Horsley (PC) Playground	10			10	10	10						-	10	(10)	
S-PL53	Pirbright (PC) Drainage Works/Playground surfacing	10			10	10	10							10	(10)	
S-PL54	West Horsley (PC) Noticeboards	7			7	7	7							7	(7)	
	<b>ENVIRONMENT DIRECTORATE TOTAL</b>	<b>299</b>	<b>46</b>	<b>-</b>	<b>252</b>	<b>58</b>	<b>171</b>	<b>58</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>58</b>	<b>275</b>	<b>(275)</b>	<b>-</b>
	<b>APPROVED S106 SCHEMES TOTAL</b>	<b>299</b>	<b>46</b>	<b>-</b>	<b>252</b>	<b>58</b>	<b>171</b>	<b>58</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>58</b>	<b>275</b>	<b>(275)</b>	<b>-</b>

SUMMARY	
APPROVED S106 SCHEMES - TOTAL	
GRAND TOTAL	

46	-	252	58	171	58	-	-	-	-	58	275	(275)	-
46	-	252	58	171	58	-	-	-	-	58	275	(275)	-

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GENERAL FUND CAPITAL SCHEMES - PROJECTS FUNDED VIA RESERVES: ESTIMATED EXPENDITURE

Item No.	Projects & Sources of Funding	Approved gross estimate	Cumulative spend at 31-03-21	2021-22 Estimate approved by Council in February	Revised estimate	Expenditure at P8	Projected exp est by project officer	2022-23 Est for year	2023-24 Est for year	2024-25 Est for year	2025-26 Est for year	2026-27 Est for year	Future years est exp	Projected expenditure total
		(a)	(b)	(c)	(e)	(f)	(i)	(ii)	(iii)	(iv)	(v)	(g)	(b)+(f)+(g) = (h)	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	<b>COMMUNITY DIRECTORATE</b>													
	<u>ENERGY PROJECTS per SALIX RESERVE:(PR220)</u>			-	-	-	-	-	-	-	-	-	-	-
R-EN12	LED lighting	44		-	44	-	44	-	-	-	-	-	-	44
R-EN13	ASHP CAB ( no longer reqd)	28		28	28	-	28	-	-	-	-	-	-	28
R-EN14	MILLMEAD HOUSE & FARNHAM ROAD CP - PV	192	70		122	84	122	-	-	-	-	-	-	192
R-EN15	FARNHAM ROAD CP- PV													
	<u>ENERGY PROJECTS per GBC INVEST TO SAVE RESERVE:</u>													
	<u>GBC 'Invest to Save' energy projects (to be repaid in line with savings)</u>			-	-	-	-	-	-	-	-	-	-	-
R-EN14	SMP - air source heat pump	28	1	27	27	-	27	-	-	-	-	-	-	28
	<b>ENERGY RESERVES TOTAL</b>	<b>292</b>	<b>71</b>	<b>55</b>	<b>221</b>	<b>84</b>	<b>221</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>292</b>
	<b>FINANCE DIRECTORATE</b>													
	<u>INFORMATION TECHNOLOGY - IT Renewals Reserve (PR265) : approved annually</u>													
	Hardware / software budget	500		500	320	-	320	303	440	-	-	-	743	1,063
R-IT1	Hardware	annual	annual	-	-	7	-	-	-	-	-	-	-	-
R-IT2	Software	annual	annual	-	-	388	-	-	-	-	-	-	-	-
	ICT Refresh Phase 2				180		180	197	60				257	437
R-IT3	IDOX Acolaid to Uniform	275		-	275		275	-	-	-	-	-	-	275
R-IT4	LCTS alternative	56		-	56		56	-	-	-	-	-	-	56
	<b>IT RENEWALS RESERVE TOTAL</b>	<b>831</b>	<b>-</b>	<b>500</b>	<b>831</b>	<b>395</b>	<b>831</b>	<b>500</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>1,831</b>
	<b>ENVIRONMENT DIRECTORATE</b>													
	<b>SPECTRUM RESERVE</b>													
R-S14	Spectrum schemes (to be agreed with Freedom Leisure)	516	168	-	348	-	348	-	-	-	-	-	-	516
	Spectrum - Retaining Wall	184			184	83	184							184
	<b>SPECTRUM RESERVE TOTAL</b>	<b>700</b>	<b>168</b>	<b>-</b>	<b>532</b>	<b>83</b>	<b>532</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>700</b>
	<b>CAR PARKS RESERVE</b>													
R-CP1	Car parks - install/replace pay-on-foot equipment	1,170	240	930	930	-	930	-	-	-	-	-	-	1,170
	<u>Car Parks - Lighting &amp; Electrical improvements:</u>													
R-CP14	Lift replacement (PR000293)	841	676	-	165	40	165	-	-	-	-	-	-	841
R-CP17	Leapale rd MSCP drainage (PR000433)	90	26	-	64	-	8	-	-	-	-	-	-	34
R-CP19	Structural works to MSCP	300	50	100	250	-	250	250	-	-	-	-	250	300
R-CP20	MSCP- Deck surface replacement & barriers	652	526	-	126	-	126	-	-	-	-	-	-	652
R-CP21	Additional barriers Farnham Rd	15		-	15	-	-	15	-	-	-	-	15	15
R-CP22	Deck surface replacement (stair cores)Farnham Rd	70		-	70	-	-	70	-	-	-	-	70	70
R-CP23	Deck surface replacement Leapale Rd	600	8	390	593	549	577	15	-	-	-	-	15	600
R-CP25	Structural repairs roof turret timbers Castle St	60		-	60	-	-	60	-	-	-	-	60	60

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GENERAL FUND CAPITAL SCHEMES - PROJECTS FUNDED VIA RESERVES: ESTIMATED EXPENDITUR

Item No.	Projects & Sources of Funding	Approved gross estimate	Cumulative spend at 31-03-21	2021-22 Estimate approved by Council in February	Revised estimate	Expenditure at P8	Projected exp est by project officer	2022-23 Est for year	2023-24 Est for year	2024-25 Est for year	2025-26 Est for year	2026-27 Est for year	Future years est exp	Projected expenditure total
		(a)	(b)	(c)		(e)	(f)	(i)	(ii)	(iii)	(iv)	(v)	(g)	(b)+(f)+(g)
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	<b>CAR PARKS RESERVE TOTAL</b>	<b>3,798</b>	<b>1,526</b>	<b>1,420</b>	<b>2,272</b>	<b>589</b>	<b>1,805</b>	<b>410</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>410</b>	<b>3,742</b>
	<b>SPA RESERVE :</b>													
	SPA schemes (various)	100	annual	-	151	-	151	-	-	-	-	-	-	151
R-SPA1	Chantry Woods					-	-						-	
R-SPA2	Effingham					-	-						-	
R-SPA3	Lakeside					-	-						-	
R-SPA4	Riverside					-	-						-	
R-SPA5	Parsonage					-	-						-	
	<b>SPA RESERVE TOTAL</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>151</b>	<b>-</b>	<b>151</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>151</b>
	<b>GRAND TOTALS</b>	<b>5,721</b>	<b>1,765</b>	<b>1,975</b>	<b>4,008</b>	<b>1,151</b>	<b>3,541</b>	<b>910</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,410</b>	<b>6,716</b>

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## GENERAL FUND CAPITAL PROGRAMME : SUMMARY OF RESOURCES AND FINANCIAL IMPLICATIONS

### 1.0 AVAILABILITY OF RESOURCES - NOTES :

1.1 The following balances have been calculated taking account of estimated expenditure on the approved capital schemes

1.2 The actuals for 2020-21 have not been audited.

### 1.3 Funding assumptions:

1. All capital expenditure will be funded in the first instance from available capital receipts and the General Fund capital programme reserve.
2. Once the above resources have been exhausted in any given year, the balance of expenditure will be financed from borrowing, both internally and externally, depending upon the Council's financial situation at the time.

1.4 These projections are based on estimated project costs, some of which will be 'firmed up' in due course. Any variations to the estimates and the phasing of expenditure will affect year on year funding projections.

### 2.0 Capital receipts - Balances (T01001)

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**Balance after funding capital expenditure as at 31 March**

	2020-21 Actuals £000	2021-22 Budget £000	2021-22 Est Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
Balance as at 1 April	95	95	112	0	0	0	0	0
Add estimated usable receipts in year	2,571	0	336	0	0	0	21,641	27,117
Less applied re funding of capital schemes	(2,554)	(95)	(448)	0	0	0	(21,641)	(24,642)
	<b>112</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,475</b>

## GENERAL FUND CAPITAL PROGRAMME : SUMMARY OF RESOURCES AND FINANCIAL IMPLICATIONS

during year = outturn (col v, actual = col u)

### 3.0 Capital expenditure and funding - summary

#### Estimated capital expenditure

Main programme - approved  
Main programme - provisional  
s106  
Reserves  
GF Housing

#### Total estimated capital expenditure

#### To be funded by:

Capital receipts (per 2.above)  
Contributions  
R.C.C.O. :  
Other reserves

Balance of funding to be met from (i) the Capital Reserve, and (ii) borrowing

#### Total funding required

	2020-21 Actuals £000	2021-22 Budget £000	2021-22 Est Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
	27,710	92,790	49,088	106,198	7,738	2,705	2,000	2,000
	0	53,533	6,937	40,666	110,916	40,634	38,383	24,642
	81	0	171	58	0	0	0	0
	1,649	1,975	3,541	910	500	0	0	0
	0	0	0	0	0	0	0	0
<b>Total estimated capital expenditure</b>	<b>29,440</b>	<b>148,298</b>	<b>59,736</b>	<b>147,832</b>	<b>119,154</b>	<b>43,339</b>	<b>40,383</b>	<b>26,642</b>
<b>To be funded by:</b>								
Capital receipts (per 2.above)	(2,554)	(95)	(448)	0	0	0	(21,641)	(24,642)
Contributions	(7,070)	(51,415)	(18,138)	(48,626)	(15,315)	(2,954)	0	0
R.C.C.O. :								
Other reserves	(6,164)	(2,195)	(4,263)	(1,130)	(720)	(220)	0	0
	0	0	0	0	0	0	0	0
	(15,787)	(53,705)	(22,849)	(49,756)	(16,035)	(3,174)	(21,641)	(24,642)
Balance of funding to be met from (i) the Capital Reserve, and (ii) borrowing	(13,653)	(94,593)	(36,887)	(98,076)	(103,119)	(40,165)	(18,742)	(2,000)
<b>Total funding required</b>	<b>(29,440)</b>	<b>(148,298)</b>	<b>(59,736)</b>	<b>(147,832)</b>	<b>(119,154)</b>	<b>(43,339)</b>	<b>(40,383)</b>	<b>(26,642)</b>

### 4.0 General Fund Capital Schemes Reserve (U01030)

Balance as at 1 April  
Add: General Fund Revenue Budget variations  
Contribution from revenue

Less: Applied re funding of capital programme

#### Balance after funding capital expenditure etc.as at 31 March

	2020-21 Actuals £000	2021-22 Budget £000	2021-22 Est Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
Balance as at 1 April	600	0	0	0	0	0	0	0
Add: General Fund Revenue Budget variations	0	0	0	0	0	0	0	0
Contribution from revenue	0	0	0	0	0	0	0	0
	600	0	0	0	0	0	0	0
Less: Applied re funding of capital programme	(600)	0	0	0	0	0	0	0
<b>Balance after funding capital expenditure etc.as at 31 March</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Estimated shortfall at year-end to be funded from borrowing

	<b>13,053</b>	<b>94,593</b>	<b>36,887</b>	<b>98,076</b>	<b>103,119</b>	<b>40,165</b>	<b>18,742</b>	<b>2,000</b>
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## GENERAL FUND CAPITAL PROGRAMME : SUMMARY OF RESOURCES AND FINANCIAL IMPLICATIONS

### 5.0 Housing capital receipts (pre 2013-14) - estimated availability/usage for Housing, Affordable Housing and Regeneration projects - GBC policy

	2020-21 Actuals £000	2021-22 Budget £000	2021-22 Est Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
Balance as at 1 April (T01008)	3,618	0	(0)	(0)	0	0	0	0
Add: Estimated receipts in year	0	0	0	0	0	0	0	0
Less: Applied re Housing (General Fund) capital programme	0	0	0	0	0	0	0	0
Less: Applied re Housing company	(3,618)	0	0	0	0	0	0	0
	(0)	0	(0)	0	0	0	0	0
Less: Applied on regeneration schemes	0	0	0	0	0	0	0	0
<b>Housing receipts - estimated balance in hand at year end</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 5.1 Housing capital receipts (post 2013-14) - estimated availability/usage for Housing, Affordable Housing and Regeneration projects only (statutory (impact CFR))

	2020-21 Actuals £000	2021-22 Budget £000	2021-22 Est Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
Balance as at 1 April (T01012)	0	0	0	0	0	0	0	0
Add: Estimated receipts in year	544	289	0	289	292	295	298	301
Less: Applied re Housing (General Fund) capital programme	(123)	(220)	(100)	(220)	(220)	(220)	(220)	(220)
Less: Applied re Housing Improvement programme	(421)	(69)	100	(69)	(72)	(75)	(78)	(81)
	0	0	0	0	0	0	0	0
Less: Applied on regeneration schemes	0	0	0	0	0	0	0	0
<b>Housing receipts - estimated balance in hand</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Total £'000s

### 6.1 Estimated annual borrowing requirement

	<b>13,053</b>	<b>94,593</b>	<b>36,887</b>	<b>98,076</b>	<b>103,119</b>	<b>40,165</b>	<b>18,742</b>	<b>2,000</b>	<b>298,990</b>
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GUILDFORD B.C. - HOUSING INVESTMENT PROGRAMME 2021-22 to 2026-27: HRA APPROVED PROGRAMME

	Project Budget £000	2020-21 Actual £000	Project Spend at 31-03-21 £000	2021-22 Estimate £000	Carry Forward	2021-22 Revised Estimate £000	Expenditure as at P8 £000	2021-22 Projected Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000	Total Project Exp £000
<b>Acquisition of Land &amp; Buildings</b>	15,900	5,276	7,414	4,800	86	4,886	3,427	4,886	1,800	1,800	0	0	0	15,900
<b>New Build</b>														
Appletree pub site	3,200	18	3,502	0	0	0	62	62	0	0	0	0	0	3,564
Fire Station/Ladymead	2,000	17	1,917	0	83	83	41	41	0	0	0	0	0	1,957
Guildford Park	75	0	75	0	0	0	0	0	0	0	0	0	0	75
Guildford Park (from GF)	6,500	3,148	3,148	2,806	546	3,352	182	792	888	1,672	0	0	0	6,500
Bright Hill	500	0	0	0	500	500	11	85	415	0	0	0	0	500
Foxburrows Redevelopment	533			0	533	533	0	0	533					533
Shawfield Redevelopment	300	4	4	0	296	296	0	0	296					300
Various small sites & feasibility/Site preparation	1,000		0	0	0	0	0	0	0	0	1,000	0	0	1,000
Pipeline projects:	9,425	61	115	3,325	2,285	5,610		0	0	5,381	0	0	0	5,496
Manor House Flats							31	76	1,530					
Banders Rise							1	6	130					
Station Road East							2	7	112					
Dunmore Garden Land							1	5	159					
Clover Road Garages							42	70	1,032					
Rapleys Field							14	32	415					
Georgelands 108							1	7	118					
27 Broomfield							4	8	109					
17 Wharf Lane							3	8	104					
<b>Schemes to promote Home-Ownership</b>								0						
Equity Share Re-purchases	annual	458	annual	400	0	400	0	400	400	400	400	400	0	annual
<b>Major Repairs &amp; Improvements</b>				6,582	2,618	9,200		0						
Retentions & minor carry forwards	annual	0	annual				0	0						annual
Modern Homes - Kitchens, Bathrooms & Void refurb	annual	971	annual				1,122	3,191						annual
Doors and Windows	annual	241	annual				254	856						annual
Structural/Roof	annual	307	annual				103	1,053						annual
Energy efficiency: Central heating/Lighting	annual	1,262	annual				767	1,351						annual
General	annual	880	annual				849	2,749						annual
<b>Grants</b>														
Cash Incentive Scheme	annual	0	annual	75	0	75	0	75						annual
<b>TOTAL APPROVED SCHEMES</b>	<b>39,433</b>	<b>12,643</b>	<b>16,174</b>	<b>17,988</b>	<b>6,948</b>	<b>24,936</b>	<b>6,915</b>	<b>15,761</b>	<b>8,041</b>	<b>9,253</b>	<b>1,400</b>	<b>400</b>	<b>0</b>	<b>35,825</b>

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GUILDFORD B.C. - HOUSING INVESTMENT PROGRAMME 2020-21 to 2026-27: HRA PROVISIONAL PROGRAMME

	Project Budget	2020-21 Actual	Project Spend at 31-03-21	2021-22 Estimate	Carry Forward	2021-22 Revised Estimate	2021-22 Projected Outturn	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	Total Project Exp
	£000	£000	£000	£000		£000	£000	£000	£000	£000	£000	£000	£000
<b>Acquisition of Land &amp; Buildings</b>	7,000	0	0	0		0	0	3,000	4,000	0	0	0	7,000
<b>New Build</b>													
Guildford Park	16,000	0	1,225	14,499	250	14,749	0	26	14,749	0	0	0	16,000
Guildford Park (from GF)	23,125			4,380		4,380	0	0	4,380	11,625	7,120		23,125
Bright Hill	3,000	0	0	3,000	0	3,000	0	3,000	0	0	0	0	3,000
Bright Hill Development (from GF)	13,500	0	0	680	0	680	0	680	5,000	7,000	820	0	13,500
Slyfield (25/26 £5m; 26/27 £44m)	1,000	0	0	0	0	0	0	1,000	0	0	5,000	44,000	50,000
Foxburrows Redevelopment	10,124			9,058		9,058	0	9,058	1,066	0	0	0	10,124
Shawfield Redevelopment	3,000			2,500		2,500	0	2,500	500	0	0	0	3,000
<b>Major Repairs &amp; Improvements</b>													
Major Repairs & Improvements	annual		annual	0		0	0	0	5,500	5,500	5,500	5,500	annual
Retentions & minor carry forwards	annual		annual										annual
Modern Homes: Kitchens and bathrooms	annual		annual										annual
Doors and Windows	annual		annual										annual
Structural	annual		annual										annual
Energy efficiency: Central heating	annual		annual										annual
General	annual		annual										annual
<b>Grants</b>													
Cash Incentive Scheme	annual		annual	0		0	0	75	75	75	75	75	annual
<b>Total Expenditure to be financed</b>	<b>76,749</b>	<b>0</b>	<b>1,225</b>	<b>34,117</b>	<b>250</b>	<b>34,367</b>	<b>0</b>	<b>19,339</b>	<b>35,270</b>	<b>24,200</b>	<b>18,515</b>	<b>49,575</b>	<b>125,749</b>

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**GUILDFORD B.C. - HOUSING INVESTMENT PROGRAMME 2021-22 to 2026-27: HRA RESOURCES AND FUNDING STATEMENT**

	2020-21 Actual £000	2021-22 Estimate £000	2021-22 Projected Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
<b>EXPENDITURE</b>								
Approved programme	12,685	17,988	15,761	8,041	9,253	1,400	400	0
Provisional programme	0	34,117	0	19,339	35,270	24,200	18,515	49,575
<b>Total Expenditure</b>	<b>12,685</b>	<b>52,105</b>	<b>15,761</b>	<b>27,380</b>	<b>44,523</b>	<b>25,600</b>	<b>18,915</b>	<b>49,575</b>
<b>FINANCING OF PROGRAMME</b>								
Capital Receipts	421	400	0	400	400	400	400	0
1-4-1 receipts	2,186	13,514	2,595	8,072	11,564	5,888	3,882	13,200
Contribution from Housing Revenue a/c (re cash incentives)	0	75	75	75	75	75	75	75
Future Capital Programme reserve	0	0	0	0	0	0	0	0
Major Repairs Reserve	3,662	6,582	9,201	0	5,500	5,500	5,500	5,500
New Build Reserve	4,818	31,534	3,891	18,834	26,984	13,738	9,058	30,800
Grants and Contributions	1,599	0	0	0	0	0	0	0
<b>Total Financing (= Total Expenditure)</b>	<b>12,685</b>	<b>52,105</b>	<b>15,761</b>	<b>27,380</b>	<b>44,523</b>	<b>25,600</b>	<b>18,915</b>	<b>49,575</b>

**RESERVES - BALANCES**

	2020-21 Actual £000	2021-22 Estimate £000	2021-22 Projected Outturn £000	2022-23 Estimate £000	2023-24 Estimate £000	2024-25 Estimate £000	2025-26 Estimate £000	2026-27 Estimate £000
<b>Reserve for Future Capital Programme (U01035)</b>								
Balance b/f	35,829	38,329	38,329	40,829	43,329	45,829	48,329	50,829
Contribution in year	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Used in year	0	0	0	0	0	0	0	0
Balance c/f	<b>38,329</b>	<b>40,829</b>	<b>40,829</b>	<b>43,329</b>	<b>45,829</b>	<b>48,329</b>	<b>50,829</b>	<b>53,329</b>
<b>Major Repairs Reserve (U01036)</b>								
Balance b/f	9,852	8,526	11,876	8,311	13,946	13,946	13,946	13,946
Contribution in year	5,686	5,500	5,635	5,635	5,500	5,500	5,500	5,500
Used in Year	-3,662	-6,582	-9,200	0	-5,500	-5,500	-5,500	-5,500
Balance c/f	<b>11,876</b>	<b>7,444</b>	<b>8,311</b>	<b>13,946</b>	<b>13,946</b>	<b>13,946</b>	<b>13,946</b>	<b>13,946</b>
<b>New Build Reserve (U01069)</b>								
Balance b/f	56,112	54,634	59,383	63,733	53,305	34,896	29,904	29,766
Contribution in year	8,088	8,406	8,241	8,406	8,574	8,746	8,921	9,099
Used in Year	-4,818	-31,534	-3,891	-18,834	-26,984	-13,738	-9,058	-30,800
Balance c/f	<b>59,383</b>	<b>31,506</b>	<b>63,733</b>	<b>53,305</b>	<b>34,896</b>	<b>29,904</b>	<b>29,766</b>	<b>8,065</b>
<b>Usable Capital Receipts: 1-4-1 receipts (T01011)</b>								
Balance b/f	6,004	7,657	4,526	3,579	-1,884	-10,564	-13,690	-14,731
Contribution in year	708	2,609	1,646	2,609	2,884	2,762	2,841	2,898
Repayment in year	0	0	0	0	0	0	0	0
Used in Year	-2,186	-13,514	-2,594	-8,072	-11,564	-5,888	-3,882	-13,200

Balance c/f	4,526	-3,248	3,579	-1,884	-10,564	-13,690	-14,731	-25,033
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Note: a contribution to this reserve is dependent on the number of RTB sales in the year determined in the HRA self financing model. There are many variables to the calculation of the 1:4:1 contribution. As an estimate, I have used a model provided by Sector which is based on our assumption of RTB sales

**Usable Capital Receipts - HRA Debt Repayment (T01010)**

Balance b/f	4,216	4,243	4,262	4,308	4,969	5,652	6,357	7,085
Contribution in year	46	661	46	661	683	705	728	752
Used in Year	0	0	0	0	0	0	0	0
Balance c/f	4,262	4,904	4,308	4,969	5,652	6,357	7,085	7,837

Note: each RTB sale generates a contribution to this reserve toward debt repayment determined in the HRA self financing model. A small number of sales are anticipated each year.

**Usable Capital Receipts - pre 2013-14 (T01008)**

Balance b/f	3,618	2,260	-0	-0	0	0	0	0
Contribution in year	0	0	0	0	0	0	0	0
Used in Year (HRA = above)	0	0	0	0	0	0	0	0
Used in Year (GF Housing Co)	-3,618	0	0	0	0	0	0	0
Used in Year (GF Housing - DFG)	0	0	0	0	0	0	0	0
Balance c/f	-0	2,260	-0	0	0	0	0	0

Note: Can only be used for HRA capital expenditure, affordable housing and regeneration schemes as set by GBC policy

**Usable Capital Receipts - post 2013-14 (T01012)**

Balance b/f	0	0	-0	-0	-0	-0	-0	-0
Contribution in year	542	289	0	289	292	295	298	298
Used in Year (HRA = above)	-419	-69	0	-69	-72	-75	-78	-475
Used in Year (GF Housing)	-123	-220	0	-220	-220	-220	-220	-220
Balance c/f	-0	0	-0	-0	-0	-0	-0	-397

Note: Can only be used for HRA capital expenditure, affordable housing and regeneration schemes as set by the Government

## Use of Right to Buy Receipts Monitoring

Scheme	2021-22 £000			2021-22 TOTAL Budget (Approved & Provisional)	Forecasted spend @ P8 Monitoring	Projected Outturn Spend 31.3.22	Difference	% Slippage	Future Years Budgets (All Years)		
	Approved	Provisional	Carry Forwards from 2020- 21						Approved	Provisional	TOTAL Future years (All years)
<b>Acquisition of Land &amp; Buildings</b>	4,800	0	86	4,886	3,427	4,886	0	0%	3,600	7,000	10,600
<b>New Build Programme</b>											
Guildford Park		14,499	250	14,749	0	0	-14,749	100%	0	14,775	14,775
Guildford Park - moved from GF	2,806	4,380	546	7,732	182	792	-6,940	90%	2,560	23,125	25,685
Appletree pub site	0		0	0	62	62	62	0%	0		0
Fire Station/Ladymead	0		83	83	41	41	-43	51%	0		0
Bright Hill	0	3,000	500	3,500	11	85	-3,415	98%	415	3,000	3,415
Bright Hill - moved from GF	0	680	0	680	0	0	-680	100%	0	12,680	12,680
Weyside Urban Village									0	50,000	50,000
Various small sites & feasibility/Site preparation	0			0	0	0	0		1,000		1,000
Pipeline projects:	3,325		2,285	5,610		0	-5,390	96%	9,090		9,090
Manor House Flats					31	76					
Banders Rise					1	6					
Station Road East					2	7					
Dunmore Garden Land					1	5					
Clover Road Garages					42	70					
Rapleys Field					14	32					
Georgelands 108					1	7					
27 Broomfield					4	8					
17 Wharf Lane					3	8					
Foxburrows Redevelopment	0	9,058	533	9,591	0	0	-9,591	100%	533	10,124	10,657
Shawfield Redevelopment	0	2,500	296	2,796	0	0	-2,796	100%	296	3,000	3,296
Equity Share repurchases	400			400	0	400	0	0%	1,600		1,600
<b>SUB TOTAL Housing Investment Prog (HIP)</b>	<b>11,331</b>	<b>34,117</b>	<b>4,580</b>	<b>50,028</b>	<b>3,820</b>	<b>6,486</b>	<b>-43,542</b>	<b>87%</b>	<b>19,094</b>	<b>123,704</b>	<b>142,798</b>
Major repairs and improvements	6,582		2,618	9,200	3,095	9,200	0	0%	0	22,000	22,000
HRA cash incentive grants	75			75	0	75	0	0%	0	375	375
<b>TOTAL HRA Capital Programme</b>	<b>17,988</b>	<b>34,117</b>	<b>7,198</b>	<b>59,303</b>	<b>6,915</b>	<b>15,761</b>	<b>-43,542</b>	<b>73%</b>	<b>19,094</b>	<b>146,079</b>	<b>165,173</b>
Acquisition as % of Housing Investment Programme	42.36%	0.00%	1.88%	9.77%	89.69%	75.34%	0.00%	0.00%	18.85%	5.66%	7.42%

Financing	2020-21 £000			TOTAL Budget Approved at Council	Forecasted spend @ P8 Monitoring	Projected Outturn Spend 31.3.22	Difference	% Slippage			Financing of future spend
Capital Receipts											
<b>1-4-1 receipts</b>				<b>13,514</b>		<b>2,595</b>	<b>-10,919</b>	<b>-81%</b>			<b>42,605</b>
Contribution from Housing Revenue a/c (re cash incentives)				75		75	0				375
Future Capital Programme reserve				0		0	0				0
Major Repairs reserve				6,582		9,200	2,618				22,000
New Build Reserve				31,534		3,891	-27,643				99,413
Grants and Contributions				0		0	0				0
<b>TOTAL Financing</b>				<b>52,105</b>		<b>15,761</b>	<b>-36,344</b>				<b>165,993</b>

Reconciliation of Spend to RTB	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Value of receipts that will need surrendering if no further spend			36	2,167	708	4,457	
HIP Expenditure required to avoid RTB repayments	0	0	90	5,418	1,771	11,143	
Forecast HIP Expenditure from the Approved Capital programme	2,665	8,041	9,253	1,400	400	0	0
Cumulative Expenditure forecast	6,486	14,527	23,780	25,180	25,580	25,580	25,580
Forecast additional receipts that will be used (c x 40%)	1,066	3,216	3,701	560	160	0	0
Cumulative additional receipts that will be used ((cumulative e) + a)	1,066	4,282	7,948	6,340	5,792	1,335	1,335
<b>Revised value of receipts that might need to be surrendered</b>			0	0	0	0	0

Note - no repayment will be required in 2021-22 - based on 20 RTB sales and only including current expenditure - repayment will not be required in future years unless actual expenditure does not occur in line with forecast.

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**Appendix 13: Loans portfolio - summary**

<b>Value of Loans as at:</b>	<b>01-Apr-2021 Actual</b>	<b>31-Oct-2021 Actual</b>	<b>Movements in Nov 2021</b>	<b>31-Nov-2021 Actual</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>PWLB</b>				
Variable	45,000,000	45,000,000	0	45,000,000
Fixed maturity EIP	147,435,000	147,435,000	0	147,435,000
<b>Total PWLB Loans</b>	<b>192,435,000</b>	<b>192,435,000</b>	<b>0</b>	<b>192,435,000</b>
Temporary Loans	118,500,000	146,500,000	5,000,000	151,500,000
<b>Total Loans</b>	<b>310,935,000</b>	<b>338,935,000</b>	<b>5,000,000</b>	<b>343,935,000</b>

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**APPENDIX 14: INVESTMENTS BALANCES**

<u>Value of cash Investments as at:</u>	<u>01-Apr-2021</u>	<u>31-Oct-2021</u>	<u>Movements in</u>	<u>31-Nov-2021</u>	<u>Avg bal</u>	<u>Avg return</u>
	<u>Actual</u>	<u>Actual</u>	<u>Nov 2021</u>	<u>Actual</u>	<u>Y-T-D</u>	<u>Y-T-D</u>
	£	£	£	£	£	
<u>In-House Investments:</u>						
Call Accounts	2,305,514	1,377,000	2,565,030	3,942,030	2,965,251	0.01%
Notice Accounts - UK	3,000,000	3,000,000	0	3,000,000	3,000,000	0.30%
Money Market Funds	51,344,000	51,388,000	(15,950,000)	35,438,000	54,422,576	0.01%
Temporary Fixed Deposits	52,000,000	79,000,000	13,300,000	92,300,000	72,138,118	0.33%
Long term Fixed Deposits	16,500,000	19,500,000	0	19,500,000	15,617,339	0.78%
ST bonds	2,000,000	7,650,000	(1,850,000)	5,800,000	5,155,181	0.14%
LT Covered Bonds	16,100,000	18,600,000	900,000	19,500,000	17,159,476	0.84%
UK Gilts	0	4,000,000	4,000,000	8,000,000	6,716,623	0.18%
<b>Total In-House Investments</b>	<b>143,249,514</b>	<b>184,515,000</b>	<b>2,965,030</b>	<b>187,480,030</b>	<b>177,174,565</b>	
<u>Investment Funds</u>						
CCLA	6,487,830	7,008,906	94,416	7,103,321	6,680,241	2.85%
M&G	3,572,679	3,794,406	(35,945)	3,758,461	3,634,589	7.76%
Schroders	706,274	729,354	(15,101)	714,253	711,383	3.43%
UBS	2,235,795	2,199,811	(14,678)	2,185,133	2,254,167	3.91%
Fundamentum	1,960,000	2,060,000	(11,400)	2,048,600	1,981,205	0.65%
Royal London	2,341,311	2,317,094	(3,989)	2,313,105	2,322,095	0.10%
Federated cash plus	4,999,533	4,998,130	1,402	4,999,533	4,999,505	0.03%
Funding Circle	496,030	209,302	(46)	209,256	525,607	4.07%
<b>Total Investment Funds</b>	<b>22,799,451</b>	<b>23,317,003</b>	<b>14,659</b>	<b>23,331,662</b>	<b>23,108,790</b>	
<b>Total Cash Investments</b>	<b>166,048,965</b>	<b>207,832,003</b>	<b>2,979,689</b>	<b>210,811,692</b>	<b>200,283,355</b>	

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Corporate Governance and Standards Committee Report

Ward(s) affected: n/a

Report of Strategic Services Director

Author: John Armstrong, Democratic Services and Elections Manager

Tel: 01483 444102

Email: john.armstrong@guildford.gov.uk

Date: 20 January 2022

## **Corporate Governance and Standards Committee – 12 month rolling Work Programme**

### **Executive Summary**

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

### **Recommendation to Committee**

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

### Reason for recommendation:

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

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

### **1. Purpose of report**

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

### **2. Draft work programme**

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

### **3. Financial Implications**

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

### **4. Legal Implications**

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

**5. Human Resource Implications**

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

**6. Background Papers**

Guildford Borough Council Forward Plan

**7. Appendices**

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

# CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

**24 March 2022**

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
2020-21 Audit Findings Report: Year ended 31 March 2021	To note the external auditor's findings and management's response in the Action Plan	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Final 2020-21 Audited Statement of Accounts	To approve the 2020-21 Statement of Accounts	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Annual report of the Monitoring Officer regarding misconduct allegations	(1) To note the cases dealt with; and  (2) To advise the Monitoring Officer of any areas of concern upon which they would like further information and/or further work carried out.	Corporate Governance and Standards Committee	Diane Owens 01483 444027
The Council's Constitution	To review and update Financial Procedure Rules	Corporate Governance and Standards Committee Executive: 28 April 2022 Council: May 2022	Victoria Worsfold 01483 444834
Corporate Performance Monitoring	To receive a quarterly report setting out the Council's performance against its Key Performance Indicators	Corporate Governance and Standards Committee	Andrea Barnett 01483 444062
Financial Monitoring 2021-22 Period 10 (April 2021 to January 2022)	To note the results of the Council's financial monitoring for period April 2020 to January 2021	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Summary of Internal Audit Reports (April 2021 to February 2022)	To consider the summary of internal audit reports for the period April 2021 to February 2022, and the draft 2022/23 internal audit plan and draft annual report, including head of internal audit opinion.	Corporate Governance and Standards Committee	Neil Hewitson (KPMG) 0207 311 1791
Audit Report on the Certification of Financial Claims and Returns 2020-21: Housing Benefit Subsidy and Pooling Housing Capital Receipts	To note the position regarding the certification of financial claims and returns for 2020-21	Corporate Governance and Standards Committee	Belinda Hayden 01483 444867
Gender Pay Gap Report 2022-23	To note the Council's gender pay gap report	Corporate Governance and Standards Committee	Francesca Chapman 01483 444014

# CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

21 April 2022

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
Annual Governance Statement 2021-22	To adopt the Council's Annual Governance Statement 2021-22	Corporate Governance and Standards Committee Executive: 22 March 2022	John Armstrong 01483 444102
Monitoring of S.106 Contributions	To note the first six-monthly monitoring report on S.106 Contributions	Corporate Governance and Standards Committee	Rosie Trussler 01483 444463
External Audit Plan and Audit Update and Fee Letter 2021-22	To approve the external audit plan for 2021-22, and to note the content of the External Auditor's update report and make any appropriate comments.  To consider the planned audit fee.	Corporate Governance and Standards Committee	Claire Morris 01483 444827
Data Protection and Information Security Update Report	To consider a six-monthly update on compliance with statutory requirements	Corporate Governance and Standards Committee	Ciaran Ward 01483 444072
Equality Scheme Action Plan	Annual monitoring report on the implementation of the actions in the Equality Scheme action plan approved in June 2021	Corporate Governance and Standards Committee	Ali Holman 01483 444008
Corporate Risk Management Framework	To consider and recommend for adoption the proposed Risk Management Strategy and Policy	Corporate Governance and Standards Committee  Executive: 28 April 2022	Yasmine Makin 01483 444070

# CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

June 2022

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
Planning Appeals	To monitor the Council's performance at appeals against refusal of planning permission by the Planning Committee (both in respect of officer recommendations for refusal and Committee overturns) including, where appeals are upheld, details of costs awarded against the Council and other associated legal/external adviser costs.	Corporate Governance and Standards Committee	Daniel Ledger 01483 444612
Corporate Performance Monitoring	To receive a quarterly report setting out the Council's performance against its Key Performance Indicators	Corporate Governance and Standards Committee	Andrea Barnett 01483 444062
Review of Task Groups reporting to the Committee	To review the work carried out by the task groups over the past 12 months and work to be carried out in the next 12 months and appoint councillors to the groups	Corporate Governance and Standards Committee	John Armstrong 01483 444102

# CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

## July 2022

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
Capital and Investment outturn report 2021-22	To submit any comments to the Executive.	Executive: August 2022 Council: October 2022	Victoria Worsfold 01483 444834
Revenue Outturn Report 2021-22	To submit any comments to the Executive.	Executive: August 2022	Victoria Worsfold 01483 444834
Housing Revenue Account Final Accounts 2020-21	To submit any comments to the Executive	Executive: August 2022	Victoria Worsfold 01483 444834
Financial Monitoring 2022-23 Period 2 (April/May 2022)	To note the results of the Council's financial monitoring for the period April/May 2022	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Summary of Internal Audit Reports October 2021 – March 2022	To consider the summary of internal audit reports for the period October 2021 to March 2022.	Corporate Governance and Standards Committee	Neil Hewitson (KPMG) 0207 311 1791

# CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

## September 2022

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

# CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

## November 2022

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
Planning Appeals	To monitor the Council's performance at appeals against refusal of planning permission by the Planning Committee (both in respect of officer recommendations for refusal and Committee overturns) including, where appeals are upheld, details of costs awarded against the Council and other associated legal/external adviser costs.	Corporate Governance and Standards Committee	Daniel Ledger 01483 444612
Financial Monitoring 2022-23: Period 6 (April to September 2022)	To note the results of the Council's financial monitoring for the period April to September 2022	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Summary of internal audit reports (April to October 2022)	To consider the summary of internal audit reports and progress on the internal audit plan for April to October 2022,	Corporate Governance and Standards Committee	Neil Hewitson (KPMG) 0207 311 1791



# CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

## January 2023

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
Capital and investment strategy (2023-24 to 2026-27)	To comment on various recommendations to the Executive and Council	Corporate Governance and Standards Committee Executive: January 2022 Council: February 2022	Victoria Worsfold 01483 444834
Financial Monitoring 2022-23 Period 8 (April to November 2022)	To note the results of the Council's financial monitoring for the period April to November 2022	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Summary of Internal Audit Reports (April to December 2022)	To consider the summary of internal audit reports for the period April to December 2022.	Corporate Governance and Standards Committee	Neil Hewitson (KPMG) 0207 311 1791
Gender Pay Gap Report 2023-24	To note the Council's gender pay gap report	Corporate Governance and Standards Committee	Francesca Chapman 01483 444014
Corporate Performance Monitoring	To receive a quarterly report setting out the Council's performance against its Key Performance Indicators	Corporate Governance and Standards Committee	Andrea Barnett 01483 444062
Freedom of Information Compliance - Annual Report 2022	To consider the annual report for 2022 on the Council's performance in dealing with Freedom of Information requests.	Corporate Governance and Standards Committee	Ciaran Ward 01483 444072

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