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Contact Officer:

John Armstrong (01483) 444102

12 January 2015

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE** to be held in the Council Chamber - Millmead House on **TUESDAY, 20 JANUARY 2015** at 7.00 pm.

Yours faithfully

Satish Mistry
Executive Head of Governance

MEMBERS OF THE EXECUTIVE

Chairman:

Councillor Stephen Mansbridge (Leader of the Council)

Vice-Chairman:

Councillor Nigel Manning (Deputy Leader of the Council and Lead Councillor for Finance and Asset Management)

Councillor Richard Billington, Lead Councillor for Community Safety and Health

Councillor Sarah Creedy, Lead Councillor for Housing and Social Welfare

Councillor Matt Furniss, Lead Councillor for Transport Infrastructure and the Environment

Councillor Murray Grubb Jnr, Lead Councillor for Transformation

Councillor Gordon Jackson, Lead Councillor for Economic Development

Councillor Terence Patrick, Lead Councillor for the Rural Economy

Councillor Paul Spooner, Lead Councillor for Licensing and Governance

WEBCASTING NOTICE

This meeting will be recorded for live and/or subsequent broadcast on the Council's website. The whole of the meeting will be recorded, except where there are confidential or exempt items, and the footage will be on the website for six months.

If you make a representation to the meeting you will be deemed to have consented to being recorded. By entering the Council Chamber, you are also consenting to being recorded and to the possible use of those images and sound recordings for webcasting and/or training purposes.

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QUORUM 3



THE COUNCIL'S STRATEGIC FRAMEWORK

Vision – for the borough

For Guildford to be a town and borough:

- with strong infrastructure
- world-class businesses with capacity to expand and deliver growth
- an evolving and vibrant economy which creates a progressive and sustainable environment
- for people today and future generations living in an ever improving society.

Five fundamental themes that support the achievement of our vision

- **Infrastructure** – working effectively with partners to drive development and business growth that will expand our economy
- **Economy** – to grow a sustainable economy that will support all aspects of life in our borough.
- **Development** – to ensure that there is appropriate infrastructure, commercial space and a range of homes, built sensitively, without damaging our heritage or countryside.
- **Sustainability** – to ensure the services we provide and the borough develops and grows, in the most sustainable way.
- **Society** – to evolve a self-reliant and sustaining community, while supporting our most vulnerable residents.

Values for our residents

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

Mission – for the Council

A forward looking, efficiently run Council, working in partnership with others and providing first class services that give the community value for money, now and in the future.

Developing our Council

To be a well led, collaborative organisation that has customer care and top quality at its heart. To have highly trained and proficient staff and councillors who challenge and learn.

AGENDA

ITEM NO.

1 APOLOGIES FOR ABSENCE

2 LOCAL CODE OF CONDUCT - DISCLOSABLE PECUNIARY INTERESTS

In accordance with the revised 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, the councillor must notify the Monitoring Officer of the details of the DPI within 28 days of the date of the meeting.

3 MINUTES (Pages 1 - 4)

To confirm the minutes of the meeting of the Executive held on 6 January 2015.

4 ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 (Pages 5 - 14)

5 *SURFACE WATER MANAGEMENT PLAN FOR THE BOROUGH OF GUILDFORD (Pages 15 - 58)

6 PARKING BUSINESS PLAN 2015-16 (Pages 59 - 114)

7 *ASSET STRATEGY AND ASSET MANAGEMENT FRAMEWORK (Pages 115 - 220)

8 *MILLMEAD REFURBISHMENT PROJECT (Pages 221 - 240)

9 GENERAL FUND CAPITAL PROGRAMME (2015-16 TO 2019-20) (Pages 241 - 374)

10 TREASURY MANAGEMENT ANNUAL STRATEGY REPORT 2015-16 AND TREASURY PRUDENTIAL INDICATORS 2015-16 TO 2017-18 (Pages 375 - 410)

11 HOUSING REVENUE ACCOUNT BUDGET 2015-16 (Pages 411 - 442)

12 BUSINESS PLANNING - GENERAL FUND BUDGET 2015-16 (Pages 443 - 514)

13 EXCLUSION OF PUBLIC FROM THE MEETING

In accordance with Regulation 5 of the Local Authorities (Executive

Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Council published notice of intention to hold this meeting in private to consider Item 14 below (Planning Services Fundamental Review) on 22 December 2014. The notice included a statement setting out the reasons for the matter to be dealt with in private and inviting anyone wishing to make representations in relation to holding the meeting in private for this purpose to do so by 9 January 2015. No representations were received. The reason for considering this matter in private is the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972, which is information relating to any individual.

The Executive is therefore asked to consider passing the following resolution:

"That under Section 100A(4) of the Local Government Act 1972 (as amended) and Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A to the Act."

14 * PLANNING SERVICES FUNDAMENTAL SERVICE REVIEW (Pages 515 - 562)

Key Decisions:

Any item on this agenda that is marked with an asterisk is a key decision. The Council's Constitution defines a key decision as an executive decision which is likely to result in expenditure or savings of at least £100,000 or which is likely to have a significant impact on two or more wards within the Borough.

Under Regulation 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, whenever the Executive intends to take a key decision, a document setting out prescribed information about the key decision including:

- the date on which it is to be made,
- details of the decision makers,
- a list of the documents to be submitted to the Executive in relation to the matter,
- how copies of such documents may be obtained

must be available for inspection by the public at the Council offices and on the Council's website at least 28 clear days before the key decision is to be made. The relevant notice in respect of the key decisions to be taken at this meeting was published on 22 December 2014.

Please contact us to request this document in an alternative format

EXECUTIVE

6 January 2015

*Councillor Stephen Mansbridge (Chairman)
Councillor Nigel Manning (Vice-Chairman)

*Councillor Richard Billington
*Councillor Sarah Creedy
*Councillor Matt Furniss
*Councillor Murray Grubb Jnr.

*Councillor Gordon Jackson
*Councillor Terence Patrick
*Councillor Paul Spooner

* Present

Councillors David Goodwin, Philip Hooper and Caroline Reeves were also in attendance.

EX73 – APOLOGIES FOR ABSENCE

There were no apologies for absence.

EX74 – LOCAL CODE OF CONDUCT – DISCLOSABLE PECUNIARY INTERESTS

There were no disclosable pecuniary interests declared at the meeting.

EX75 – MINUTES

The Executive approved the minutes of the meeting held on 25 November 2014 as a correct record. The chairman signed the minutes.

The Executive also agreed that the minutes of the meeting held on 28 October 2014 approved and signed by the chairman at the meeting held on 25 November 2014, be amended to show that Councillor Sarah Creedy was absent from that meeting and that Councillor Paul Spooner was present.

EX76 – ANNUAL AUDIT LETTER 2013-14

The Executive received and noted the Annual Audit Letter for 2013-14, which had been prepared by Grant Thornton, the Council's external auditors. The Annual Audit Letter summarised the key findings arising from:

- auditing the 2013-14 accounts and Whole of Government Accounts return
- assessing the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources
- certification of grants claims and returns.

The Executive was pleased to note that the Council had received an unqualified opinion on the accounts and its arrangements for securing economy, efficiency and effectiveness and an assurance statement on the Whole of Government Accounts. The auditors had certified one grant claim and were still working on the housing benefit claim.

The Annual Audit Letter did not include anything that had not been raised within the Audit Findings Report, considered by Corporate Governance and Standards Committee in September 2014, which contained some recommendations from the auditors because of their audit work, an action plan and management's response to the recommendations.

The Executive

RESOLVED: That the Annual Audit Letter for 2013-14 be noted.

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To ensure that the Executive is aware of the Annual Audit Letter and the overall opinion of the external auditors.

(The webcast showing the debate on this matter may be viewed [here](#), timed at 00:01:45)

EX77 – PROVISION OF RECYCLING COLLECTIONS AND TEEP

The Executive considered a report on the implications for the Council's recycling service of new regulations, due to come into force in January 2015, which required separate recycling collections of paper, glass, plastics and metal from households if necessary to facilitate or improve recovery, and was technically, environmentally or economically practicable. The Council collected these materials commingled (placing the majority of recyclables in one bin) and in order to continue to collect in this way, the Council needed to review and justify maintaining the current approach in line with the regulations and relevant guidance.

The Council's current approach had proved to be extremely popular with residents. An extensive survey of 5,000 households in October 2014 had found that satisfaction levels had reached 97% and that over a third of residents claimed to be recycling more with the bin. The Council's analysis had shown greater material capture that supported this finding. The majority of residents liked and understood the Council's new service and, as a result, the service was well used and effective at capturing higher levels of materials than the previous system.

Having reviewed the recycling service in line with the Waste Regulations Route Map, officers had come to the view that it was unlikely that changing the collection system back to kerbside boxes was necessary to improve the quantity of recycling. Officers had found that a decrease in recycling material capture was likely if the system were redesigned back to a separate box system. They had concluded that separate collections were not necessary to achieve high quality recycling as the materials were generally reaching appropriate outlets that achieved high quality recycling.

Officers felt that box systems presented a number of significant technical challenges, particularly around issues of Health and Safety, and that a return to a box based system was likely to incur significant capital costs of around £5.4m and ongoing revenue costs of around £500,000 per year for Guildford and further disposal costs for Surrey in the region of £150,000 to £200,000 per year. As a result, a return to a separate box system was not considered to be economically practicable for Guildford at this time.

Having considered the report, the Executive

RESOLVED:

- (1) That the views of the Recycling Team that the Council's current approach to recycling collection is compliant with the Waste (England and Wales) Regulations 2011, be endorsed.
- (2) That the Council continues with commingled recycling until at least April 2019 and that this decision be reviewed at such time when the current domestic fleet is due for replacement.

Reason for Decision:

To ensure that the Council's collections of recyclables continue to comply with relevant legislation.

(The webcast showing the debate on this matter may be viewed [here](#), timed at 00:04:35)

EX78 – CONTINUATION OF THE CURRENT THAMES BASIN HEATHS SPECIAL PROTECTION AREA AVOIDANCE STRATEGY

The Executive considered a report setting out details of the proposed continuation of the current Thames Basin Heaths (TBH) Special Protection Area (SPA) Avoidance Strategy 2009-2014. A full review of the strategy would be needed to demonstrate that adequate Suitable Alternative Natural Greenspace (SANG) was available to mitigate development in the next Local Plan period and would therefore need to be closely aligned with the development of the new Local Plan.

Continuing the use of the existing Strategy and delaying the full review would result in savings by avoiding the duplication of processes. Councillors noted that Strategy was largely up to date as the SANG position was updated annually through the Monitoring Report and the tariffs were updated through the annual review of the Planning Obligations SPD. As there was very little benefit in undertaking a full review at this stage, the Executive

RESOLVED: That the continued use of the current Thames Basin Heaths Special Protection Area Avoidance Strategy be approved beyond the end of 2014, until the expected level of development in the next Local Plan period becomes clearer and a full review can be undertaken or until the adoption of the Community Infrastructure Levy charging schedule.

Reasons for Decision:

- A full review at this stage would result in only minor changes to the existing strategy. The current SANG position is in line with national and regional planning policy and is updated annually.
- A full review at the present time would need to be repeated in the future to support the new Local Plan, duplicating processes and adding costs.

(The webcast showing the debate on this matter may be viewed [here](#), timed at 00:13:42)

EX79 – GUILDFORD COMMUNITY INFRASTRUCTURE LEVY

The Executive considered a detailed report on the Guildford Community Infrastructure Levy preliminary draft charging schedule on which, it was proposed, that the Council should consult during January and February 2015.

Councillors were reminded that the Community Infrastructure Levy (CIL) was the government's preferred mechanism for securing pooled contributions from developers to fund infrastructure to support development in the area. Although the Council was not obliged to introduce the CIL locally, in September 2011, the Executive had agreed to introduce it for Guildford borough. The forthcoming restriction on the pooling of planning obligations had increased the need to introduce CIL in the borough.

Once introduced, as the charging authority for this area, the Council would decide on the infrastructure on which it would like the CIL receipts to be spent. The Council may pass CIL receipts to Surrey County Council, or other infrastructure providers. In some circumstances the Council may decide that the developer should provide infrastructure or land as the CIL contribution.

The Executive noted that the Council would also pass to each parish council a proportion of CIL receipts raised in that parish every year to spend on its priorities. In areas with no parish council, the Council would work with existing groups in local communities to identify their priorities for the area and organise delivery of those projects.

Officers had prepared the preliminary draft charging schedule (PDCS) which sets out the Council's initial proposals for the CIL. This took into account the location, type and amount

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of development proposed in the draft Local Plan 2014, the infrastructure needed to support it and likely available funding sources, as well as development viability evidence.

The PDCS was the first consultation towards introducing the CIL, a copy of which was appended to the report, along with other supporting documents. All responses would be taken into account when the draft charging schedule (CS) was prepared for consultation prior to submission for independent examination.

The Executive was informed that a ministerial statement made on 28 November 2014 and related additional guidance in the Planning Practice Guidance had introduced a national minimum site size threshold of 11 homes and having a total maximum gross floorspace of at least 1,000 sqm. This had sought to restrict affordable housing and pooled planning obligation contributions from developments under that size (or 6 homes in designated rural areas and the Area of Outstanding National Beauty if the Council chose to have a differential threshold). This would reduce the cost of planning obligations to small developments.

A further amendment relating to planning obligations required the Council to deduct existing floorspace from the required affordable housing contribution, which would help to incentivise brownfield development and re-use of existing buildings.

The Executive therefore

RESOLVED: That the preliminary draft charging schedule, as set out in Appendix 1 to the report submitted to the Executive, together with the supporting documents referred to in Appendices 2 to 5, be approved for public consultation for a period of six weeks in January and February 2015.

Reason for Decision:

To progress introduction of the Community Infrastructure Levy to ensure that future development contributes to the infrastructure needed to support its delivery.

(The webcast showing the debate on this matter may be viewed [here](#), timed at 00:15:36)

Meeting closed at: 7.17pm

**Chairman
20 January 2015**

Executive Report

Report of Head of Executive Head of Organisational Development

Author: Marie Clarke

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Date: 20 January 2015

Anti-Social Behaviour, Crime and Policing Act 2014

Executive Summary

The Anti-Social Behaviour, Crime and Policing Act 2014 brings in new provisions and powers relating to anti-social behaviour.

The Act implements measures that aim to:

- focus the response to anti-social behaviour on the needs of victims;
- empower communities to get involved in tackling anti-social behaviour;
- ensure professionals have access to fast, effective powers to protect the public; and
- speed up the eviction of the most anti-social tenants.

The provisions in the Act consolidate 19 existing anti-social behaviour powers into six more flexible powers. Two new measures, the community trigger and community remedy, have been introduced to help focus the response to such behaviour on the needs of victims. The new powers came into effect on 20 October 2014. The Home Office published guidance on implementation in July 2014.

Recommendation to Executive

- (1) That the Executive Head of Housing and Health and Executive Head of Environment be authorised to exercise the Council's functions and enforcement powers under the Anti-Social Behaviour, Crime and Policing Act 2014, including:
 - (i) securing civil injunctions;
 - (ii) issuing closure notices and securing closure orders;
 - (iii) issuing community protection notices;
 - (iv) implementing public space protection orders; and
 - (v) appointing authorised officers.
- (2) That the Managing Director be authorised to extend a closure notice to 48 hours.

Reason for Recommendation:

To enable the implementation of measures and use of powers contained in the Anti-Social Behaviour, Crime and Policing Act 2014.

1. Purpose of Report

- 1.1 The Anti-Social Behaviour, Crime and Policing Act 2014 (“the Act”) was given Royal Assent on 13 March 2014. Parts 1-6 of the Act relating to anti-social behaviour came into effect in October 2014. This report seeks authority for officers to use relevant anti-social powers contained in the Act.

2. Strategic Framework

- 2.1 The Act provides tools that will support our sustainability priority of providing a safe, clean and attractive environment for the borough.

3. Background

- 3.1 Many of our existing powers to tackle anti-social behaviour came into force through the Crime and Disorder Act. The Act included provisions relating to 19 anti-social behaviour powers (notices and orders). Examples included anti-social behaviour orders, dispersal orders and crack house closures. The Act consolidates these measures with a smaller number of new powers as summarised in Appendix 1. The new powers are described in more detail the following paragraphs.

Civil Injunction

- 3.2 Part 1 of the Act makes provision for a civil injunction to prevent nuisance and annoyance. This power can be applied for by councils, social housing landlords, police and others. It offers a quicker and more effective protection to victims and communities, stopping the perpetrator’s behaviour from escalating. Cases will be heard in a County Court where, if the behaviour meets the nuisance and annoyance test (using civil standard of proof on the balance of probabilities), an injunction will prohibit an individual from certain behaviours for two years. It can also require them to do something to address their behaviour, such as addressing a substance misuse problem with support services. A breach of the order can result in a maximum of two years imprisonment as it is considered to be a contempt of court.

Criminal Behaviour Orders

- 3.3 Part 2 of the Act makes provision for an order on conviction to prevent behaviour which causes harassment, alarm or distress. These orders are issued by any criminal court against a person who has been convicted of an offence, and will tackle the most persistently anti-social individuals who are also engaged in criminal activity. Orders will include prohibitions to stop the anti-social behaviour and positive requirements to get offenders to address root causes of their offending.
- 3.4 The police or council can request that the Court considers adding a criminal behaviour order where an individual is being charged with a criminal offence. In practice, we expect that the police or Crown Prosecution Service will request an order when dealing with a conviction, so there are limited resource implications for us.

Dispersal Powers

- 3.5 Part 3 of the Act contains a power for the police to disperse people causing harassment, alarm or distress. This will enable officers to require a person who has committed, or is likely to commit, anti-social behaviour to leave a specified area and not return for up to 48 hours. This is a police only power and is not available to us.
- 3.6 Unlike Section 30 of the Anti-Social Behaviour Act 2003, the power does not require the pre-designation of a 'dispersal zone' in which the power can be used by a police officer or PCSO. While the new power mirrors aspects of Section 27 of the Violent Crime Reduction Act, it does not restrict the use of powers to alcohol-related harm.
- 3.7 Authority of an Inspector (or above) is required before a dispersal notice can be issued. This safeguard is deemed necessary given the new dispersal power is a much broader, more powerful tool that is not restricted to alcohol related anti-social behaviour.

Community Protection Notices (CPNs)

- 3.8 Community protection notices are intended to deal with particular ongoing problems or nuisances which negatively affect the community's quality of life by targeting those responsible e.g. graffiti, rubbish and noise. Councils are identified as the lead authority for issuing these kinds of notices, which are similar to, but do not replace the powers and procedures operating within Environmental Health for offences such as smoke nuisance from bonfires, noise and fly tipping under the statutory nuisance powers of the Environmental Protection Act 1990.
- 3.9 A community protection notice can be issued where responsible authorities have reasonable grounds to be satisfied that the conduct is:
- having a detrimental effect on the quality of life of those in the locality
 - persistent or continuing in nature
 - unreasonable
- 3.10 The process involves three stages - an initial warning, a formal notice and, finally, a sanction for non-compliance. Issuing a community protection notice does not discharge the Council from its duty to issue an abatement notice where the behaviour constitutes nuisance under the Environmental Protection Act 1990.
- 3.11 Where appropriate, councils can designate registered social landlords (RSLs) in their areas to use these powers. However, the police and RSL need to consult with relevant agencies before using these powers and, in particular, Environmental Health, to ensure the behaviour is not a statutory nuisance.
- 3.12 Additionally, when a fixed penalty notice is issued by the police or RSL, the Council retains responsibility for prosecuting for the non-payment of the notice and any further sanctions.

- 3.13 Failure to comply with a community protection notice is an offence. There are five possible sanctions for a breach:
- a fixed penalty notice can be issued by the council or police of no more than £100 and can specify two amounts (e.g. a lower amount for early settlement);
 - remedial action, whereby works can be carried out by the council or RSL and recharged to the offender;
- 3.14 If necessary, the lead agency can apply to the court to stop the behaviour by issuing one or more of the following:
- remedial orders, whereby a court order is made for remedial work to be undertaken;
 - forfeiture orders, requiring the offender to forfeit any equipment that contributed to the anti-social behaviour (e.g. sound equipment, spray paints); and
 - seizures, a court issued warrant to seize items that have been used to commit offences.

Closure Notice and Orders

- 3.15 This power allows for the closure of any premises that are causing nuisance or disorder to communities (including licensed premises). The closure notice can be issued for a 24 hour period by councils or police (a Superintendent or council chief executive can extend this initial period to 48 hours where necessary). An extended period of closure can be made upon application for an order to the Magistrates' Court within 48 hours of the original notice being served.

Public Space Protection Orders

- 3.16 Public space protection orders are intended to deal with particular nuisance or problems in an area that is detrimental to the local community's quality of life by imposing conditions on the use of the area. They are designed to ensure the law-abiding majority can enjoy public spaces. This power is applied for by councils.
- 3.17 Councils can make an order on any public space within their area. An order can cover a multitude of prohibitions, replacing other such orders on public spaces such as dog control orders. There must be consultation with local community groups, police, parish and county councils. Types of circumstances for these orders include banning the use of alcohol and ensuring dogs are kept on leads.
- 3.18 This order replaces Designated Public Place Orders (DPPO). There is currently a DPPO covering Guildford town centre and, whilst the new powers came into force from October 2014, unless changes are required to the current DPPO, it will automatically become a PSPO after three years.

- 3.19 Any breach of the order makes the offender liable on summary conviction to a maximum fine of £1,000, but it is most likely that a fixed penalty notice would be applied. Council officers and the police can issue fixed penalty notices, but would need to witness the breach and have given the offender a previous warning to correct behaviour.

New Absolute Grounds for Possession

- 3.20 The Act introduces a new absolute ground for possession of secure and assured tenancies where serious anti-social behaviour or criminality has already been proven by another court. This includes where a tenant, a member of the tenant's household or a person visiting the property has been convicted of a serious offence (specified in Schedule 2A to the Housing Act 1985), found by the court to have breached a civil injunction, convicted for breaching a criminal behaviour order or noise abatement notice or the property has been closed for more than 48 hours under a closure order for antisocial behaviour.
- 3.21 Unlike the existing discretionary grounds for possession, the landlord will not be required to prove to the court that it is reasonable to grant possession. This means the court will be more likely to determine cases in a single, short hearing.

Community Trigger

- 3.22 The community trigger gives victims and communities the right to require agencies to deal with persistent anti-social behaviour that they feel has previously been ignored. The process starts with a review of their case where the defined threshold is met. A victim or third party acting on behalf of the victim can activate this process.
- 3.23 The basic procedure for a trigger involves:
- A victim, or third party, making an application to use the trigger.
 - The relevant bodies deciding whether the threshold has been met.
 - If yes, then relevant bodies share information about the case, consider if further information is needed and review what previous actions have been taken. Where further action can be taken, a plan is agreed and activity monitored with regular updates being provided to the victim.
- 3.24 A Surrey Community Trigger Framework has been developed by the Surrey Anti-Social Behaviour Strategy Group following consultation with the police, councils and community safety partnerships. This group is led by Surrey Police and has representatives from across Surrey who work in the antisocial behaviour field. Its work incorporates the statutory thresholds for the community trigger, as follows:
- a victim has made three reports to the council, police or registered social landlord about the same issue in the last six months and no action has been taken; or

- five individuals have separately reported the same issue in the last six months and no action has been taken.
- 3.25 A single point of contact in each district/borough must be identified for all submissions. This is to be agreed by the relevant community safety partnership. In Guildford's case, this is the Council's Neighbourhood and Community Safety Officer.
- 3.26 The Community Safety Officer (or representative) will initially review the case in consultation with partners as required. If the community trigger criteria are met, a referral will be made to the Safer Guildford Partnership's multi-agency Community Incident Action Group (CIAG) or Joint Action Group (JAG) to ensure a multi-agency approach to the issue raised. The CIAG or JAG will review the case, consider how the problem could be resolved and respond to the victim with a comprehensive action plan.
- 3.27 The community trigger provisions came into effect on 20 October 2014 and victims have been able to submit applications online or by hard copy since then. To date, one referral has been made and this case is currently being reviewed and addressed by relevant agencies. We will work with partners to further publicise the community trigger process.

Community Remedy

- 3.28 This new power gives victims of low-level crime and anti-social behaviour a say in the punishment of offenders as an alternative to the need for court action. This means that victims will get justice quickly and the offender has to face immediate and meaningful consequences for their actions.
- 3.29 This provision is a duty for the Police and Crime Commissioner (PCC) and is enacted by the local investigating police officer. Surrey's Police and Crime Commissioner is undertaking public consultation on methods of dealing with offending and this will inform local implementation of the community remedy.

Enforcement

- 3.30 The new powers come with enforceable penalties and, in some cases, we are the lead authority. We are also the prosecuting authority for any breaches of public space protection orders and community protection notices. Both orders have sanctions for fixed penalty notices (up to £100) for breaches where a warning letter has previously been issued. We will receive all income from any enforcement activity, including fixed penalty notices.

Next Steps

- 3.31 We have been working with relevant internal services and partner agencies to develop and agree processes for the implementation of these new powers. These arrangements will be put into place in the event that the relevant authority is received from the Executive. We will also work with partners to publicise these new powers, including information on the community trigger.

- 3.32 The new powers impact on a number of areas of our work. Some orders replace existing ones such as the Designated Public Place Order (DPPO) and others work alongside existing powers, such as abatement notices. Where this is the case, close communication will be required to ensure that duplication is avoided and that the right power is utilised to deal with the problem.
- 3.33 Surrey's Community Safety team has prepared a training course for community safety partnerships on the new powers. Training will also be arranged for relevant frontline staff.

4. Financial Implications

- 4.1 We will implement the provisions of the Act within existing resources. However, there may be financial implications and we will keep this under review. Potential costs include:
- staff costs for enforcement;
 - legal costs for undertaking more anti-social behaviour related action; and
 - staff training costs.
- 4.2 We will bring a further report to the Executive should these resource implications require additional financial provision.

5. Legal Implications

- 5.1 The Act provides us with new provisions and powers for dealing with anti-social behaviour. These are explained in the report. The recommendations will ensure that our officers are properly authorised to exercise the available powers.
- 5.2 Use of the powers contained in the Act may result in additional legal action by the Council. For example, we will become the prosecuting authority for any breaches of public space protection orders and community protection notices.

6. Human Resource Implications

- 6.1 Enforcement of the new powers will have implications for frontline staff. There may also be an impact on our Legal Services team if more anti-social behaviour related action is taken. These impacts cannot be assessed accurately at this time and, as referred to in the financial implications section, will be discussed in a further report to the Executive if required.

7. Conclusion

- 7.1 The Act includes new mechanisms and tools for dealing with anti-social behaviour. The Act consolidates nineteen existing powers into six new powers. It also introduces the community trigger and community remedy as described in this report.
- 7.2 To enable us to continue to have a whole range of tools available for dealing with anti-social behaviour in the borough, the reports asks that the officers be

authorised to exercise the Council's functions and enforcement powers under the Act.

8. Background Papers

Anti-Social Behaviour, Crime and Policing Act 2014

<http://www.legislation.gov.uk/ukpga/2014/12/contents/enacted>

Anti-Social Behaviour, Crime and Policing Act 2014: Reform of Anti-Social Behaviour Powers – Statutory Guidance for Frontline Professionals (July 2014)

<https://www.gov.uk/government/publications/anti-social-behaviour-crime-and-policing-bill-anti-social-behaviour>

9. Appendices

Appendix 1: Table showing existing and new powers

Appendix 1

More Effective Powers

The table below details current powers that are being dissolved and new powers that will replace them. The powers highlighted in bold are those at our disposal.

Outgoing Tools/Powers	New Power
Anti-Social Behaviour Order (ASBO) ASBO on Conviction Drinking Banning Order (DBO) DBO on Conviction Anti-Social Behaviour Injunction (ASBI) Individual Support Order (ISO) Intervention Order	Civil Injunction Criminal Behaviour Order (CBO)
Litter Clearing Notice Street Litter Clearing Notice Graffiti/Defacement Removal Notice Designated Public Place Order Gating Order Dog Control Order ASB Premises Closure Order Crack House Closure Order Noisy Premises Closure Order Section 161 Closure Order	Community Protection Notice (CPN) Public Spaces Protection Order (PSPO) Closure Notice and Order
Section 30 Dispersal Order Section 27 Direction to Leave	Dispersal Powers
No existing power	Absolute Grounds for Possession

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Executive Report

Report of the Executive Head of Environment

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Surface Water Management Plan for the Borough of Guildford

Executive Summary

The Flood and Water Management Act 2010 (FWMA) gave county councils and unitary authorities the new statutory role of Lead Local Flood Authorities, which have new responsibilities for leading in local flood risk management. At district and borough council level, Guildford Borough Council has a general duty under the Land Drainage Act 1991 (LDA), as well as the FWMA, to work in partnership with other risk management authorities, such as Surrey County Council (SCC) and the Environment Agency (EA). The production of a Surface Water Management Plan (SWMP) forms a key part of flood risk management in many locations.

A SWMP is a process by which organisations, can understand flooding from surface water (not river) better, and identify methods to manage flood risk. The outputs from a SWMP are long-term plans about how to manage surface water in areas at risk. Following discussions between SCC's and the Borough Council's engineers, Halcrow Group Ltd. was engaged to develop a SWMP firstly for the eastern side of the borough and subsequently for Ash in the west, a different river catchment area. Together these plans are referred to as the SWMP.

Following the floods over the Christmas and New Year period 2013/14, officers embarked on a public feedback exercise, which has given us new information, or confirmed the findings of the SWMP. The SWMP Action Plan is included in **Appendix 1** and an indicative initial programme of implementation included in **Appendix 2**.

The recommendations include proposals for future capital flood protection schemes, enhancements to current maintenance programmes, improvements to the collection and recording of flood incident data, further engagement with local residents, and developing flood risk management links with spatial planning.

This report sets out the recommendations in more detail and gives commentary on the issues relating to "hotspot" locations identified in the Action Plan.

The capital bid for funding is included in the General Fund capital programme (2015-16 to 2019-20) report, seen by Corporate Improvement Scrutiny Committee on 8 January 2014. This is attached in **Appendix 3**.

The report also discusses funding and ongoing management of this multi-agency project and describes the legal framework surrounding flood risk management initiatives. The report recommends that the project board established at the start of the SWMP initiative should continue and provide ongoing management of the SWMP Action Plan. The initial indicative programme shown in **Appendix 2** will be developed by the project board as the work progresses.

This report will be considered by the Customer and Community Scrutiny Committee at its meeting on 13 January 2015.

Recommendation to Executive

The Executive is asked to agree:

- (1) That the Surface Water Management Plan and Action Plan be endorsed.
- (2) That the SWMP Project Board continues to oversee the management of the project with key partners.
- (3) That the Executive Head of Environment be authorised, in consultation with the Lead Councillor for Transport Infrastructure and Environment and the Executive Head of Governance, to enter such contracts as are necessary to progress the Action Plan within the capital resources available.

Reason for Recommendation:

To manage flood risk effectively across the borough.

1. Strategic Priorities

- 1.1 The management of flooding falls within the themes of “Economy”, “Development”, “Society”, “Sustainability”, “Infrastructure” and our “Council”. Flooding when it occurs, such as during last winter, has a major and continuing impact on residents, businesses and visitors to our borough. The Council, together with all of our partners and the wider community, has a responsibility to work towards reducing the risk of flooding as much as possible. The Surface Water Management Plan will be the key to reducing the overall risk of surface water flooding within the borough.

2. Background

- 2.1 Following discussions between SCC and the Council’s engineers, SCC asked us to manage the development of a SWMP for the borough. SCC funded the project as it fulfils one of its duties as Lead Local Flood Authority under the FWMA.

- 2.2 Guildford Borough Council is a flood risk authority under the Land Drainage Act 1991. Whilst being better placed to manage the project because of local knowledge within its engineering section, the Council also has a duty under the FWMA to cooperate with other flood risk authorities, including SCC, the Environment Agency (EA) and Thames Water (TW).
- 2.3 Following a competitive tender process, Halcrow Group Ltd (part of the CH2M Hill Group) was appointed to develop a SWMP for the borough. The project includes the flooding records of all the key partners listed in paragraph 3.2 and used hydrological modelling to identify “hotspots” which are particularly vulnerable to surface water flooding. The project recommends mitigation measures to reduce the risk of flooding in those areas.
- 2.4 Pirbright was excluded from the SWMP as the area had recently been the subject of detailed study by Hyder (Consulting) UK Ltd. following the flooding experienced in 2006. The recommendations of the Pirbright report are being acted upon with Hyder appointed to undertake the associated design work, which includes retention measures in MOD land and improved pipework around the Mill Lane/Guildford Road area.
- 2.5 Ash Green was also excluded because the area had been the subject of a detailed in-house study. Councillors will be aware of the Ash Green Flood Protection Bund project, which was recommended as part of the study and which will protect Ash Green. It should be noted that the bund will have beneficial effects on some of the downstream “hotspots” identified in the SWMP, but will not remove the need for works downstream.

3. SWMP Findings

- 3.1 The SWMP is on the Council web site at <http://www.guildford.gov.uk/surfacewatermanagementplan>. The SWMP identified 15 “hotspots”, listed in the action plan. The flood risk mitigation measures proposed include:

- enhancements to current watercourse maintenance programmes
- improvements to (highway) gully maintenance
- recommendations for potential capital investment into flood protection schemes through the Council’s capital bid process
- recommendations for further detailed investigations and modelling subject to obtaining funding
- summary of costs and benefits of recommended measures
- advice on applying for Flood Defence Grant in Aid (FDGiA) funding (from central government) as part of the overall funding strategy.

All these are discussed in more detail in the Action Plan in Appendix 1 as well as in the SWMP reports.

- 3.2 Other measures recommended by Halcrow include:

- enhancement of the collection and recording of flood incident data
- further engagement with local residents

- ongoing maintenance of structures and watercourses
- continue linking measures with spatial planning.

4. The Action Plan

- 4.1 The recommended actions for the “hotspots” from the SWMP are included in **Appendix 1**. These address issues in both urban and rural areas though it should be noted that the Guildford Town Centre does not feature because flooding here is primarily fluvial, i.e. river flooding, which is not addressed in the SWMP. These are summarised below with updates on progress.
- 4.2 *Flexford:* Beech Lane is potentially vulnerable to flooding with issues in Orchard Road, Flexford Road, and Westwood Lane. Grant funding of £215,000 has been received from the Regional Flood and Coastal Committee to address these issues. CCTV work in Beech Lane, where flooding occurred has been carried out. Halcrow has been appointed to undertake a design for flood attenuation combined with lining the culvert under the railway to achieve improved hydraulic characteristics as well as improved structural integrity. Input is required from both Surrey County Council and Network Rail. Officers are also arranging for CCTV surveys of piped watercourses to investigate the issues in Orchard Road, Christmas Pie Avenue and Glaziers Lane. The replacement debris screen in Westwood Lane to the north of the railway line has yet to be actioned.
- 4.3 *Fairlands:* Although noted as a hotspot, there are no major actions proposed. No action has been taken on the recommendations to date other than our normal routine maintenance. Removal of bridges and other obstructions to the watercourse behind Gumbrell’s Close is an enforcement issue and therefore an action for Surrey County Council. Officers have received local objections to the proposed reinstatement of the historic ditch to the east of the cricket pitch. If this reinstatement is to be done, it will be in close liaison with the Worplesdon Flood Forum.
- 4.4 *Applegarth:* Minor works are recommended in Hunts Close, Roman Farm Road and Hartshill. Many of the issues here appear to be related to highway drainage and surface water sewers and are therefore actions for our partners, Surrey County Council and Thames Water. No action has been taken on the recommendations to date, other than routine maintenance of the watercourse behind Applegarth Avenue. Halcrow has suggested that a flood embankment be considered along the western boundary of the Kings College playing field. This is not considered a priority at present but could be investigated in more detail if significant flooding issues emerge later in Pond Meadow.
- 4.5 *Ashenden Estate:* Identified as a hotspot in Halcrow’s report, this area suffered badly in 2000. The recommendations of the SWMP are that there should be a CCTV survey of the piped watercourse with detailed hydraulic modelling with a view to designing flood attenuation in Bannisters Field open space. Following a bid for FDGiA funding, the Regional Flood and Coastal Committee (RFCC) has awarded a grant of £60,000 to address the issues here. A CCTV survey of the piped watercourse near Bannisters Field and Tesco has been arranged. A brief is being prepared to invite consultants’ proposals for the study and design.

- 4.6 *Rydeshill:* Routine maintenance has been carried out. The channel behind Brambles Close will be considered for the annual maintenance schedule.
- 4.7 *Bellfields:* Although identified as vulnerable there is limited historical evidence of flooding. The actions for SCC and Guildford Borough Council are on the SWMP programme.
- 4.8 *Jacobs Well:* Routine maintenance of the watercourses has been carried out. The gullies in Brookside need checking and emptying as necessary by SCC. The gap in the small bund at Oak Tree Close needs closing. This is being dealt with through the Worplesdon Flood Forum. The Council has an action to investigate the operation of the grille to the culvert under Jacobs Well Road. It is worth noting that the Council is currently working with Surrey Wildlife Trust, the Environment Agency and Guildford Angling Society to de-silt and improve Britten's Pond, which is just upstream of Jacobs Well and provides significant flood attenuation for the area.
- 4.9 *Send:* Most of the issues here appear to be highway related and are therefore actions for SCC. A potential ground water flooding issue became apparent last winter near Send Lakes and just outside the hotspot area. This is an issue for the landowners to resolve in consultation with the Environment Agency although officers hired in pumps in case properties were in danger of flooding. That did not occur.

Recent feedback from residents and the ward councillor indicate that there is additional flood risk in Send Marsh and Tannery Lane, with additional concern over possible pollution in Tannery Lane from a nearby landfill site. These issues will be investigated.

- 4.10 *Ripley:* Many of the issues appear to be highway related, particularly gullies in Ripley High Street, and are therefore actions for SCC. Halcrow has suggested converting a naturally wet area behind properties on the south side of Ripley High Street to more formal flood attenuation. As this involves third party land, it is recommended that this proposal is put on hold for now and only pursued should further significant flooding issues arise.
- 4.11 *The Horsleys:* The Halcrow report recommends more detailed investigation, including CCTV survey and hydraulic modelling. Officers have submitted a bid with the EA for FDGiA funding. Routine maintenance has been carried out in the area. Feedback from local residents has indicated that the hot spot area should be extended to include areas of West Horsley. There is an action for Surrey County Council to attend to gullies in Kingston Avenue.
- 4.12 *Burpham:* The SWMP recommends that a detailed investigation with integrated hydraulic modelling of the catchment is carried out. Officers have submitted a bid for FDGiA funding for this work. The other recommendations are being pursued. The grille structure at Merrow Lane just to the east of Gosden Hill Road will shortly be reconstructed and will include other mitigation measures in Council owned woodland to improve protection of houses downstream. Additional flood attenuation proposed by Halcrow to the east of Merrow Lane is on private land. This will not be actioned at this stage but will be taken into consideration in any future development proposals. A CCTV survey has been organised for the piped

- watercourse downstream of New Inn Lane. Inspection of the watercourse downstream of London Road is required to ensure that it is operating correctly. Officers are talking to SCC and the EA about ongoing maintenance of the grille upstream of the culvert under London Road. The maintenance sits between SCC and the EA. Other routine maintenance in the area is continuing.
- 4.13 *York Road:* The drainage in this area is largely highway drainage and Thames Water surface water sewers. Officers will work with SCC and Thames Water to identify and rectify any issues.
- 4.14 *Tormead Road and Collingwood Crescent Area:* Although identified as a vulnerable area, there is no historical evidence of flooding. No further action is planned at present. There is a highway flooding issue nearby at the Clock House Roundabout. The Council has done some work in recent years to watercourses in Thorneycroft Woods just downstream to help rectify this.
- 4.15 *Effingham:* Routine maintenance has been carried out. The SWMP map shows a distinct overland surface water flow route through the King George V playing fields. Some Councillors may recall that there was a flooding incident in Lower Road outside the Howard of Effingham School last winter, which may be related. A bid has been submitted for FCGiA funding for an investigation. There is a nearby issue in Bookham just across the border in Mole Valley, which SCC is investigating. It is not known whether these issues are related at this stage.
- 4.16 *Ash Vale north (Avondale):* The Avondale estate suffered very badly during the floods of Christmas 2013. There was engagement after the flooding with local residents through the National Flood Forum trailer, which was located nearby for one day. There was a good response to the public consultation on the Halcrow report. A number of issues identified in the SWMP need to be addressed, these encompass local watercourses, sewers and railway drainage. Officers are working with the local councillor, SCC, Thames Water and Network Rail to understand the causes of the flooding, and more importantly to rectify any problems. Officers recommend that a detailed study should be carried out which should include hydraulic modelling and a CCTV survey of local sewers and culverts. The cost of this is likely to be in the region of £30,000. A bid for FDGiA grant funding will be made in the next round for 2015/16.
- 4.17 *Ash Vale south:* Although the flooding issues here are not as severe those in Avondale, local pipes and watercourses feed into culverts under the railway and into the Avondale system. This area will therefore be included in the detailed study mentioned in paragraph 4.16. There may also be an issue with gullies in Fir Acre Road for SCC to address.
- 4.18 *Ash Station area (Harpers Road):* Although a number of suggestions for mitigation were made, the key recommendation for this area is that there should be a more detailed investigation with hydraulic modelling, backed up with a CCTV survey of key sewers and culverts. The RFCC has awarded £20,000 grant towards an Ash Surface Water Scheme. Officers recommend that this money is used for that investigation, which will lead to firm proposals for mitigation measures. The recent public feedback highlighted a flooding issue in Shawfield Road, just beyond and downstream of the hotspot area. Both river flooding and surface water contribute to this issue and any attenuation measures upstream

- will help the situation in Shawfield Road, but will not address the risk from fluvial flooding. Officers will include Shawfield Road in the study. Routine maintenance of local watercourses has been carried out. A balancing pond was constructed just to the south west of the railway line in 2008 near to Ewins Close and Murrell Road. This was overwhelmed during last winter's floods, this will also be included in the study.
- 4.19 *Ash Lodge Drive*: The SWMP highlights serious surface water flooding issues in this location. A number of suggestions for mitigation are made, including the upsizing of some sewers and the provision of flood attenuation. However, the key recommendation is for a more detailed investigation including hydraulic modelling and CCTV survey of the local sewers. Funding of £25,000 has been made available for a surface water study under Section 106 of the Town and Country Planning Act 1990 from a development just upstream in Foreman Road. Officers recommend that this funding is used to employ a consultant to undertake this detailed study and to design mitigation measures. The study will inform any future discussion on development of land to the south of Ash Lodge Drive. This needs to be a partnership project including all stakeholders. Sufficient information is given in the report to enable a bid to be made for FDGiA funding. This will be done for the 2015/16 period.
- 4.20 *Tongham*: Tongham has an active group of residents that lobby officers when issues arise. An effective maintenance regime is in place and various improvements have been carried out or are planned.
- 4.21 *Pirbright*: Pirbright was excluded from the SWMP because Hyder (Consulting) UK Ltd, is undertaking a detailed study of the area. The design to improve protection of those who suffered severe flooding in 2006, particularly in Mill Lane, is progressing. Officers will soon be in a position to apply for funding with a view to construction later in 2015. Pirbright Parish Council has a flood forum, which is attended by officers.
- 4.22 *Seale and Sands*: Seale and Sands has not been highlighted in the SWMP as there are no records of any property flooding. However some issues of flooding around Binton Lane prompted the parish council to set up a flood forum. Officers attended the recent inaugural meeting and are following up the issues raised.

Other actions, which are non-area, specific include:

- 4.23 *Improve collection of flood incident data*: The SWMP relied heavily on recorded data provided by both the Borough and County councils. However, whilst the data was useful as an indication of flooding, it tended to be incomplete. This is substantially due to the way incidents are recorded and how the information is collected and passed on. For example, during a flooding incident the Council will receive a number of requests for sand bags. These may be recorded in different formats depending on the individual who takes the call and the section/ department they work in. In addition, the request for sandbags is only an indication of the possibility of flooding. The recipient might not flood and indeed, there may be others who have not requested sandbags but who have suffered flooding. The Surrey Flood Risk Partnership Board (SFRPB) has recognised this issue and the SFRPB Working Group is looking at proposals for a county-wide

standard of flood reporting with the possibility of a single call handling centre to take flood calls and direct them to the appropriate agency during a major incident. Officers are included both on the SFRPB board and the working group.

Once the methodology has been finalised, the appropriate guidance and forms will be circulated to all staff likely to become involved in flooding incidents.

Officer comment: Our out of hours calls concerning flooding are currently dealt with by Forestcare. There is also a role for the Customer Service Centre during working hours.

- 4.24 *Engage with local residents:* We have consulted residents on the SWMP, see Consultation. The main partner agencies also attend meetings of local flood forums, currently Worplesdon, Pirbright, Normandy and Ash Vale. It is recommended that the partnership should continue to engage in this way and to encourage other community groups, through parish councils to take an interest in flood issues in their area. There has already been wider publicity in the Autumn edition of About Guildford. We will work with PR and Marketing to identify the best way to target further publicity as necessary.
- 4.25 *Maintenance of structures and watercourses:* As stated in the Halcrow report, “it is vital that structures (e.g. debris screens and culverts) and watercourses are well maintained to ensure that they convey run-off as designed during times of heavy rainfall.” The Council has a comprehensive maintenance schedule of watercourses, both open and piped, and associated structures. However, with increasing pressure on resources, it is important that land drainage maintenance is effectively targeted. Officers are currently reviewing the Council’s maintenance schedules to ensure that the Council’s maintenance programme is focussed both on watercourses that the Council owns (riparian responsibility) and on those where the risk and impact of flooding is greatest. The review is being informed by the SWMP, which can also be used by our partners when reviewing maintenance of their assets. Ultimately, responsibility for keeping watercourses and grilles clear lies with the riparian owners.
- 4.26 *Linkages with spatial planning:* The SWMP has been incorporated into the Local Plan evidence base and will consequently be used as a reference document for future development control work. The SWMP is also a reference document for the revised Strategic Flood Risk Assessment (SFRA) that is in course of preparation. Planning officers already consult with the Council’s Engineers on drainage issues in relation to planning conditions. This is however on a very ad hoc basis. The Engineering Manager is in discussion with the Interim Head of Planning to consider how this service can be improved. It is important that there is a strong and effective link as the Council needs to encourage local developers to take a sustainable approach, using Sustainable Drainage Systems (SuDS) when dealing with drainage and flood risk management. It is also important that we can identify works needed if developments are proposed in “hotspot” areas. There is a significant amount of work to be done in this area which will be the subject of a further report in due course.

5. SWMP Governance

- 5.1 The initial work on the SWMP was overseen by a project board chaired by the Executive Head of Environment and was attended by the Lead Councillor for

Transport Infrastructure and Environment. Surrey County Council, the Environment Agency, Thames Water and Network Rail were also represented.

- 5.2 Most of the initiatives recommended in the SWMP are multi agency projects. If they are to be effectively progressed, it is important that the programme of work is supported by all the key partners and included in their forward plans. It is recommended that the SWMP project board be continued as before with membership of the key partners and others as necessary. Its specific brief will be to ensure that the SWMP is effectively implemented and to ensure that the accepted flood risk management projects are brought through to satisfactory completion. The terms of reference will be updated to include the new brief. A memorandum of understanding to be agreed amongst the partner agencies will be drawn up to ensure clarity of contributions. This will allow the Project Board to continue to operate smoothly. Input will be provided from Governance and Legal.
- 5.3 A further responsibility of the project board will be to ensure that the SWMP fits in with the Surrey Local Flood Risk Strategy. SCC representation on the project board will achieve this. Similarly, officers of this Council are participating in the Surrey Flood Risk Partnership.

6. Financial implications

- 6.1 The revenue impacts of the SWMP will not be known until we have completed the watercourse maintenance review. It is unlikely to realise any savings and may even lead to increased revenue costs. For the purposes of this report, it is best to assume that the revenue impact will be neutral.
- 6.2 There are a number of recommendations within the SWMP for capital works ranging from small projects with a modest cost, to major schemes costing over £250,000. Implementing risk reduction measures to control flooding is essentially a multi-agency task, which could involve private and public watercourses, highway drainage and public surface water sewers. It is appropriate that other agencies should fund those elements of work that relate to their assets. The Council's responsibility stems from its powers under the Land Drainage Act 1991 and the Flood and Water Management Act 2010. The key partners are Surrey County Council, The Environment Agency and Thames Water. Other partners will be identified and become involved at appropriate stages as work continues.
- 6.3 There is a range of initiatives in the SWMP, which may require funding from the Council. These include:
- 6.3.1 Minor civil engineering works that are the Council's responsibility, either as riparian owner or by virtue of its powers under the Land Drainage Act 1991. Rebuilding the grille structure at Merrow Lane falls into this category. The cost of this can be covered by existing budgets.
- 6.3.2 Investigation, modelling and design funded completely or in part by the Council. This is needed to define the nature and extent of the flood risk management schemes being proposed. Inclusion of accurate cost information will inform discussions with partners on the allocation of cost responsibility and will enable more accurate and targeted bids to be made for FDGiA funding from the EA.

- 6.3.3 "Pump priming" contributions to multi agency projects will enable funding from other sources giving the schemes a much higher chance of success.
- 6.4 A capital bid has been submitted in the General Fund Capital Programme 2015-16 report for £200,000. This has been reported to Corporate Improvement Scrutiny Committee on 8 January 2015 and will be presented to the Executive on 20 January 2015. The bid is attached in **Appendix 3**.
- 6.5 Grant allocation has been received from the EA for the following schemes in addition to £20,000 grant for William Road:
 - 6.5.1 Ash Surface Water Scheme £20,000 for further detailed study and recommendations for future work.
 - 6.5.2 Ashenden Road Surface Water Scheme £60,000 (not yet received). Detailed study, CCTV surveys of the system and remedial; works as necessary.
 - 6.5.3 Flexford Flood Relief Scheme £215,000 (£15,000 received to date). Investigation, design and further works dependant on outcome of investigation.
 - 6.5.4 Mill Lane, Pirbright £25,000. Study and design of potential flood alleviation measures. (£19,000 was received and applied against expenditure in 2013-14.)

7. Legal implications

- 7.1 The Council has powers to undertake works to watercourses and land under the Land Drainage Act 1991 (LDA) for the purposes of improving drainage. A watercourse can be piped or culverted as well as being an open ditch or stream. A watercourse is defined in Section 72(1) of the LDA as including "all rivers and streams and all ditches, drains, cuts, culverts, dykes, sluices, sewers (other than sewers within the meaning of the Water Industry Act 1991) and passages through which water flows." This is a complex issue and it should be noted that "main rivers" are the responsibility of the Environment Agency, public sewers are the responsibility of Thames Water, and highway drains are the responsibility of Surrey County Council as the highway authority; thus the importance of partnership working when addressing flooding issues.
- 7.2 Surrey County Council is also the Lead Local Flood Authority under the Flood and Water Management Act 2010. Certain of this Council's powers under the LDA were transferred to Surrey County Council by virtue of Flood and Water Management Act 2010, in particular, consenting and enforcement powers. The Council has a duty under this Act to cooperate with other flood risk management authorities in the reduction of flood risk.

8. Key risks

- 8.1 A SWMP is a process by which surface water (not river) flooding can be better understood. Without a robust SWMP, methods to manage flood risk would not

be identified and long-term plans about how to manage surface water in areas at risk could not be prepared. A SWMP provides an increased understanding of where surface water flooding will occur which can be used to inform spatial and emergency planning functions.

9. Consultation

- 9.1 Feedback has been principally web-based, supplemented with press releases and direct contact with residents through the Flood Forums. Officers also attended 25 Swan Lane for a week publicising and explaining the SWMP. We have had over 50 direct responses from individuals and local groups. There were also approximately 1000 responses in the Local Plan consultation that referred to flooding issues. Halcrow have been through all these comment and have found that in general the comments confirm the initial findings. Where new issues have been raised, the SWMP has been revised accordingly.

10. Views of the Customer and Community Scrutiny Committee

- 10.1 The Customer and Community Scrutiny Committee is meeting on 13 January after this report is published. We will send a note of the issues and comments raised by the Committee to all councillors before the Executive meeting.

11. Conclusion

- 11.1 The Surface Water Management Plan sets out an Action Plan to reduce the risk of surface water flooding in “hotspots” that have been identified through a combination of hydrological modelling and examination of historical records. A number of measures are proposed including:

1. targeted maintenance
2. capital projects (including studies and investigations).
3. continued partnership working
4. continued engagement with residents and support for flood forums
5. improved collection and recording of flood incident data
6. develop and improve the processes and procedures linking development control and flood risk management
7. the Action Plan should be regularly reviewed.

12. Background papers

Guildford Surface Water Management Plan, November 2013, Halcrow Group Ltd., available at <http://www.guildford.gov.uk/surfacewatermanagementplan> . *

Ash Surface Water Study, June 2014, Halcrow Group Ltd, available at <http://www.guildford.gov.uk/surfacewatermanagementplan>*

[Customer and Community Scrutiny Committee Report 15 July 2014, item 5.](#)

Land Drainage and Flood Defence Responsibilities, Fourth Edition, Institution of Civil Engineers, 2009.

Surface Water Management Plan Technical Guidance, March 2010, Department for Environment Food and Rural Affairs, available at

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/69342/pb13546-swmp-guidance-100319.pdf

* Available in hard-copy form on request to Engineering Services.

13. Appendices

Appendix 1 – SWMP Action Plan

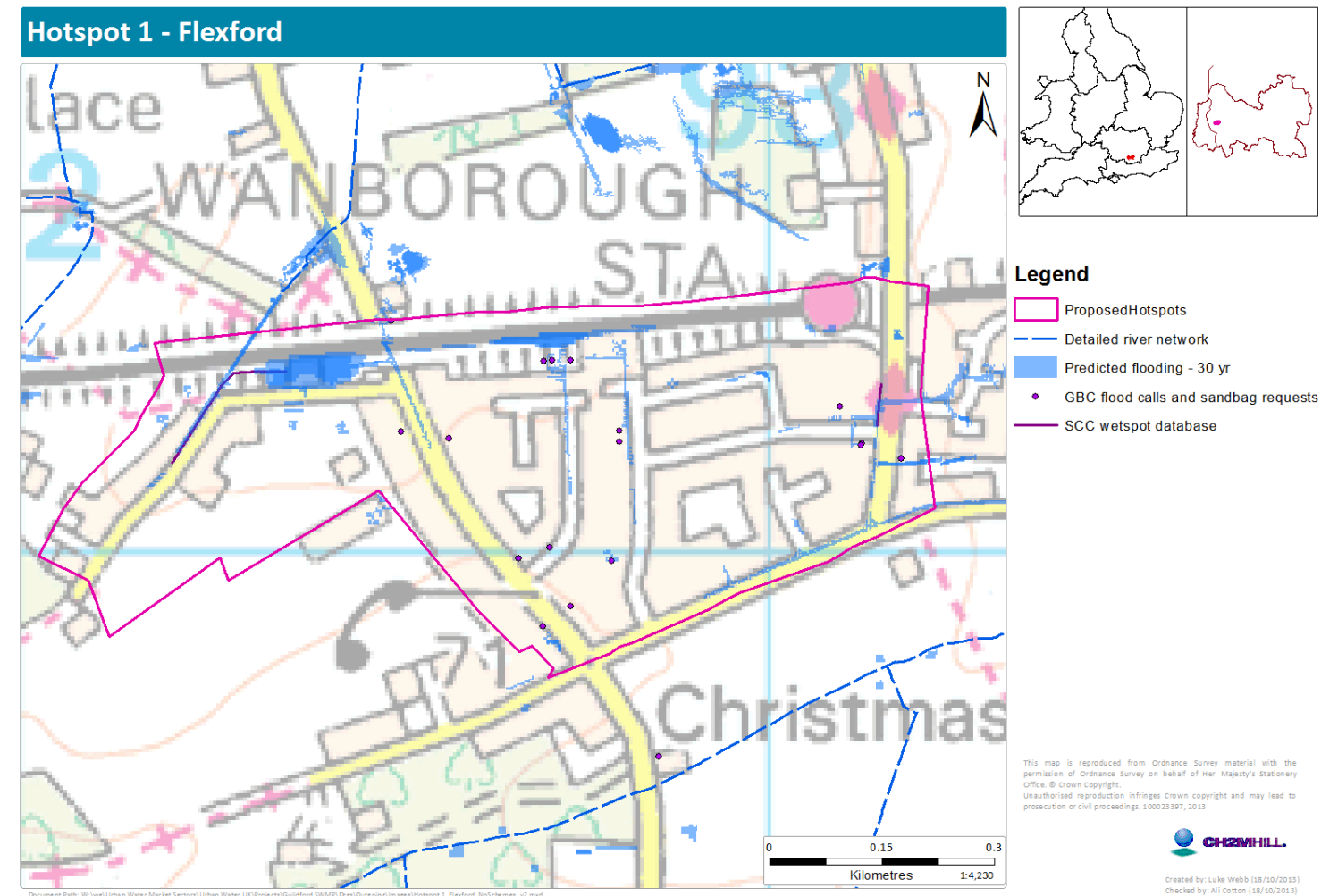
Appendix 2 – Indicative Programme (larger copies will be available at the meeting.)

Appendix 3 – General Fund Capital Programme 2015-16 Bid

Appendix 1
Guildford & Ash Surface Water Management Plan
Action Plan

Flexford	
Actions	
1.	A partial CCTV survey was undertaken in November 2012 which indicated partial blockages of the culvert on Beech Lane. However the survey could not get beyond 4m which would suggest more significant blockage. A further CCTV survey should be undertaken to confirm the extent of blockages in the culvert.
2.	The current CCTV survey has indicated that the culverts under Beech Lane are in poor condition with notable blockages and cracks in the pipes. Structural maintenance of the culvert is needed to ensure the current culvert can convey flows up to its full capacity.
3.	It is estimated the culvert under Beech Lane can currently convey flows up to a 1 in 20 year rainfall probability event (based on a conservative estimate). To upsize the culvert to convey flows up to and including a 1 in 75 year rainfall probability event it is estimated the culvert would need to be upsized to a 600mm OR In combination (or instead of) improvements to the culvert under the railway it may be feasible to store additional flood water in storm cells under the highway. To enable this to work permeable asphalt would need to be installed on parts of Beech Lane as well as installing storm cells under the highway OR Should improvements to the culvert under the railway not be technically or economically feasible it is recommended that property level resistance and resilience measures are installed for 7 properties which experience internal flooding for a 1 in 30 year rainfall probability event
4.	Operation and maintenance of highway gullies on Orchard Close and Flexford Road seems to be the primary cause of flooding to properties. Additional maintenance and improvements to the highway drainage network are required in this location
5.	Flood water is predicted to pond at the low spot of Orchard Close due to backing up against the railway. Further investigation is required to establish whether there is existing drainage (culvert or ditch) to drain water away from this location, as it poses a flood risk to properties. This investigation should also consider drainage at the top of Orchard Close
6.	There is evidence of a 225mm culvert draining into a 150mm culvert which causes garden flooding to properties in the vicinity (Crossways). The entire length of the culvert needs upgrading to a 225mm culvert. In addition, it is reported that tree root ingress is affecting pipe capacity which needs to be resolved. Enforcement on the riparian owner may be required to mitigate flood risk.
7.	During the course of the SWMP it has been difficult to ascertain the mechanism of flooding to properties on Westwood Lane. Further discussion with local residents should be undertaken to confirm the numbers of properties affected and the flooding mechanism. There is also evidence of a ditch to the eastern edge of the meadow on Beech Lane which should be investigated and cleared where necessary.
8.	There is an informal debris screen (an iron gate) on the inlet to the culvert under Westwood Lane to the north of Flexford. A new debris screen should be designed and installed at this location.
9.	Work with local landowners to change farming practices to provide more natural

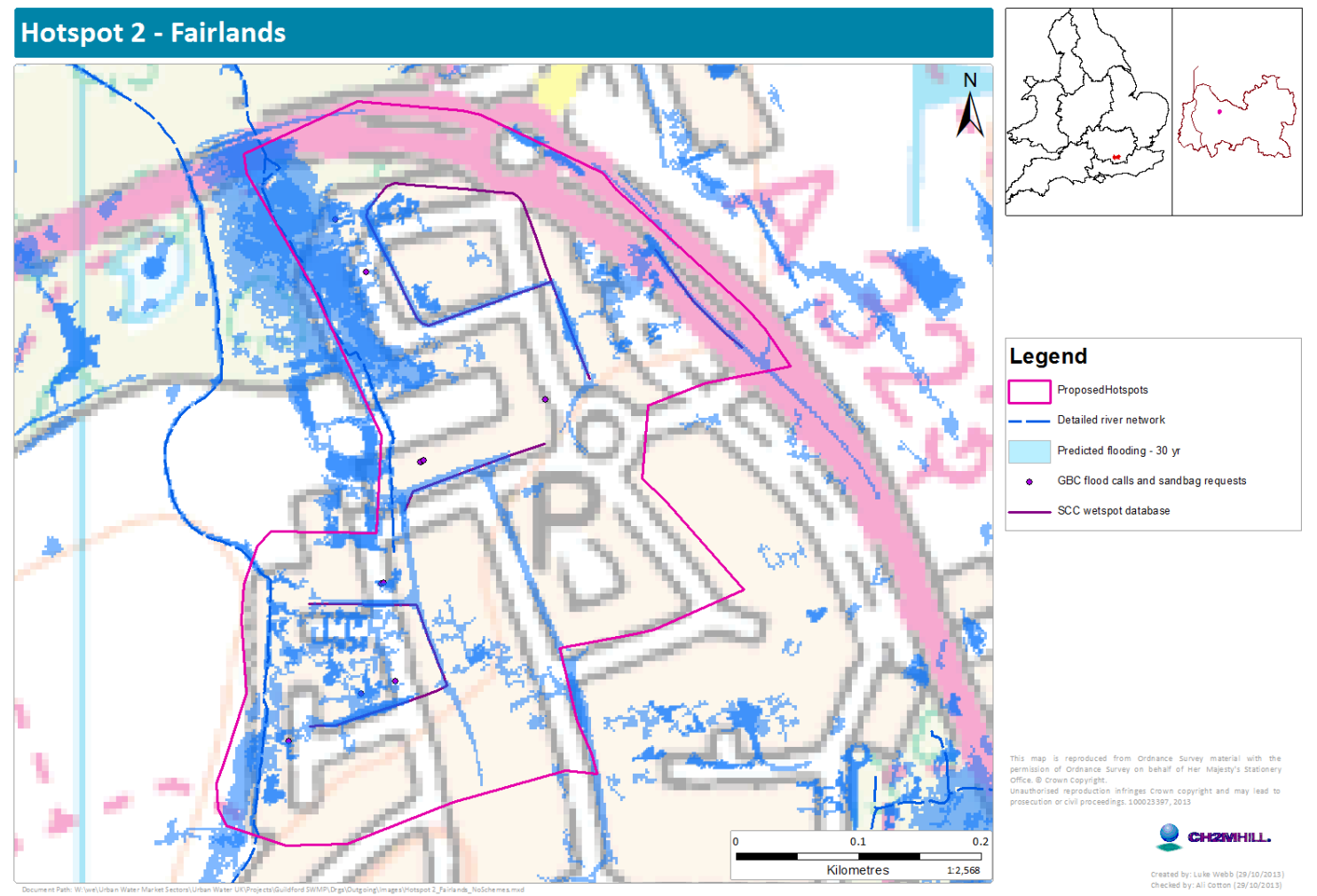
Map:



	attenuation of pluvial runoff. This would not prevent flooding but would mitigate the impacts by reducing the flow rate of pluvial runoff.
Responsibility	
Lead Organisation	Guildford Borough Council
Partners	Surrey County Council, Thames Water, Network Rail, BT, local residents and parish council
Summary of costs and benefits	
Total costs of proposed works are £180,000	
Estimated benefits = £460,000	
Partnership Funding Score (for FDGiA funding) = 46% (£96,000 required to secure FDGiA funding)	
Funding strategy	
Flood Defence Grant in Aid (FDGiA) funding has been secured to undertake further investigation and mitigation measures in Flexford. Whilst the SWMP has provided an enhanced understanding of flood risk in Flexford there remains uncertainty about some of the flooding mechanisms which should be further explored as part of the FDGiA funding available to confirm the exact scope and nature of mitigation measures. In particular further work is required to understand the location and condition of the highway drainage, which should be funded by Surrey County Council as the highways authority	

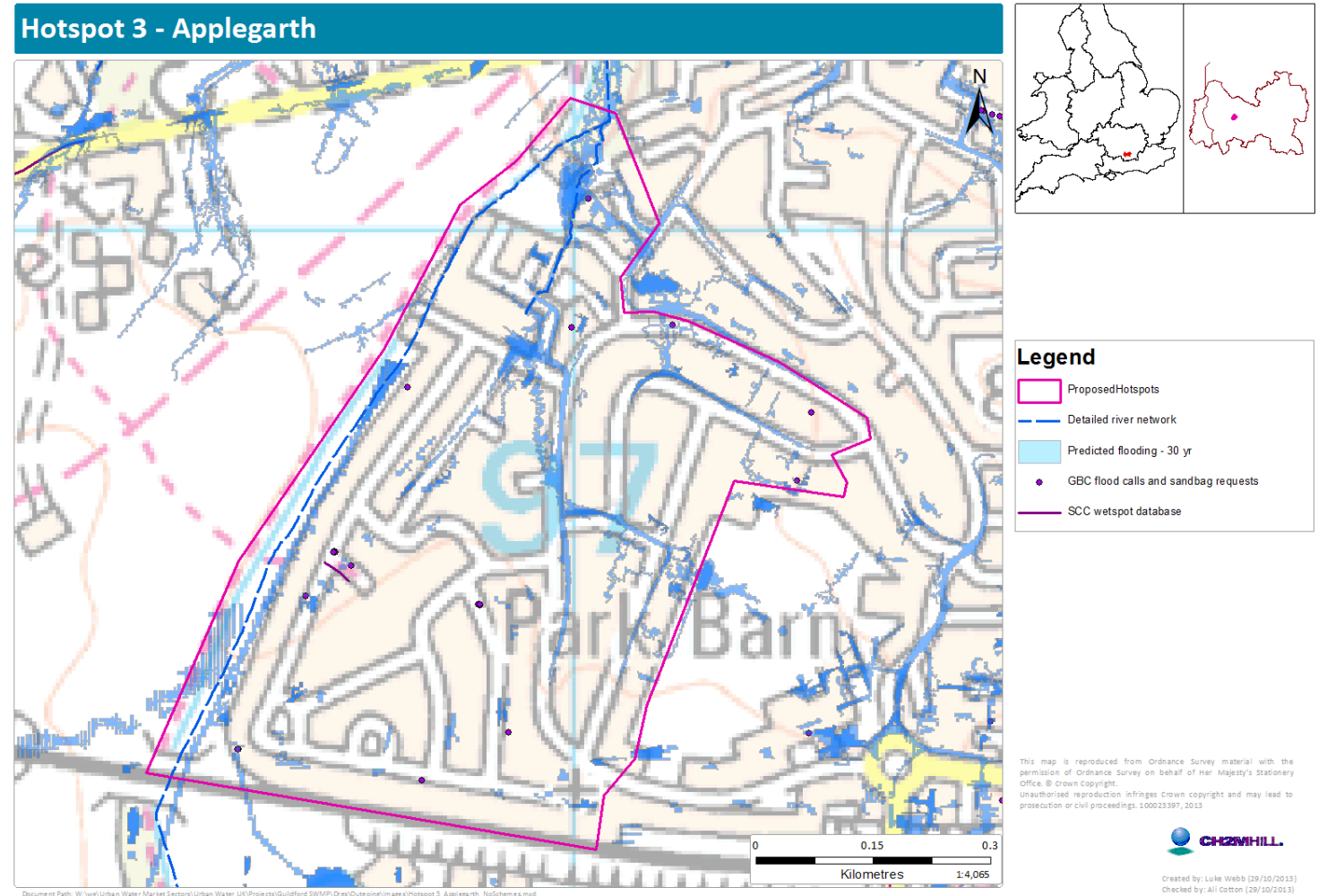
Fairlands	
Actions	
1.	Undertake CCTV survey of the manhole to the south-east of the village hall car park (in vegetated area) to establish incoming pipes.
2.	Reinstate historic ditch between watercourse that flows round the cricket pitch and the watercourse through the edge of the village (NB: some objections were raised by local residents during public consultation; these will be further considered as GBC investigate this further)
3.	Remove man-made obstruction (bridges over watercourse) in the rear gardens of properties on Gumbell's Close to prevent blockage of the watercourse. Evidence from historic records indicate previous flooding to these properties may have been due to small bridges/culverts built over the watercourse in back gardens. Most have been removed already, but some remain.
4.	Undertake an annual walkover of the watercourse required to check that homeowners have not put new culverts/bridges in without consent.
Responsibility	
Lead Organisation	Guildford Borough Council
Partners	Local residents and parish council
Summary of costs and benefits	
Estimated costs = £21,000	
Estimated benefits = £800,000 (although likely to be over-estimated due to uncertainties in hydraulic modelling)	
Funding strategy	
The mix of capital and operational measures proposed in the SWMP should be funded directly by Guildford Borough Council through procurement of survey contractors or officer time.	
Should further evidence emerge of flood risk in this location due to incapacity in the watercourses more significant capital works (e.g. flood defences or channel improvements) would be required. It would be likely that these would qualify for Flood Defence Grant in Aid funding.	

Map:



Applegarth	
Actions	
1.	There is historical flooding on Hunts Close which appears to be related to highway and sewer flooding. The existing condition of the drainage network in the area should be assessed and maintenance enhanced where required.
2.	There is significant evidence of debris and blockages in the watercourses to the west of Applegarth Avenue and north of Roman Farm Road. Annual clearance of these watercourses is required to reduce the risk of flooding.
3.	Evidence from the site visits indicated a lack of highway gullies on the low spot on Hunts Close. Additional gullies should be added to provide increased drainage of flood water.
4.	Evidence from the site visits indicate the culvert under Roman Farm Road was partially blocked. The blockages will need to be removed and a potential re-design of the culvert inlet is required to prevent future blockages.
5.	Add a table top road hump between 28 and 39 School Meadow to divert water towards the watercourse and away from properties.
6.	This involves constructing a flood embankment on the western edge of Kings College playing field to alleviate predicted flooding to 38-54 Pond Meadow. It would also help to alleviate potential flood risk to properties on Stoney Brook.
7.	There is no anecdotal evidence of flooding on Hartshill, but it is in a natural depression so adequate maintenance of the existing highway drainage network is critical to ensure future flooding does not occur.
Potential future action	
8.	Should there be a residual flood risk following improvements to the highway drainage network, property level protection would be suitable in Hunts Close.
Responsibility	
Lead Organisation	Guildford Borough Council and Surrey County Council
Partners	Environment Agency (to provide support for FDGiA funding)
Summary of costs and benefits	
Estimated costs = £335,000 (£318,000 associated with embankment to east of Pond Meadow)	
Estimated benefits = £1,500,000 (over £1,000,000 associated with embankment to east of Pond Meadow)	
Partnership Funding Score (for FDGiA funding for Pond Meadow) = 73% (£78,000 required to secure FDGiA funding)	
Funding strategy	
The proposed capital works on Hunts Close are related to highway drainage improvements and should be funded by Surrey County Council. In addition, the maintenance of highway gullies on Hartshill should be funded through Surrey County Council.	
Works on Roman Farm Road, School Meadow and the general maintenance of the watercourses in this catchment should be funded by Guildford Borough Council.	
It is recommended that a funding application for FDGiA be submitted for the flood embankment to the east of Pond Meadow, although some local contributions will be required.	

Map:



Asheden Estate

Actions	
1.	The route, condition and capacity of the watercourse in this area is unknown. A CCTV survey of the entire culverted section should be undertaken as a high priority.
2.	To support the development of a business case for Central Government funding (FDGiA) it is recommended that detailed integrated modelling of the watercourse is undertaken. The modelling could be used to justify the current damages due to flooding and support the design of the mitigation measure (SC-6).
3.	The analysis undertaken for the SWMP has suggested that a storage area of approximately 3,200 m ³ is required to store runoff up to and including the 1 in 75 year rainfall probability event, assuming a raised embankment storage is provided.
4.	Should flood storage within the park area not be technically, socially or economically feasible, it is recommended that property-level protection be progressed.

Responsibility

Lead Organisation	Guildford Borough Council
Partners	Environment Agency (to provide support for FDGiA funding), Tesco

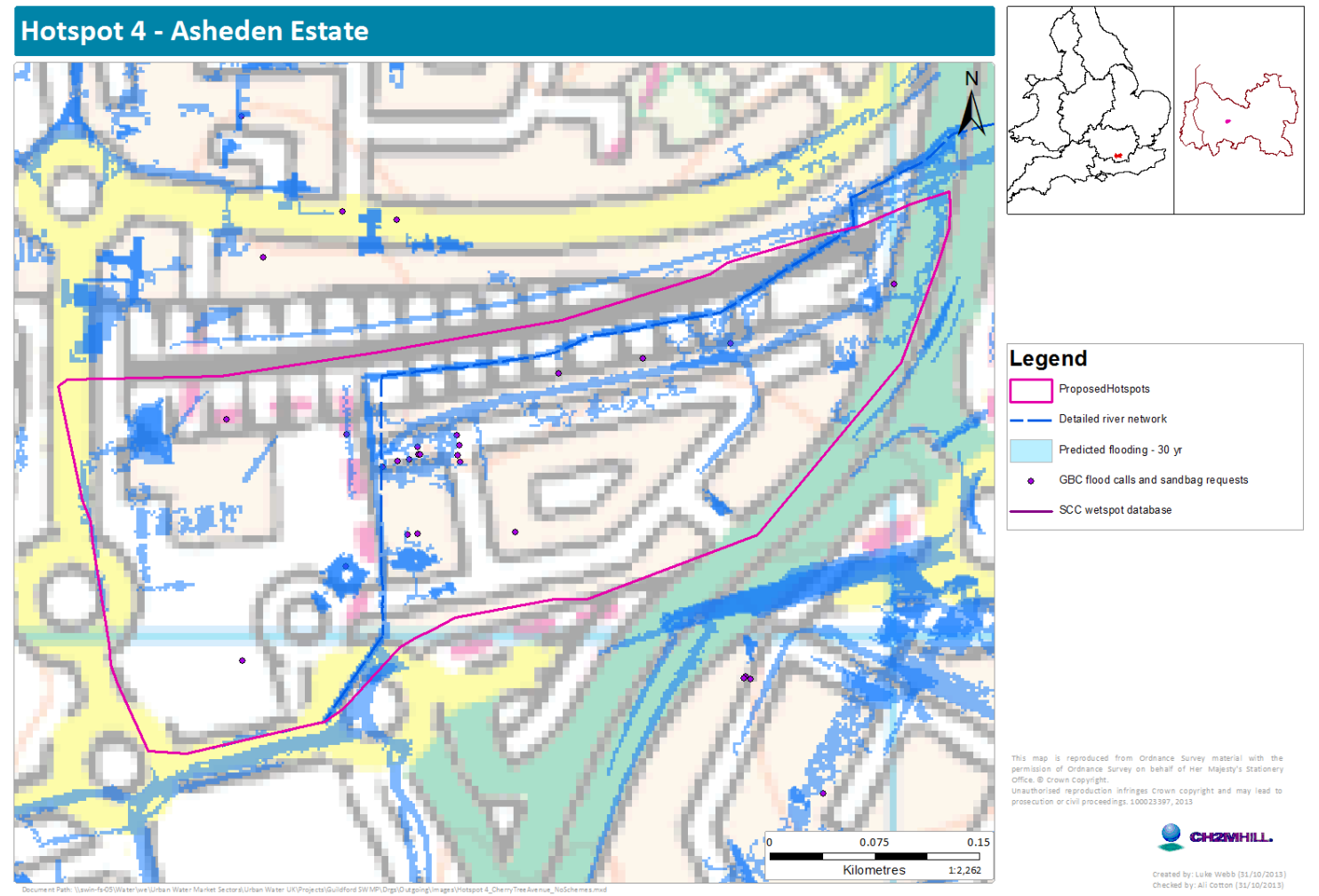
Summary of costs and benefits

Costs = £420,000
 Benefits = £1,370,000
 Partnership Funding Score (for FDGiA funding) = 87% (£50,000 required to secure FDGiA funding)

Funding strategy

It is understood that a funding application for FDGiA has already been submitted for this location. The evidence from the SWMP can be used to support enhancement of the funding bid. Given that there is historic evidence of flooding to the Tesco store and car park there is an opportunity to secure funding towards the scheme. This would significantly improve the potential to secure FDGiA funding.

Map:



Rydeshill

Actions

1. One off maintenance clearance at natural channel at downstream end of the network (behind Bramble Close)
2. Future annual clearance at channel at downstream end of the network (behind Bramble Close)

Responsibility

Lead Organisation: Guildford Borough Council

Partners:

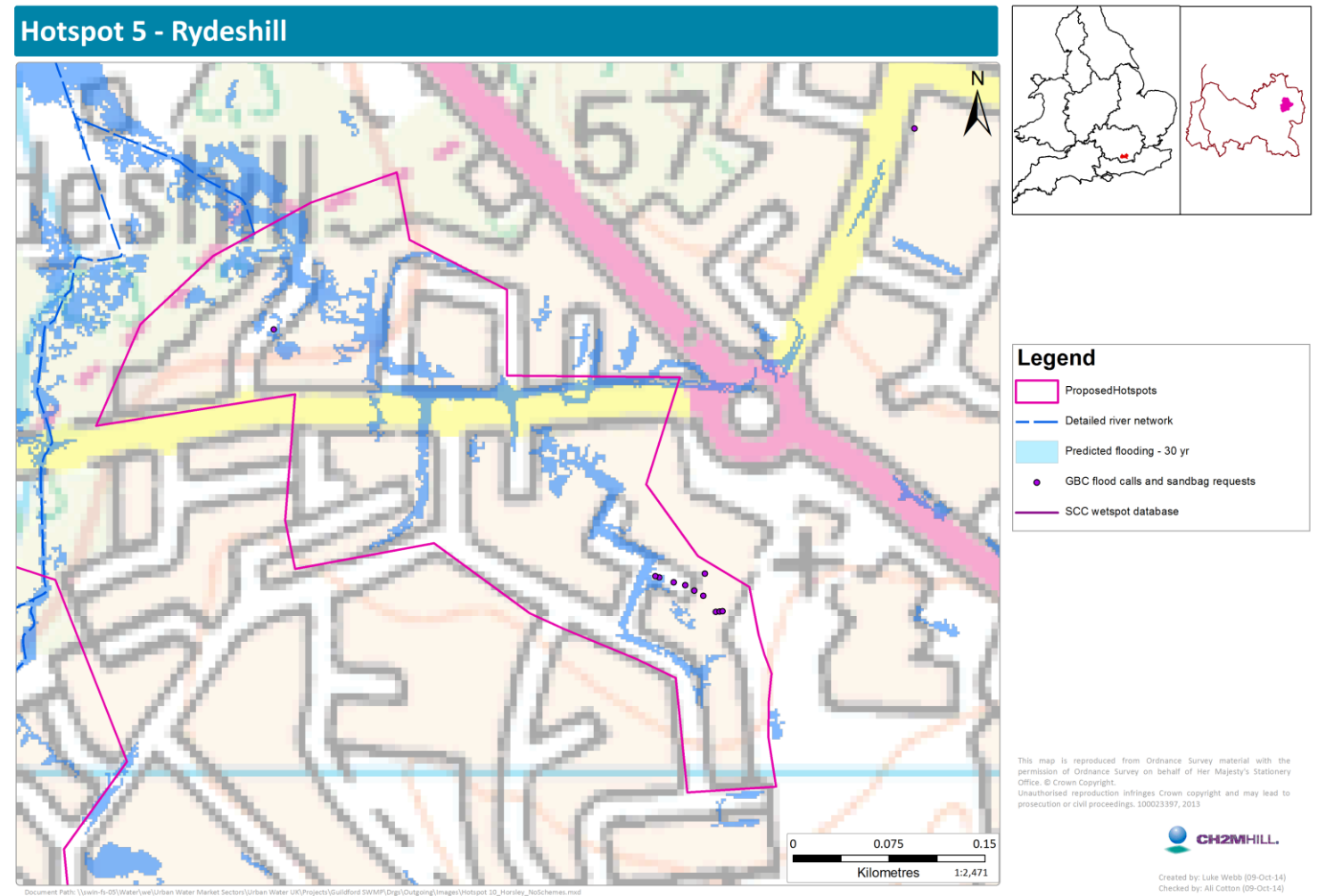
Summary of costs and benefits

Costs = £6,000 initial cost to clear watercourse, followed by £2,000 per annum
 Benefits = Not quantified as this is maintenance

Funding strategy

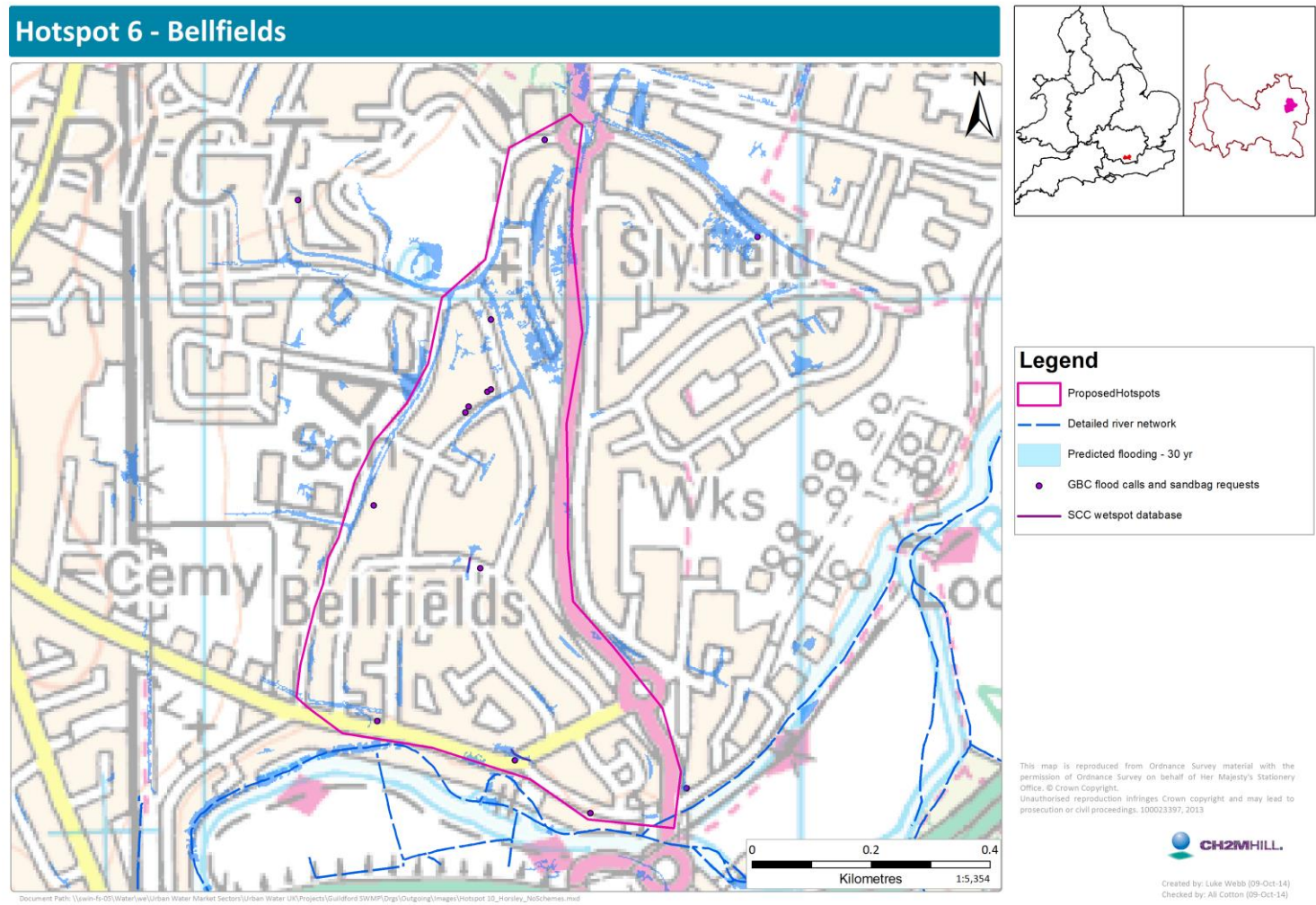
Measures should be funded by Guildford Borough Council or Surrey County Council

Map:



Bellfields	
Actions	
1.	Clearance of highway gullies on Cypress Road to reduce risk of flooding to properties and infrastructure
2.	CCTV Survey on Cypress Road of drainage network
3.	Survey of pond/ thorough assessment of capacity of pond and detailed inflow/ outflow volumes to determine potential for overtopping
Responsibility	
Lead Organisation	Guildford Borough Council
Partners	Surrey County Council and Thames Water
Summary of costs and benefits	
Costs = £2,000 for CCTV survey, and £2,000 per day for highway gully clearance. Investigation of balancing pond estimated to cost £10,000	
Benefits = Up to £550,000 although modelling does seem to over-estimate flood risk based on limited historical evidence	
Funding strategy	
It is recommended that the works at Bellfields are funded by Guildford Borough Council and Surrey County Council, with the Borough focussing funding on the embankment on CCTV Survey on Cypress Road and the investigation of the balancing pond, and the County Council investigating highway maintenance issues on Cypress Road.	

Map:



Jacobswell

Actions	
1.	The left bank of the watercourse contains a 900mm high embankment and appears to be designed to protect Oak Tree Close residences from high water levels; however a 10m long gap was found opposite 9 Oak Tree Close. This measure will re-instate the embankment.
2.	Check condition of gullies along roads on Brookside to ensure there are enough and that they are adequately maintained. Resolve any issues.
3.	The trash screen on the culvert inlet under Jacobswell road is cleaned up to 3 times a day by the parish council during heavy rainfall. To ease the burden on this culvert inlet an additional trash screen could be installed on the watercourse near Oak Tree Close to capture debris.
4.	Between the A320 and the Oak Tree Close there is a meadow area that could be used as a natural storage area. However, further analysis of the ground levels indicates that the meadow and Oak Tree Close are at similar levels so creating a storage area would require raised embankments, which would not be economically viable.

Responsibility

Lead Organisation	Guildford Borough Council
Partners	Surrey County Council, parish council and Worplesdon Flood Forum

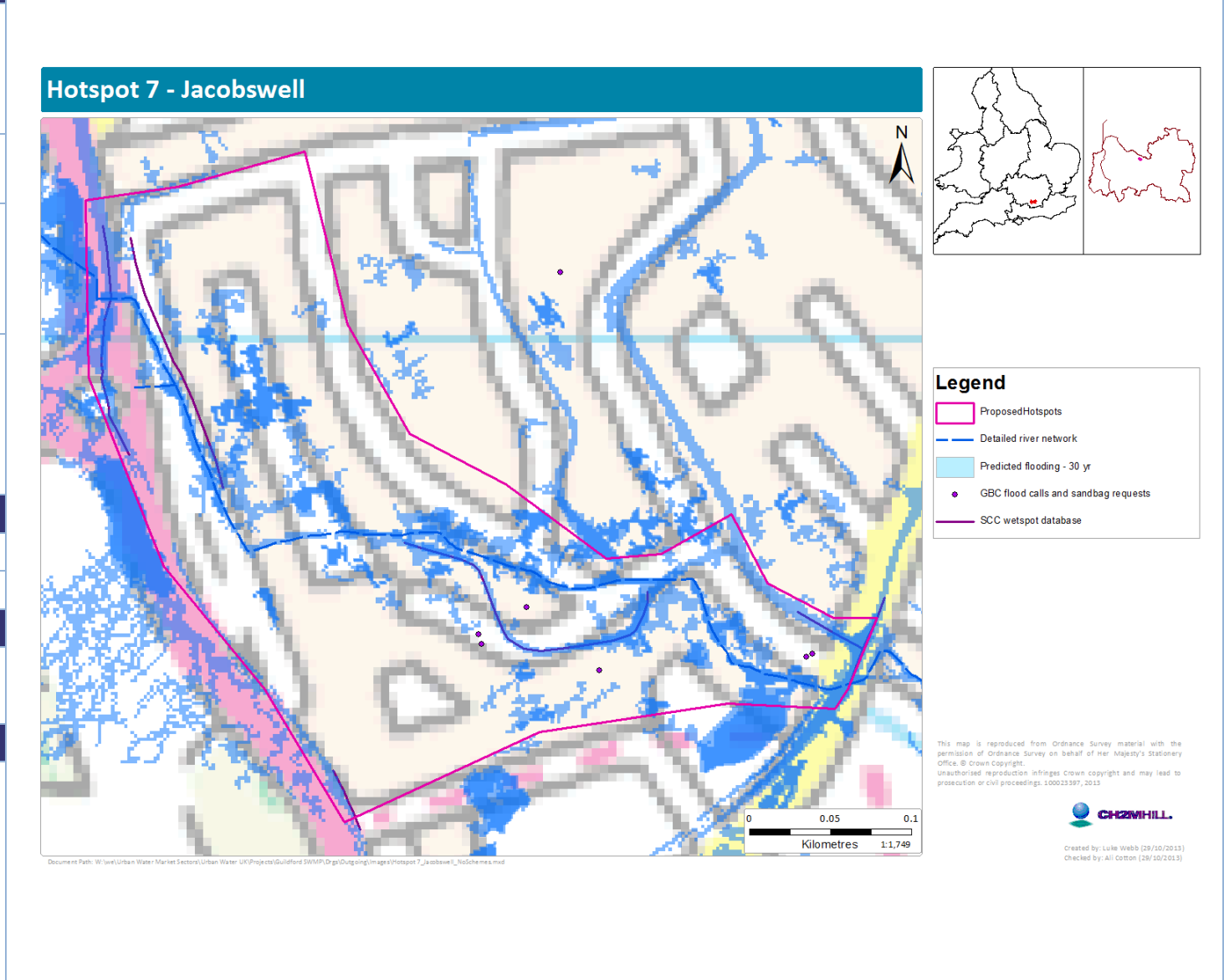
Summary of costs and benefits

Costs = £22,000
Benefits = £380,000

Funding strategy

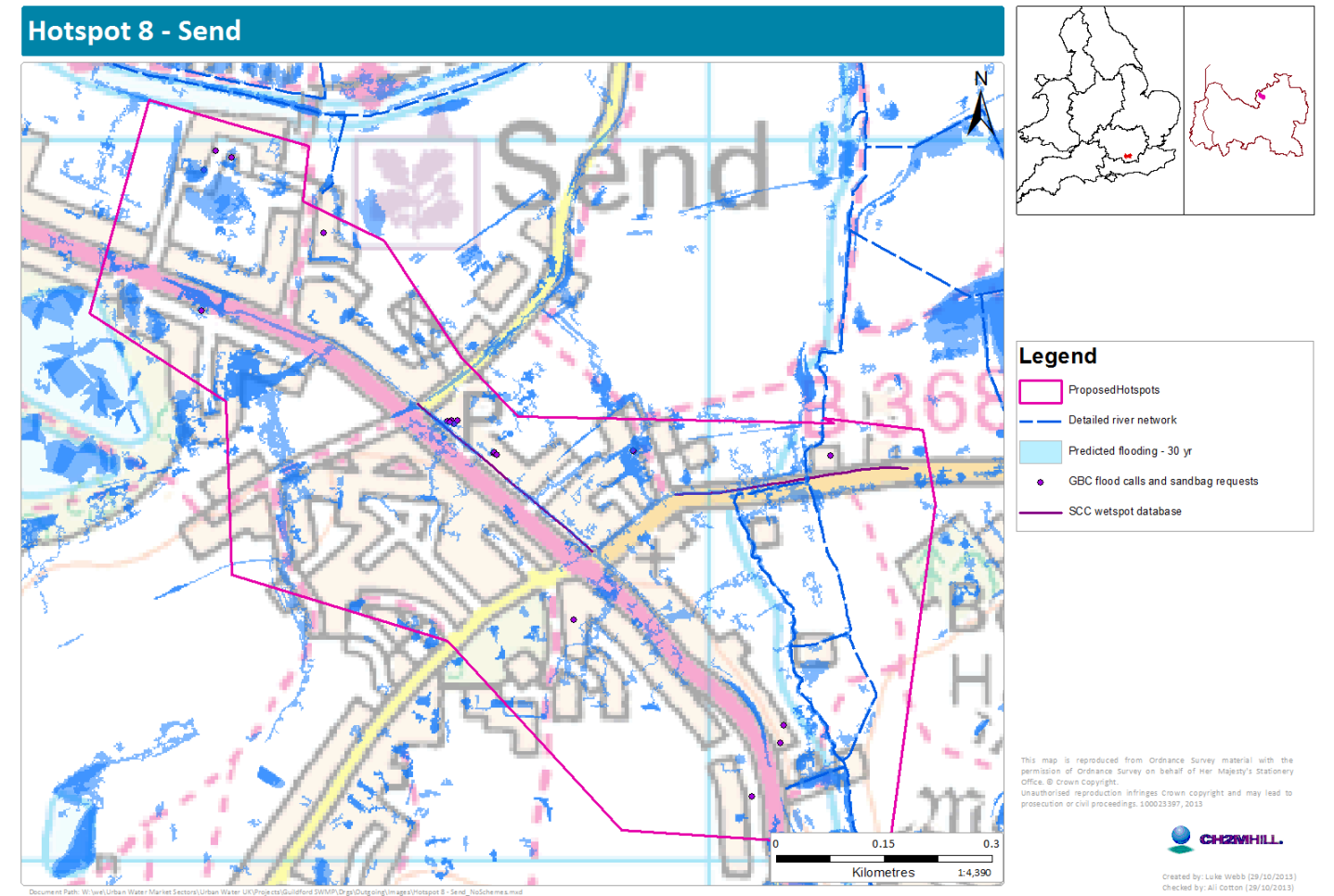
It is recommended that the works at Jacobswell are funded by Guildford Borough Council and Surrey County Council. The Borough should focus funding on the embankment on Oak Tree Close and the potential for an additional trash screen, whilst the County Council should investigate highway flooding issues in Brookside. It is recognised that there is an active flood forum in Jacobswell who contribute to the management and maintenance of the watercourse. The Borough Council and flood forum should continue to work in partnership to manage flood risk from the watercourse, as blockages or obstructions could result in flooding to residential properties.

Map:



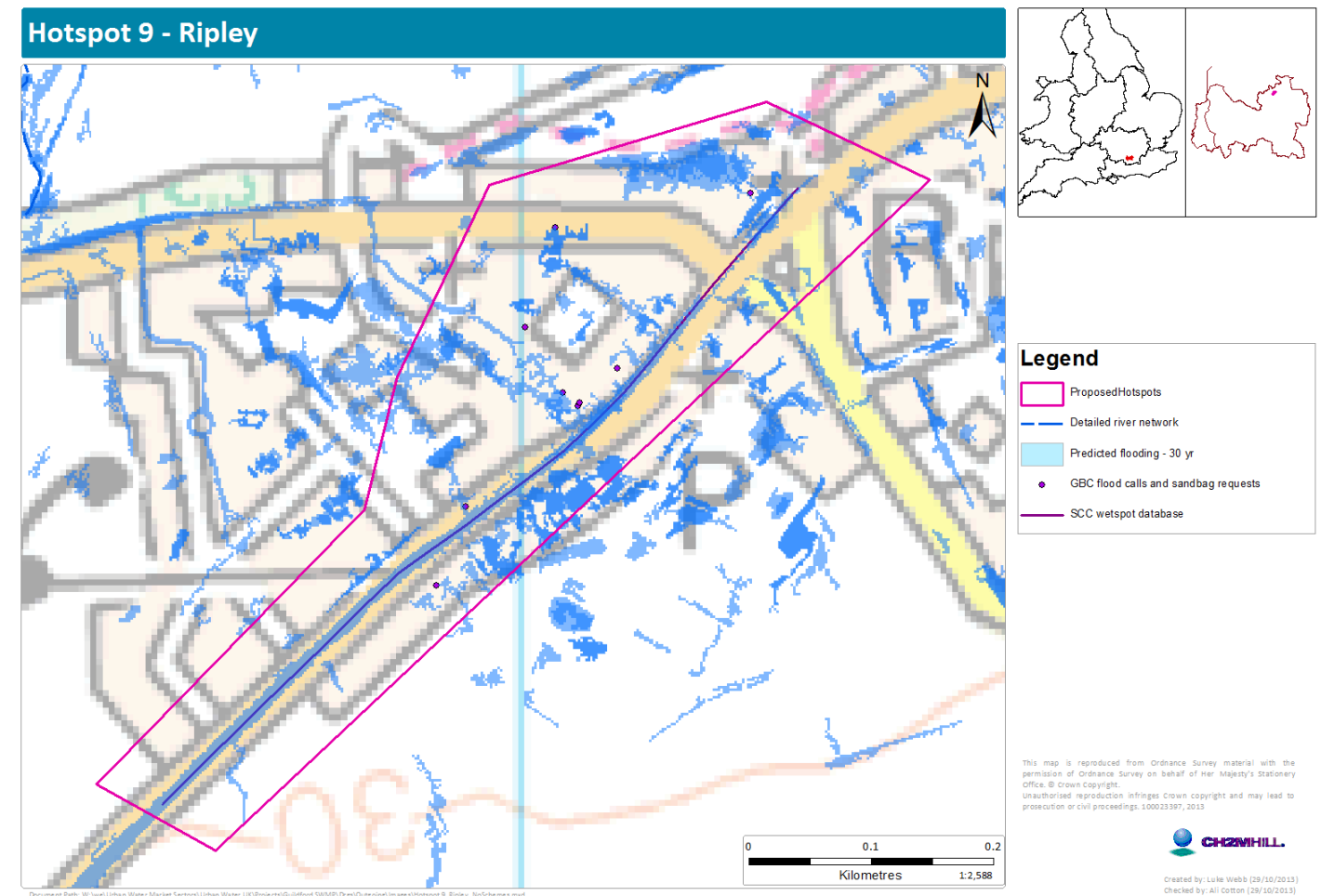
Send	
Actions	
1.	Properties on Send Road appear to be vulnerable to flooding because they are lower than the highway and there is no highway drainage outside the properties. It is recommended that additional highway gullies (or an aco drain) be installed to prevent internal flooding to these properties. In addition, Send Marsh Road is also vulnerable to flooding because the highway gullies appear insufficient to drain water away. Further investigation and mitigation is required.
2.	There is no evidence of the watercourses overtopping in this area, but regular maintenance and inspections of culverts will be required to minimise risks of blockages that could result in flood risk to properties and infrastructure.
Potential future action	
3.	Should there be a residual flood risk following improvements to the highway drainage network, property level protection would be suitable for properties on Send Road.
Responsibility	
Lead Organisation	Surrey County Council
Partners	
Summary of costs and benefits	
Costs = £20,000 (for highway works)	
Benefits = £120,000 (for highway works)	
Funding strategy	
The flood risk issues in Send appear to be localised and related to the condition and location of highway drainage within the area. Therefore it is recommended that Surrey County Council act as the lead organisation for further investigation and funding of the proposed mitigation measures. Should property level protection be progressed in this area, an FDGiA application could be submitted to secure funding for the scheme, although local contributions would be needed to secure FDGiA.	

Map:



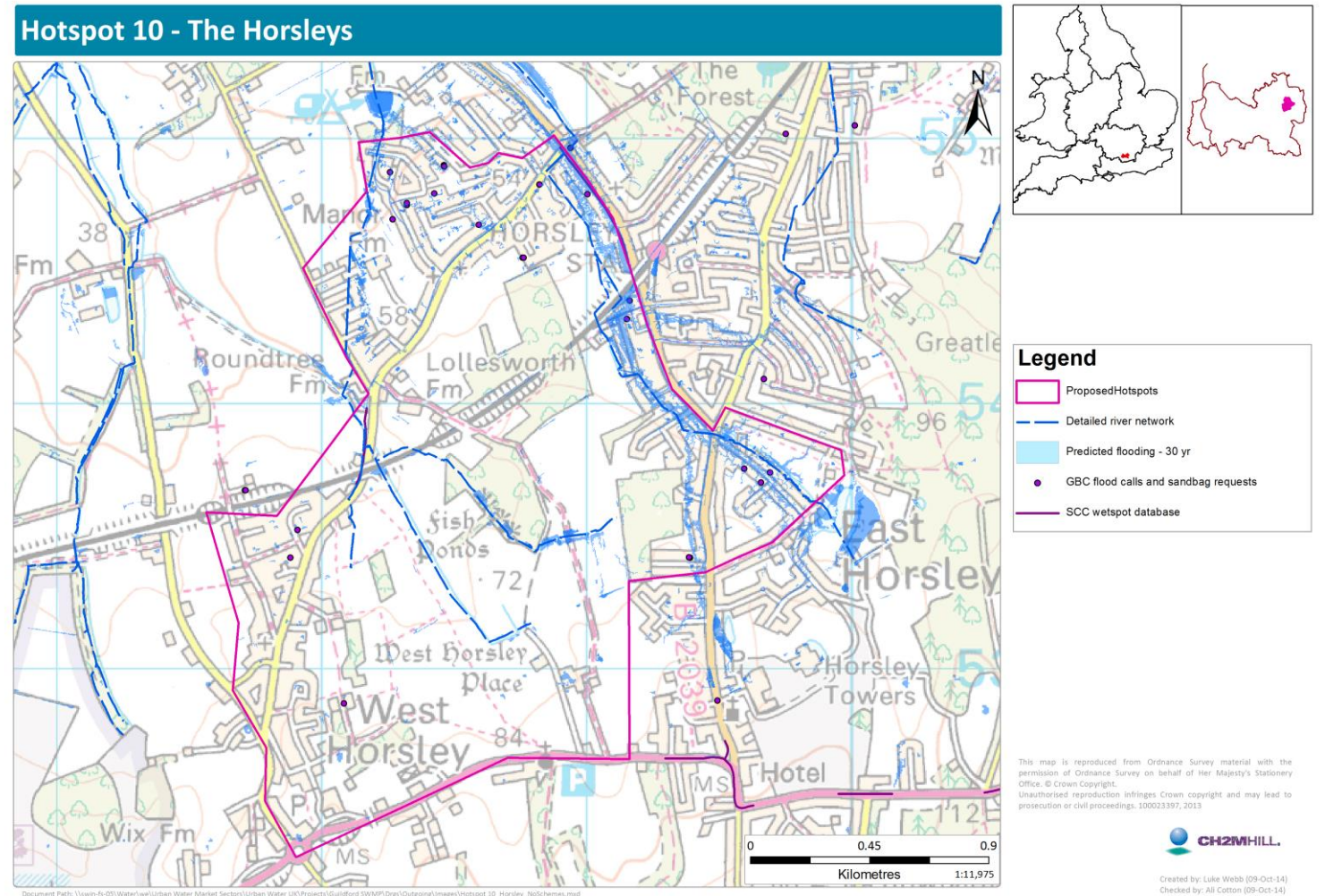
Ripley	
Actions	
1.	Evidence from the site visits indicated that the highway gullies along the High Street were in poor condition and needed additional maintenance. In addition the presence of highway gullies along the pavement indicates a historic problem in this area, which should be further investigated by Surrey County Council. Ripley Parish Council have also identified a range of other highway ditches and pipe network which requires enhancement and maintenance. These have been passed onto SCC as the highways authority for consideration.
2.	There is a localised ditch that runs alongside Grove Heath North (to the west of Ripley) and into a culvert under Portsmouth Road. The inlet to the culvert is completely blocked and needs to be cleared to prevent flooding onto the main road through Ripley, although this does not cause property flooding.
3.	The natural wet area behind properties to the south of the High Street could be converted into an attenuation area. It is estimated that up to 5,300 m ³ of storage is feasible at this location, assuming a maximum embankment height of 2m (no excavation). It is estimated that it could accommodate flows up to and including the 1 in 75 year rainfall probability event.
4.	Work with local landowners to change farming practices to provide more natural attenuation of pluvial runoff. This would not prevent flooding but would mitigate the impacts by reducing the flow rate of pluvial runoff.
Potential future action	
5.	Should flood storage behind the High Street area not be technically, socially or economically feasible it is recommended that property-level protection be progressed.
Responsibility	
Lead Organisation	Surrey County Council and Guildford Borough Council
Partners	Environment Agency (to provide support for FDGiA funding)
Summary of costs and benefits	
Costs = £355k (including highways works and design, construction and maintenance of storage areas)	
Benefits = £650,000	
PF Score = 41% (£190,000 needed to secure FDGiA funding)	
Funding strategy	
Improvements to the existing highway drainage on High Street and the ditch network adjacent to Grove Heath North should be progressed and funded by Surrey County Council as the highways authority. Officers from Guildford Borough Council should take the lead on working with local landowners to improve the management of land to reduce runoff rates.	
The most feasible funding opportunity for the flood storage area to the south of the High Street would be FDGiA. However, initial analysis of the Partnership Funding Score indicates that significant cost savings or external contributions would be needed to fund the scheme. Further work will be required to seek cost savings, as it is considered unlikely that £190,000 can be raised locally to support the scheme, in the absence of a recent flood history in the area.	

Map:



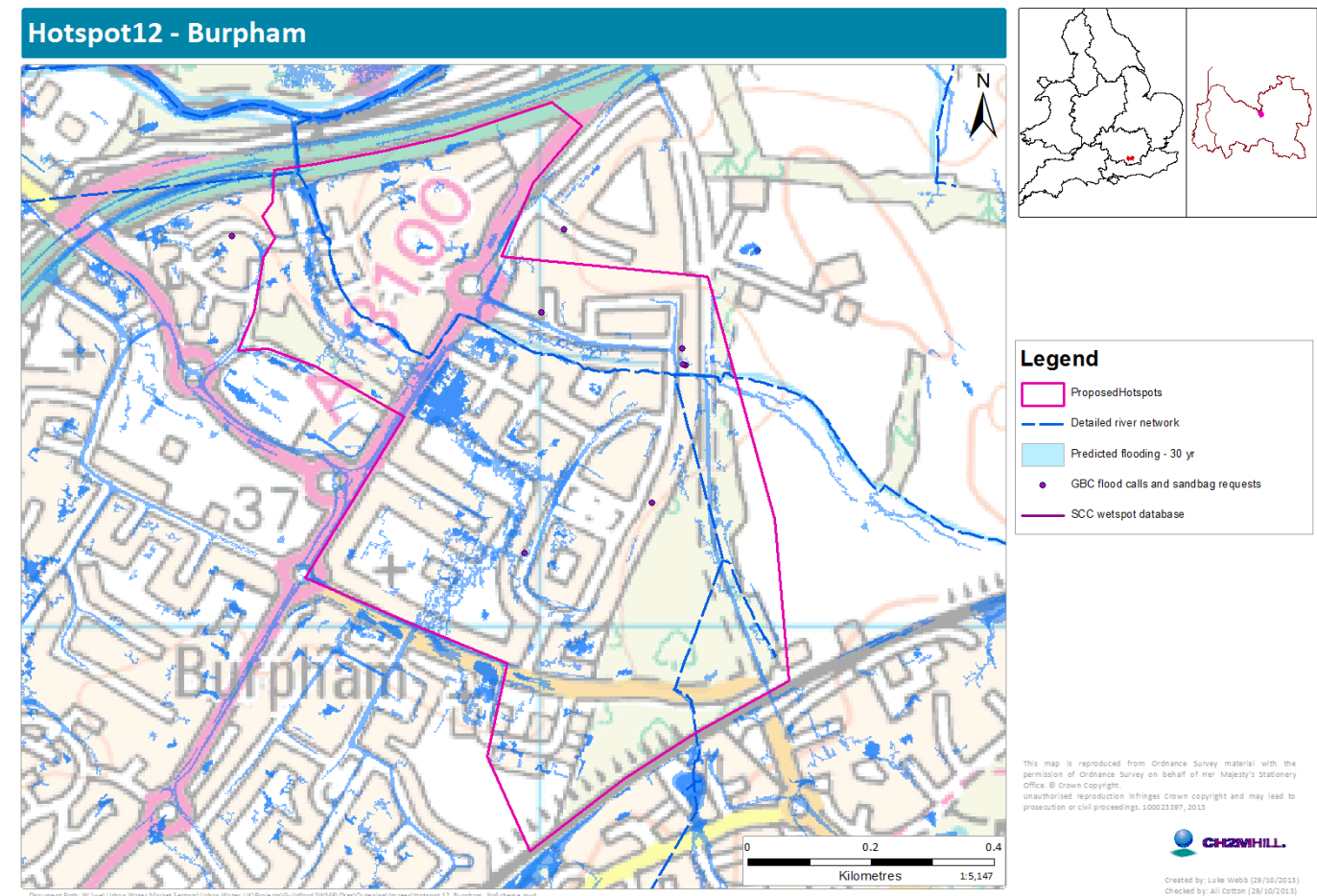
The Horsleys	
Actions	
1.	Improve maintenance of gullies in Kingston Avenue (at low spot) where flooding has occurred before and increase number if there are too few.
2.	Undertake CCTV of the culverts under the railway, in the back gardens of 44-49 Kingston Ave and at the roundabout nr 16 Kingston Avenue.
3.	Investigate condition and maintenance of highway network on East Lane and The Street
4.	Surface water mapping indicates potentially significant flood risk to properties in Horsley due to the watercourse which runs south to north. There is no anecdotal evidence of flooding along the watercourse, so no immediate mitigation measures are recommended. Rather, further liaison with local residents should be undertaken to establish if there is any flooding history from the watercourse. If there is any current (or future) evidence of flood risk due to the watercourse, further detailed hydraulic modelling of the watercourse would be necessary.
Potential future action	
5.	Should improvements to the highway drainage network not resolve the flooding on Kingston Avenue, property level protection should be offered to properties which have flooded in the past.
Responsibility	
Lead Organisation	Surrey County Council and Guildford Borough Council
Partners	Environment Agency (to provide support for FDGiA funding) and local residents
Summary of costs and benefits	
Costs for highway works = £10,000	
Benefits of highway works = £240,000	
Estimated costs for future hydraulic modelling = £75k	
Funding strategy	
It is recommended that highway drainage improvements on Kingston Avenue are funded and delivered by Surrey County Council as the highways authority. A CCTV survey of the watercourse to the rear of Kingston Avenue should be undertaken by Guildford Borough Council.	
Further investigation and detailed hydraulic modelling of the watercourse through East Horsley is recommended. Initially, Guildford Borough Council should undertake engagement and consultation with local residents to better understand historic flooding in the catchment. Subsequently, it is recommended that an application for FDGiA funding is submitted to undertake detailed hydraulic modelling of the watercourse and drainage network in East Horsley to improve understanding of flood risk and potential mitigation measures. A CCTV survey of the culverted watercourses may be required and should be funded by Guildford Borough Council.	

Map:



Burpham	
Actions	
1.	The culvert and headwall to the rear of 92/94 Gosden Hill Road is showing imminent signs of collapse and urgent work is required to rectify this.
2.	Ongoing maintenance of the culvert under New Inn Lane is required because the culvert is prone to blockage and causing flooding.
3.	Investigate condition of balancing pond south of railway near Fitzjohn Close
4.	There remains significant uncertainty about the watercourses which drain to Merrow Lane. Several outlets were observed during the site visit but it was not possible to follow the route of each watercourse/ditch as part of the SWMP. It is recommended that a detailed watercourse walkover survey is undertaken to establish the source and pathway of each of the watercourses/ditches which drain towards Merrow Lane. Cross sections (of open sections and culvert inlets/outlets) should be taken at various points of the survey and the watercourses should be mapped to enable further hydraulic modelling work to be progressed.
5.	The route of the watercourse downstream of New Inn Lane is uncertain due to historic development in the area. A CCTV survey (and review of adopted surface water sewer maps) should be undertaken to confirm the route and size of the network.
6.	Downstream of London Road there is evidence of bank erosion, scour and deposition of sediment within the watercourse. Maintenance is required to remove vegetation and accumulated sediment, as well as to manage bank erosion and scour.
7.	Along watercourses downstream of London Road there is evidence of mis-connections which need to be assessed.
8.	Once the watercourse survey has been undertaken it is recommended that a detailed integrated hydraulic model of the catchment is produced to better understand flooding mechanisms. The model will help to justify the business case for further funding. The model would represent the entire hotspot area.
9.	Subject to the watercourse survey and detailed integrated hydraulic modelling, it is recommended that upstream storage to the east of Merrow Lane be provided. It is estimated that 8,300m ³ of storage can be provided at this location which would offer flood storage between a 1 in 50 year and 1 in 75 year rainfall probability event.
10.	Investigate the condition, connectivity and pumping arrangements of the sewer network on New Inn Lane and Raynham Close
Potential future action	
10.	Should flood storage upstream of Merrow Lane area not be technically, socially or economically feasible it is recommended that property-level protection be progressed.
Responsibility	
Lead Organisation	Guildford Borough Council
Partners	Surrey County Council, Environment Agency (to provide support for FDGiA funding), Thames Water, and local residents
Summary of costs and benefits	
Costs = £20,000 for structural repairs to culvert near Gosden Hill Road	
Costs = £12,000 per annum for maintenance of watercourse downstream of London Road, and £4,000 per annum for maintenance of culvert under New Inn Lane	

Map:



Costs = £530,000 for flood storage to the east of Merrow Lane
Benefits (only benefits of flood storage quantified) = £1,000,000
PF Score = 53% (£290,000 needed to secure FDGiA funding)

Funding strategy

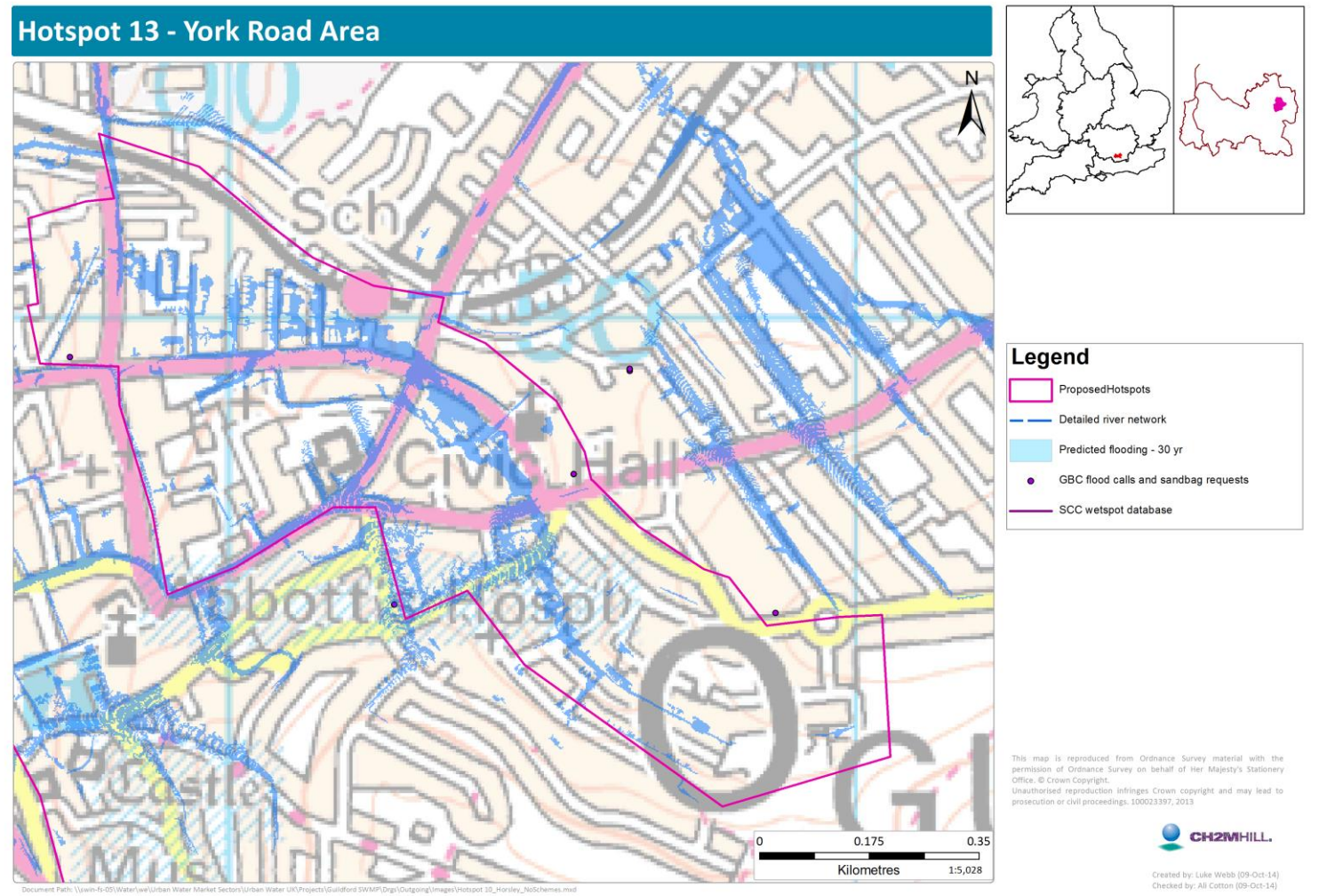
It is recommended that the following proposed mitigation measures are progressed and funded by Guildford Borough Council:

- works to repair the culvert and headwall to the rear of Gosden Hill Road;
- walkover survey (including taking cross sections) of all watercourses within the area;
- undertake works to alleviate bank erosion, bed scour and deposition of sediment on the watercourse downstream of London Road;
- undertake pro-active maintenance of the culvert near New Inn Lane which is prone to blockage and causes property flooding, and;
- commission a CCTV survey of the watercourse to trace the route of the culvert downstream of New Inn Lane.

A funding application for FDGiA should be submitted to develop the flood storage area to the east of Merrow Lane. Detailed hydraulic modelling should be undertaken of the study area to support the economic appraisal and design of the proposed flood storage area. This would include a more detailed hydrological analysis to improve confidence and certainty of flows arriving at Merrow Lane.

York Road area	
Actions	
1.	Consider condition and enhanced maintenance of gullies in key locations, e.g. Cooper Road, Cline Road, York Road,
2.	Undertake detailed study of the drainage in this area, to confirm capacity of current network and options to alleviate flooding. Possible options include: <ul style="list-style-type: none"> • Upsizing the drainage network • Disconnecting surface water into localised above ground storage areas • Property level protection
Responsibility	
Lead Organisation	Guildford Borough Council
Partners	Surrey County Council and Thames Water
Summary of costs and benefits	
Costs = For improve maintenance and detailed investigation are in the region of £60,000	
Benefits = Cannot be quantified at this stage	
Funding strategy	
As the highways authority Surrey County Council should take act as the lead organisation in improving maintenance of the highway network. The detailed investigation of flooding will require collaboration of Guildford Borough Council, Surrey County Council and Thames Water.	

Map:



Tormead and Collingwood Crescent

Actions	
1.	Check existing maintenance of key network through Collingwood Crescent
2.	Consider upsizing 375mm network on Boxgrove Road

Responsibility	
Lead Organisation	Surrey County Council
Partners	Thames Water

Summary of costs and benefits

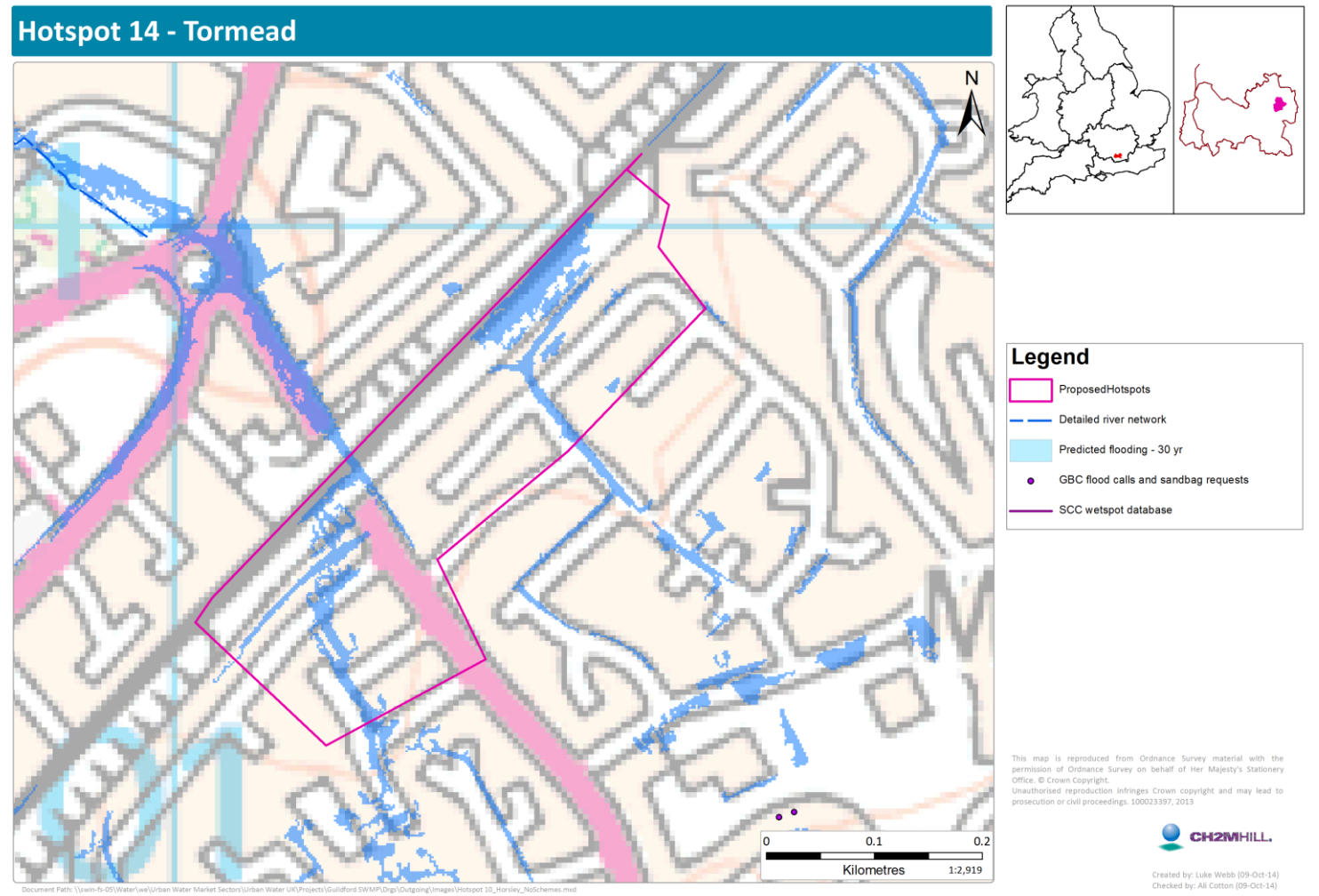
Costs = For improved maintenance of the culvert under Collingwood Crescent the costs have been estimated at £4,000 per annum. The costs of upsizing the 375mm culvert on Boxgrove Road has not been costed

Benefits = Cannot be quantified at this stage

Funding strategy

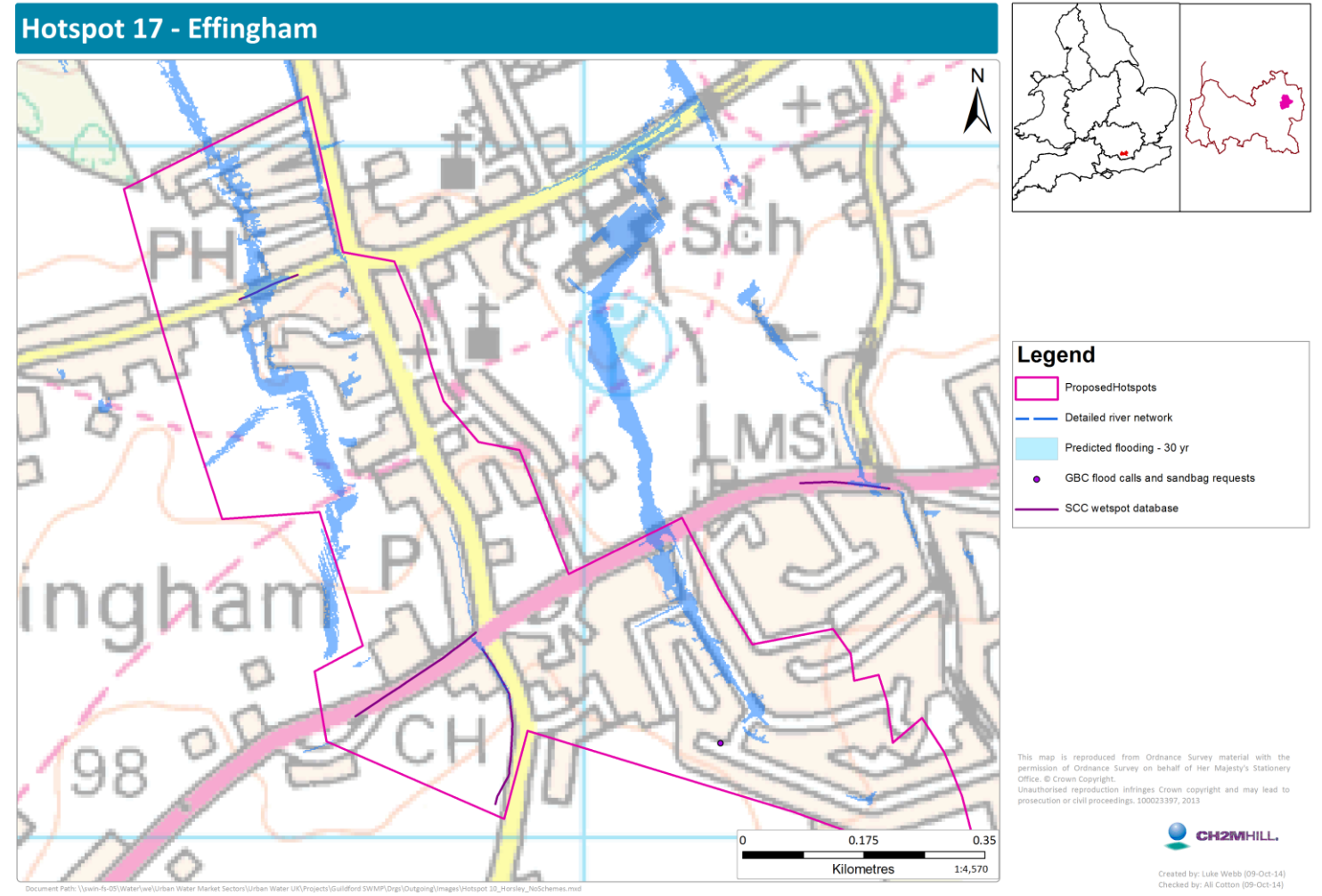
The measures will need to be funded for by Thames Water and/or Surrey County Council

Map:



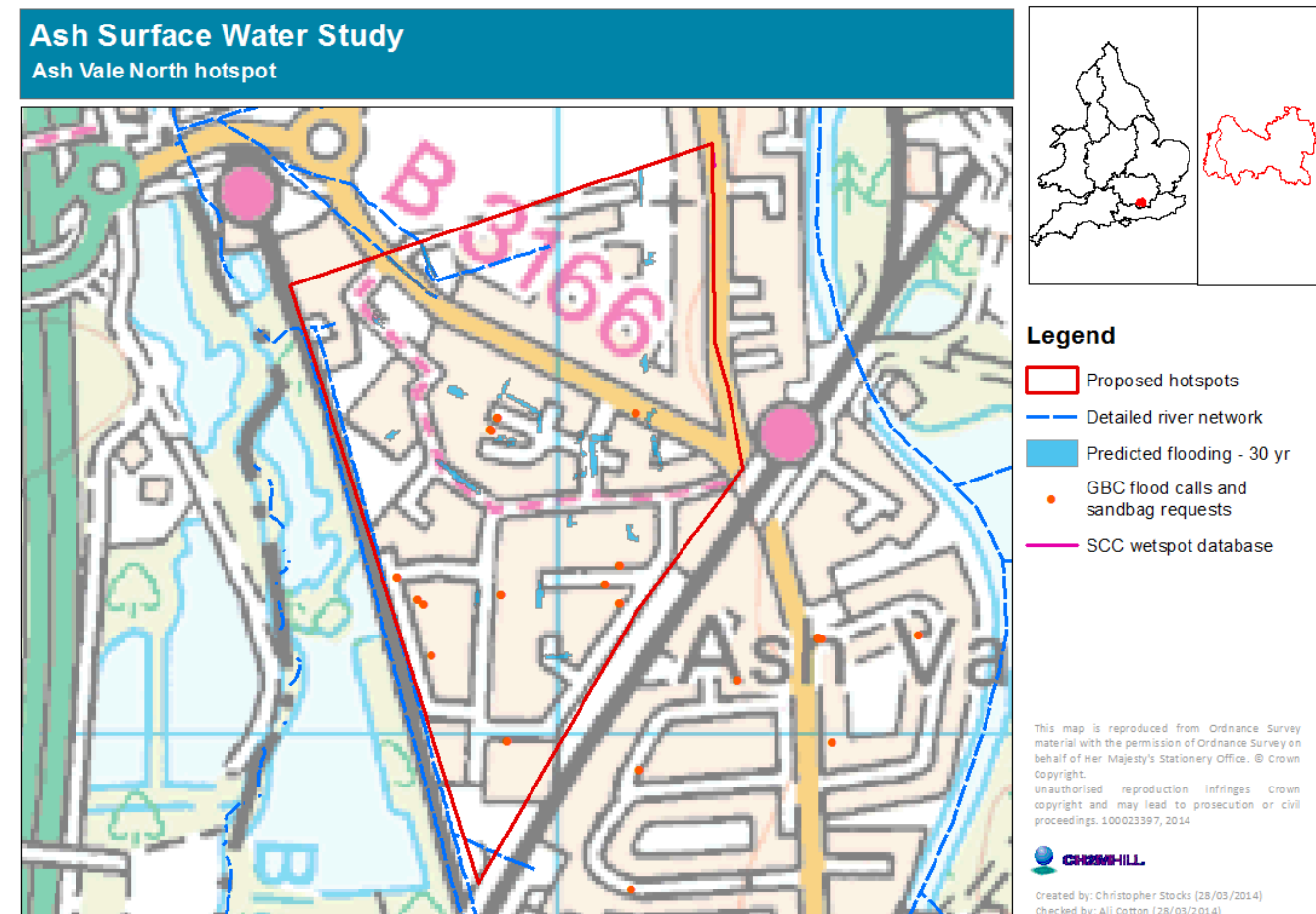
Effingham	
Actions	
1.	Improve maintenance of ditches, culverts and drains running adjacent to, or underneath Effingham Common Road
2.	Work with sub-station asset owner to improve resilience of electricity sub-station on Orestan Lane
Responsibility	
Lead Organisation	Guildford Borough Council
Partners	Surrey County Council, Effingham Parish Council and riparian owners
Summary of costs and benefits	
At this stage no costs or benefits have been ascribed to the two measures outlined above. It is unknown at this stage what additional resilience is needed at the electricity sub-station, and it is anticipated that the costs of clearing ditches, culverts and drains will be borne by riparian owners (or possibly Surrey County Council as the highways authority).	

Map:



Ash Vale North	
Actions	
1.	Local evidence indicates the culvert could not discharge during December 2013 because the outlet was blocked on the western side of the railway. Guildford Borough Council should investigate whether the culvert is flowing freely, and ensuring there are no restrictions
2.	There is a channel which is located at the toe of the National Rail embankment to the west of the study area. This need to be well maintained by Network Rail to maximise conveyance of surface water away from properties
3.	There was some evidence on site of blocked highway gullies and these need to be well maintained to ensure flows are effectively conveyed away from properties
4.	Maintenance of the channel and balancing pond near Lysons Avenue should be undertaken
5.	The route of surface water sewers from Fir Acre Road area (Ash Vale South hotspot) is unclear. If they discharge under the railway and ultimately discharge into the drainage channel near Wellesley Close there is a possibility the culvert would not have sufficient capacity to pass forward flows. Therefore a CCTV Survey should be undertaken to establish the connectivity of the network in this area
6.	Preliminary calculations suggest that upsizing it to a 1.6 x 1.6m culvert would provide sufficient capacity to pass forward all flows (assuming surface water sewers discharge from Ash Vale South hotspot). This has not been costed at this stage, until the contributing area can be better defined
7.	The downstream end of the catchment suffers flooding because of excess surface water which cannot be drained away. Therefore measures are proposed to reduce the amount of surface water generated upstream by introducing localised storage in green areas around Birch Way and Cypress Grove. Area around Birch Way and Cypress Grove is approximately 18000m ² . Assuming 10% of this can be utilised as localised above ground storage this gives a total stored area of 1800m ² . As this is a residential areas, the depth of the any above ground storage are limited to 0.5m. Hence this gives a total water stored of 900m ³ .
8.	Wellesley Close was severely flooded as surface water backed up from the drainage channel. This measure seeks to store surface water in underground storm cells near garages on Wellesley Close to store flows in storm events. Wellesley Close is approximately 150m in length, take 80% of the length as available for underground storage which is 120m. Assuming the width of the storm cells to be 3m with a depth of 0.5m gives a total volume of storm cells to be 180m ³ .
9.	The intrusion of surface water into the foul water network causes overloading to the foul water network assets. Most importantly, the pumping station is then required to operate outside its designed operating conditions. The proposed measure here is to increase the capacity of the pumping station and this will provide relief to the foul water system and reduce flood risk to properties on Wellesley Close
10.	There is evidence of surface water ingressing into the foul network through manholes. It is recommended that sealing of foul manholes is undertaking to reduce surface water

Map:



	ingress into the foul network. This will reduce the likelihood of the foul pumping station being overwhelmed by surface water
11.	There is anecdotal evidence suggesting that misconnections of surface water into the foul water network are present. Identifying the misconnections will help to reduce the risk of foul water flooding which is more onerous than surface water flooding.
Responsibility	
Lead Organisation	Guildford Borough Council
Partners	Surrey County Council, Thames Water, Network Rail and local residents
Summary of costs and benefits	
Total costs of proposed works are £239,000, although some measures have not been costed at this stage (e.g. pumping upgrades or improvements to the culvert under the railway)	
Estimated benefits = £1.1 million (assuming 20 properties can have a standard of protection of 1 in 25 years)	
Funding strategy	
<p>The flood risk issues in Ash Vale North are localised and primarily relate to the operation of the existing drainage system within the area, particularly how surface water is discharged via the drainage ditch and foul water via the existing pumping station. Thames Water are the asset owners and operators for the sewerage network, and would be responsible for funding improvement works to their network subject to the work being cost-beneficial for Thames Water. The drainage ditch to the west of the hotspot is owned and maintained by Network Rail, so improvements to the ditch or culvert might be funded by Network Rail. Guildford Borough Council could make a contribution towards improvement works and progress this scheme as jointly funded with Thames Water and Network Rail. CCTV Survey work should be funded by Guildford Borough Council.</p>	

Ash Vale South

Actions	
1.	The open watercourse which runs north-east to south-west from Vale Road was flowing freely during the site visit. This watercourse is critical to drainage of this area, so the watercourse and 450mm culvert need must continue to be well maintained to ensure adequate conveyance of surface water from the north of the hotspot
2.	Along Fir Acre Road there was significant evidence of blocked highway gullies with resultant standing water. Given Fir Acre Road is a natural conveyance route for excess surface water it is vital that highway gullies are well maintained to reduce flood risk to properties.
3.	It is assumed that improved maintenance of gullies on Fir Acre Road will be sufficient to reduce flood risk in this area. However, should further flooding occur, additional highway gullies may be required to convey surface water away from properties and into the 450mm culvert under the railway.
4.	Based on an initial assessment of capacity it is possible that the 450mm culvert under the railway which drains surface water from the north of this hotspot is under-sized and could result in backing up and flooding. There is no anecdotal evidence of this occurring so Guildford Borough Council should engage with local residents and Network Rail in the first instance to gather local evidence of flooding. Should there be evidence the culvert is under capacity improvement works may be required but have not been costed at this stage
5.	Implement property level protection for affected properties

Responsibility

Lead Organisation	Guildford Borough Council
Partners	Surrey County Council, Network Rail

Summary of costs and benefits

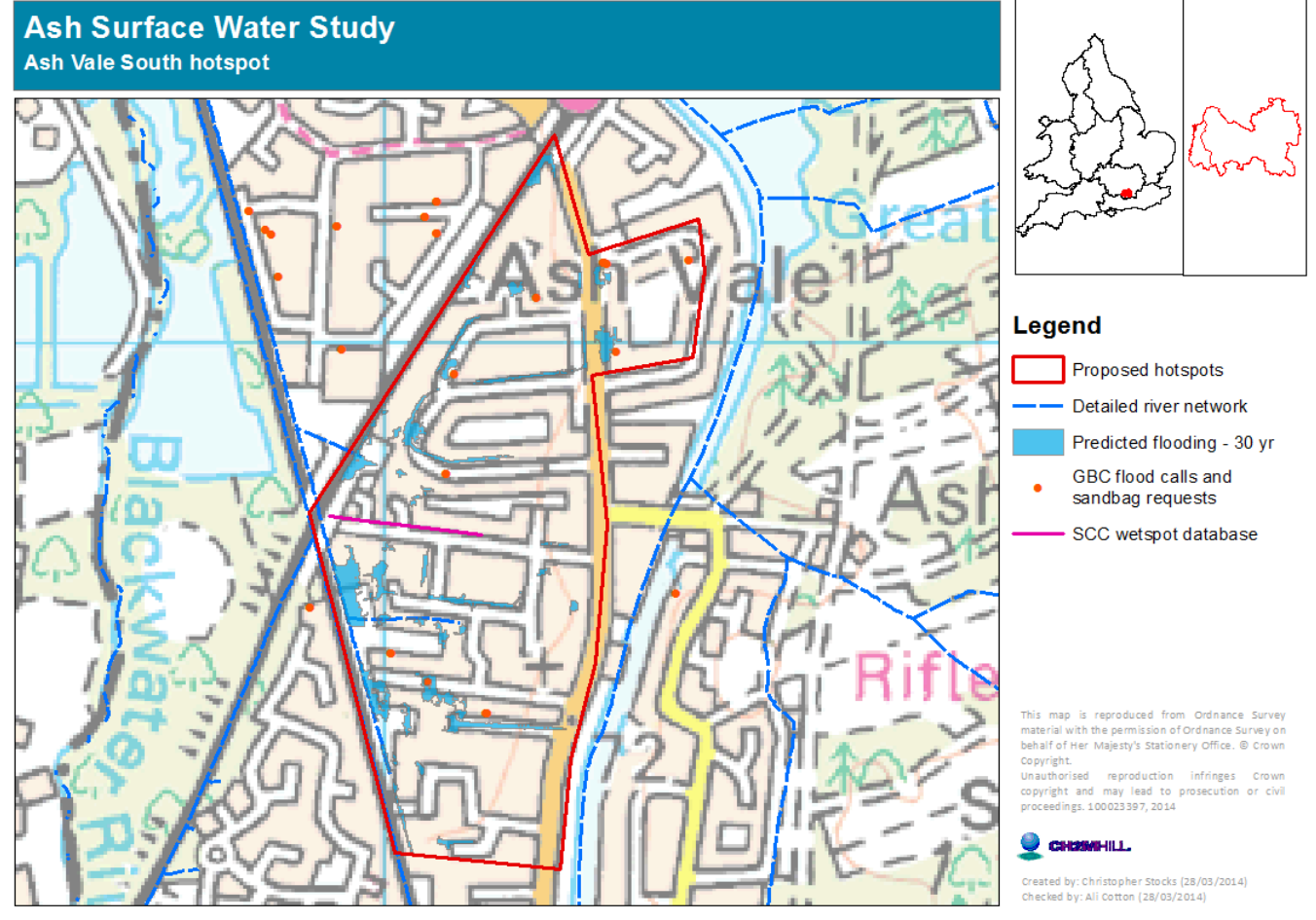
The estimated costs of maintenance for actions 1 to 3 are £12,000 per annum. It is not possible to quantify the monetary benefit from this maintenance.

Property level protection has been assumed to implemented to 15 homes (based on an uptake ratio of 50%), which would cost £82,500 based on £5,500 per property. Total benefits of property level protection would be £450,000 over a 20 year period.

Funding strategy

Maintenance of the open watercourse is believed to be undertaken by Network Rail as the asset owner, and therefore Network Rail should fund ongoing maintenance of this watercourse. Improvements to highway gullies on Fir Acre Road should be funded by Surrey County Council as the highways authority. Property level protection could be funded by Guildford Borough Council, or a Flood Defence Grant in Aid (FDGiA) application could be submitted. Defra's FDGiA Calculator indicates property level protection could qualify for up to £64,500 to protect 15 properties. This would mean £18,000 would need to be secured from Guildford Borough Council or local residents to secure Central Government funding through FDGiA

Map:



Ash Station Area (Harpers Road) & Shawfield Road

Actions

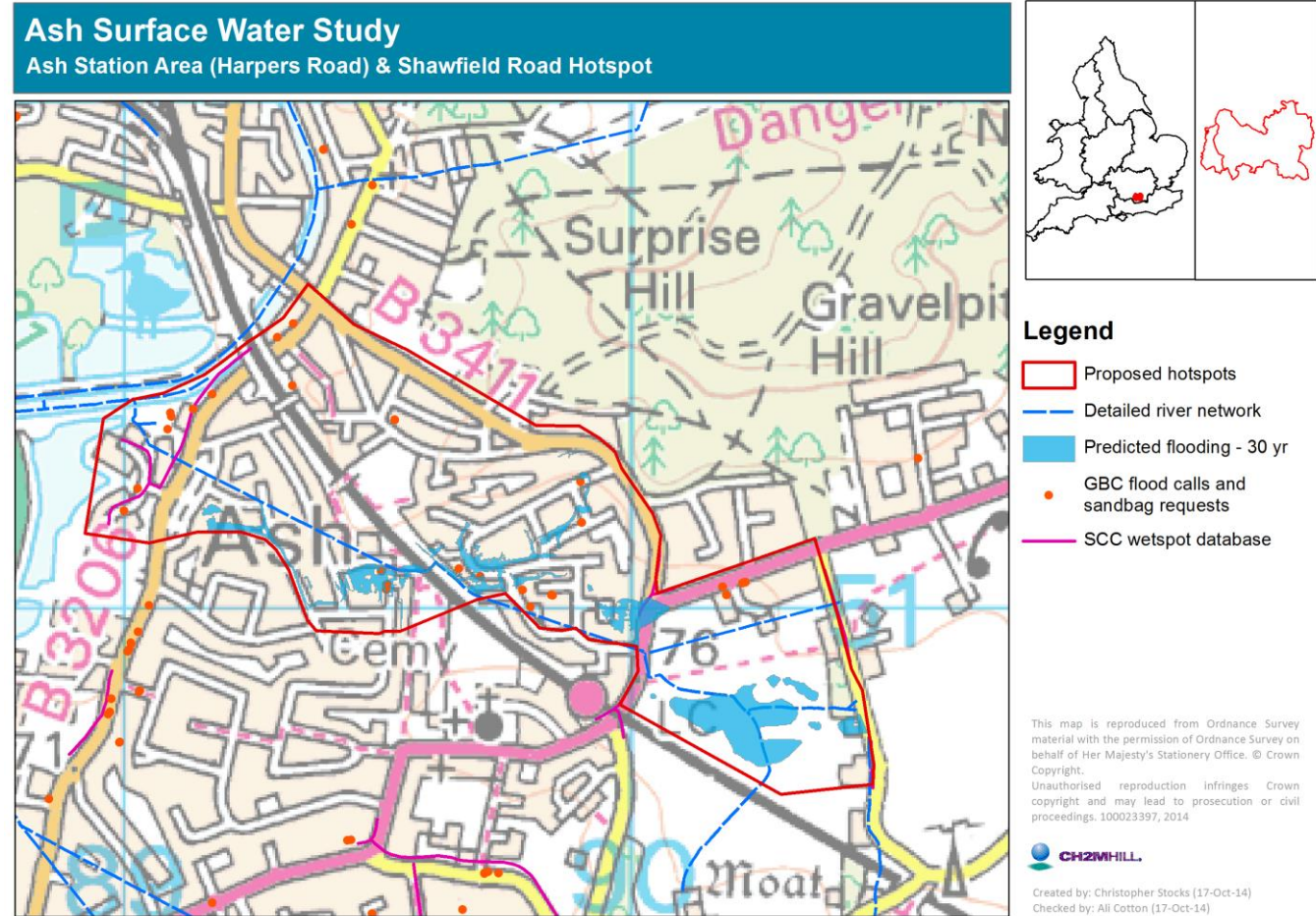
Ash Station Area

1.	There is some discrepancy between the Thames Water sewer maps and anecdotal evidence about the size of the culvert which was the historic watercourse. As a result the capacity of this culverted section of the watercourse is uncertain until further CCTV is undertaken
2.	Downstream of the railway it is worth noting that there was significant overgrowth of the watercourse once it emerged to the west of the railway so it was not possible to observe the culvert outlet. Therefore, improved maintenance of watercourse on the d/s side of railway (near Murrell Road) should be undertaken to ensure the watercourse can freely flow and that the culvert outlet is kept clear
3.	A flood storage area to the east of Ash Hill Road would reduce the risk of surcharge and overtopping of the culvert which would cause flooding to properties along the natural valley of the historic watercourse. A proposed site, bounded by Ash Hill Road to the west, Guildford Road to the north and the railway to the south has been identified in a natural depression. The land is naturally quite flat, so a low level embankment approximately 650m is proposed, tying into a level of 75.7m AOD. The maximum height of the embankment would be 1m, and the average height above existing ground level would be 0.25m. This would provide storage in the region of 10,000 to 11,000 m ³ , subject to further analysis and design
4.	Following completion of the CCTV Survey it is recommended that a detailed integrated hydraulic model of the catchment is produced to better understand flooding mechanisms. The model will help to justify the business case for further funding. The model would represent the entire hotspot area and would include Thames Water sewer data to understand exceedance from the surface water sewer network
5.	Pluvial runoff from the wooded area may drain onto Ash Hill Road and subsequently onto Miles Road. It is anticipated that the existing network should have sufficient capacity to drain any pluvial runoff, assuming the network is well maintained. Therefore, the condition of the highway and surface water sewer network should be checked to ensure it is in good condition.
6.	Work with owners of Ash Station Area (Harpers Road) to provide more natural attenuation of runoff on their land. This would not prevent flooding but would mitigate the impacts by reducing the flow rate
7.	Should measures SC-6 or SC-1 described above not be feasible it is recommended that property level protection be implemented for properties at risk upstream of the railway. There are 37 properties at risk based on ISIS 2D modelling for the 1 in 30 year rainfall event. Assuming an uptake ratio of 50% this measure would implement property-level protection for up to 19 homes.

Shawfield Road

1.	Undertake CCTV Survey of the key surface water drainage network along Shawfield Road, Winchester Road, and Beeton's Avenue to establish condition, size and connectivity of the network
2.	Check condition of existing highway gullies on Shawfield Road to ensure they are fully functioning
3.	Flooding of properties occurs downstream of the railway bridge on Shawfield Road and Culverlands Crescent. During times of excess surface runoff there are several options to manage exceedance flows away from properties: <ol style="list-style-type: none"> 1. install a raised section of the road (e.g. sleeping policeman) immediately upstream of the ditch connection to the rear of properties on Shawfield Road and re-camber

Map:



this section of the road to encourage surface water into the ditch (NB: the capacity of this ditch under high levels in the Blackwater need to be established to ensure it does not cause overtopping of the ditch);

2. Install a cross-drain structure upstream of the ditch connection to the rear of properties on Shawfield Road, which will connect to the ditch (NB: the capacity of this ditch under high levels in the Blackwater need to be established to ensure it does not cause overtopping of the ditch), or;
3. Re-profile Shawfield Road along a 150m length to encourage surface flows to run along the road and not towards properties. The surface water could then discharge into a newly created swale in the grassed area between Shawfield Road and Grange Farm Road. An initial check on levels would indicate the grass verge could be used as a swale, and could accommodate 350m³ storage assuming a 70m long, 0.5m deep swale with a bottom width of 1m and side slopes of 1 in 4.

Responsibility

Lead Organisation	Guildford Borough Council
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Partners	Surrey County Council, Thames Water
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Summary of costs and benefits

Estimated costs = The estimated cost of the proposed storage area is £280,000 (based on initial concept), with CCTV Survey and identified maintenance adding a further £8,000 per annum, and detailed hydraulic modelling costing £25,000-£30,000

Estimated benefits = £830,000 (assuming 40 properties will have a 1 in 30 year standard of protection)

On Shawfield Road the CCTV Survey will cost approximately £4,000 and a walkover assessment of gullies should be funded by officer time. The costs for subsequent exceedance flow measures has yet to be determined.

Funding strategy

Guildford Borough Council and Surrey County Council should provide funding for CCTV Survey and identified maintenance, although Thames Water may be willing to contribute towards the CCTV Survey of their asset.

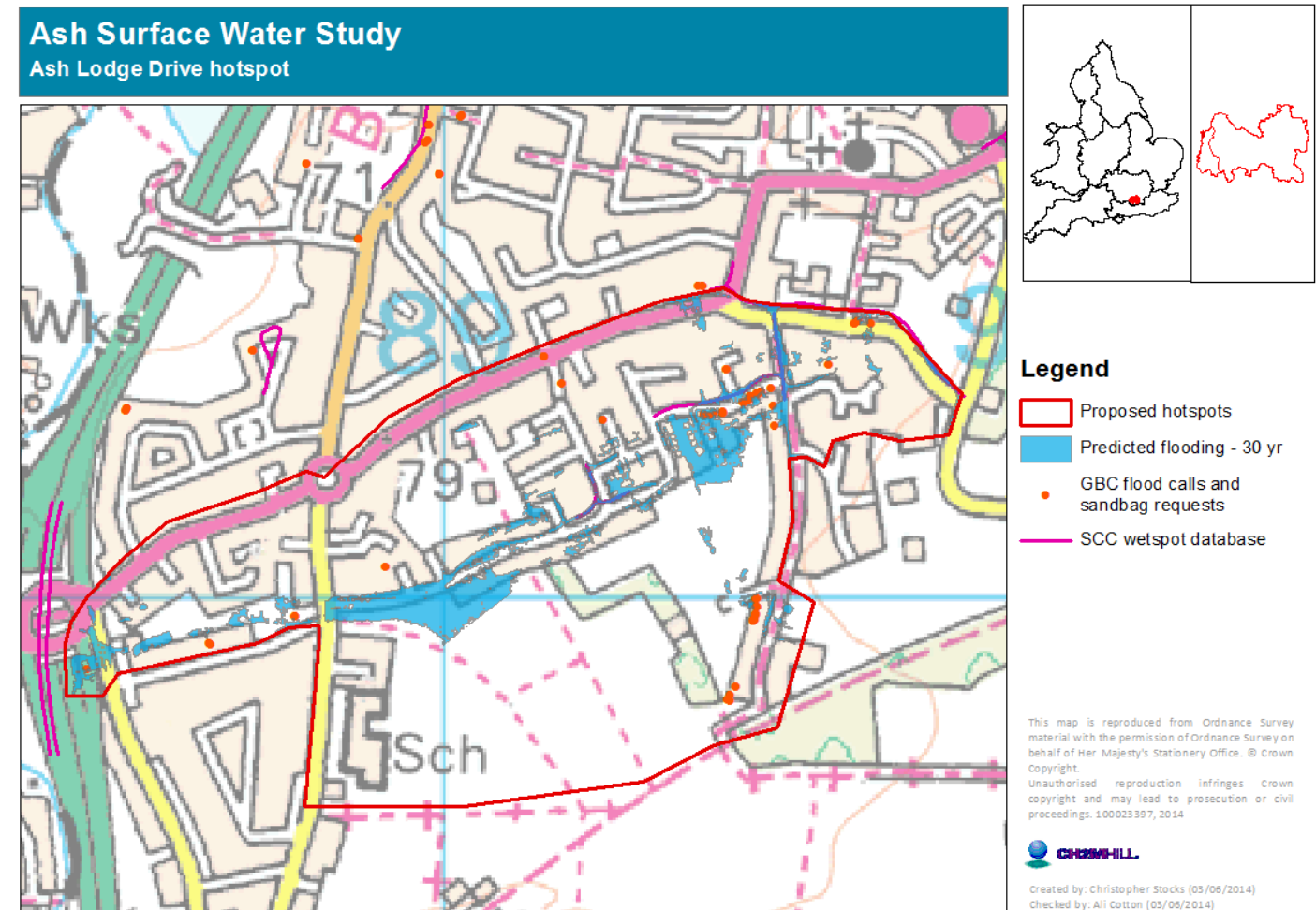
For the flood storage area it is recommended that a Flood Defence Grant in Aid (FDGiA) application be submitted. However, the cost-benefit ratio for the scheme is relatively low. Based on the FDGiA calculator there is potential to secure £165,000 towards the scheme from FDGiA funding, which would leave a funding gap for the improvement works in the region of £100,000 (excluding the hydraulic modelling). It is unclear how the funding shortfall can be met.

With respect to Shawfield Road the initial CCTV Survey and walkover assessment should be undertaken by Guildford Borough Council or Surrey County Council. Funding for any subsequent works to manage exceedance flows will need to be determined during design of the measures.

Ash Lodge Drive

Actions	
1.	As a first step Guildford Borough Council should ensure that culvert inlets which capture runoff from the south of Ash Lodge Drive are well maintained. Local residents confirmed that during times of heavy rainfall the main culvert inlet needs to be maintained daily to avoid blockage of the culvert, which would exacerbate flood risk.
2.	To support the development of the business case it is recommended that CCTV Survey of the key 900mm and 1050mm surface water sewers be undertaken, as well as at key pinch pints in the network (e.g. Ash Church Road, South Lane)
3.	Surface water sewers at the head of the catchment (Ash Church Road / Ash Street) are rapidly exceeded during times of heavy rainfall which causes exceedance flows to run down Ash Church Road and Ash Street before flowing onto Ash Lodge Drive, Loddon Way, Lea Close, Grange Road/South Lane, Littlefield and Southlands Closes. It is worth noting that these surface water sewers have not been adopted by Thames Water and it is believed this is because they are considered to be under-sized. Local evidence indicates the sewers are 150mm to 225mm. At this stage it is proposed to upsize the sewer along Ash Church Road / Ash Street to a 300mm before it connects into Ash Lodge Drive to alleviate exceedance flows at the head of the catchment, but this would need to be confirmed via modelling
4.	East of South Lane sewer maps indicate the surface water sewers drain to the low spot on South Lane into a 375mm sewer, before flowing into the 1050mm surface water sewer which runs to the south of Ash Lodge Drive. The initial capacity assessment for the 375mm sewer indicates this is a potential pinch point in the network where flooding would occur. The sewer should be upsized to a 900mm to reduce flood risk from this point in the network.
5.	To alleviate risk of surcharging of the 1220mm surface water sewer to the south of Ash Lodge Drive it is recommended that additional flood storage is provided in the fields to the south of the disused railway near Bin Wood. This could be achieved by throttling the culvert under the disused railway such that it can only pass a 1 in 2 year flow (approximately 200 to 400 l/s) and storing flood water behind the existing embankment. The existing embankment will need to be raised to minimise the risk of overtopping in more extreme rainfall events.
6.	Should further flood storage be required to compensate for upsizing the drainage network upstream or to provide an enhanced level of protection the existing green space bounded to the north by Ash Lodge Drive and to the west by Manor Road should be utilised. The Flood Risk Assessment for the proposed development south of Ash Lodge Drive has identified a detention basin will be provided in this location to manage surface runoff from the development site. There is sufficient scope in this location to upsize the proposed detention basin. An overflow from the surface water sewer could be provided into the detention basin to alleviate risk of surcharging and backing up from this sewer. This would only provide a small amount of attenuation as the difference in ground level is only approximately 500mm, it would rely on an overflow arrangement to discharge into the storage area before surcharge onto the highway occurred.
7.	There is evidence of surface water ingress to the foul network causing foul system to flood properties. Sealing of the foul network around Southlands Road would reduce flood risk from the foul network
8.	Following completion of the CCTV Survey it is recommended that a detailed integrated hydraulic model of the catchment is produced to better understand flooding mechanisms. The model will help to justify the business case for further funding. The model would represent the entire hotspot area and would include Thames Water sewer data to understand exceedance from the surface water sewer network

Map:



9.	Local evidence indicates that the balancing pond near South Lane which was built to attenuate runoff from The Briars development is potentially under-sized. A review of the balancing pond size compared to predicted inflows should be undertaken to confirm whether the balancing pond is providing sufficient attenuation, and whether upsizing may be required
10	Should measures described above not be feasible it is recommended that property level protection be implemented for properties at risk upstream of the railway. There are 118 properties at risk based on ISIS 2D modelling for the 1 in 30 year rainfall event. Assuming an uptake ratio of 50% this measure would implement property-level protection for up to 59 homes.
Responsibility	
Lead Organisation	Guildford Borough Council
Partners	Thames Water, local residents, Bewley Homes (developers)
Summary of costs and benefits	
Estimated costs = £750,000 (excluding action 7 which has not been costed at this stage, action 9 which is unknown until improvement works are scoped through a high level investigation, and action 10 which is an alternative approach)	
Estimated benefits = £2.4 million (assuming 120 properties will have a standard of protection of 1 in 50 years)	
Funding strategy	
<p>Guildford Borough Council should fund the following mitigation measures:</p> <ul style="list-style-type: none"> • Improve maintenance of the culvert inlets of watercourse from the south of Ash Lodge Drive; • CCTV Survey of the surface water sewer network (although Thames Water should be engaged to identify whether they would contribute), and; • Investigation of the balancing pond near South Lane. <p>For the significant capital investment measures (upsizing the network and providing storage near Bin Wood) it is recommended that a Flood Defence Grant in Aid (FDGiA) application be submitted. However, the cost-benefit ratio for the scheme is relatively low. Based on the FDGiA. Based on the FDGiA calculator there is potential to secure £500,000 towards the scheme from FDGiA funding, which would leave a funding gap for the improvement works in the region of £186,000. The funding gap would need to be sourced from external sources, including Guildford Borough Council, Thames Water and Bewley Homes.</p>	

Tongham

Actions

1.	There are isolated reports of flooding in this area based on Guildford Borough Council's data. In the south of the hotspot there is reported flooding on New Road, The Street and in a cul-de-sac off Lambourne Way. The available evidence indicates that flooding in these locations were due to blocked drainage, which is assumed to be blocked highway gullies in the absence of other data. In addition Surrey County Council have reported a flooding problem on their wetspot on Poyle Road near the junction with The Street, although it should be noted that this system was cleared in 2008. Throughout the hotspot there are other areas where surface water is predicted to pond, although it is not predicted to result in property flooding. This includes: Grange Road near the junction with Lambourne Way, Newton Way, The Street near the junction with Manor Road. Given these data it is recommended that the function of highway gullies and pipes are key to ensuring surface water are adequately drained in this area.
2.	There is previous evidence of overtopping of the watercourse on Poyle Road although this is believed to be as a result of poor maintenance rather than hydraulic capacity. Therefore, it is critical that the watercourse is well maintained. This includes maintenance of the culverted sections
3.	Following feedback during public consultation it was agreed that Guildford Borough Council will undertake an additional site walkover with local residents to identify any additional pinch points which could cause property flooding. This may identify additional actions which can be fed back into this action plan
4.	There is little evidence that the watercourse to the south of Poyle Road has overtopped due to hydraulic incapacity. Therefore capital investment to reduce peak flows arriving to this watercourse should only be undertaken if evidence emerges of hydraulic incapacity. To reduce peak flows (if required) there are two potential options identified: <ul style="list-style-type: none"> intercepting pluvial runoff from the playing fields to the south of Poyle Road with a low embankment, or; providing upstream flood storage. <p>Guildford Borough Council should monitor water levels on the watercourse during times of heavy rainfall and engage with local residents to gain additional local knowledge about the watercourse.</p>

Responsibility

Lead Organisation	Guildford Borough Council and Surrey County Council
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Partners	Local residents
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Summary of costs and benefits

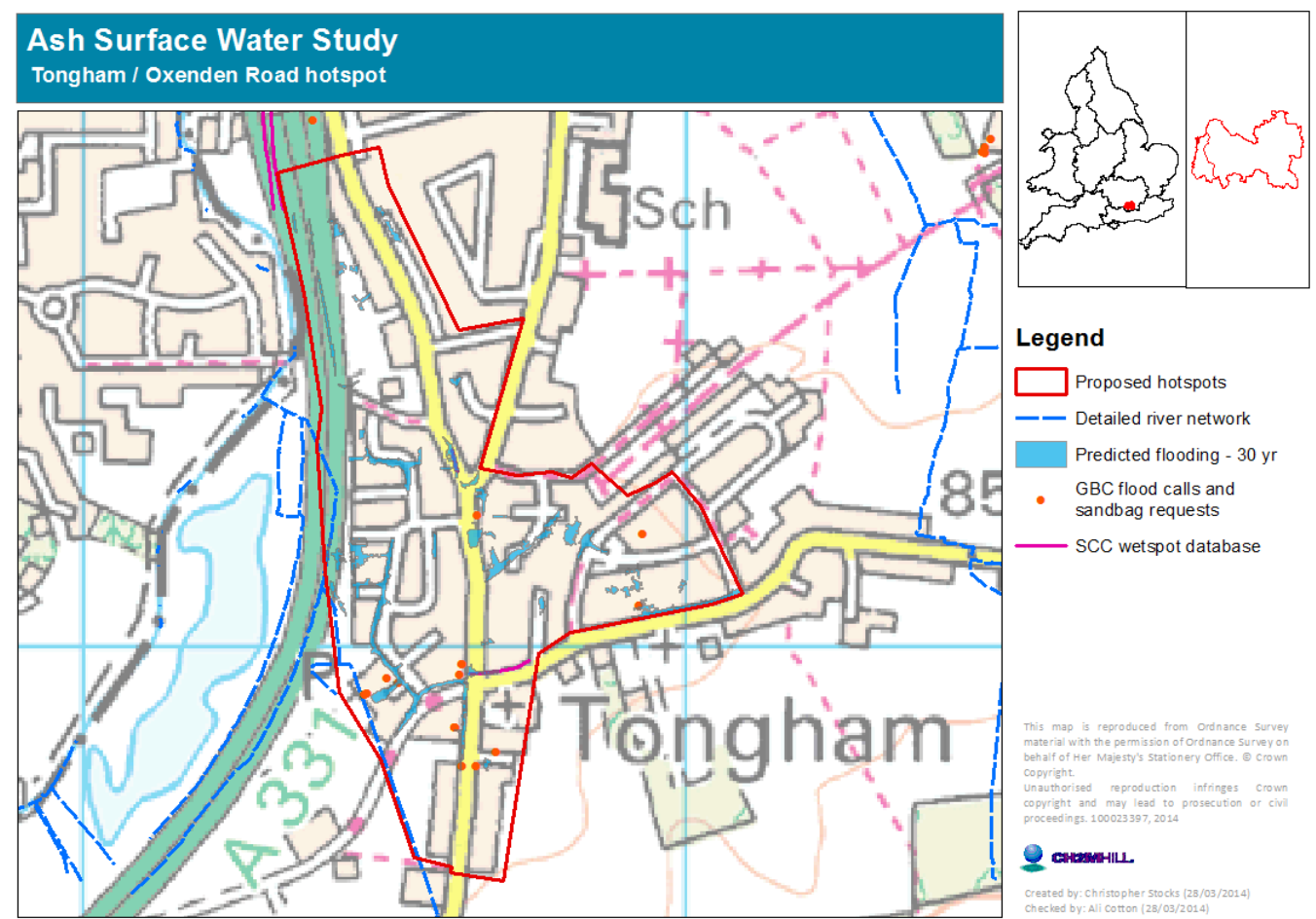
The estimated costs of maintenance for actions 1 and 2 are: £20,000 per annum. It is not possible to quantify the monetary benefit from this maintenance.

Action 3 is associated with officer time from Guildford Borough Council and no costs for improvement works has been undertaken at this stage

Funding strategy

At this stage only maintenance improvements are recommended to be taken forward in the absence of further evidence of historic flooding to properties. Investigation and maintenance of the highway system

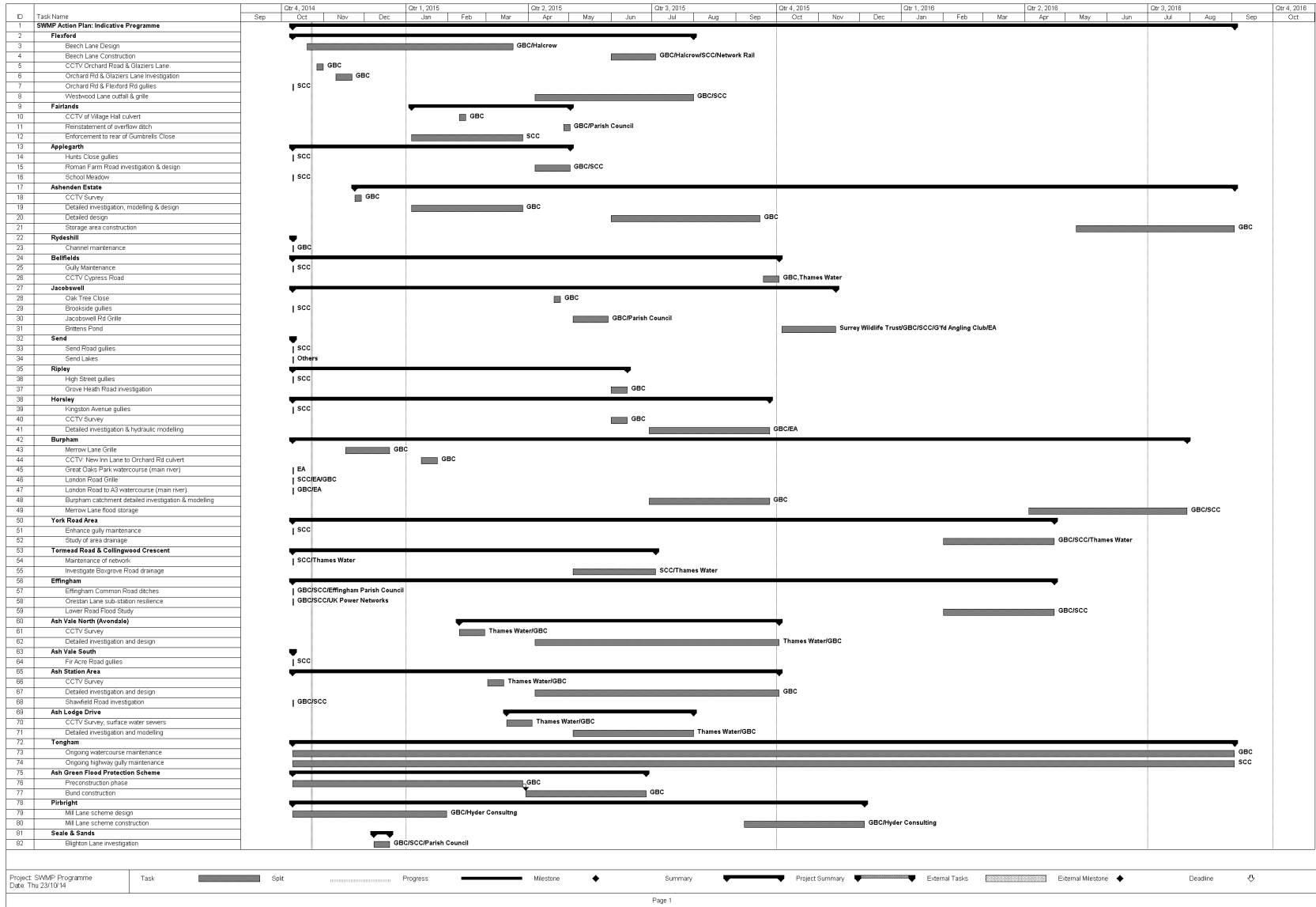
Map:



should be undertaken by Surrey County Council, whereas the maintenance of the watercourse south of Poyle Road should be undertaken by Guildford Borough Council. Should enhancement works be required to manage flows into the watercourse this should be funded by Surrey County Council or Guildford Borough Council. It is unlikely that any enhancement works would receive Central Government funding because few properties would benefit from the scheme, based on current evidence.

Appendix 2
Indicative Programme

(Larger copies will be available at the meeting.)



Appendix 3
General Fund Capital Programme 2015-16 Bid

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Surface Water Management Plan
Location	Various locations throughout the borough.
Landowner	Various – both public and private

Officer responsible for project	Tim Pilsbury/Geoff Fowler
Service Unit responsible for project	Environment

Project champion/Councillor (if applicable)	James Whiteman/Matt Furniss
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1. Description of project
<p>The Surface Water Management Plan and the Ash Surface Water Study were started early in 2013 and recently completed in 2014. The reports are informing an Action Plan which will be presented to the Executive in January 2015. The reports highlight a number of areas in the borough that are referred to as “hot spots”, which are particularly vulnerable to surface water flooding. Many of these areas suffered badly from flooding during the period of heavy rain last winter. Implementing risk reduction measures to control flooding is necessarily a multi agency task, which could involve private and public watercourses, highway drainage and public sewers. The Council’s responsibility stems from its powers under the Land Drainage Act 1991 and the Flood and Water Management Act 2010. Its key partners in this initiative are Surrey County Council, The Environment Agency and Thames Water. Other significant partners will become involved at appropriate stages. The aim of this project is to promote further flood risk reduction initiatives and projects in conjunction with our partners and to promote joint working. To do this it will be necessary to employ consultants and contractors to undertake investigations, studies and some minor flood risk reduction works. It is hoped that by adopting a joint working approach we will be able to attract funding from central government and elsewhere for major capital investment that has been identified within the plan.</p>

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	12	1 April 2015
Contract works	12	1 April 2015

3. Justification for project

The Council is the local flood risk management authority by virtue of the Land Drainage Act 1991. It has a duty to work with Surrey County Council (The Lead Local Flood Authority or LLFA) under the Flood and Water Management Act 2010 as well as other flood risk management authorities such as the Environment Agency. The Borough has a number of areas which are particularly vulnerable to flooding as was demonstrated by the flooding of winter 2013-14 and the recent public consultation for the SWMP associated with the Local Plan.

Flood prevention contributes to strategic priorities under all of the fundamental themes of the Corporate Plan. It is essential for public health, promotes and is part of sustainable development, safeguards business and the economy and is a vital part of the borough's infrastructure.

4. Implications if project not undertaken

Flooding will continue during very wet weather and in some cases may become more frequent and worse.

5. Options

Addressing the issues will require continued investment and joint working with all the key agencies with a robust system of assessing priorities and allocating resources.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	N	Building Regulations required?	N
Any other consent required?	N		

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16	2016-17	2017-18	2018-19	2019-20	Total
	£000	£000	£000	£000	£000	£000
Land Acquisition						
Contractor Payments	140					140
Consultants Fees	40					40
Salaries: Property Services						
Salaries: Housing Services						
Salaries: Engineers	20					20
Other Fees						
Equipment/Vehicle Purchases						
TOTAL CAPITAL COST	200					200
Is the estimate based on quotations, detailed knowledge or estimate figure?	This is an outline estimated figure.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						
Contributions						
Grants						
S106						
Other (please state)						
Is the estimate based on quotations, detailed knowledge or estimate figure?	Not known at this stage.					
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given.			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Works identified from specification	Initial estimate based on judgement but unsupported by detailed costings.	200,000	50
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs	5	5	5	5	5	5
Other costs	20	20	20	20	20	20
Less additional income						
Net additional expenditure/(income)	25	25	25	25	25	25
Please provide further details	Increased maintenance and inspection regime for watercourses required.					

Executive Report

Report of Executive Head of Environment

Author: Kevin McKee

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Lead Councillor responsible: Matt Furniss

Tel: 07891 022206

Email: matt.furniss@guildford.gov.uk

Date: 20 January 2015

Parking Business Plan 2015-16

Officer recommendation:

That the Executive agrees:

Strategy

- (1) That a Task Group is established to develop a Parking Strategy which sets a framework for parking operations to support key strategic plans including the Local Plan, Town Centre Master Plan and Local Transport Plan,

Off-street parking

- (2) That we continue to examine the potential to develop Millbrook Car Park and also work with our colleagues in Development to explore ways of changing existing car parks, or developing new ones, based on the "drive to, not through" principle,
- (3) That all interested parties discuss changes to the direction road signage, particularly where this will improve motorists' ability to park in the first convenient car park,
- (4) That, with effect from 1 April 2015:
 - (a) the following tariff adjustments be approved:
 - (i) Farnham Road Multi-Storey Car Park from 7.00am to 7.00pm Monday to Saturday from 90p per hour to £1.00 per hour with a maximum daily charge of £8.
 - (ii) York Road Multi-Storey Car Park from 8.00am to 6.00pm Monday to Saturday from 90p per hour to £1.00 per hour with a maximum daily charge of £8;
 - (iii) Guildford Park Car Park from £4.50 per day on Monday to Friday to £5.00 per day;

- (iv) Shalford Park Car Park from £2.80 per day on Monday to Friday to £3.20 per day;
- (v) Walnut Tree Close Car Park from £3 per day on Monday to Friday to £3.20 per day.
- (b) the charge for season tickets in York Road and Farnham Road Multi-Storey Car Parks be increased by 5%
- (c) the rental charges for garages managed by the Parking Service be increased by 5%
- (d) the charge for contract parking be increased by 5%
- (5) That, when a garage becomes available, first priority is given to any resident living in Areas A, B, C, D, E, or F of the Controlled Parking Zone.
- (6) That the annual revenue contribution to the Car Park Maintenance Reserve be reduced by £125,000 from April 2015,
- (7) That the lights in Castle, Farnham Road and York Road Car Parks be upgraded to LED lamps, as detailed in the bid attached as Annexe 8 of the Parking Business Plan, and that this be funded from the Car Park Maintenance Reserve,
- (8) That the lift replacement programme proposed in the bid attached as Annexe 9 of the Parking Business Plan, be funded from the Car Park Maintenance Reserve.
- (9) That the car parks detailed in Annexe 10 of the Parking Business Plan be included within the Off-Street Parking Places Order and that the Council undertakes the statutory procedures to amend the order.

Park and Ride

- (10) That the provision of guarding services at Artington and Merrow Park and Ride sites be combined to become a mobile guard between the two sites.
- (11) That Surrey County Council be requested to undertake a public consultation on the proposal to remove the English National Concessionary Travel Scheme (ENCTS) from the Park & Ride network for people qualifying based on age and on the introduction of a nominal charge of £1 per return journey for these concessionary pass holders.
- (12) That the uncommitted surplus from on-street parking management in Guildford for 2013-14 of £68,000 and the unspent surplus from on-street parking management in Waverley of £37,750, be put towards the cost of Onslow Park and Ride in 2015-16.
- (13) That officers be authorised to undertake necessary actions to bring about the changes agreed in this report, including making changes to the off-street parking order.

Reasons for Recommendations:

- To improve customer service
- To help motorists find the most appropriate parking facility
- To influence parking behaviour to improve traffic flow
- To encourage greater use of Park and Ride
- To provide funding for the Park and Ride service

1. Executive summary

- 1.1 Appendix 1 to this report presents the Parking Business Plan for 2015-16. For the first time this is a combined report covering off-street car parking, on-street parking and Park and Ride. The parking service operates Guildford Borough Council's Car Parks and manages on-street parking on behalf of Surrey County Council. Guildford Borough and Surrey County Councils jointly provide the park and ride service. The decisions relating to each area of service need to be agreed by the particular committee responsible, but by providing a joint business plan all parties can comment on all areas of the service. This will ensure the services and the policies they follow are co-ordinated.
- 1.2 The Parking Business Plan was presented to the Guildford Local Committee on 26 November and our Customer and Community Scrutiny Committee on 13 January 2015. The Guildford Local Committee agreed all the recommendations marked for its decision. The views of the Customer and Community Scrutiny Committee will be reported to the Executive.
- 1.3 The Parking Business Plan provides detailed information on the service and makes recommendations to create a parking strategy. Its recommendations also seek to improve the efficiency of the service and influence parking behaviour by providing better signage, by increasing some charges and by reviewing the car park positions and design.

2. Strategic Priorities

- 2.1 The Parking Business Plan seeks to support Guildford's dynamic economy by encouraging the appropriate use of parking space and promoting ways to access the town which reduce congestion. These actions also help enhance a sustainable environment for those who live and work in the town. The service is large in financial terms and seeks to provide value for money by reducing costs and making appropriate charges.

3. Background

- 3.1 The Parking Business Plan attached as Appendix 1 and is divided into sections for easy reference.
- 3.2 Section 3 of the Parking Business Plan highlights the importance of using parking as a strategic intervention to influence vehicle movement in support of other policies. It sets out some clear aims but recommends that a comprehensive parking policy be developed. This action is highlighted as recommendation (I) of

- this report and was agreed by the Guildford Local Committee at its meeting on 26 November 2014.
- 3.3 Section 4 discusses on-street parking. The recommendation to the Guildford Local Committee was to agree in principle for us to look at virtual permit technology to improve service for residents while reducing costs. This recommendation was agreed at the meeting on 26 November 2014.
 - 3.4 Section 5 details work undertaken to review parking restrictions in the borough and work that will be ongoing in 2015-16.
 - 3.5 Section 6 discussed issues relating to off-street parking. It is important to try to reduce congestion caused by vehicle movements around the town centre. In sections 6.4 to 6.8, we propose work to improve parking arrangements at Millbrook car park and other car parks. The need to review signage to direct drivers to the nearest convenient car park rather than necessarily the closest to their destination is also discussed. Recommendations (2) and (3) reflect these actions. The proposal to discuss ways of improving signage was agreed by the Guildford Local Committee at its meeting on 26 November 2014.
 - 3.6 In Section 6, paragraphs 6.9 to 6.23, present a review of current charges. It is important to put these in the context of charges made by neighbouring centres. Annex 6 of the Parking Business Plan presents a list of short stay charges in competing centres. In the public car parks, the recommendation is to increase charges in the long-stay car parks to encourage greater use of Park and Ride and reduce congestion at peak times particularly round the gyratory system. There is no recommendation to change the short stay parking charge. Recommendation (4) proposes increases to the long stay parking charges. Recommendation (5) proposes giving priority to residents in the town centre when there are applications for garages. This measure is designed to help reduce pressure on on-street parking by providing priority for residents living in areas with the greatest problems finding parking.
 - 3.7 The financial position of the Car Park Maintenance Reserve is set out in Annex 7 of the Parking Business Plan. A review of the funding required to support the reserve is contained in paragraphs 6.24 to 6.26. The review concluded that funding for the reserve could be reduced by £125,000 per annum and this is recommendation (6) of this report.
 - 3.8 Paragraphs 6.27 to 6.30 support bids for funding to replace lights in the Castle, Farnham Road and York Road Multi-Storey Car Parks with LED lights and to replace the lifts in those Car Parks. The funding for these bids from the Car Park Maintenance Reserve form recommendations (7) and (8) of this report.
 - 3.9 Paragraph 33 of the Parking Business Plan highlights problems in three car parks around parks and recommendation (9) proposes that controls are introduced to help address these issues.
 - 3.10 Section 7 of the Parking Business Plan considers Park and Ride and in particular the pressure on costs. Recommendation (10) proposes combining the guard for the Merrow and Artington sites and recommendation (11) proposes a

consultation on making a small charge for concessionary pass holders who qualify based on age. The Guildford Local Committee agreed these recommendations at its meeting on 26 November 2014.

- 3.11 The first call on any surplus made from on-street parking in Guildford is to pay for the established park and ride sites at Artington, Merrow, and Spectrum. The Guildford Local Committee and Guildford Borough Council Executive can determine how any remaining surplus is used within the applicable legal restrictions. Recommendation (12) proposes that the remaining surplus of £68,000 from on-street parking in Guildford in 2013-14 is used to contribute towards the cost of Onslow Park and Ride in 2015-16. The Guildford Local Committee agreed to this recommendation at its meeting on 26 November 2014.
- 3.12 We manage on-street parking in Waverley on behalf of Surrey County Council and, under the agreement, 20% of any annual surplus is for Guildford Borough Council to spend according to legal provisions which restrict its use to transport related schemes. In recommendation (12), it is proposed that the £37,750 obtained in 2013-14 from the management of parking in Waverley be used to help fund Onslow Park and Ride in 2015-16.
- 3.13 Recommendation (13) provides officers with the authority to carry out the necessary actions to make the changes agreed in the other recommendations.

4. Financial Implications

- 4.1 The effect of recommendation (4) (a), the increase to public long-stay car parks, is estimated to increase revenue by £173,000 per annum.
- 4.2 The proposed increase in season tickets for York Road and Farnham Road Multi-Storey Car Parks by 5%, in recommendation (4) (b), is estimated to increase revenue by £34,000 per annum.
- 4.3 The effect of increasing garage rents by 5%, in recommendation (4) (c), is estimated to increase revenue by £5,800 per annum.
- 4.4 The effect of increasing contract-parking charges by 5%, in recommendation (4) (d), is estimated to increase revenue by £24,000.
- 4.5 Additional income from the above changes totalling £172,300 was included in the outline budget presented to the Executive on 25 November. Additional income of £5,100 from these changes will be included in the final draft budget, to be considered by the Executive on 20 January.
- 4.6 There is a memorandum of understanding between Guildford Borough Council and Surrey County Council, which allocates any surplus made from on-street parking in Guildford to fund the Artington, Merrow, and Spectrum Park and Ride sites. Any remaining funds are for the Guildford Local Committee and Guildford Borough Council to determine how to use.
- 4.7 Onslow Park and Ride was not included in this agreement because at the time of signing the costs were not known. The initial cost of running Onslow Park and

Ride was included in the Local Sustainable Transport Fund grant but this funding runs out in April 2015. The annual cost of running the buses in 2015-16 is estimated at £227,000 and the annual cost of running the site as £94,000 making a total of £321,000. The actual cost will depend on the amount of fare revenue collected and the result of the tender process for the bus contracts currently being assessed. The bus service is provided through a contract between the county council and the bus operator. Because of this, and the fact that Onslow is outside the memorandum of understanding, our estimates do not include the cost of the bus service. The running costs of the site are included as they are costs for which we are responsible.

- 4.8 This report proposes various measures to help meet the cost of Onslow Park and Ride in 2015-16. It recommends using the remaining surplus from on-street parking in Guildford in 2013-14 of £68,000 and using Guildford Borough Council's share of the surplus from on-street parking management in Waverley in 2013-14 of £37,750.
- 4.9 It recommends combining the guards at Artington and Merrow park and ride sites into a mobile guard. This measure will take some time to implement, as a new contract will have to be tendered and let but once operating, is estimated to save £30,000 per annum.
- 4.10 The report includes a recommendation to consult on introducing a charge of £1 return for concessionary pass holders who qualify for the pass based on age. If this measure was introduced it is estimated it would increase income by £130,000.
- 4.11 Even with these measures, the full estimated cost of running Onslow Park and Ride is not met. It may be necessary to use the remaining surplus from on-street parking in Guildford in 2014-15, which is estimated to be £105,000 and the money Guildford Borough Council receives from on-street parking management in Waverley in 2014-15, estimated to be £30,000, to cover any gap. It would be for the Guildford Local Committee and Guildford Borough Council to decide how the remaining surplus from on-street parking in Guildford could be spent. Guildford Borough Council can determine how the money it receives from on-street parking in Waverley is spent. Using these funds would only provide funding for 2015-16 and alternative funding would be required going forward.
- 4.12 The business plan also recommends reducing the annual revenue contribution to the Car Park Maintenance Reserve by £125,000 from April 2015. This reduction was not included in the outline budget and will be incorporated when the final draft budget is considered by the Executive on 20 January.

5. Legal Implications

- 5.1 There are no significant legal implications from the recommendations in the report.

6. Human Resource Implications

- 6.1 There are no direct Human Resource implications from the recommendations in this report.

7. Key Risks

- 7.1 The income from off-street parking is significant and variations of 1% can make £100,000 difference to the out-turn. Many factors in estimating income are outside the Council's control and other changes can affect the out-turn after budgets have been set. We therefore monitor car park income carefully to ensure we are aware of trends and can respond if there is a significant variance to estimate.
- 7.2 Park and Ride forms a key part of both Councils' vision for addressing congestion and promoting sustainable travel options. Funding needs to be identified to meet the costs of both existing and new sites so that this vision can be realised.

8. Consultation

- 8.1 The Parking Business Plan has been written in consultation with officers from Surrey County Council. The Guildford Local Committee considered the Parking Business Plan on 26 November. The recommendations for the Guildford Local Committee were agreed. There was also a question raised as to whether there were plans to build on the surface car parks in the town centre, making more multi-storey or underground parking and freeing space for development. The parking strategy will address this, but it is recognised that surface parking in the town centre is an inefficient use of space. We also want to look to develop parking at points where traffic is intercepted before it reaches the most congested parts of the town so that congestion is reduced.

9. Views of the Customer and Community Scrutiny Committee

- 9.1 The Scrutiny Committee is meeting on 13 January after the agenda for the Executive meeting is published. We will send a note of the issues and comments raised by the Committee to all councillors before the Executive meeting.

10. Conclusion

- 10.1 Parking is a vital service, supporting business by providing access to the town, but too many cars add to congestion, which is a major problem for Guildford. There are plans for the town to expand and this increases demand for access. Encouraging greater use of sustainable modes of transport is important and interventions using parking tariffs, communications and signage to influence people's behaviour can help reduce congestion. However, it is important not to look at parking in isolation and measures being developed to make other modes of transport more attractive are part of the solution to encourage mode shift. The Parking Strategy, which will be developed jointly with Surrey County Council and

other partners, will set out the part that parking interventions can play in supporting the Council's objectives.

11. Background Papers

None

12. Appendices

Appendix 1 – The Parking Business Plan 2015-16

PARKING BUSINESS PLAN 2015-16

This business plan covers:

On-Street Parking in Guildford

On-Street Parking Reviews in Guildford

Off-Street Parking in Guildford

Park and Ride services

Structure of the Business Plan

- 1. Summary**
- 2. Introduction**
- 3. Aims**
Service Performance and Issues
- 4. On-street parking management Guildford**
- 5. On-street parking reviews**
- 6. Off-street parking**
- 7. Park and Ride**

Annexe

- | | |
|-----------|---|
| Annexe 1 | On-street parking places |
| Annexe 2 | Financial Statement for on-street parking management |
| Annexe 3 | Off-street public car parks |
| Annexe 4 | Financial statement for off-street car parks |
| Annexe 5 | Car park usage and enforcement data |
| Annexe 6 | Charges made in neighbouring centres |
| Annexe 7 | Statement for the Car Park Maintenance Reserve (CPMR) |
| Annexe 8 | Bid for funding from the CPMR for upgrading to LED lighting |
| Annexe 9 | Bid for funding from the CPMR for Lift Replacement |
| Annexe 10 | Proposed parking order for (a) Nightingale Road, (b) Lido Road Upper and (c) Sutherland Memorial Park car parks |
| Annexe 11 | Copy of the Memorandum of understanding on Park and Ride |

1. Summary

1.1 This report presents details of the parking services operation since April 2013 and makes a series of recommendations for 2014-15. The recommendations are listed below together with the section of the report in which they are discussed.

Section 3 – Aims

Recommendation to the Guildford Local Committee and Guildford Borough Council's Executive

1. We recommend that a Task Group is established to develop a Parking Strategy which sets a framework for parking operations to support key strategic plans including the Local Plan, Town Centre Master Plan and Local Transport Plan 3.

Section 4 - On-street parking management Guildford

Recommendation to the Guildford Local Committee

2. We recommend that the Guildford Local Committee agree in principle that we look at the use of virtual permit technology to provide an improved service for residents whilst reducing costs.

Section 6 – Off-street parking

Recommendation to Guildford Borough Council's Executive

3. We recommend that we continue to examine the potential to develop Millbrook Car Park and also work with our colleagues in Development to explore ways of changing existing car parks, or developing new ones, based on the “drive to, not through” principle.

Recommendation for the Guildford Local Committee and Guildford Borough Council's Executive

4. We recommend that all interested parties discuss changes to the direction road signage, particularly where this will improve motorists' ability to park in the first convenient car park.

Recommendations to Guildford Borough Council's Executive

5. To encourage greater use of park and ride and address the increase in use we recommend the following tariff adjustments:
 - (i) Farnham Road Multi Storey Car Park from 7.00am to 7.00pm Monday to Saturday from 90p per hour to £1.00 per hour with a maximum daily charge of £8.

- (ii) York Road Multi Storey Car Park from 8.00am to 6.00pm Monday to Saturday from 90p per hour to £1.00 per hour with a maximum daily charge of £8.

 - (iii) Guildford Park Car Park from £4.50 per day on Monday to Friday to £5.00 per day.

 - (iv) Shalford Park Car Park from £2.80 per day on Monday to Friday to £3.20 per day.

 - (v) Walnut Tree Close Car Park from £3 per day on Monday to Friday to £3.20 per day.
6. We recommend increasing the charge for season tickets in York and Farnham Road Multi Storey Car Parks by five per cent.

 7. We recommend an increase of five per cent in our garage charges.

 8. We recommend that when a garage becomes available, we give first priority to any resident living in areas A,B,C,D, E or F of the controlled parking zone.

 9. There is high demand for contract parking and we recommend an increase of five per cent in the charge.

 10. We recommend reducing the annual revenue contribution to the Car Park Maintenance Reserve by £125,000 per annum from April 2015.

 11. We recommend upgrading the lights in Castle, Farnham and York Road car parks to LED lamps, as detailed in the bid attached as Annexe 8 of the Parking Business Plan, and that this be funded from the Car Park Maintenance Reserve.

 12. We recommend that the lift replacement programme proposed in the bid attached as Annexe 9 of the Parking Business Plan, is funded from the Car Park Maintenance Reserve.

 13. We recommend that the car parks detailed in Annexe 10 of the Parking Business Plan be included within the Off-Street Parking Places Order and that the Council undertakes the statutory procedures to amend the order.

Section 7 Park and Ride

Recommendations to the Guildford Local Committee and Guildford Borough Council's Executive

14. We recommended that the provision of guarding services at Artington and Merrow be combined to become a mobile guard between the two sites.

15. We recommend that Surrey County Council undertakes a public consultation on the proposal to remove the ENCTS from the Park & Ride network for people

qualifying based on age and on the introduction of a nominal charge of £1 per return journey for these concessionary pass holders.

16. We recommend using the uncommitted surplus from on-street parking management in Guildford for 2013-14 of £68,000 on funding the cost of Onslow Park and Ride in 2015-16.

Recommendation for Guildford Borough Council's Executive

17. We recommend using the unspent surplus from on-street parking management in Waverley, £37,750 to fund Onslow Park and Ride in 2015-16.

2. Introduction

- 2.1 The service has a role in all aspects of parking in Guildford, and this provides an opportunity to co-ordinate policies across different areas, and with wider transport objectives. The Council is also in a strong position to influence parking in the town because it runs nearly all the major car parks. We work closely with Surrey County Council in managing on-street parking. Both authorities oversee the Park and Ride network with Surrey County Council managing the bus network and Guildford Borough Council managing the car parks.
- 2.2 To strengthen this co-ordination, a combined business plan is being presented to both the Guildford Local Committee and Guildford Borough Council's Executive. Guildford Borough Council's Customer and Community Scrutiny Committee will also consider the business plan.
- 2.3 The business plan presents a joined-up overview of parking but the recommendations require approval from the committee or committees responsible for particular areas. A covering report will be presented to each Committee, drawing their attention to the particular recommendations for their agreement, but they will also be able to comment on other aspects of the report and services.
- 2.4 The majority of parking activity takes place in Guildford town centre and this is therefore the focus of the service and this report. However, we conduct regular reviews of parking restrictions all over the borough and enforce the restrictions that are in place. Our agency agreement with Surrey County Council also includes the management of on-street parking in Waverley, although this part of the service will be subject to a separate report to the Waverley Local Committee.

3. Aims

- 3.1 Guildford Borough Council's Corporate Plan and Surrey County Council's Local Transport Plan set out a number of priorities to which the Parking Service contributes.
- 3.2 One of the key aims of the Corporate Plan is to develop, in partnership, a transport strategy to 2050 for the town. The Guildford Traffic and Movement Study (GTAMs) was published in April 2014 and presents a long-term strategy aiming towards 2050. It includes recommendations to promote more sustainable modes of transport. The study suggests making a range of improvements in the provision for walking, cycling and public transport, including park and ride. It also suggests creating a sustainable movement corridor. In the medium term, after some of these improvements are implemented, the study supports the review of parking charges aimed at encouraging the use of more sustainable means of transport.
- 3.3 The corporate plan sets a vision for an evolving vibrant economy. It highlights the need to improve car parking capacity for local employers and visitors, and to create conditions that support business and provide opportunities for growth. We need to ensure that we support businesses as we work towards encouraging change.

3.4 Surrey County Council's Local Transport Plan (LTP3) contains a vision "to help people to meet their transport and travel needs effectively, reliably, safely and sustainably within Surrey; in order to promote economic vibrancy, protect and enhance the environment and improve the quality of life". The Parking Strategy, which forms part of the third local transport plan, describes the county council's vision for parking as "provide parking where appropriate, control parking where necessary" and the objectives are stated as:

- Reduce congestion caused by parked vehicles
- Make the best use of parking space available
- Enforce parking restrictions fairly and efficiently
- Provide appropriate parking where needed

3.5 The Guildford Local Committee and Guildford Borough Council agreed a parking strategy in 2003. This needs updating in view of developing policy and visions. The following aims are suggested as a focus for the parking service to contribute towards the objectives set out above:

- To provide a mixture of parking options needed to support a vibrant economy
- To encourage the use of more sustainable transport modes including park and ride.
- To develop further Park and Ride sites.
- To continually review parking tariffs centred around the town centre in order to maintain a hierarchy of charges. On-street parking to have the highest tariff and the further a driver parks from the centre, the lower the charge.
- To keep Park and Ride fares attractive, and to promote it as an alternative to parking in or near the town centre.
- To monitor all available indicators to ensure that the local economy continues to be successful and to ensure that customers and businesses continue to choose to do business in Guildford.
- To review the car parks provision and to explore opportunities to develop sites that allow drivers to park and return directly along main routes, a "drive to, not through" approach.
- To use on-street parking controls to support the objectives listed above, to maintain safe traffic flow and where necessary, and where supported by the local community, prioritise space for residents.

3.6 We will develop these objectives in the light of comments made by the various committees considering the Business Plan and in conjunction with officers developing other transport related strategies to produce a parking strategy that supports both councils aims.

Recommendation to the Guildford Local Committee and Guildford Borough Council's Executive

1. We recommend that a Task Group is established to develop a Parking Strategy which sets a framework for parking operations to support key strategic plans, including the Local Plan, Town Centre Master Plan and Local Transport Plan.

Service Performance and Issues

4. On-street parking management Guildford

On-street parking space

- 4.1 **Annexe 1** shows the number and distribution of designated on-street parking places in the borough. Outside the town centre, in areas where controls are necessary, there is a mixture of yellow lines and either free parking places, or parking places subject to limited waiting. The town centre has a residents' parking scheme and this is divided into ten catchment areas A to J. Within these areas, a certain amount of parking space is prioritised for residents, often with the facility for non-residents to park for a limited amount of time, or longer, if they obtain a visitors' permit from a resident.
- 4.2 Permit schemes are introduced where there is parking pressure. In these areas, the emphasis is on ensuring that residents who have access to off-street parking use it to reduce pressure on parking on the streets. Households are limited to up to two permits and the number of permits is generally reduced according to the amount of off-street parking at the residence. In the town centre, area D, there is a waiting list for permits and residents who qualify are issued with a permit for an adjacent catchment area, until such time that an area D permit becomes available.
- 4.3 In the town centre, there are around 460 pay and display parking bays. These allow motorists to stay for a limited period on payment of a charge. The bays closest to the centre have a maximum stay of 30 minutes. Most of the others allow up to two hours parking, and there are a few in and around Pewley Hill that allow up to three hours.
- 4.4 Motorists look for the most convenient parking space and there is only a limited amount of space on-street. Drivers who look for, but cannot find, space on-street add to congestion. To discourage this, it is good practice for on-street parking to carry a higher charge than car parks. To ensure there is a steady supply of on-street space becoming available, the time motorists can park is limited. This reflects the fact that on-street space is usually the most convenient and in shortest supply.

On-street pay and display

- 4.5 In January 2014, the charge for on-street parking in Guildford was increased from 70p to 80p per half hour. This was the first change since April 2008. We reported that in key areas of the town, on-street parking usage was growing. The exception was around G Live where the people who had been parking on the street during construction were now returning to use the car park. One of the reasons for the growth was that the price of parking on-street was very similar to that in the car parks. The equivalent price per hour on-street was £1.40 and the price in the car parks was £1.20.
- 4.6 The Guildford Local Committee agreed a tariff increase to create a higher differential between the on-street charge and the charge for car parks. The charge was increased from 70p per half hour to 80p per half hour in January 2014.

Usage of on-street parking in Guildford town centre					
Year	Income (£)	Change (compared to 2010-11) in per cent	No. of Tickets	Change (compared to 2010-11) In per cent	Average time purchased
2010-11	692,868	-	532,111	-	56mins
2011-12	700,606	+1.3	533,031	+ 0.1	57mins
2012-13	687,677	-0.7	524,046	-1.5	56mins
2013-14	699,890	+1	520,089	-2.4	56mins
Change since the increase					
Jan 2013- Sept 2013	498,959	Change in income in per cent	384,087	Change in number of tickets in per cent	56mins
Jan 2014 – Sept 2014	549,277	+10.1	376,794	-1.9	55mins

- 4.7 The report presented in September 2013 highlighted the locations shown in the table below and the increase they had had since 2010-11. The table below shows that the tariff change has stopped the increase in use, but that on-street parking is still well used. No further change to the tariff is recommended.

Road	Percentage increase in ticket numbers between 2010-11 and Sept 2013	First Quarter 2013-14	First Quarter 2014-15	Change in per cent as a result of the increase
Millmead	8.3	13,650	13,343	-2.2
South Hill	27.5	2,565	2,676	+4.3
Chertsey Street	11	2,986	2,958	-0.9
Castle Street & Tunsgate	3.2	9,719	9,213	-5.2

Residents Parking Permits

- 4.8 During the course of 2014, the parking service has been undergoing an internal fundamental service review. The review has reinforced the need for a better IT system and for more on-line facilities. We intend to look at facilities to allow people who receive a penalty charge to view and submit comments and evidence on-line.

- 4.9 The way permits are issued can also be improved with virtual permits. Residents who satisfy us that they qualify could have their registration number listed on a database. Civil Enforcement Officers using Automatic Number Plate Recognition technology can check the validity quickly. This is similar to the system now being used for tax discs, where no physical disc is issued, but cars are checked by cameras.
- 4.10 This process means residents can apply for a permit on-line, rather than by post, or by visiting the Parking Office. It saves time for the residents and reduces processing costs. Residents that do not want, or do not have the capability to apply on-line, would still be able to apply in the traditional way. The aim is to provide the option and encourage on-line transactions. To implement such a change requires a new IT system and a change to the Traffic Regulation Order.

Recommendation to the Guildford Local Committee

2. We recommend that the Guildford Local Committee agree in principle that we look at the use of virtual permits technology to provide an improved service for residents whilst reducing costs.

Enforcement and number of Civil Enforcement Officers

- 4.11 We are considering the number of Civil Enforcement Officers and the times they patrol. Successive parking reviews have increased the amount of on-street parking controls. As part of the recently completed review of parking restrictions in the town centre, the hours of control in the parking bays and single yellow lines around Dene Road were increased to 8.30am to 9pm Monday to Sunday. We are also receiving more requests to enforce restrictions, particularly double yellow lines, outside normal working hours and on Sundays. Trying to respond to these requests reduces the number of officers on duty during the normal working day.
- 4.12 The deployment of Civil Enforcement Officers (CEO) is complex. When fully staffed, we have 22 CEOs and three of these work in Waverley Borough. 19 CEOs are available in Guildford. Their work patterns need to cover six days (Monday to Saturday), while their working hours are 37 hours per week over five days. They also have holiday and some sickness. On any day, there will be around 14 officers available in Guildford to cover car parks and on-street restrictions. Between 7am and 7pm one CEO will be in the control room, which requires 1.5 FTEs per day to cover, so there are around 12.5 available for patrols. There are three normal shifts early, middle and late, and occasional evening shifts. Sundays are worked on voluntary overtime. The table below shows how these resources are typically used.

Deployment of CEOs

Early (7am to 3pm or 7.30am to 3.30pm)	3 or 4
Middle (8.00am to 5.00pm)	3
Late (9.15am to 6.15pm or 10.15 to 6.15pm)	5 or 6
Evening	Approximately once every week with two officers mainly around the area with town centre car parks but targeted enforcement

(2pm to 10pm)	elsewhere when we get complaints or become aware of problems.
Sundays	Every Sunday with two to three officers on voluntary overtime.

- 4.13 We will review the enforcement patterns and present further proposals during 2015-16.

On-street parking – Financial data and performance

- 4.14 Attached as **Annexe 2** is a statement of costs and income for the service. Under the Memorandum of Understanding between Surrey County Council and Guildford Borough Council (details in the Park and Ride section and annexe 11), the first call on any surplus made from on-street parking is to fund Park and Ride at the Artington, Merrow and Spectrum sites.

- 4.15 As part of the agency agreement there are KPIs on which we are required to report. They are as follows.

KPI	Details	Result
Total cost to administer the on-street parking service – the overall net cost of operating the on-street enforcement element of the parking service.	Our total costs include parking reviews, management of pay and displays, and permit administration is £821,317. The net cost of the on-street service is positive with income at £1,450,150.	Net surplus less expenditure £628,833
Civil enforcement officer (CEO) deployment efficiency – this measures the number of hours deployed CEO time spent on-street or travelling to sites as a ratio of the total cost of the enforcement operation.	Total enforcement cost is estimated at £481,100. Total hours deployed on-street or travelling is estimated at 12,600.	£38.18
Penalty charge notices (PCN) issued per deployed hour – total number of PCNs issued as a ratio of the total number of CEO hours on-street.	The number of penalty charge notices issued on-street was 14,768. The estimated time deployed was 8000 and travelling time was 4600.	1.85
PCN cancellation rate - the total number of PCNs cancelled as a ratio of the total number of PCNs	1,658 PCNs were cancelled and 14,768 PCNs were issued.	11.2%

Appendix 1

issued.		
PCN Appeal Rate - the total number of PCNs successfully appealed, as a ratio of the total number of PCNs issued.	Total number of PCNs issued was 14,768. 3 PCNs were successfully appealed at the formal appeal stage.	0.02%
Time taken to issue parking permits/ dispensations/ suspensions – measuring the average number of days taken to deal with general customer requests for service (excluding PCN appeals or comments on parking).		5 working days

4.16 These KPIs will be useful in future years to compare performance with other boroughs and districts in Surrey and to monitor changes in the performance in Guildford.

5. On-street parking reviews

- 5.1 During 2013-14 and in the first two quarters of 2014-15 we completed a review of the town centre. The cost of implementing the changes associated with these reviews is funded from the on-street account.
- 5.2 The work included consulting with residents in the town centre on whether the hours of control should be extended to Sundays and into the evening. Around 2,000 properties were contacted. They were also asked whether they wanted more pay and display controls. Some residents had expressed concerns about shoppers using parking places that allow non-permit holders to park for a limited amount of time, as well as permit holders who could park without limit.
- 5.3 None of the areas surveyed were in favour of additional pay and display controls. The only area in favour of an extension to the hours of control was around Dene Road, and the controls there now operate between 8.30am and 9pm Monday to Sunday. New double yellow lines were also introduced to help with traffic flow in the evening on London and Epsom Roads.
- 5.4 The controlled parking zone was extended in Onslow Village and Rivermount Gardens was included. Controls have also been introduced in St Lukes Square. Parking bays around the schools in Cranley Road have been adjusted to relieve the pressure at drop-off and pick-up times.
- 5.5 We are just starting a review of outer town locations and the Local Committee has agreed that we look at seven areas and 22 locations. The areas are Avondale Estate, Effingham Junction, Fairlands, Kingspost Parade, Merrow Parade , Shalford and Woodbridge Hill.
- 5.6 We have a considerable amount of work to do in terms of assessing the issues, producing proposals, consulting with local councillors, residents and others affected and then implementing any proposed changes. It is expected that implementation will be towards the end of 2015 or early 2016.

6. Off-street Parking

- 6.1 Car parks provide access to the town and an availability of parking space absorbs traffic and reduces congestion. Guildford has 23 public car parks, providing just over 5,000 spaces. Some car parks are contract car parks during the week and open to the public at weekends. There are also contract only car parks. North Street Market occupies the North Street Car Park on Fridays and Saturdays. We also provide a car park by Ash Vale Station. In addition, we manage 200 garages in the town centre. A list of all the car parks and garages managed by the Council's parking service is shown in **Annexe 3**.
- 6.2 Guildford Borough Council owns nearly all the major car parks in the town centre and this provides us with a strong tool to influence the behaviour of people coming to Guildford by car.
- 6.3 The locations of our car parks have often arisen from opportunity and many are on development sites. The development of a future vision for Guildford and the studies into the future road networks also provides an opportunity to consider sites for future car parks.
- 6.4 Car parks are intended to reduce congestion. They are most effective if they are positioned close to the main routes to the town, remove the traffic before it reaches the most congested areas and allow vehicles to exit by the same route. This type of access to car parks can be referred to as "drive to, not through" and helps reduce congestion by removing traffic without it needing to drive through the town.
- 6.5 A number of existing car parks are not efficient in taking traffic away from congested areas. Millbrook Car Park on the A281 takes traffic off the main road before it reaches the gyratory system but when vehicles leave, they have to turn left and go round the gyratory to return to where they came from. A development of Millbrook car park could enable the entry and exit to be moved to the junction with Quarry Street and avoid the need to go round the gyratory.
- 6.6 Bedford Road Multi Storey is split into two car parks and the lower one is accessed from Bedford Road after cars have gone around the gyratory. All cars leaving the multi-storey have to travel on to Onslow Street and those that have come round the gyratory to enter go round it again on their way back. Again, we can look to develop alternative ways of accessing the car park to avoid this.

Recommendation for Guildford Borough Council's Executive

3. We recommend that we continue to examine the potential to develop Millbrook Car Park and also work with our colleagues in Development to explore ways of changing existing car parks, or developing new ones, on the basis of the "drive to, not through" principle.

- 6.7 We can also use other methods to persuade and inform drivers about the choices they have and where it is best to park. The current system of signing uses the traditional terms "long-stay" and "short-stay" descriptions. Long-stay car parks are intended to be those further from a centre, which have cheaper tariffs to encourage

workers to use them rather than the more central car parks. However, Guildford's shopping streets are long and the shopping area narrow. This means some of the long-stay car parks are closer to certain shops than some of the short-stay car parks. For example, G Live car park is very close to the Upper High Street and therefore classified as short-stay, but if you were going to the Friary shopping centre, it would be more convenient to use Farnham Road Multi Storey Car Park, which is classified as long-stay. We want drivers to use the first convenient car park to their designation rather than drive round the town to get to closest one.

- 6.8 The City of Nottingham uses an approach called "Parksmart" signage, which splits the city into zones, and drivers follow signs to car parks within the zone they wish to visit. They know that if their location and a car park are in the same zone it will be relatively close.

Recommendation for the Guildford Local Committee and Guildford Borough Council's Executive

4. We recommend that all interested parties discuss changes to the directional road signs, particularly where this will improve motorists' ability to park in the first convenient car park.

Tariff Review

- 6.9 **Annexe 4** presents a financial statement for the car park service and **Annexe 5** data on usage and enforcement. The occupancy of a car park varies according to days of the week and times of the year. The overall usage of a car park can be assessed by considering the number of cars parking and how long they stay. In car parks where an hourly charge is made, the income compared to the number of tickets sold gives a good indication of the average amount of time being purchased.
- 6.10 The way people use car parks can be influenced by the tariffs we charge. Our ability to influence behaviour is strengthened by our ownership of most of the car parks in the town. In other centres of our size, there is often fragmented ownership, which makes gathering data about what is happening more difficult.
- 6.11 In Guildford, we have a fairly complex set of tariffs in our car parks. In the centre, the day-time tariff is used to deter long-stay parking. This creates more space for shoppers, who arrive after the morning traffic peak, and usually leave before the evening peak. The charge is less at night and on Sundays.
- 6.12 During the day, keeping a significant differential with Park and Ride fares, can also help encourage greater use of the Park and Ride sites. In setting tariffs, we need to be careful not to discourage people from coming to the town. To help, we compare our tariffs to other similar local centres. A comparison with the short-stay charges made in other centres is shown in **Annexe 6**.
- 6.13 In April 2010, we introduced an evening charge in the most central car parks, which applied after 6pm Monday to Saturday and after 5pm on a Sunday. Motorists need to pay up until 10pm. This added to the number of tickets sold and there was a jump of 250,000 in the number sold between 2009-10 and 2010-11. The new pay and display machines installed in April 2013 allow us to analyse, in more detail, when

tickets are sold. It shows that last year around 380,000 tickets were sold after 6pm, which indicates the number of people paying to park in the evening is increasing.

- 6.14 The total usage of the car parks in 2013-14 was 3,220,000. With around 380,000 using the car parks in the evening, the usage during the day is around 2,840,000. The numbers using the car parks during the day before the banking crisis in 2008 was around 3,500,000. People are likely to be influenced by the increased cost of motoring. The introduction of free concessionary bus travel has also had an effect encouraging those with passes to use the bus.
- 6.15 In April 2013, we increased the tariff in a number of central short-stay car parks from £1.10 per hour to £1.20 per hour. Subsequently, there was a significant drop-off in the numbers using those car parks and the amount of time purchased. Although part of the reduction was due to the flooding in the Christmas - New Year period, particularly in Bedford Road Multi Storey Car Park, the evidence suggests there was strong resistance to price changes in short stay car parks. So far, in 2014-15 the number of users is slightly higher than 2013-14.
- 6.16 A further change in short-stay tariff may have a more pronounced effect on the number of users. We therefore do not recommend increasing the short stay tariffs in the town centre.
- 6.17 There has been an increase in the use of the long-stay car parks around the town centre. Long-stay users parking add to the peak time congestion in the roads leading to the town. The last tariff change was in 2011. To address this, and help make Park and Ride more attractive, we recommend increasing the tariffs in the long-stay car parks.

Recommendation to Guildford Borough Council's Executive

5. To encourage greater use of park and ride and address the increase in use we recommended making the following tariff adjustments:

- (i) Farnham Road Multi Storey from 7.00am to 7.00pm Monday to Saturday from 90p per hour to £1.00 per hour with a maximum daily charge of £8.**
- (ii) York Road Multi Storey from 8.00am to 6.00pm Monday to Saturday from 90p per hour to £1.00 per hour with a maximum daily charge of £8.**
- (iii) Guildford Park Car Park from £4.50 per day on Monday to Friday to £5.00 per day.**
- (iv) Shalford Park Car Park from £2.80 per day on Monday to Friday to £3.20 per day.**
- (v) Walnut Tree Close Car Park from £3 per day on Monday to Friday to £3.20 per day.**

- 6.18 There are also season tickets sold to regular users of Farnham Road and York Road car parks, which currently cost £1,712.35 per annum for a Monday to Friday pass. We recommend that these are increased by five per cent. In this way, regular users will have a lesser increase than those who pay daily.

Recommendation to Guildford Borough Council's Executive

6. We recommend to increase the season tickets in York and Farnham Road Multi Storey Car Parks by five per cent.

6.19 We also have pre-payment cards for the barrier-controlled car parks. These work like oyster cards on the London underground. Drivers put credit on the card and can use it to park in any of the barrier-controlled car parks at a rate that is 10 per cent less than the normal charge. These cards provide regular parkers with a convenient flexible way to pay.

Garages

6.20 We operate 200 garages around the town centre, which are in high demand. There are three levels of charge: for residents £640.92 per annum, non-residents £1,076.93 per annum and in Bedford Sheds a business rate of £1,542.88 per annum. Many of the garages are on development sites. A benchmarking exercise showed that the rates we charged for residents were lower than in other boroughs. A resident living within the Guildford town centre controlled parking zone can rent a garage for £640, whereas Woking Borough Council charges over £800, and Waverley Borough Council over £700.

Recommendation to Guildford Borough Council's Executive

7. We therefore recommend an increase of five per cent in our garage charges.

6.21 When letting a garage, we classify a resident as someone living in the town centre Controlled Parking Zone (CPZ). We give them priority for a garage over someone not living within the CPZ. The CPZ has expanded over the years. The highest levels of on-street parking pressure exist in the very centre of the town. We consider it would help relieve on-street parking pressure if, when a garage became available, it was offered to any resident of catchment areas A,B,C,D E or F who is on the waiting list first, then to any other resident of the CPZ, and then to any other applicant.

Recommendation to Guildford Borough Council's Executive

8. We recommend that when a garage becomes available we give first priority to any resident living in areas A,B,C,D, E or F of the controlled parking zone.

Contract Parking

6.22 The council operates over 600 contract parking spaces around the town centre. These provide the holder with a reserved parking space. They are most suitable for business users who need to come and go because they provide the reserved space. However, when the user is away the space is normally empty. This is not an efficient use of the limited amount of space we have in the town centre. The number of contract spaces we can provide is due to reduce, through development of the sites on which the car parks are currently based, and we do not recommend replacing them. We would instead suggest greater use of season tickets. These provide entry and exit from larger car parks but do not involve a reserved space. The spaces can

be used by others drivers when the season ticket holder is away. Season tickets are offered in the larger car parks and this normally means there will be room for the season ticket holder on their return.

- 6.23 The contract parking spaces are heavily let and there are waiting lists for many car parks. We therefore recommend an increase of five per cent.

Recommendation to Guildford Borough Council's Executive

9. There is high demand for contract parking and we recommend an increase of five per cent in the charge.

Car Park Maintenance Reserve

- 6.24 The car park maintenance reserve was established in 2006-07. The aim was to set aside money to fund major cyclical works in the multi-storey car parks. The major works were specified as:

Applying protective deck surfaces every 12 years

Replacing lighting every 12 years

Electrical re-wiring every 24 years

Upgrading lifts when required

Decorating every 5 years

Replacing Pay Equipment every 10 years

- 6.25 It has been very successful, and our car parks are recognised as being maintained to a high standard. They were part of the Purple Flag assessment and all the public car parks have the Park Mark Award for Safer Car Parks. Proactive work should also reduce maintenance costs overall, so we benefit from well-maintained car parks and lower costs.
- 6.26 The contribution to the reserve was funded from an increase in the parking charge combined with funding from existing revenue budgets. Various refinements have been made over the years to the estimated frequencies and costs of works. A statement for the account is attached as **Annexe 7**. This year, we have conducted a major review, and consider, with the benefit of knowing the costs of previous work, that the contribution from revenue can be reduced by £125,000 per year from April 2015.

Recommendation to Guildford Borough Council's Executive

10. We recommend reducing the funding requirement for the Car Park Maintenance Reserve by £125,000 per annum from April 2015.

Bedford Road Lights

- 6.27 Rewiring and new lighting was completed in Bedford Road Multi Storey Car Park in 2013. LED lights, which are more expensive to buy but are far more efficient and require less maintenance, replaced the traditional lights. We have been benefiting from a saving of 40 per cent on electricity consumption.
- 6.28 The table below shows the energy consumption in each of the lit car parks compared to the number of spaces they provide:

Car Park	Spaces	Consumption in kWh/yr	kWh per space	Cost per Space/yr
York	605	280,000	463	£49.47
Castle	350	325,000	929	£87.98
Farnham	917	485,000	529	£56.54
Leapale	384	175,000	456	£48.72
G Live	123	85,000	691	£62.20
Tunsgate	64	60,000	938	£88.07
Bedford	1,033	400,000	387	£36.53
	Total	2,470,000		

6.29 Attached as **Annexe 8** is a bid outlining the advantages of upgrading the lighting in our other major car parks with LED lights. For a project cost of £300,000 we can save around £45,000 per year in energy and maintenance costs, and reduce the electricity consumption from our car parks.

Recommendation to Guildford Borough Council's Executive

11. We recommend that the upgrade to LED lighting in Castle, Farnham and York Road car parks, as detailed in the bid attached as Annexe 8, and that this is funded from the Car Park Maintenance Reserve.

Replacement Lifts

6.30 The Council's Electrical Engineer has recommended a phased replacement of the lifts in our car parks. The Electrical Engineer has proposed an approach benefiting from economies of scale by letting a contract for replacing lifts at a number of housing sites and combining this with the car park lifts, with the lifts in one car park being replaced each year over the next three years. A bid form is attached as **Annexe 9**, and it is recommended we fund the work from the Car Park Maintenance Reserve.

Recommendation to Guildford Borough Council's Executive

12. We recommend that the lift replacement programme, detailed in the bid attached as Annexe 9, is funded from the Car Park Maintenance Reserve.

Phone and Pay

6.31 We have recently introduced a system of phone and pay, which allows the users of our pay and display car parks to pay for parking using their phone, or mobile apps. It also allows users to top-up while they are away from their vehicle. The system is

already proving popular and currently around five per cent of users are paying for more time while they are away from their vehicle.

Parking Apps

- 6.32 We are talking to a company on the Surrey Business Park, which is developing an app to allow people to book parking space or guide them to space, which is available. Such an app would help us direct users to an appropriate car park, minimising congestion and delays.

Parks Car Parks

- 6.33 Three car parks around the parks are having problems with commuters and others using spaces and reducing access to the park facilities. When drivers intending on going to the park cannot find parking, they add to congestion in the local area. It is therefore recommended to introduce parking orders to control parking in Nightingale Road car park, on Stoke Park, Lido Road Upper and Sutherland Memorial Park car parks. The details of the proposed order are outlined in **Annexe 10**.

Recommendation to Guildford Borough Council's Executive

13. We recommend that the car parks detailed in Annexe 10 be included within the Off-Street Parking Places Order and that the Council undertakes the statutory procedures to amend the order.

7. Park and Ride

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

7.2 Research shows there are a number of characteristics that towns or cities exhibit that have successful park and rides services. These are:

- the centre is historic
- there is a university
- tourism levels are high
- there is a vibrant shopping centre
- there is a large service sector business area
- there is limited capacity to improve town centre road infrastructure
- there is severe congestion during rush hours
- the proportion of private off-street parking available for businesses is low
- there is limited opportunity for free parking within walking distance of the centre.

7.3 Key features for a successful park and ride service are that the

- sites are large enough to provide sufficient passenger throughput to support the bus service (500 to 700 spaces).
- they are well designed, high quality, safe sites with toilets
- the bus service is punctual, high quality, and reliable
- the travelling time is 15 minutes or less
- there is bus priority around congested spots, so the service is equal to or faster than the journey by car.
- the site has uncongested access
- there is ratio between town centre parking charges and park and ride fares that encourages the use of park and ride.
- there is clear signage and good marketing

7.4 The town currently has four sites: Artington:(742 spaces), Merrow (335 spaces), Spectrum (over 1,000 shared with the leisure centre) and Onslow (550 spaces). The table below shows the current fares from each site:

Site	Return	Weekly	Monthly
Spectrum	£2.40	£9.60	£30
Artington	£2.20	£8.80	£30
Merrow	£1.80	£7.20	£30
Onslow	£1.50	£6	£30

7.5 Under the Memorandum of Understanding between Surrey County Council and Guildford Borough Council, attached as **Annexe 11**, the first call on any surplus made from on-street parking is to fund Park and Ride at the Artington, Merrow and Spectrum sites. Onslow Park and Ride opened in November 2013. It is funded from

the Local Sustainable Transport Fund award, but this funding only lasts until March 2015.

- 7.6 A breakdown of usage at each site is shown below. In 2013-14, the Artington, Merrow and Spectrum Park and Ride sites had 839,922 passengers, took £514,454 on the buses, and received a subsidy of £561,000 from the on-street parking account.

Data between September 13 – August 14	Total Passengers	Concessions	Percentage of concessions	Fare income in £
Artington	371,147	164,765	44	218,809
Spectrum	211,183	68,926	33	177,661
Merrow	245,626	136,915	56	107,587
Totals	827,956	370,606	45	504,057

- 7.7 The net running cost of the bus service from Onslow Park and Ride is estimated at £227,000 per annum; this is after income received from fares projected at £40,000 for 2014/15 and concessionary income estimated at £10,000 with costs for the bus service at £277,187. There is also £94,000 per year to run the site including the guard, rates, maintenance, equipment and other costs. The LSFT award will meet the running costs for 2014-15. However, in 2015-16 there is no further funding available. After funding the established park and ride sites, the remaining surplus from the Guildford on-street parking account was £68,000 in 2013-14.

Onslow Park and Ride	Oct- Dec 13	Jan – Mar 14	Apr – Jun 14	Total
Concessions	1,554	3,557	4,421	9,532
Total Patronage	4,623	12,505	14,999	32,127
Fares in £	2,673	6,014	9,017	17,704

- 7.8 Park and Ride services around the country need subsidy and the issue is how to provide a high quality service at the lowest cost. We have been looking at ways to maintain the quality of service whilst reducing costs and / or increasing income. In particular, it is important to be able to fund Onslow Park and Ride while the usage builds.
- 7.9 The fares were increased at Artington, Merrow and Spectrum in January 2013 and the table below shows the level of patronage and the income from bus fares:

Patronage and Income of Park and Ride Sites Excluding Onslow

Quarter	Patronage	Income
Jan-Mar12	234,874	122,103
Apr- Jun 12	218,116	115,678
Jul – Sep 12	212,234	116,384
Oct-Dec 12	260,132	138,055
Total	925,356	492,220
Jan-Mar 13	213,083	123,472
Apr – Jun 13	215,805	129,187
Jul – Sep 13	199,115	125,512
Oct – Dec 13	224,627	141,294
Total	852,630	519,465
Jan – Mar 14	200,375	118,461
Apr – Jun 14	196,776	118,170

- 7.10 Passenger numbers using Artington, Merrow and Spectrum appear to be reduced for the first six months of 2014 compared with 2012 and 2013 and while average income per passenger trip has increased as a result of the fares review in January 2013, overall income is at best staying static. Some of the figures could be affected by cars diverting to the Onslow site, which may well be more convenient for some.
- 7.11 In order to improve access to the Park and Ride site from the A3 a programme of new and additional signs is planned with the Highways Agency. This will be a comprehensive strategy between the Highways Agency Surrey County Council and Guildford Borough Council. This should complement a parking signage strategy for Guildford, providing clear, concise directions to the Park and Ride sites and town centre car parks. In addition enhanced car park signs will be installed at the entrance and within all the Park & Ride sites.
- 7.12 Information about car parks will include details of the Park & Ride network so motorists will be aware of both options.
- 7.13 The rent for the extension at Artington is considered high compared to the value of the land. Last year, it was £75,000 and provides an additional 270 spaces at the site. We will speak to the landowner to see whether a better settlement can be obtained.

- 7.14 There is currently a guard at each of the sites other than Spectrum. The cost of each guard is around £40,000 per annum. The Onslow site has barriers, and a guard is needed in case there is a problem with them. Artington has CCTV cameras that are monitored from the control room at Bedford Road Car Park and a help point that connects to the control room. We have looked at the possibility of combining guards at Artington and Merrow, and having one guard driving between the two sites. Changing to a mobile guard between both sites would save around £30,000 per annum. If this change is agreed we will look at introducing CCTV at Merrow and providing a help point, which will enable customers to speak directly to the control room.

Recommendation to the Guildford Local Committee and Guildford Borough Council's Executive

14. We recommended that the guard at Artington and Merrow be combined and become a mobile guard between the two sites.

- 7.15 The English National Concessionary Travel Scheme (ENCTS) offers passholders free off peak travel on local bus services anywhere in England between 9.30am – 11.00pm Monday to Friday, all day at weekends and on Public Holidays. Residents qualify on age or on grounds of certain disabilities.
- 7.16 The Concessionary Bus Travel Act aimed to delivery social inclusion benefits for older and disabled people by allowing them greater freedom to travel, for free, by local bus. This was a key part of the Government's wider recognition of the importance of public transport for older and disabled people, and the role access to transport has to play in improving social inclusion and maintaining well-being.
- 7.17 An amendment to the Act noted that "Services where the fare charged has a special amenity element" can be excluded from the ENCTS scheme. In the case of Guildford Park & Ride the "special amenity element" may be the provision of a secure parking space, with waiting room and toilets. For example, one would not generally use the park & ride services unless one had a car.
- 7.18 Analysis of passenger data indicates that 45 per cent of all passengers on the park and ride use concessionary bus passes and pay no fare. As noted previously the ENCTS scheme is primarily to help promote social inclusion and maintain well-being. The ENCTS scheme could be intended for holders as an alternative to the car and those that use the park and ride are primarily travelling by car. Basically, Park and Ride is a car park linked to the town by a bus. It is intended to take cars out of the traffic flow before they add to traffic in a town centre.
- 7.19 Other local authorities in England have removed the ENCTS offer from their Park and Ride network. We recommend that a consultation be undertaken to look at removing the ENCTs from the Park and Ride network for people qualifying for a badge based on age. There would be no change for those who had a pass based on disability.

Recommendation to the Guildford Local Committee and Guildford Borough Council's Executive

15. That Surrey County Council undertakes a public consultation on the proposal to remove the ENCTS from the Park & Ride network for people qualifying based on age and on the introduction of a nominal charge of £1 per return journey for these concessionary pass holders.

7.20 Under the agency agreement, which came into effect in April 2013, the remaining surplus after the cost of Park and Ride for the Artington, Merrow and Spectrum sites has been deducted is for the Guildford Local Committee and Guildford Borough Council Executive to decide how to spend. The surplus for 2013-14 was £68,000 and it is recommended that this is put towards the cost of funding Onslow Park and Ride in the year 2015-16.

Recommendation to the Guildford Local Committee and Guildford Borough Council's Executive

16. We recommend using the uncommitted surplus from on-street parking management in 2013-14 of £68,000 on funding the cost of Onslow Park and Ride in 2015-16.

7.21 Guildford Borough Council also receives 20 per cent of any surplus made from on-street parking management in Waverley, and in 2013-14 this amounted to £37,750. We also recommend that this amount be used to fund Onslow Park and Ride in 2015-16.

Recommendation for Guildford Borough Council's Executive

17. We recommend using the unspent surplus from on-street parking management in Waverley, £37,750 to fund Onslow Park and Ride in 2015-16.

Phase / Area	Roads	No. of Roads	No of Spaces by Bay Type from 26/08/14																				Unlimited	Disabled Only	Disabled 3Hr LW	Total		
			Permit Only M-S 8.30am-6pm	Permit Only 8.30am-9pm	30 mins P&D Dual Use M-S 8.30am-6pm	2 Hr P&D Dual Use M-S 8.30am-6pm	2 Hr P&D Dual Use M-S 8.30am-9pm	3 Hr P&D Dual Use M-S 8.30am-6pm	2 Hr LW Shared Use M-S 8.30am-6pm	4 Hr LW Shared Use M-S 8.30am-6pm	30 mins P&D M-S 8.30am-6pm	2 Hr P&D M-S 8.30am-6pm	20 mins LW nr 30 mins M-S 8am-7pm	20 mins LW nr 1 Hr M-S 8am-6pm	30 mins LW nr 1 Hr M-S 8am-6pm	1 hr LW nr 1 Hr M-S 8am-6pm	1 hr LW nr 2 Hrs M-S 8am-6pm	2 Hr LW nr 1 Hr M-S 8am-6pm	2 Hr LW nr 1 Hr M-S 8.30am-6pm	2 Hr LW nr 1 Hr M-S 8.30am-6.30pm	2 Hr LW nr 4 Hrs M-S 8.30am-6.30pm	2 Hr LW nr 1 Hr M-F 8.30am-6pm						
1, D	All	43	117	25	3	96	28	60			101	202														15	17	664
2, A	All	29	520						283																	1		804
2, E	All	13	178						128									15								1		322
3, B	All	17	248						133																	2		383
3, F	All	20	198						541																			739
3, G	All	5	0						119																			119
4, C	All	12	142						185																			341
4, H	All	9	0						174	100																		274
4, I	All	32	20						166	184																		695
5, J	All	25	4						38	379																		476
Town Centre CPZ	All	205	1,427	25	3	96	28	60	1,767	663	101	202	0	0	0	0	0	0	15	0	0	0	0	0	389	24	17	4,817
Non-CPZ	All												6	6	6	31	14	4	85	0	32	54	180	21	0			439
Total			1,427	25	3	96	28	60	1,767	663	101	202	6	6	6	31	14	4	100	0	32	54	569	45	17		5,256	

Summary - Town Centre CPZ

Bay Type	
Overall	4,817
Permit Only	1,452
Dual / Shared Use (all types)	2,589
Charged Bay (incl. P&D Dual Use)	490
Free Limited Waiting (free bays incl. Shared Use)	2,445
Unlimited	389
Disabled (incl. 3Hr LW)	41

denotes change from previous

2012-13 Actual		2013-14 Actual	2014-15 Estimate	2014-15 Projection
£			£	£
	<u>Expenditure</u>			
503,843	Employee Related	547,713	546,580	541,170
51,857	Premises Related	53,404	53,730	53,730
12,135	Transport Related	11,520	12,050	12,059
151,120	Supplies & Services	124,192	181,970	181,920
83,942	Support Services	84,488	88,400	88,418
<u>802,897</u>		<u>821,317</u>	<u>882,730</u>	<u>877,297</u>
	<u>Income</u>			
(93,219)	Visitor Permits	(96,436)	(94,000)	(97,552)
(687,677)	Meter Income	(699,890)	(778,000)	(776,057)
(396,227)	Penalty Fees	(435,389)	(415,000)	(418,483)
(169,711)	Residents Permits	(171,464)	(175,000)	(175,107)
(43,936)	Other Income	(46,972)	(46,310)	(46,186)
<u>(1,390,770)</u>		<u>(1,450,151)</u>	<u>(1,508,310)</u>	<u>(1,513,385)</u>
(587,873)	Net Expenditure/(Income)	(628,833)	(625,580)	(636,088)
2,651	Capital Financing Costs	2,643	2,650	2,650
(585,223)	Net Expenditure/(Income)	(626,190)	(622,930)	(633,438)
103,801	Re-lining works	20,847	0	0
(481,422)	Total Net Exp./ (Income)	(605,343)	(622,930)	(633,438)

Car Park Assets

Public Metered Car Parks

Site Location	Type of Parking	Type of structure	No. of spaces / Units
Bedford Road Multi Storey	7 days a week short stay – P&D	Multi-storey	1033
Castle Car Park	7 days a week short stay – Pay on Foot	Multi -storey	350
Leapale Road	7 days a week short stay – P&D	Multi – storey	384
Tunsgate	7 days a week short stay - Pay on Foot	Underground	64
Millbrook	7 days a week short stay – P&D	Surface	244
G Live	7 days a week short stay – P&D	Surface and partially covered	220
Mary Road	7 days a week short stay – P&D	Surface	107
Bright Hill	7 days a week short stay – P&D	Surface	121
Bedford Road Surface	7 days a week short stay – P&D	Surface	68
Commercial Road 2	7 days a week short stay – P&D	Surface	52
Old Police Station	7 days a week short stay – P&D	Surface	62
Upper High Street	7 days a week short stay – P&D	Surface	49
North Street	Sun to Thurs max stay 30 mins -P&D	Surface	49
Lawn Road	Weekend short stay -P&D	Surface	107
Millmead House (front)	Weekend short stay -P&D	Surface	27
Robin Hood	Weekends short stay -P&D	Surface	23
St Josephs Church	Weekends short stay -P&D	Surface and partially covered	61
Portsmouth Road	Weekends short stay -P&D	Surface	98
Farnham Road	7 days a week long stay - Pay on foot	Multi storey	917
York Road	7 days a week long stay - Pay on foot	Multi Storey	605
Guildford Park	7 days a week long stay - P&D	Surface	400
Shalford Park	Mon to Fri long stay - P&D	Surface	66
Walnut Tree Close	7 days a week long stay - P&D	Surface	17
Ash Vale Station	7 days a week long stay - P&D	Surface	49

Contract Parking

Site Location	Type of Parking	Type of Structure	No of spaces/units
Bedford Sheds	Mon-Sat Contract Parking	Surface	35
Black Horse House	Mon –Sat Contract Parking	Covered	26
St Josephs Church	Mon-Fri Contract Parking	Surface and partially covered	61
Commercial Road 1	Mon –Sat Contract Parking	Surface	12
Eagle Road	Mon-Sat Contract Parking	Surface	22
Millmead Court	Mon-Sat Contract Parking	Surface	20
Castle Square (Orlandos)	Mon-Sat Contract Parking	Surface	7
Sydenham Road (Palmer& Harvey)	Mon-Sat Contract Parking	Surface	5
Portsmouth Road	Mon-Fri Contract Parking	Surface	98
Robin Hood	Mon-Fri Contract Parking	Surface	22
Stoke Road	Mon-Sat Contract Parking	Surface	7
Stoke Fields	Mon-Sat Contract Parking	Surface	8
Robin Hood	Mon-Fri Contract Parking	Surface	22
Mill Lane	Mon-Sat Contract Parking	Surface	1

Garages

Bedford Sheds	Tenancy subject to notice	Garage	20
Gardener Road	Tenancy subject to notice	Garage	28
Stoke Fields	Tenancy subject to notice	Garage	35
Park Road	Tenancy subject to notice	Garage	2
Guildford Park	Tenancy subject to notice	Garage	118

OFF-Street Parking

2012-13 Actual		2013-14 Actual	2014-15 Estimate	2014-15 Projection
£			£	£
	<u>Expenditure</u>			
589,717	Employee Related	603,655	612,150	626,927
1,883,480	Premises Related	1,876,738	1,953,170	1,944,241
34,544	Transport Related	27,113	33,480	33,236
454,812	Supplies & Services	514,341	577,670	579,733
172,184	Support Services	179,842	185,170	183,460
3,134,737		3,201,689	3,361,640	3,367,597
	<u>Income</u>			
(618,423)	Contract Parking	(581,014)	(570,420)	(571,707)
(7,297,060)	Meter Income	(7,349,372)	(7,612,170)	(7,544,726)
(280,467)	Penalty Fees	(294,549)	(300,600)	(297,689)
(801,652)	Season Tickets	(753,813)	(756,360)	(765,065)
(112,456)	Garage Rents	(115,678)	(121,030)	(120,135)
(4,723)	Other Rent	(6,895)	(5,030)	(2,059)
(80,237)	Other Income	(83,031)	(78,010)	(73,569)
(9,195,020)		(9,184,353)	(9,443,620)	(9,374,950)
(6,060,283)	Net Expenditure/(Income)	(5,982,664)	(6,081,980)	(6,007,353)
799,562	Capital Financing Costs	845,189	899,970	900,057
(5,260,721)	Net Expenditure/(Income)	(5,137,474)	(5,182,010)	(5,107,296)
73,872	Car Parks Maintenance Reserve Works	106,280	1,114,080	1,279,928
(5,186,848)	Total Net Exp./(Income)	(5,031,194)	(4,067,930)	(3,827,368)

Car Park Usage**Total Usage**

Year	Tickets sold	Income (NET of VAT) (£)
2006/07	3,497,975	5,770,971
2007/08	3,510,665	6,223,607
2008/09	3,302,613	6,542,342
2009/10	3,064,020	6,336,955
2010/11	3,295,433	6,910,130
2011/12	3,352,018	7,304,106
2012/13	3,318,383	7,297,441
2013/14	3,221,702	7,349,431

Evening charges introduced April
2010

53 weeks in the year

Major Car Parks

Car Park	Tickets Sold			Income (net of VAT)		
	2012/13	2013/14	% Change	2012/13	2013/14	% Change
Bedford Rd	729,060	637,993	-12.5%	1,466,813	1,375,440	-6.2%
Bright Hill	86,490	84,646	-2.1%	174,728	182,095	4.2%
Farnham Rd	207,931	211,916	1.9%	856,670	871,131	1.7%
Leapale Rd	332,777	312,572	-6.1%	644,439	645,688	0.2%
Millbrook	219,650	213,946	-2.6%	457,051	470,055	2.8%
York Rd	268,436	276,312	2.9%	691,720	702,413	1.5%
Castle	371,726	379,506	2.1%	913,269	922,357	1.0%
Total	2,216,070	2,116,891	-4.5%	5,204,690	5,169,178	-0.7%

Enforcement**Penalty Charge Notices Issued**

2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
13,041	11,975	11,927	12,701	11,750	11,967	12,139

Outcomes for Penalty Charge Notices (PCNs) issued in 2013/14

Breakdown of PCNs issued (as at Aug 2014)	No
Number of higher level PCNs issued	1617
Number of lower level PCNs issued	10522
Total number of PCNs issued	12139
Number paid at discount	7251
Number paid at full (or above)	1523
Total number of PCNs paid	8774
Number of PCNs against which formal or informal reps made	2572
Number of PCNs cancelled as a result of formal or informal reps	2097
Number of PCNs cancelled for other reasons	146
Number of PCNs written off	720
Number of PCNs outstanding	402
Number cancelled/written off/outstanding	3365
Number of vehicles immobilised	n/a
Number of vehicles removed	n/a

Cancellation by reason for PCNs issued in 2013-14

Reason	% of those cancelled	% of PCNs issued
Motorists producing tickets which were not clearly displayed	65.4%	9.7%
Mitigating and other circumstances	11.8%	1.8%
Contract and other parkers entitled to park but not displaying correct permit	11.4%	2.4%
Machine faults and other equipment problems	1.6%	1.2%
Civil Enforcement Officer errors	2.1%	0.6%
Blue Badge holders not parking according to the scheme	4.9%	0.8%
Problems with signs	1.8%	0.4%
Other issues	0.8%	0.1%
Total	100.0%	16.9%

Comparison of Short-Stay Parking Charges in other Towns /Cities

The data presented in the table is taken from websites in September 2014 and maybe subject to review. Most tariffs are changed in January or April and so the comparison is what was being charged towards the end of 2014.

Town/City	1 st Hour Monday to Saturday	Hours Mon to Sat	Charge on Sunday	Change from last year
Basingstoke (Festival Place)	£1 per hour (3 hours £2.80, 4 hours £3.40)	Centre Hours	Same as other days	No change
Kingston (Bentalls)	£1.40 per hour (other car parks £1.40)	Variable – 8.00 until midnight typically	Same as other days	No change
Portsmouth City Council	£1.60 (2 hours £2.60, 3 hours, £3.50)	24 hours	Same as other days	No change
Portsmouth (Gunn Wharf)	£2.90 (for first 2 hours) 3 hours £3.90	24 hours	Same as other days	No change
Reading (Oracle Riverside)	£1.50 per hour	24 hours	Same as other days	No change
Southampton (West Quay Podium)	£2.50 (for the first 2 hours) 3hours £3.50, 4 hours £4.50	8.00am to 8.00pm typical (£1 per evening after 17.00)	Same (noon to 18.00)	Initial 2 hours parking increased form £2.40 to £2.50 and 4hours from £4.20 to £4.50
Woking	£1.30 per hour up to £10.	Daily charge applies 6.00am to 7.00pm then £1.30 between 7.00pm and 6.00am	£1.30 up to £3	Changed 1 October Hourly charge £1.20 to £1.30 Evening charge £1.00 to £1.30 First hour Sunday from £1.20 to £1.30
Guildford	£1.20 per hour	Daily charge applies 8am to 6pm then evening charge £1 per visit until 10pm.	£1.50 per visit and central car parks £2.50 for more than 3 hours.	

Annexe 7

Parking Maintenance Reserve 2015-16					
Note:- Items included are a mixture of revenue and capital expenditure for accounting purposes. Each scheme will be charged to the relevant account but be funded from the reserve.					
Financial Year	Description	Code	Estimated Spend	Income/ funding	Balance of fund
			£	£	£
Opening balance					
					(1,995,942)
2015-16	Lift Works (annual) - all car parks	B2216B1651	14,000		
	Lighting & Minor Electrical - York, Castle & Farnham MSCPs	Capital	300,000		
	Lift Replacement - York Road MSCP	Capital	143,000		
	Funding				
	Revenue Budget	Below the line		(716,590)	
	Proposed Reduction			125,000	
Revised Revenue Contribution			(591,590)		
	Year end balance				(2,130,532)
2016-17	Lift Works (annual) - all car parks	B2216B1651	13,000		
	Decorations (5 yrly) - York Road MSCP	B2291B1650	190,133		
	Deck Surfacing (12 yrly) - Tunsgate Car Park	Capital	100,000		
	Lighting & Electrics Tunsgate	Capital	20,000		
	Lift Replacement (15 yrly) - Farnham Road MSCP	Capital	143,000		
	Funding				
Revenue Budget	Below the line		(600,460)		
	Year end balance				(2,264,858)
2017-18	Lift Works (annual) - all car parks	B2216B1651	12,000		
	Deck Surfacing (12 yrly) - Bedford Road MSCP	Capital	511,523		
	Deck Surfacing (12 yrly) - Castle MSCP	Capital	323,067		
	Decorations (5 yrly) - Leapale Road MSCP	B2257B1650	135,770		
	Lift Replacement (15 yrly) - Castle MSCP	Capital	143,000		
	Funding				
Revenue Budget	Below the line		(612,470)		
	Year end balance				(1,751,968)
2018-19	Lift Works (annual) - all car parks	B2216B1651	11,000		
	Electrical Works (24 yrly) - Farnham Road MSCP	Capital	173,950		
	Lift Replacement - Leapale MSCP	Capital	150,000		
	Funding				
Revenue Budget	Below the line		(624,720)		
	Year end balance				(2,041,738)
2019-20	Lift Works (annual) - all car parks	B2216B1651	10,000		
	Decorations (5 yrly) - Tunsgate Car Park	B2281B1650	38,400		
	Decorations (5 yrly) - Bedford Road MSCP	B2219B1650	209,311		
	Decorations (5 yrly) - Castle MSCP	B2277B1650	124,455		
	Decorations (5 yrly) - Farnham Road MSCP	B2244B1650	282,852		
	Funding				
Revenue Budget	Below the line		(637,210)		
	Year end balance				(2,013,931)
2020-21	Lift Works (annual) - all car parks	B2216B1651	10,250		
	Pay on Foot Equipment replacement	P37503	640,042		
	Funding				
	Revenue Budget	Below the line		(649,950)	
	Year end balance				(2,013,589)
2021-22	Lift Works (annual) - all car parks	B2216B1651	10,510		
	Decorations (5 yrly) - York Road MSCP	B2291B1650	215,118		
	Funding				
Revenue Budget	Below the line		(662,950)		
	Year end balance				(2,450,910)

Annexe 7

2022-23	Lift Works (annual) - all car parks	B2216B1651	10,770		
	Decorations (5 yrly) - Leapale Road MSCP	B2257B1650	153,611		
	Replacement of Pay & Display Machines (10 Yrly)	Capital	231,695		
	Funding				
	Revenue Budget	Below the line		(676,210)	
	Year end balance				(2,731,044)
2023-24	Lift Works (annual) - all car parks	B2216B1651	11,040		
	Deck Surfacing - (12 yrly) - York Road MSCP	Capital	470,710		
	Deck surfacing (12 yrly) - Leapale Road MSCP	Capital	468,694		
	Decorations (5 yrly) - Guildford Park MSCP	Revenue	200,000		
	Funding				
	Revenue Budget	Below the line		(689,730)	
	Year end balance				(2,270,330)
2024-25	Lift Works (annual) - all car parks	B2216B1651	11,320		
	Decorations (5 yrly) - Tunsgate Car Park	B2281B1650	43,450		
	Decorations (5 yrly) - Bedford Road MSCP	B2219B1650	236,816		
	Decorations (5 yrly) - Castle MSCP	B2277B1650	140,809		
	Decorations (5 yrly) - Farnham Road MSCP	B2244B1650	320,021		
	Lighting (12 yrly) - Leapale Road MSCP	Capital	134,490		
	Electrical works (24 yrly) - Castle MSCP	Capital	68,926		
	Funding				
	Revenue Budget	Below the line		(703,520)	
	Year end balance				(2,018,018)
2025-26	Lift Works (annual) - all car parks	B2216B1651	11,600		
	Lighting (12 yrly) - Bedford Road MSCP	Capital	201,733		
	Funding				
	Revenue Budget	Below the line		(717,590)	
	Year end balance				(2,522,275)
2026-27	Lift Works (annual) - all car parks	B2216B1651	11,890		
	Deck surfacing (12 yrly) - Farnham Road MSCP	P37510	403,467		
	Funding				
	Revenue Budget	Below the line		(731,940)	
	Year end balance				(2,838,858)
2027-28	Lift Works (annual) - all car parks	B2216B1651	12,190		
	Lighting (12 yrly) - York, Castle & Farnham MSCPs	Capital	403,467		
	Funding				
	Revenue Budget	Below the line		(746,580)	
	Year end balance				(3,169,782)
2028-29	Lift Works (annual) - all car parks	B2216B1651	12,490		
	Deck surfacing (12 yrly) - Tunsgate Car Park	Capital	134,489		
	Lighting & Electrics Tunsgate	Capital	26,898		
	Deck surfacing (12 yrly) - Guildford Park MSCP	Capital	423,892		
	Lighting (12 yrly) - Guildford Park MSCP	Capital	217,245		
	Decorations (5 yrly) - Guildford Park MSCP	Revenue	226,282		
	Funding				
	Revenue Budget	Below the line		(761,510)	
	Year end balance				(2,889,996)
2029-30	Lift Works (annual) - all car parks	B2216B1651	12,800		
	Deck surfacing (12 yrly) - Bedford Road MSCP	Capital	687,942		
	Deck surfacing (12 yrly) - Castle MSCP	Capital	434,489		
	Lift replacement (15 Yrly) - Bedford Road MSCP	Capital	94,139		
	Funding				
	Revenue Budget	Below the line		(776,740)	
	Year end balance				(2,437,366)

APPENDIX 8: GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Car Park Lighting upgrade
Location	Castle, Farnham and York Road MSCPs
Landowner	

Officer responsible for project	Kevin McKee/Paresh Rajani
Service Unit responsible for project	

Project champion/Councillor (if applicable)	
--	--

1. Description of project. To upgrade the lighting in York Road, Farnham Road and Castle Car Parks to LED lights to reduce energy consumption and reduce costs. The project is important if the council is to reduce its carbon footprint and reduce costs. The current lighting is adequate but the new lighting with LED will reduce maintenance costs and energy costs. This is based on the experience of relighting Bedford Road multi-storey car park.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	6 months	October 2015
Contract works	6 months	June 2016

3. Justification for project.

The project is estimated to save around £45,000 per annum in electricity and maintenance costs once the new lights are in place.

4. Implications if project not undertaken.

The savings will not be realised

5. Options.

To continue as now and incur the additional costs.

6. Consents required:	Yes/No	Yes/No
Planning Permission required?	NO	Building Regulations required? No
Any other consent required?	NO	

7. Estimated Gross Cost 2015-16 to 2019-20:

The capital programme covers five financial years. You must provide estimates on a realistic basis, allowing for lead-in time, procurement issues etc, in the financial years as appropriate. **Costs must be shown gross, and not netted off for any external funding contributions which should be included in section 8.**

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						
Contractor Payments	250					
Consultants Fees	25					
Salaries: Property Services						
Salaries: Housing Services	25					
Salaries: Engineers						
Other Fees						
Equipment/Vehicle Purchases						
Other (please state)						
Other (please state)						
TOTAL CAPITAL COST	300					
Is the estimate based on quotations, detailed knowledge or is it an outline estimate figure?	The contractor cost is based on previous tenders the other costs are estimates. It is requested that the money be taken from the car park maintenance reserve.					

8. External Funding:

Please provide details of any external income or source of funding and whether it is conditional or guaranteed:

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						
Contributions						
Grants						
S106						
Other (please state)						
Is the estimate based on quotations, detailed knowledge or is it an outline estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset

Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) you must estimate both the useful lives and cost of replacing each component part; please add additional components where applicable. Please only include major components

	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1 LED lamp	5 years		
Component 2 Fittings	10 years		

10. Revenue Implications:

This section MUST be completed for each scheme detailing additional revenue costs or savings arising from the proposal. Include costs at current prices and include maintenance costs after the capital scheme has finished. If the project is approved, the figures will be incorporated in the service’s revenue estimates.

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees’ costs						
Other costs		45				
Less additional income						
Net additional expenditure/(income) (enter NIL if no implications)						
Please provide further details:	The saving will be made in electricity and a smaller amount in maintenance/replacing bulbs.					

NOTES: All sections of this form must be completed before submission and must include full details of the project and a convincing justification. When finalised, please pass this form to your Head of Service, who will need to ensure that all elements are in place to enable your Executive Head of Service and the Management Team to make a proper evaluation of the proposal. The form must be signed by your Head of Service and Executive Head of Service.

1. Form completed by:	Kevin McKee
Date:	
2. Head of Service:	
Date:	
3. Executive Head of Service:	
Date:	

Save this form as a word document with an appropriate project title and email it to your Head of Service, who in turn should forward it to the Executive Head of Service.

When forwarding by email, and accompanying message indicating approval of the bid by both the Head of Service and Executive Head of Service will also be acceptable.

A signed hard copy of the bid may be submitted, but also submit the completed pro-forma by email.

When signed off by all parties, the form should be submitted as part of the business planning process submission and copied to Vicky Worsfold (vicky.worsfold@guildford.gov.uk)

APPENDIX 9: GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Lift Replacement
Location	York Road, Farnham Road, and Castle Car Park
Landowner	GBC

Officer responsible for project	Paresh Rajani/Kevin McKee
Service Unit responsible for project	Operational Services

Project champion/Councillor (if applicable)	
--	--

1. Description of project. To let a contract for the replacement of lifts in a number of housing sites and car parks.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	8	April 2015
Contract works	36 (phased with one car park a year)	Jan 2016

- Justification for project.** The lifts are needed to provide access to the multi storey car parks particularly for those who find walking difficult. The existing lifts are old and have a higher risk of failure and maintenance costs are likely to rise. It is important that they are replaced. The lifts in Bedford Road were subject to a bid to the Executive and the cost will be split with housing as they serve the residential lifts as well as the car park. The project can be funded from the car park maintenance reserve.

3. Implications if project not undertaken.
The lifts will be subject to higher maintenance costs and more frequent failure. .

4. Options.
Continue to repair the existing lifts.

5. Consents required:	Yes/No	Yes/No
Planning Permission required?	No	Building Regulations required? ?
Any other consent required?	No	

6. Estimated Gross Cost 2015-16 to 2019-20:

The capital programme covers five financial years. You must provide estimates on a realistic basis, allowing for lead-in time, procurement issues etc, in the financial years as appropriate. **Costs must be shown gross, and not netted off for any external funding contributions which should be included in section 8.**

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						
Contractor Payments	65	130	130	130		455
Consultants Fees						
Salaries: Property Services						
Salaries: Housing Services		13	13	13		39
Salaries: Engineers						
Other Fees						
Equipment/Vehicle Purchases						
Other (please state)						
Other (please state)						
TOTAL CAPITAL COST	65	143	143	143		494
Is the estimate based on quotations, detailed knowledge or is it an outline estimate figure?	The figures are estimates based on previous work. It is requested that the funding is taken from the car park maintenance reserve.					

7. External Funding:

Please provide details of any external income or source of funding and whether it is conditional or guaranteed:

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						
Contributions						
Grants						
S106						
Other (please state)						
Is the estimate based on quotations, detailed knowledge or is it an outline estimate figure?						
S106 reference number if known						

8. Expected useful life of the asset

Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) you must estimate both the useful lives and cost of replacing each component part; please add additional components where applicable. Please only include major components

	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1 (please specify)	The lifts should last for at least 20 years.		
Component 2 (please specify)			

9. Revenue Implications:

This section MUST be completed for each scheme detailing additional revenue costs or savings arising from the proposal. Include costs at current prices and include maintenance costs after the capital scheme has finished. If the project is approved, the figures will be incorporated in the service’s revenue estimates.

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees’ costs						
Other costs						
Less additional income						
Net additional expenditure/(income) (enter NIL if no implications)						
Please provide further details:	There are no expected additional revenue costs or savings .					

NOTES: All sections of this form must be completed before submission and must include full details of the project and a convincing justification. When finalised, please pass this form to your Head of Service, who will need to ensure that all elements are in place to enable your Executive Head of Service and the Management Team to make a proper evaluation of the proposal. The form must be signed by your Head of Service and Executive Head of Service.

1. Form completed by:	Kevin McKee
Date:	23/09/2014
2. Head of Service:	
Date:	
3. Executive Head of Service:	
Date:	

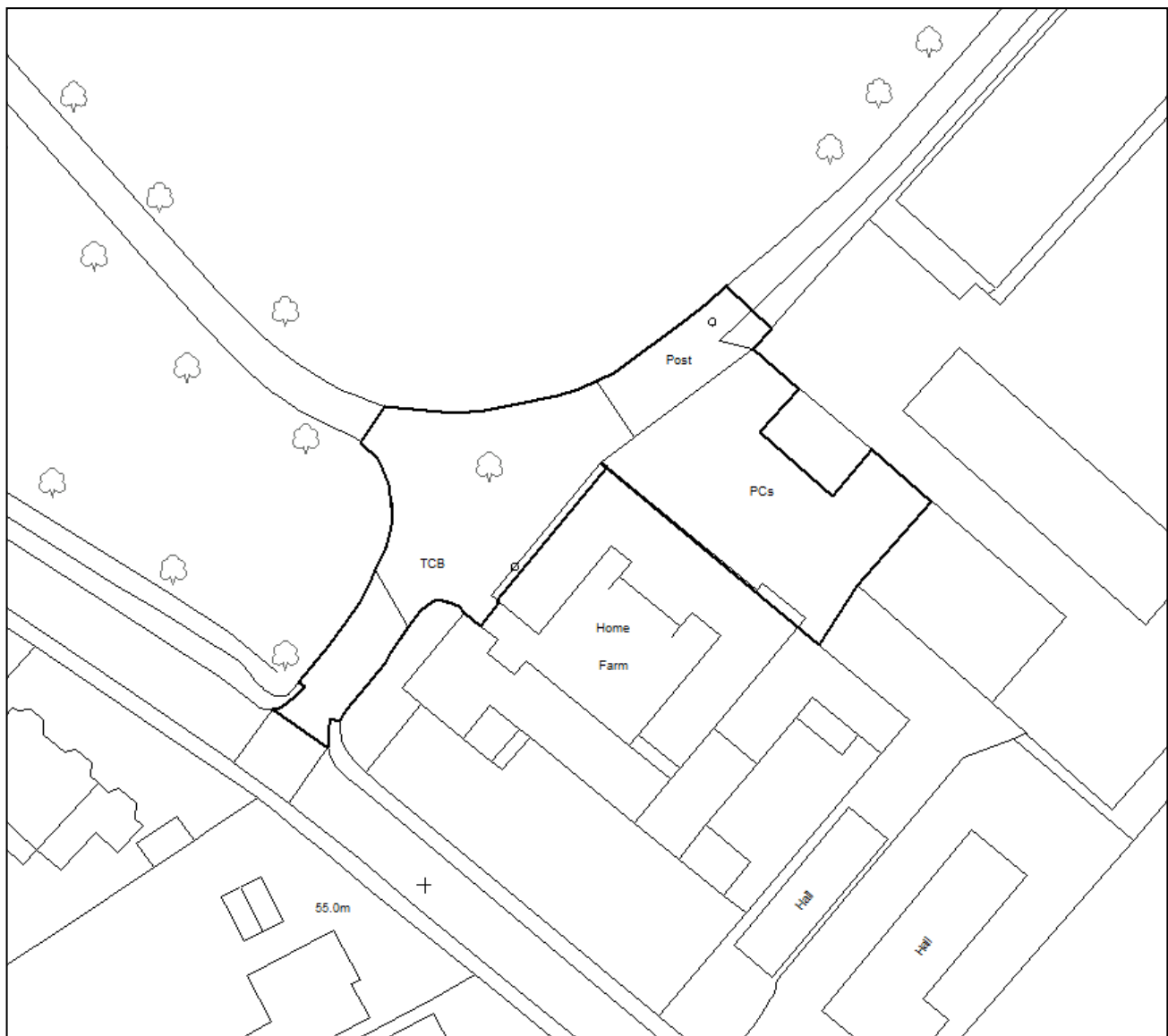
Save this form as a word document with an appropriate project title and email it to your Head of Service, who in turn should forward it to the Executive Head of Service.

When forwarding by email, and accompanying message indicating approval of the bid by both the Head of Service and Executive Head of Service will also be acceptable.

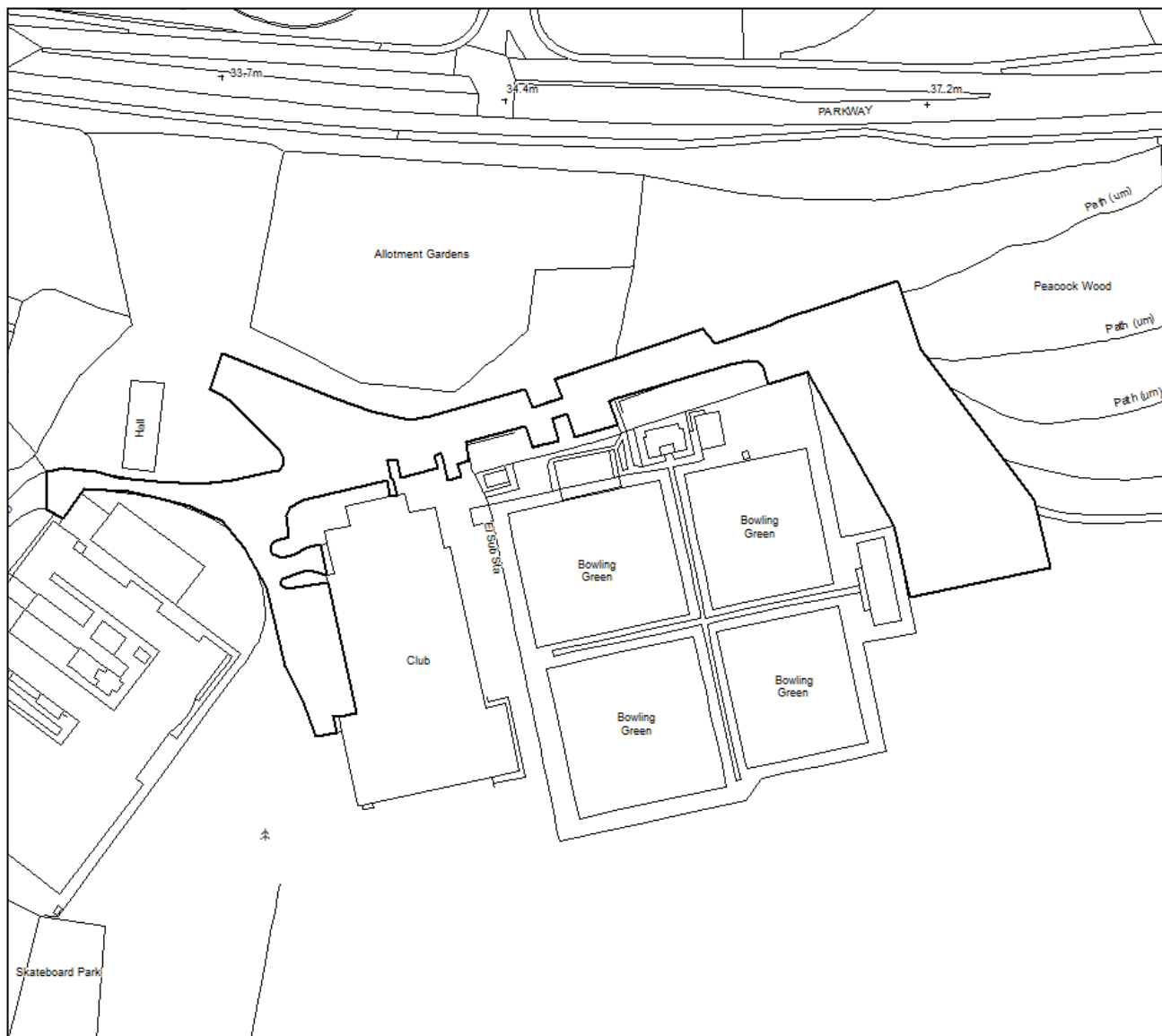
A signed hard copy of the bid may be submitted, but also submit the completed pro-forma by email.

When signed off by all parties, the form should be submitted as part of the business planning process submission and copied to Vicky Worsfold (vicky.worsfold@guildford.gov.uk)

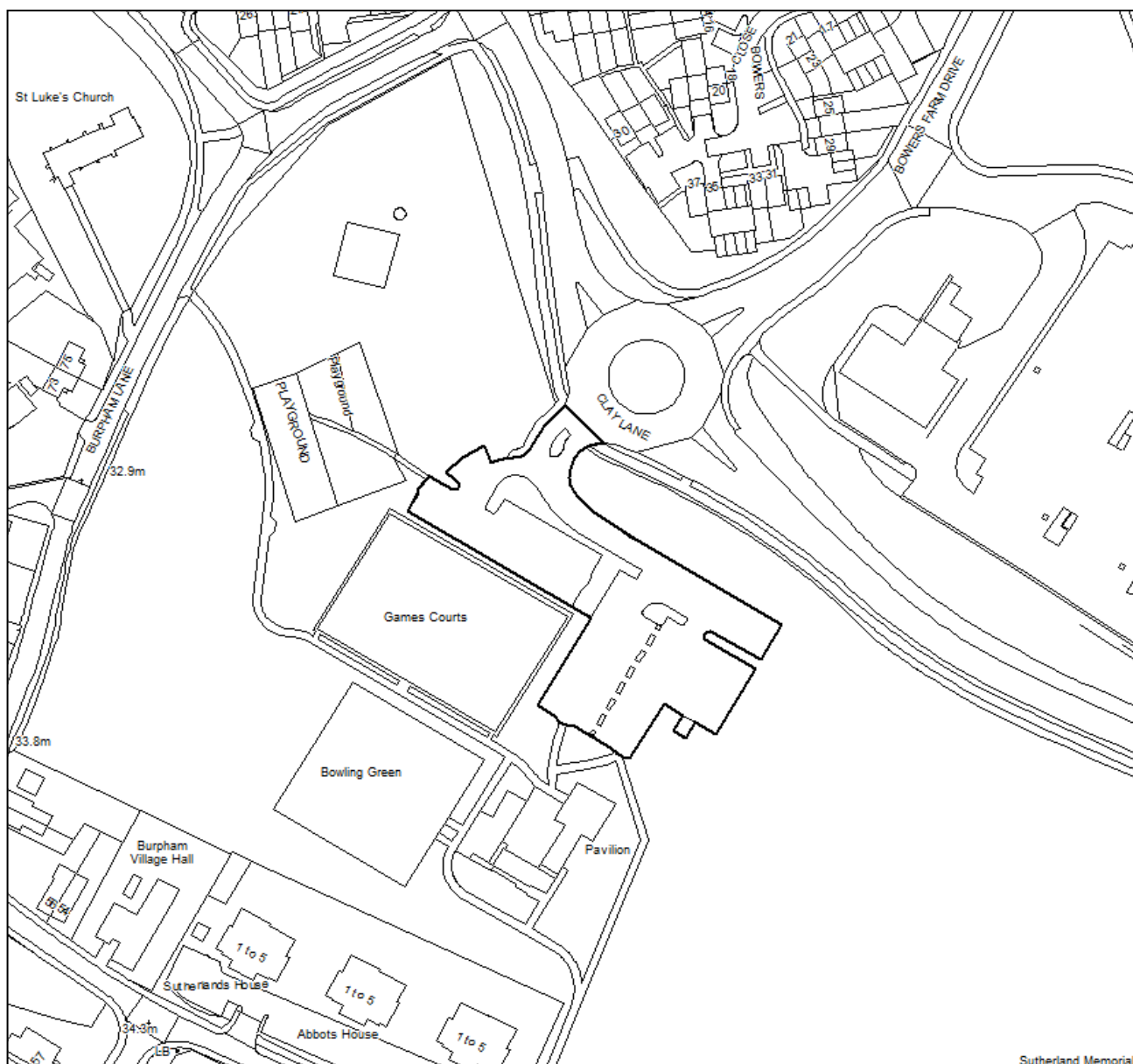
(1) Name of Parking Place (Car Park)	(2) Position where parking of vehicles is permitted	(3) Class of Vehicles for which the parking place is available	(4) Hours during which the parking place is available	(5) Maximum period for parking	(6) Charging Hours	(7) Charge
Nightingale Rd Car Park (as edged by a heavy black line on the plan below)	Wholly within a parking bay as indicated by markings in the car park	Motor cars and invalid carriages (each as defined in Section 136 of the Act of 1984)	All hours	4 hours or 24 hours with a valid permit	N/A	N/A



(1) Name of Parking Place (Car Park)	(2) Position where parking of vehicles is permitted	(3) Class of Vehicles for which the parking place is available	(4) Hours during which the parking place is available	(5) Maximum period for parking	(6) Charging Hours	(7) Charge
Lido Road Upper Car Park (as edged by a heavy black line on the plan below)	Wholly within a parking bay as indicated by markings in the car park	Motor cars and invalid carriages (each as defined in Section 136 of the Act of 1984)	All hours	4 hours or 24 hours with a valid permit	N/A	N/A



(1) Name of Parking Place (Car Park)	(2) Position where parking of vehicles is permitted	(3) Class of Vehicles for which the parking place is available	(4) Hours during which the parking place is available	(5) Maximum period for parking	(6) Charging Hours	(7) Charge
Sutherland Memorial Park Car Park (as edged by a heavy black line on the plan below)	Wholly within a parking bay as indicated by markings in the car park	Motor cars and invalid carriages (each as defined in Section 136 of the Act of 1984)	No entry when the gate is closed	4 hours or 24 hours with a valid permit	N/A	N/A



Surrey County Council and Guildford Borough Council

Memorandum of Agreement for the operation Guildford Park and Ride

March 2013

Guildford Borough Council (GBC) and Surrey County Council (SCC) have agreed the following funding process for Guildford park and ride services.

1. Guildford Borough Council and Guildford Local Committee have responsibility for the financial operation of the park and ride services including any charges levied to bus passengers and on car parking.
2. GBC will be responsible for all aspects of the operation and management of the car parks. SCC will design the park and ride bus network, undertake to procure and manage the bus service contracts, and to deal with all associated operational issues. Both authorities will work in tandem on operational and financial matters, and to agree strategic issues.
3. Park and ride services and supporting operational and administrative functions are funded through the surpluses generated by the Guildford on-street parking account. This includes the bus service operating costs, park and ride car park operating costs and the Artington park and ride site lease cost. (On street parking management is a SCC function managed on their behalf by GBC).
4. SCC is the Transport Concessionary Authority. The Guildford Park and Ride network of services currently offer travel in line with the English National Concessionary Fares Scheme (ENCTS). As the joint bus operator, SCC will be reimbursed for the revenue foregone from concessionary travel on park and ride services by means of the surpluses generated through the on-street parking account. The amount of reimbursement will be calculated through the application of the Surrey concessionary travel scheme, which is part of the English National Concessionary Fares Scheme. The level of concessionary travel reimbursement for park and ride services from the surpluses generated from on-street parking will be capped at a maximum value of £200,000 per annum. If the value of the reimbursement exceeds this cap the difference between the cap and the value will be met by SCC in its capacity as the Transport Concessionary Authority.
5. If after the park and ride bus service operating costs, park and ride car park operating costs and the Artington site lease cost have been deducted from the on-street parking account there remains an insufficient surplus to reimbursement concessionary travel to the capped maximum value of £200,000 per annum, the concessionary fares reimbursement will be reduced to £160,000 per annum maximum cap.
6. Park and ride bus fares will be increased through two fares reviews over a period not exceeding 18 months to reduce the net operating deficit. The first fares review has been implemented with effect from January 2013. The second will be considered by the Guildford Local Committee taking into account the effect the first increase has had on usage.
7. All remaining surplus from the on-street parking account for Guildford Borough shall be allocated annually to "Guildford". "Guildford" is defined as the Local Committee and Guildford Borough Council. They shall decide between them how any surplus is allocated but in the event of a default it shall be determined by the SCC's Strategic Director after consulting with the Borough Nominated Officer.

Annexe 11

8. This agreement applies immediately to the Artington, Mellow and Spectrum park and ride services. This agreement does not apply to the proposed Onslow Park and Ride. Onslow will be included in future agreements as part of the annual review process.
 9. This agreement will apply for the full 2013/14 financial year and is subject to annual review by GBC and SCC. It will come into effect from 1 April 2013.
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Executive Report

Report of Executive Head of Development

Author: Marieke van der Reijden

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Email: Marieke.van.der.Reijden@guildford.gov.uk

Lead Councillor responsible: Nigel Manning

Tel: 01252 665999

Email: Nigel.Manning@guildford.gov.uk

Date: 20 January 2015

Asset Strategy and Asset Management Framework

Executive Summary

This report provides the Executive with a new Asset Strategy and an updated Asset Management Framework as part of the Council's strategic management of its property estate, excluding Council dwellings. The Executive is invited to review both documents and approve the strategy and framework as relevant, robust and transparent statements on the way the Council manages, reviews, challenges and reports on the performance of its property estate.

Both the strategy and the framework are an essential part of the Council's Corporate Plan, specifically the "Our Council" theme to improve the way we work. The vision for the property estate is to own, occupy or use properties that empower the Council to perform excellently in the delivery of its services and Corporate Plan themes on behalf of the borough's residents, businesses and visitors.

The strategy states how the Council's properties support the delivery of the Corporate Plan and the role and desired outcomes of the estates. It includes an action plan and programme for delivering the strategy and our strategic priority to ensure our property is fit for purpose, plus new performance criteria to monitor how the estate is performing.

The framework updates the previous Asset Management Framework approved by the Executive in October 2010, setting out the policies for managing and reviewing properties efficiently and strategically.

Both documents cover the period up to March 2016 in line with the Corporate Plan timeframe and, read together, they provide a complete overview of why the Council owns, occupies and uses its properties and how the Council ensures it gets the best from its estate. The strategy and framework exclude Council dwellings covered separately in the HRA Business Plan.

The Corporate Improvement Scrutiny Committee gave its support to the strategy and framework at its meeting on 8 January 2015.

Recommendation to Executive

That the Executive approves the new Asset Strategy and the updated Asset Management Framework set out in the report along with the proposed arrangements and action plan.

Reasons for Recommendation:

To ensure the Council has a clear and robust statement and process for owning, occupying, and using its properties and to ensure the efficient and strategic management of the Council's property estate.

1. Purpose of Report

- 1.1 The Council is continually driving forward improved services and better outcomes from its property estate. As the owner of a large number and variety of buildings and a large amount of land, the Council has, through the new Asset Strategy (Appendix 1) and updated Asset Management Framework (Appendix 2), set out clear guidance on how to manage its properties efficiently and strategically with statements on the role and desired outcomes from its property estate.
- 1.2 The purpose of this report is to guide the Executive through these two documents in order to approve them as appropriate and relevant to the efficient and strategic management of the Council's property estate.

2. Strategic Framework

- 2.1 The Asset Strategy and Asset Management Framework straddle across all five fundamental themes within the Council's Corporate Plan:
 - Underpinning the strategy are the Corporate Plan's five fundamental themes linked to the various roles that property provides for the Council. This includes corporate based roles such as providing a source of income and financial return, and property specific roles such as providing high standard and quality of accommodation.
 - The framework includes a decision tree process by which to review individual properties including their contribution to meeting the Council's strategic priorities.

3. Background

Asset Strategy

- 3.1 Property is a major corporate resource for the Council and as the owner of a large number and variety of buildings and large amount of land, the Council's new Asset Strategy sets out the role and function of the Council's property estate linked to Corporate Plan themes. The strategy covers properties excluding Council dwellings.

- 3.2 The Asset Strategy supports the Council's corporate objectives, listing the roles that property plays along with a set of desired outcomes and a statement that:

The vision for our property estate is to own, occupy or use properties that empower the Council to perform excellently in the delivery of its services and Corporate Plan themes on behalf of the borough's residents, businesses and visitors.

- 3.3 The strategy works through a set of objectives for managing our properties and includes indicators against which to test the performance of the property estate. This approach follows much of the Chartered Institute of Public Finance and Accountancy's recommended good practice for local authorities in the strategic management of their property estates.
- 3.4 Included in the strategy are examples of how Council owned properties contribute in a multitude of ways to achieving our strategic priorities and the milestones already achieved for property specific Corporate Plan targets. There is an action plan for further work to do, plus an explanation of the Council's strategic management arrangements to deliver the strategy, the action plan and, ultimately, the desired outcomes.
- 3.5 One action within the strategy is to use property performance indicators to test how effective the property estate is in delivering the desired outcomes. This is a new process. Officers recommend they submit an annual report to the Corporate Improvement Scrutiny Committee and Executive to enable councillors to gain a comprehensive understanding of property estate performance and compare this to other local authorities and industry standards.

Asset Management Framework

- 3.6 On 21 October 2010, the Executive approved the original Asset Management Framework. The framework set out the detailed procedures for assessing each property on whether to retain, transfer or sell. It included a decision tree process with assessment criteria and a recording format for reviewing core operational, non-core operational and investment properties.
- 3.7 For the assessment of non-core operational properties, these are scored in terms of their relevance to the Council's strategic objectives. The Corporate Plan approved in October 2013, redefined the Council's strategic priorities and therefore how to assess the core operational properties, although general aims and objectives remained the same. Due to the changes in the Corporate Plan, the framework is now up to date so that the assessment of non-core operational properties reflects the revised strategic priorities.
- 3.8 For investment properties, the assessment is in terms of the financial return that a property will provide. On 2 September 2014, the Executive endorsed the new asset investment strategy that sets out further criteria to assess potential properties to buy. These same assessment criteria now apply to existing investment properties.

3.9 The Corporate Improvement Scrutiny Committee confirmed its support to the strategy and framework at its meeting on 8 January 2015. During 2016, the Committee will be invited to scrutinise the effectiveness of the strategy and the framework to ensure they have met the original objectives as well as any issues relating to changes to the Council's corporate objectives.

3.10 The relevant heads of services, building managers and the Property Review Group were asked for their views and their comments are included.

4. Financial Implications

4.1 Financial resources to deliver the Asset Strategy's action plan are in place with the exception of resources to complete an industrial estate growth strategy. A revenue growth bid for 2015-16 is under consideration requesting funds to appoint an external consultant.

4.2 A revenue growth bid for 2015-16 submitted by the Executive Head of Housing is under consideration for a new post to assist the Mechanical and Engineering services team with legionella management responsibilities.

4.3 Arranging training of staff with legionella management and monitoring responsibilities is likely to require additional funds.

5. Legal Implications

5.1 All property transactions required to action the strategy and framework will be carried out having regard to the Law of Property Act 1925 and other relevant legislation.

6. Human Resource Implications

6.1 Human resources required to deliver the Asset Strategy's action plan are in place with the exception of resources required to deliver the desired outcome to achieve a statutorily compliant property estate. The Executive Head of Housing and Health submitted a revenue growth bid for additional resources to help manage the legionella management of Council property.

6.2 Staffing implications for the legal service will need to be assessed as and when proposals come forward under the strategy and action plan.

7. Conclusion

7.1 The new Asset Strategy and revised Asset Management Framework provide structured and transparent approaches to the strategic management of the Council's properties.

7.2 The Asset Strategy includes a set of actions to assist in the successful delivery of the desired outcomes for the property estate.

8. Background Papers

8.1 None

9. Appendices

Appendix 1 - Asset Strategy 2014

Appendix 2 - Asset Management Framework 2014

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Asset Strategy

2014

The Council's vision for its property estate including
an action plan and resources to achieve it

By:

Asset Development, Economic Development

Guildford Borough Council

Print date 11/12/2014

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EXECUTIVE SUMMARY

Guildford Borough Council is continually driving forward improved services and better outcomes from its property estate. As owner of a large number and variety of buildings and a large amount of land, the Council needs clear guidance on how to manage its properties efficiently and strategically.

This new Asset Strategy is an essential part of the Council's Corporate Plan "Our Council" theme to improve the way we work. It states how the Council's properties support the delivery of the Corporate Plan and the role and desired outcomes of the estate in relation to the five fundamental themes and strategic priorities.

The Asset Strategy covers the period up to March 2016 in line with the Council's Corporate Plan timeframe focussing on all properties except Council dwellings. This strategy should be read alongside the Asset Management Framework, which sets out the Council's policies for managing and reviewing properties efficiently and strategically.

The Council's estate contributes a major part in the Council's mission to be an efficiently run Council and one that provides first class services. The vision for the Council's property estate supports this and underpins the strategic management of the estate, as follows:

The vision for our property estate is to own, occupy or use properties that empower the Council to perform excellently in the delivery of its services and Corporate Plan themes on behalf of the borough's residents, businesses and visitors.

The Asset Strategy sets out the role of property to the Council and the desired outcomes from the property estate with objectives for achieving these and indicators by which to measure performance and success in delivering the desired outcomes.

An action plan and programme for delivering the strategy up to 2016 is included; in particular, to deliver on our strategic priority to ensure our property estate is fit for purpose (page 11 of the Corporate Plan).

The strategy includes:

- 1) Our property estate vision
- 2) Property objectives
- 3) Performance indicators
- 4) Corporate themes and strategic priorities
- 5) Property achievements
- 6) Action plan
- 7) Asset management arrangements

1. INTRODUCTION

Property, like finance and staffing, is a corporate resource that crosses over all service functions. This Asset Strategy is an essential part of how Guildford Borough Council manages its property estate as a strategic resource to enable the successful delivery of the Council's Corporate Plan vision and desired outcomes.

The five fundamental themes of the Corporate Plan provide the direction that the Council wishes to take with its property estate. The Asset Strategy sets out how the Council's property estate, excluding Council dwellings, supports the Council's corporate objectives.

Comparisons with other district Council's show that Guildford Borough Council is a major landowner. Comparing the Council's property estate with other English local authorities, the Council is in the top five to ten percent when comparing the estate's net book value:

Property category	Net Book Value	Rank*	Average value
Community Assets	£4 million	In the highest 10%	£2 million
Other Land and Buildings	£164 million	In the highest 5%	£60 million
Investment Properties	£84 million	In the highest 10%	£30 million

*Source: Capital outturn return published by the Department of Communities and Local Government

As the owner of such a valuable estate, the Council is accountable for the way it manages this for the benefit of the residents, businesses and public organisations living and operating in the borough.

The strategy shows how the Council upholds this responsibility. It sets out the role and desired outcomes from the property estate including its use to support delivery of the Corporate Plan, the efficient use of properties, improved quality of services delivered from them, maximising value and use as a lever to economic growth complete with an action plan to make this happen. Furthermore, the strategy shows how corporate desired outcomes are embedded in the Council's strategic and day-to-day management of the estate.

This strategy complements the Council's Asset Management Framework. When read together with the framework, the two documents provide a complete overview of why the Council owns, occupies and uses its properties and how the Council ensures it gains the best from its estate.

In summary, the Asset Strategy specifies and explains the Council's:

- vision and desired outcomes for the property estate
- property objectives to meet the desired outcomes
- indicators used to measure property performance
- Corporate Plan themes and strategic priorities linked to property
- property related achievements
- priorities for action with targets
- asset management arrangements

2. PROPERTY ESTATE VISION

With a total net book value of £271 million excluding Council dwellings, the Council's property estate is a significant strategic resource. The estate plays a major role in the Council's achievement of its mission to be a forward looking, efficiently run Council, working in partnership with others and providing first class services that give the community value for money, now and for the future.

In support of the Council's mission:

The vision for our property estate is to own, occupy or use properties that empower the Council to perform excellently in the delivery of its services and Corporate Plan themes on behalf of the borough's residents, businesses and visitors.

The Council owns the majority of the estate on a direct freehold interest basis. Owning the property freehold interest gives the Council the advantage of having full control over its operational property estate from which it delivers services. The Council also holds a significant amount of non-operational property. Whilst an element of control to varying degrees is passed to the tenant, the Council receives other benefits such as rental income and the transfer of risk through contractual lease terms.

Property's role and delivery of the property estate vision is multifunctional falling into two categories: Corporate roles linked to the delivery of corporate priorities, service delivery and finance; and, property specific roles to increase productivity, improve service quality and deliver savings from properties.

These roles are set out below along with desired outcomes from the estate linked to the five fundamental themes of the Corporate Plan:

Property's role and delivery	Corporate Plan Theme	Desired outcome
Corporate related		
Assists in the delivery of the Corporate Plan	All themes	For all properties to support the Council's corporate vision and five fundamental themes and strategic priorities
Operates to full potential in the delivery of services	Society	To own, occupy or use only excellent performing operational properties that fulfil service needs and provide what customers want
Provides financial resilience	Our Council	To strengthen the financial resilience of the Council by being a secure and stable property estate, releasing value through sales when needed

Property's role and delivery	Corporate Plan Theme	Desired outcome
Generates operational income for a service	Our Council	To receive the best income possible from a property either by renting or by charging out for a service
Achieves maximum return from investment property	Our Council	To deliver highest possible financial return from a strong, secure and expanding investment property estate to support our Revenue Account
Acts as a lever to create economic growth	Economy	To have maximised opportunities to supply land for unlocking or generating future economic growth
Property specific		
Provides flexible and efficient work spaces	Our Council	To occupy properties that meet modern working standards and work practices at the least space we need to reduce costs
Contains buildings of high quality and standard	Our Council	For all buildings to be held at a high standard of repair to assure visitors and users that our properties are looked after and well-maintained
Demonstrates value for money	Our Council	To operate from properties that provide the maximum value to the required standard at the least cost within the resources available
Is properly, efficiently and effectively managed	Our Council	For the property estate to be excellently managed by competent staff and proper procedures at good value for money
Is strategically asset managed	Our Council	For the Council to be managing its property estate at a strategic level with proper governance and councillor review
Is statutorily compliant	Our Council	For all properties to be fully compliant with statutory requirements including health and safety and energy regulations
Is environmentally sustainable	Sustainability	To have an estate with plans in place to achieve minimum carbon emissions and energy and water consumption targets

3. PROPERTY OBJECTIVES







Key aims and objectives from to meet each desired outcome:





Assists in the delivery of the Corporate Plan		
Desired outcome – For all properties to support the Council’s corporate vision and five fundamental themes and strategic priorities		
Objectives	Achieving	How
Incorporate the Corporate Plan fundamental themes in all property management actions and decisions	Yes	Property Review Group and Lead Member approval
Deliver specific Corporate Plan targets relating to property excluding Council dwellings	Yes	Executive Head of Dev responsibility to complete actions

Operates to full potential in the delivery of services		
Desired outcome – To own, occupy or use only excellent performing operational properties that fulfil service needs and provide what customers want		
Objectives	Achieving	How
Set clear parameters and processes against which to review performance of properties relevant to the service	Yes	Asset Strategy and Asset Management Framework
Routinely and regularly assess existing properties against performance criteria relevant to the service and the property	Yes	Asset management plans and customer surveys
Ensure business plans include statement on best use of properties for delivery of the Service	Planned	Future business planning process will include this
Sell or transfer properties that we no longer need and categorise as Surplus assets on the Asset Register	Yes	Strategic Property Review and Property Review Group
Invest in properties where necessary to ensure each property remains fit for purpose and improves service capability	Yes	Capital schemes and business planning process
Buy new operational properties to improve quality, location or accessibility of a service supported by robust business case	Apply where applicable	Capital schemes and business planning process

Provides financial resilience		
Desired outcome – To strengthen the financial resilience of the Council by being a secure and stable property estate, releasing value through sales when needed		
Objectives	Achieving	How
Be ready and act quickly to release value from the sale of a property when an opportunity or necessity exists	Yes	Asset Development; Finance Scrutiny Group
Use the strength of our property ownership status, its values and its income to secure a strong balance sheet	Yes	Medium term financial strategy and plan
Utilise the property estate to support the Council's medium term financial strategy	Yes	Medium term financial strategy and plan
Ensure property values are maintained through effective property management of the estate	Yes	Asset Development property management skills

Generates operational income for a service		
Desired outcome – To receive the best income possible from a property either by renting or by charging out for a service		
Objectives	Achieving	How
Agree terms and conditions for new property leases that provide the Council with overall best consideration	Yes	Asset Development lead on lease negotiations
Seek opportunities to lease out unused, vacant operational buildings and land	Yes	Heads of Service in consultation with Asset Development
Consider the opportunity cost of owning the property when making decisions on the future use of a property	Yes	Property performance review; asset management plans
Generate full income possible from operational estate investing in facilities to increase revenue	Yes	Heads of Service; business planning process
Buy new properties to increase revenue	Apply where applicable	Business planning; Transformation Programmes

Achieves maximum return from investment property		
Desired outcome – To deliver highest possible financial return from a strong, secure and expanding investment property estate to support our Revenue Account		
Objectives	Achieving	How
Manage the investment properties in line with the Council's Asset Investment Strategy		Property Review Group; Finance Scrutiny Group
Buy £25.7 million of new investment property by March 2016 that meet the Asset Investment Strategy criteria	Underway	Asset Development; Property Review Group
Actively manage and review investment properties to improve the rate of return, reduce risk and enhance the income generated		Asset Development; Property Review Group
Regularly review targets for future investment output to deliver a minimum acceptable financial reward		Head of Financial Services; Property Review Group
Generate the best income possible with terms and conditions for new leases that provide the Council with best overall return		Asset Development lead on lease negotiations
Ensure tenants keep to their obligations within the lease with processes in place to check rent receipts and compliance with lease terms		Asset Development
Invest in investment properties where necessary to ensure properties remain fit for purpose and retain their value		Capital schemes; Asset Development

Acts as a lever to create economic growth		
Desired outcome – To have maximised opportunities to supply land for unlocking or generating future economic growth		
Objectives	Achieving	How
Use Council owned sites for development for economic regeneration		Major Projects Programme Board
Use General Fund property sites where appropriate to assist housing development to meet housing targets		HRA business plan; Major Projects Programme Board
Enter into partnership arrangements for future development of sites		Executive Head of Development; Major Projects Programme
Identify Council owned sites suitable for economic regeneration or development within the Local Plan		Local Plan process; Town Centre Working Group

Provides flexible and efficient work spaces		
Desired outcome – To occupy properties that meet modern working standards and work practices at the least space we need to reduce costs		
Objectives	Achieving	How
Lease out or sell property no longer needed by the Council	Yes	Heads of Services working with Asset Development
Arrange office accommodation that delivers the most efficient floor layouts to minimise total floor space required	Yes	Heads of Services working with Office Services
Share space with other organisations and seek possibilities for collocation	Yes	Heads of Services working with Asset Development
Provide accommodation fit to accommodate and embrace new technologies and work place designs	Yes	Heads of Services working with Business Systems
Reduce work space per employee, where appropriate	Yes	Heads of Services working with Office Services
Be ready to meet changes in alternative work styles, headcount, shared service provision, internal reorganisation and remote working	Apply when required	Corporate Management Team; Office Services

Contains buildings of high quality and standard		
Desired outcome – For all buildings to be held at a high standard of repair to assure visitors and users that our properties are looked after and well-maintained		
Objectives	Achieving	How
Keep our properties in good condition by undertaking regular condition surveys	Yes	Asset Development and Housing Repairs
Link the output of the condition surveys to an identifiable programme of works and match this with the annual repair and maintenance budget	Yes	Asset Development; Executive for financial approval
Keep close control on reactive and planned repairs programme during year to ensure delivery of works within budget	Yes	Asset Development and Housing Repairs

Demonstrates value for money		
Desired outcome – To operate from properties that provide the maximum value to the required standard at the least cost within the resources available		
Objectives	Achieving	How
Undertake cost analysis and option appraisals as part of process for determining whether to fund capital improvements to properties	Yes	Heads of Service via the Capital programme
Keep the level of capital spend on improving properties to a minimum whilst maintaining quality and standards	Yes	Heads of Service via the Capital programme
Ensure robust processes are followed when arranging works to encourage competitive and best value pricing	Yes	Asset Development when arranging works
Sell or transfer high cost and under-utilised properties	Yes	Property Review Group review of asset management plans
Identify efficiencies in costs by collocation of like functions	Yes	Executive Heads of Services; Property Review Group

Is properly, efficiently and effectively managed		
Desired outcome – For the property estate to be excellently managed by competent staff and proper procedures at good value for money		
Objectives	Achieving	How
Run an efficient property services team employing appropriately qualified and trained staff	Yes	Executive Head of Development and Asset Dev Manager
Continually monitor performance of staff through performance reviews and internal communications	Yes	Executive Head of Development and Asset Dev Manager
Improve the service quality, standards and processes by which properties are managed at minimal cost	Yes	Asset Development
Improve the administration of the estate wherever possible improving on data collection, reporting and transparency at minimal cost	Yes	Asset Development Manager

Is strategically asset managed		
Desired outcome – For the Council to be managing its property estate at a strategic level with proper governance and councillor review		
Objectives	Achieving	How
Routinely and consistently challenge the ownership, use, performance and strategy for owning, occupying or using properties	Yes	Strategic property review
Routinely and consistently review the framework for assessing performance and review of properties and property management	Yes	Property Review Group
Routinely report to councillors on the strategic management process, reviews and performance as part of the scrutiny and challenge process	Yes	Asset Development
Adopt a corporate landlord approach to the management of the property estate	Yes	Asset Development working with Heads of Services
Use external benchmarking and trend analysis to understand changes in the outcomes of the estate and set internal targets for improvement	Yes	Property Review Group review of property performance

Is statutorily compliant		
Desired outcome – For all properties to be fully compliant with statutory requirements including health and safety and energy regulations		
Objectives	Achieving	How
Embed processes and procedures to ensure properties are tested for compliance in line with the Council’s health and safety policies	Partly achieved	Asset Development and Mechanical and Engineering Services
Regular compliance checks and monitoring set up and follow up works undertaken within clear parameters on costs	No	Heads of Service and Building Managers
All compliance monitoring records are always up to date and accessible to all staff responsible for monitoring	No	Heads of Service and Building Managers
Staff responsible for compliance have the necessary knowledge and skills to carry out the checks and recognise non-compliance	No	Heads of Service and Building Managers
New landlord and tenant agreements are clear about which party in the contract is responsible for each compliance matter	Yes	Asset Development
Operational properties comply with all carbon and energy related legislation	Yes	Asset Development; Mechanical and Engineering Services

Is environmentally sustainable		
Desired outcome – To have an estate with plans in place to achieve minimum carbon emissions and energy and water consumption targets		
Objectives	Achieving	How
Sustainability Strategy (to be developed) objectives and policies are incorporated into property management actions and decisions	Planned	Property Review Group; Energy Group
Increase the resource efficiency of buildings through insulation, solar panels, rainwater collection and other energy reduction systems	Yes	Property Review Group; Climate Change and Energy
Monitor and report on building performance and respond quickly to consumption anomalies identified in the monitoring process	Yes	Asset Development; Climate Change and Energy teams
Seek opportunities to harvest energy from renewable energy resources from our buildings	Yes	Climate Change and Energy team
For vacant properties, conduct inspections and take action to ensure consumption and Carbon Reduction Commitment costs are minimised	Yes	Asset Development and Building Managers

4. PERFORMANCE INDICATORS

This section sets out how the Council will assess the performance of the property estate against each desired outcome using:

- Target based indicators, where the Council set its own goal to achieve
- Trend analysis indicators, using data to show general changes in the portfolio, for example, on property values
- Benchmark indicators, whereby the Council can compare its performance to others.

The chosen performance indicators for each property role and desired outcome serve as a comprehensive set of measures to report the property estate's contribution to corporate performance and identify any emerging trends and changes.

Indicators marked with a * will come from the capital outturn return (COR) series, published annually by the Department of Communities and Local Government (DCLG), based on returns supplied by councils. These include profiles on property income, spend and value useful for showing the Council's performance against national trends on capital spending and values and may help to identify potential risks for the Council in its property estate. It also allows the Council to compare spending and values with other councils of the same type, for example, that serve areas that are similar in terms of population and economic factors, or within geographic areas.

Indicators marked with a + will come from the Chartered Institute of Public Finance and Accountancy's (CIPFA) "Property Services Value for Money (VFM) Exercise". Two years ago, CIPFA started a benchmarking exercise of local authority property services, which provides useful information to demonstrate value for money and service effectiveness against a number of service indicators. CIPFA also provides a benchmarking service for Councils to use property performance indicators (PPI) to compare their estates with other local authority property estates.

Indicators marked with a # will come from Council held data.

Corporate Plan indicators	Indicator type	Use	Source
Purpose: To measure how well properties support the Council's corporate vision and five fundamental themes and strategic priorities			
To complete detailed review of investment properties and implement outcomes of review by March 2014	Target (achieved)	To ensure property is fit for purpose	Asset Development team [#]
To develop business case to utilise our financial assets and expand our investment portfolio by Dec 2013	Target (achieved)	To ensure property is fit for purpose	Asset Development team [#]
To complete initial review of Council's office accommodation and consider refurbishment by December 2013	Target (achieved)	To ensure property is fit for purpose	Asset Development team [#]
To increase the annual income from investment properties by £2 million from March 2012 and March 2018	Target	To address funding shortfall	Asset Development team [#]

Service suitability indicators	Indicator type	Use	Source
Purpose: To measure the suitability of operational properties to service delivery with targets to work towards an excellent performing estate			
Percentage of all operational properties that achieve suitability scores of 80 or greater	Target	Improve suitability of our properties	Asset management plans [#]
Percentage of all operational properties that the Council is satisfied are suitable to keep	Target	Work towards 100% Keep	Asset management plans [#]
Percentage of total operational property floor space identified as suitable to keep	Trend	Identify annual changes in suitability	Asset management plans [#]

Financial resilience indicators	Indicator type	Use	Source
Purpose: To measure how the property estate is performing in value terms to provide some certainty whether values are stable for at least the foreseeable future			
Percentage change in (real) capital value of the estate and by category compared to the previous year	Trend	Spot emerging changes in capital value	Asset Management VFM profiles*
Property investment return compared to alternative investments and property market performance	Trend	Shows choice of property as an investment	Financial Services data [#]
Total value of investment estate as a proportion of net spend (total service expenditure) compared with others	Benchmark	Compares importance of investment	Asset Management VFM profiles*

Income indicators	Indicator type	Use	Source
Purpose: To measure whether the Council income from its operational estate is being maintained at previous year's level or above and maximise any opportunities for improvement with targets to increase income			
Total annual rental income from leased operational properties	Target	Work towards a service target	Revenue Account [#]
Total additional annual income from leased operational properties	Target	Work towards a service target	Revenue Account [#]
Percentage annual change in rental income from the operational property estate	Trend	Show annual changes in revenue	Revenue Account [#]

Income indicators	Indicator type	Use	Source
Percentage annual change in additional income from the operational property estate	Trend	Show annual changes in revenue	Revenue Account [#]
Percentage current rent over market rental to identify opportunity cost	Trend	Show changes in lost income opportunities	Revenue Account [#]

Investment property indicators	Indicator type	Use	Source
Purpose: To measure whether the Council's investment property is meeting the target financial return required against alternative investments with targets to improve income			
Total rental income as a proportion of capital value of investment property estate	Target	Achieve Council target or better	Asset Investment Strategy
Percentage of all investment properties that the Council is satisfied are suitable to keep	Target	Work towards 100% Keep	Asset management plans [#]
Percentage annual change in rental income from the investment property estate	Trend	Show annual changes in income levels	Revenue Account [#]
Percentage change in (real) capital value of investment property estate compared to the previous year	See Financial Resilience indicator	Show annual changes in capital value	Asset Management VFM profiles*

Economic growth indicators	Indicator type	Use	Source
Purpose: To measure whether the Council is maximising its properties for development or contributing to economic regeneration			
Total number of Council owned properties sold for development or regeneration purposes	Trend	Show annual changes in commitment	Major Projects Prog Board [#]
Total number of properties involved in a development project under contract	Trend	Show annual changes in commitment	Major Projects Prog Board [#]
Total number of properties that form part of a working group regeneration project	Trend	Show annual changes in commitment	Major Projects Prog Board [#]

Work space efficiency indicators	Indicator type	Use	Source
Purpose: To measure improvements in efficient use of office accommodation with target to reduce floor space occupied			
Square metre office floor space occupied per number of Full Time Equivalent employees	Target	Work towards industry standard	Asset Development #
Square metre office accommodation floor space occupied compared to other organisations	Benchmark	Compare performance to others	Property Performance Indicators ⁺
Total vacant office floor space	Trend	Show annual changes in efficiencies	Asset Development #

Building performance indicators	Indicator type	Use	Source
Purpose: To measure the condition of Council's buildings and spend on revenue maintenance compared with previous year, with targets to improve performance			
Percentage of floor space in good or satisfactory repair compared to other authorities	Benchmark	Compare performance to others	Property Performance Indicators ⁺
Percentage of properties in good or satisfactory repair	Target	Work towards or improve on benchmark	Property Performance Indicators ⁺
Proportion of properties in urgent need of repair by number of properties and by amount of floor space	Benchmark	Compare performance to others	Property Performance Indicators ⁺
Required maintenance cost at different priority levels compared to other authorities	Benchmark	Compare performance to others	Property Performance Indicators ⁺
Total required maintenance cost per square metre compared to other local authorities	Benchmark	Compare performance to others	Property Performance Indicators ⁺
Total maintenance spend in previous financial year per square metre compared to other authorities	Benchmark	Compare performance to others	Property Performance Indicators ⁺
Total maintenance spend in previous financial year per square metre	Target	Work towards or improve on benchmark	Property Performance Indicators ⁺
Proportion of reactive maintenance cost versus planned maintenance cost compared to other authorities	Benchmark	Compare performance to others	Property Performance Indicators ⁺

Percentage revenue repairs and maintenance programme delivered on budget	Trend	Show annual changes in efficiencies	Asset Development #
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Value for money indicators	Indicator type	Use	Source
Purpose: Cost over Value measures To operate from properties that provide the maximum value to the required standard at the least cost within the resources available			
Value of operational properties per head of population	Trend	Show worth of estate for each resident	Asset Management VFM profiles*
Value of investment property per head of population	Trend	Show worth of investment for each resident	Asset Management VFM profiles*
Gross property cost of the operational estate as a percentage of gross revenue budget compared to others	Benchmark	Compare cost efficiency with others	Property Performance Indicators ⁺
Gross property cost of the operational estate per square metre by category compared to others	Benchmark	Compare cost efficiency with others	Property Performance Indicators ⁺

Management efficiency indicators	Indicator type	Use	Source
Purpose: For the property estate to be excellently managed by qualified and competent staff at good value for money			
Average base FTE salaries across all property disciplines compared to other authorities	Benchmark	Compare performance to others	Property services VFM exercise ⁺
Total cost spent on strategic asset management activity compared to other authorities	Benchmark	Compare performance to others	Property services VFM exercise ⁺
Total staffing cost plus consultancy cost as percentage of capital programme compared to others	Benchmark	Compare performance to others	Property services VFM exercise ⁺
Total staffing plus consultancy cost as a percentage of the maintenance budget compared to others	Benchmark	Compare performance to others	Property services VFM exercise ⁺
Total staffing plus consultancy cost as a percentage of average investment property income compared to others	Benchmark	Compare performance to others	Property services VFM exercise ⁺

Strategic management indicators	Indicator type	Use	Source
Purpose: For the Council to be managing its property estate at a strategic level with proper governance and councillor review			

Percentage of properties for which an asset management plan has been produced over the last five years	Target	Work towards 100%	Asset management plans [#]
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Statutory compliance indicators	Indicator type	Use	Source
Purpose: To monitor progress in providing compliant buildings in line with government regulation and standards, with targets to ensure full compliance			
Percentage of properties for which an access audit has been undertaken	Target	Work towards 100%	Asset Development #
Percentage of properties for which an accessibility plan is in place	Target	Work towards 100%	Asset Development #
Percentage of properties for which a fire risk assessment has been undertaken	Target	Work towards 100%	Asset Development #
Percentage of properties for which a fire risk assessment is in place	Target	Work towards 100%	Asset Development #
Percentage of properties for which an asbestos management plan is in place where one is required	Target	Work towards 100%	Asset Development #

Environmental sustainability indicators	Indicator type	Use	Source
Purpose: To have an estate with plans in place to achieve minimum carbon emissions and improve energy efficiency			
Energy cost per square metre for operational property compared to other authorities	Benchmark	Compare performance to others	Property Performance Indicators ⁺
Water cost per square metre for operational property compared to other authorities	Benchmark	Compare performance to others	Property Performance Indicators ⁺
Energy consumption per square metre for operational property compared to other authorities	Benchmark	Compare performance to others	Property Performance Indicators ⁺
Carbon emissions per square metre from operational property compared to other authorities	Benchmark	Compare performance to others	Property Performance Indicators ⁺
To reduce carbon emissions from operational property by 43% by 2019-20 against a 2008-09 baseline	Target	Working towards reduction	Annual Green House Gas Report [#]
All properties requiring an Energy Performance Certificate (EPC) to achieve minimum rating of D by 2018	Target	Improve reputation and reduce costs	Asset Development #

All properties requiring a Display Energy Certificate (DEC) to achieve a minimum rating of D by 2018	Target	Improve reputation and reduce costs	Climate Change and Energy [#]
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5. CORPORATE PLAN THEMES AND STRATEGIC PRIORITIES

The Council's Corporate Plan 2013 sets out the vision for the borough and the priorities that the Council will follow to develop future strategies and plans over the next three years.

The Council's vision is for Guildford to be a town and borough:

- with strong infrastructure
- world-class businesses with capacity to expand and deliver growth
- an evolving and vibrant economy
- which creates a progressive and sustainable environment
- for people today and future generations living in an ever improving society

This section shows how the property estate has played and continues to play its part in achieving the Council's five fundamental themes in support of the Council's vision for the borough. The five themes plus the Council's strategic priorities influence the way the Council involves property at a strategic level as well as day-to-day property management activities.

How the property estate is helping to deliver the Council's desired outcomes by 2016 is set out below:

Infrastructure

The Council's strategic priority is to develop effective infrastructure and transport services to support development of the borough's economy and housing needs working closely with Surrey County Council as highways authority and the Highways Agency to facilitate an improved transport network. As a major landowner, the Council will consider the release of its land where appropriate where this would make a significant contribution to improving transport and pedestrian flows and technology connectivity. For example, preparing to release land to create a new link road from Slyfield Industrial Estate to Clay Lane in north Guildford as part of the Slyfield Area Regeneration Project. This major infrastructure project will assist with unlocking value in the Slyfield Industrial Estate.

Economy

Helping the borough's economy to grow is a key theme of the Council's Corporate Plan and the Council's property estate is a major resource to enable this to happen. The Council is working with partners and key stakeholders to unlock the potential development of key sites in Guildford town centre, such as, the recently sold Bellerby Theatre Site to Waitrose where private sector investment will improve the retail offer in the town. Other town centre sites are under consideration and will unlock value in the Council own sites. Sites further out from the town centre include Slyfield Industrial Estate where the Council is working with partners and key stakeholders to regenerate the area to stimulate growth and expand employment generating opportunities and enterprise.

Development

The new Local Plan places the requirement for sustainable development at the heart of meeting the changing needs and future growth in the borough. Council owned property is a key strategic resource to make this happen. Major projects to support its Economy Strategy, Housing Strategies and HRA Business Plan to bring forward new commercial opportunities and add housing to the borough include, for example, the Slyfield area project mentioned above, which will add significant number of new homes, and the recent sale of land at Ripley to A2Dominion Housing providing thirty-seven new affordable homes. For Affinity Sutton in West Clandon, the Council granted easements and exchanged land to enable the development of fourteen affordable homes, which are due for completion in early 2015; and with Riverside ECHG, is entering into an agreement to build flats on Council owned garage land.

The Council is building affordable homes on its own land and recently completed three houses for rent in Normandy. There are a further sixty-two affordable units under construction at Lakeside Close, Ash and New Road, Gomshall, which will complete in 2015, all for affordable rent. The Council is also building five traveller accommodation pitches at Ash Bridge, and hopes to provide further traveller accommodation using Council-owned sites.

The development project at Slyfield mentioned above will bring an old landfill site back into economic use as well as provide new housing.

Sustainability

The Council's theme on sustainability includes priorities to maintain, protect and enhance our natural and built environment and keep the borough a safe, clean and attractive environment. For its own properties, the Council works hard to maintain these standards both on its buildings but also land. Parks and Leisure Services received seven green flag awards in 2014 achieving the recognised national environmental standards for parks and green spaces at Stoke Park, Sutherland Memorial Park, Allen House Grounds, Castle Grounds, Riverside Park and Nature Reserve, Crematorium and Stoke Cemetery.

The Council is also dedicated to reducing energy consumption in its own properties. An Energy Group meets monthly to analyse energy consumption and carbon footprint scrutinising possibilities for further improvement out of the Council's property estate whenever the opportunity arises. The Council is successfully working towards its target to reduce carbon emissions by 43 per cent by 2019-20 against a 2008-09 baseline.

Society

The Council assesses all properties occupied and used by the Council in the provision of public service to ensure they are fit for purpose. This is important to the Council in supporting its strategic priority to improve public health and wellbeing outcomes for residents.

6. PROPERTY ACHIEVEMENTS

This section describes recent projects and work undertaken by the Council to demonstrate how property has contributed directly or indirectly towards achieving Corporate Plan targets.

Fit for purpose achievements:

The Corporate Plan identifies the following property specific actions and targets within its Action Plan to ensure the Council's property estate is fit for purpose. The table below shows the milestones achieved:

Corporate Plan targets	Milestone achieved	Milestones achieved
To complete a detailed review of our investment assets and implement the outcomes of the asset review by March 2014		<p>COMPLETED – Actions taken:</p> <p>The detailed strategic property review was completed. The outcomes from this first phase lead to a second review to complete the Business Case for our investment properties as outlined below.</p> <p>The outcome of the asset review resulted in eighteen garden and grazing parcels identified for sale. Sixteen are agreed with the purchaser, of which eleven are sold.</p>
To develop a business case to utilise our financial assets and expand our investment portfolio by December 2013		<p>COMPLETED – Actions taken:</p> <p>The Executive approved the new Asset Investment Strategy on 2 September 2014.</p> <p>£17 million of new investment assets bought, increasing investment property income by £1.46 million</p>
To complete an initial review of the Council's office accommodation and consider refurbishment and development of the Millmead site by December 2013		<p>COMPLETED – Actions taken:</p> <p>The initial review was completed and presented to the Leader and Councillors in November 2013.</p> <p>Millmead Project Team set up to procure and implement refurbishment of Millmead House Complex with work due to start on site in 2015, with the view to the Council continuing to occupy and operate from this site for next ten years.</p>

Further achievements

The Council's properties also contribute to other desired outcomes of the Corporate Plan. Achievements towards these are set out in the table below:

Outcomes by 2016	Property related achievements
Transport	
To deliver a new Transport Strategy	The Town Centre Vision Group involves property by identifying land the Council owns along transport corridors and within the town centre that could be used in schemes to improve the transport and economic infrastructure.
To deliver viable long term solutions identified for A3 and gyratory	Working with the Highways Agency and Surrey County Council to identify solutions that could include land owned by the Council.
To improve car parking capacity	Work is ongoing looking at existing car park capacity within Council owned properties as well as utilising land not owned by the Council. For example, the new park and ride in north Guildford where the Council lease in land from Surrey University.
To support the expansion of Superfast Broadband across the borough, particularly in rural areas	The Council continues to enter into a number of arrangements with broadband infrastructure providers to allow access on to Council land and long-term agreements for rights over Council land.
Economy	
To secure a development partner with plans in place for the regeneration of North Street	Negotiations are ongoing with the Council's preferred development partner to secure possible future development and regeneration of this part of the town centre.
To build relationships with a significant number of key employers in the borough	The Council owns a significant proportion of industrial land in the borough and built up a relationship with the tenants and occupiers over a number of years. Through this relationship, the Council has good understanding of the borough's industrial and retail economies.

Outcomes by 2016	Property related achievements
To support a significant number of small and medium sized businesses in their growth plans	Leasing out small industrial units at Slyfield and Ash Vale on short-term leases helps to support fifty small businesses in the borough. The Asset Development team has supported tenants of growing businesses to move to larger premises even if this means moving out of Council owned property. The Council is considering using one of its own buildings to expand its offer to provide incubator units for small office based enterprises.
To protect and enhance the borough's local heritage	<p>As the owner of many heritage and listed buildings, a significant proportion of recently planned maintenance work focussed on repairs to these buildings. The Council has undertaken works to Guildhall, Guildford House and Brew House, Guildford Museum and Wanborough Barns.</p> <p>The castle and museum development project, Guildford Heart of Heritage, is a major scheme that will unite these adjacent sites, transform them into a key cultural, tourist attraction and establish them as the heart of a new heritage quarter in Guildford. The Council is seeking significant funding for the project from the Heritage Lottery Fund (HLF). A first-round application was submitted in November 2014 with a decision by HLF expected March 2015.</p>
Development	
To adopt a new Local Plan	Council owned sites are identified where appropriate for use to deliver part of the Local Plan.
To put in plans to deliver 150 new Council homes with 80 completed	Various Council owned sites are currently under consideration for possible development to provide new Council homes including Guildford Park Car Park. Several Council owned sites are under development delivering sixty-two new affordable homes at Lakeside Close, Ash and New Road, Gomshall in 2015.
To enable more new affordable homes across the borough	Several sites are under development by housing associations. Housing association providers are in contract on several private development sites and are discussing other opportunities.

Outcomes by 2016	Property related achievements
To enable the new pitches and plots for the traveller communities as identified in the Traveller Accommodation Assessment	The Council is reviewing available parcels of Council owned land for possible provision of new traveller sites including Home Farm Effingham and Ash Bridge Caravan Site.
Sustainability	
To reduce the Council's carbon emissions by 43 per cent by 2019-20	<p>Carbon reduction measures at several Council owned properties have reduced carbon emissions by seventeen per cent between 2008-09 and 2013-14. Measures include variable speed motor drives, LED lighting and boiler replacement.</p> <p>As the landlord for a number of non-domestic properties, the Council has a requirement to comply with Section 49 of the Energy Act 2011. This stipulates that a landlord of a non-domestic property that falls below a certain level of energy efficiency may not let the property until they have complied with the obligation to make the relevant energy efficiency improvements provided for by the regulations. The regulations will come into force on 1st April 2018 at the latest and work is underway to improve energy efficiency in leased properties where the Council retains responsibility under the lease.</p>
To see developments that incorporate best practice in low carbon technologies and sustainable living	<p>The Council owns the hydroelectric plant, which uses waterpower from the River Wey to generate electricity.</p> <p>The Council implemented a range of new technologies at the Electric Theatre to reduce its energy consumption to minimum possible levels, for example, LED stage lights.</p> <p>The Council is investigating the possibility of installing water source heat pumps and heat networks that provide centralised heat sources at its properties.</p>
Society	
To improve the health and wellbeing of local residents by promoting participation in sports and leisure activities	New facilities over the past year include the letting of the new boxing club at Park Barn Community Centre and tree top adventure course at Stoke Park. The Council also sold the Rowing Club at Shalford Watermeadows to secure the viability of this activity.

Outcomes by 2016	Property related achievements
Developing Our Council	
To improve the access to Council services and increased customer services and increased customer satisfaction levels	Asset Development regularly liaises with tenants, and recent lettings to two community centre tenants involved meeting with management committees to understand their needs and incorporate these into new property agreements.
To better understand residents needs and prioritised and delivered services that matter most to local communities	Officers are working closely with local residents to progress designs for refurbishing Tyting Farm buildings and communicated plans at two public meetings ready for sale of the site in 2015.
To achieve efficiency savings and service improvements through process changes and fundamental reviews	<p>Reviewing properties through the Council's strategic property review process continues, identifying possible sale of properties to improve efficiencies.</p> <p>Significant savings were achieved by rationalising office floor space at Millmead and leasing out vacant floor space to Surrey Police and Surrey County Council and increasing rental income.</p> <p>An external audit in May 2014 on Asset Development property management work concluded:</p> <p><i>"...the Council can take substantial assurance that the controls upon which the organisation relies to manage this area are suitably designed, consistently applied and effective".</i></p>
To maintain effective financial planning to support future service delivery	In 2013, an external firm of surveyors was appointed to undertake a programme of condition surveys on the Council's properties; this has increased our understanding of the condition of properties and improved budget planning and management.
To increase our income through commercial services and our investment properties	Rent reviews and lease renewals are integrated into the Asset Development's service backed up by automatic diary alarms from the Council's electronic property database to ensure we take every opportunity for increasing rental income from existing investment properties.
To improve our leadership and governance structures	The terms of reference of the Property Review Group are reviewed annually to check and update governance arrangements for this working group.

7. ACTION PLAN – TARGETS AND MILESTONES

Actions that the Council will take to deliver the Asset Strategy up to 2016:

Action	Resources	Milestone	Difference action will make
Update the Asset Management Framework to align it with Corporate Plan	Existing resources within Asset Development	Obtain Executive approval by February 2015	Properties will be reviewed and challenged against current corporate objectives
Complete the Millmead Accommodation Project as part of the Transformation Programme	Approved capital budget	Obtain Executive approval by February 2015 and start on site in 2015	Visitors, staff and users will have customer friendly, high quality civic suite, reception and canteen
Complete the asset investment strategy endorsed by the Executive on 2 September 2014	Approved capital budget and additional staff resources	From Sept 2014, invest £25.7 million in new properties to increase annual rent by £1.2 million by March 2016	To address funding shortfall with financial aim of increasing the rental income for the Council
Adopt new property performance indicators, collect data and submit annual report on property performance	Revenue budget to subscribe to benchmarking services	Report to Scrutiny Committee and Executive by October 2015	Council will gain better understanding of how its compares to other authorities
Complete an industrial estate growth strategy	Capital bid submitted for April 2015 to employ external consultant	Report to Executive by December 2015	This will promote direct investment into the estates

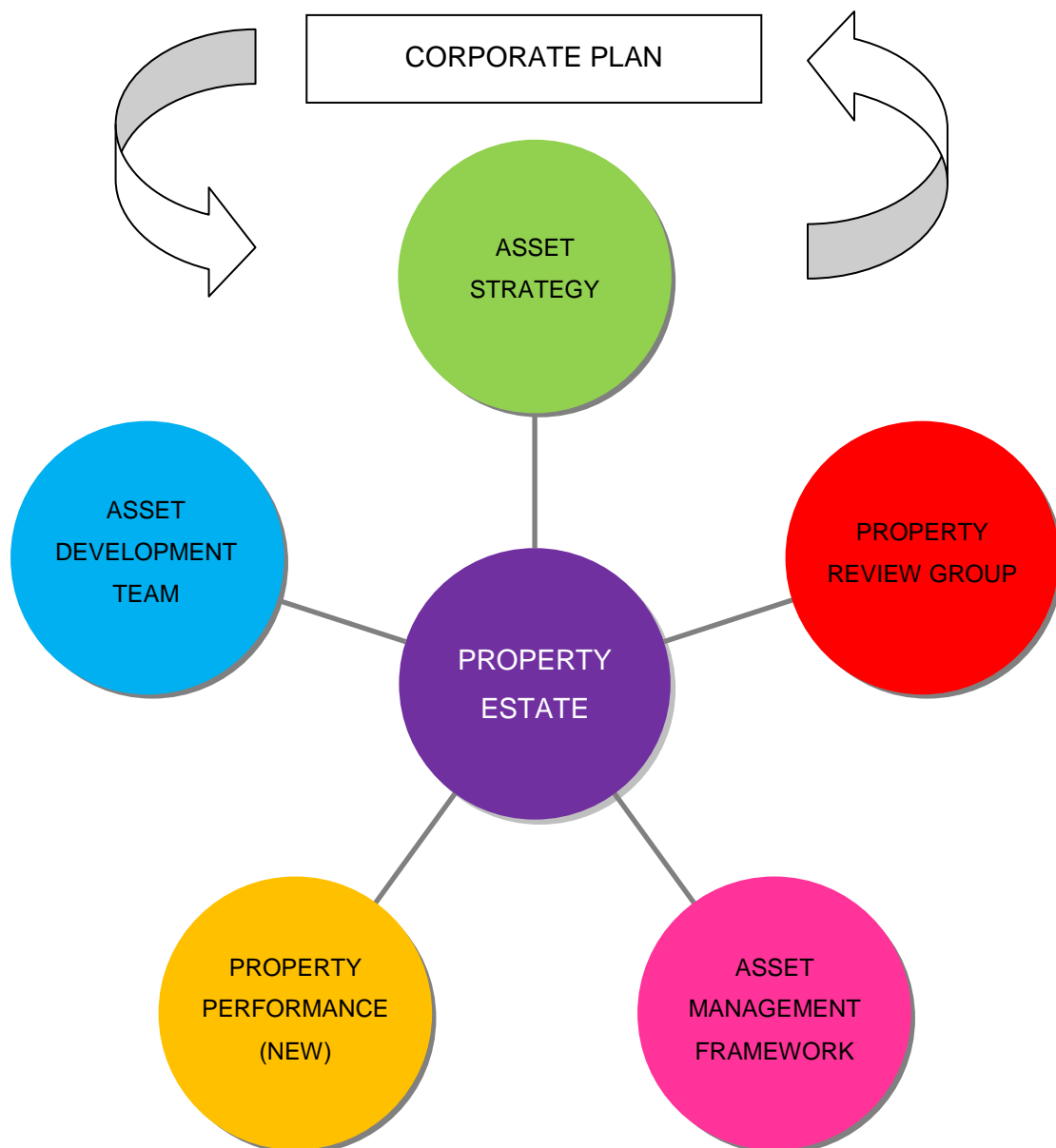
Action	Resources	Milestone	Difference action will make
Include a statement on property needs to support their service in future service business plans	Existing resources within services	Include in Business Planning process for 2015-16	Identify new property needs early in the business planning process
Publish Transparency Agenda property data	Existing resources within services	Data link on website since July 2014	Compliance with the government's agenda
Implement an agreed corporate landlord approach	Existing resources within Asset Development	Set up and convey to services by December 2015	Properties will be managed centrally for repairs, reviews, lettings; The Service occupying or using a property will remain responsible for its operational function as well as day-to-day site management.
Adopt watertight processes and procedures for proper management of statutory compliance of properties in line with the Council's health and safety policies	Additional resources likely for training, plus capital bid submitted for April 2015 for new post in Mechanical and Engineering Services	Adopt and embed processes – March 2016	Reduce risk of non-compliance and clarify roles and responsibilities for staff involved in managing compliance

8. ASSET MANAGEMENT ARRANGEMENTS

Proper strategic asset management of the Council's property estate has wide reaching benefits for the Council. It can influence significantly on customer experience and perception for visitors as well as officers, councillors and tenants who use a Council property. A well run property can provide:

- a show of confidence that the Council is professional and capable of running its services
- accessible and fit for purpose buildings, and

The following diagram shows how the Council manages its property estate as a strategic resource underpinning the objectives set out in the Corporate Plan:



The Council manages its property estate as a strategic resource as follows:

1. **The Corporate Plan** – This underpins the whole basis upon which the Council owns, occupies and uses its property estate, its purpose, function, operation and why the Council chooses to make changes as part of future planning.
2. **Asset Strategy** – This Asset Strategy underpins how the property estate will deliver the aims and objectives of the Corporate Plan stating the Council's desired outcomes of the estate, objectives and performance targets, plus an action plan to get there.
3. **Property Review Group** – This working group of officers and councillors provides active governance over property planning and decision making with a watching brief to deliver property outcomes and performance.
4. **Asset Management Framework** – This provides policies on how the Council will actively manage, review and challenge the property estate and the properties within it and whether to keep, improve, sell or transfer properties in context of wider strategic and corporate objectives.
5. **Property Performance** – This is a new arrangement to report annually to the Scrutiny Improvement Committee and the Executive on performance targets, trends and external benchmarks to analyse and explain how the property estate is performing against desired outcomes and comparison with others local authorities.
6. **Asset Development Team** – This team provides in house professional property management skills. Its role is to manage and maintain the property estate, review and update property information on the Asset Manager system, act as corporate landlord on behalf of services and undertake strategic property reviews analysing data on size, use, occupancy, condition, running cost, value and so on.

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Asset Management Framework

2014

Framework for managing and reviewing properties efficiently and strategically

By:

Asset Development, Economic Development

Guildford Borough Council

Printed on 11/12/2014

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EXECUTIVE SUMMARY

Guildford Borough Council is continually driving forward improved services and better outcomes from its property estate. As the owner of a large number and variety of buildings and a large amount of land, the Council needs clear guidance on how to manage its properties efficiently and strategically.

This Asset Management Framework sets out the way in which the Council will manage its properties efficiently and improve their performance and how to review and challenge the rationale for owning or occupying the properties. It includes methods for assessing whether to keep, improve or sell a property in the context of the Council's strategic priorities, and options to consider for surplus properties.

This framework covers the period up to March 2016 in line with the Council's Corporate Plan timeframe. This framework should be read alongside the Asset Strategy, which sets out the Council's vision for its property estate including an action plan to achieve it.

The Council uses the Chartered Institute of Public Finance and Accountancy (CIPFA) definition to categorise physical assets, which are:

Operational assets:

1. Council Dwellings (PPE)
2. Other Land and Buildings (PPE)
3. Vehicles, Plant, Furniture & Equipment (PPE)
4. Infrastructure Assets (PPE)
5. Community Assets (PPE)
6. Surplus Assets (PPE)
7. Assets Under Construction (PPE)

Non-operational assets:

8. Heritage Assets
9. Investment Properties
10. Assets Held for Sale

Operational assets are identified as those used to provide services grouped together under Property, Plant and Equipment (PPE). This includes all assets, not just property assets.

The Asset Management Framework reports on four PPE asset categories. These are: Other Land and Buildings, which are operational properties used to provide Council services; Community Assets such as parks; properties deemed Surplus pending a decision to sell; and Assets Under Construction.

The remaining three PPE assets do not form part of this framework. They are Council dwellings (see HRA Business Plan), Vehicles, Plant, Furniture & Equipment and Infrastructure Assets.

Non-operational assets are those owned, occupied or used by the Council for a purpose other than that of providing a service. The Asset Management Framework reports on all three non-operational asset categories: Heritage Assets, which includes properties such as monuments; Investment Properties, which are held to provide a financial return; and properties due for imminent sale within the next twelve months categorised as Assets Held for Sale.

Other Land and Buildings (PPE) are split into two sub-groups that the Council calls:

- Core Operational properties – Operational properties that are used specifically to deliver a direct Council service; and
- Non-Core Operational properties – Operational properties that are used to deliver corporate objectives other than a direct Council service.

The Asset Management Framework provides policies for the Council to follow giving officers and councillors a plan of action for managing, reviewing and challenging the properties it owns, occupies and uses. Supporting text in the document explains the purpose and rationale for arriving at each policy.

The Asset Management Framework policies are:

Strategic Property Management

- 1.1 Categorise properties in accordance with the requirements of the International Financial Reporting Standards
- 1.2 Value a minimum of twenty per cent of the property estate every five years with major investment properties and high value properties valued every year
- 1.3 Assess the performance of the property estate to gain a better understanding of how it compares to others and to help make strategic property decisions
- 1.4 Monitor individual properties against indicators to measure progress
- 1.5 Monitor strategic Council owned sites for development opportunities for its own sites or shared projects with other organisations
- 1.6 Assess which properties will continue to form the Council's property estate and which to recommend for improvement, alternative use, transfer or sale

Property Management

- 2.1 Negotiate the terms of new leases where there are repair and maintenance obligations on the Council either by passing on the responsibility to the tenant, or setting up a service charge from which the costs can be recovered
- 2.2 Maintain a property maintenance programme to ensure properties are kept in good repair
- 2.3 Monitor the impact of any legislative changes on the obligations of the Council as landlord, update lease terms as necessary and make allowance for any changes within the property budgets if deemed necessary

- 2.4 Prepare and review asset management plans for all investment and major operational properties
- 2.5 Review all properties subject to leases eighteen months in advance of lease expiry or option/break dates to decide whether the Council is prepared to renew the lease or if the property is required for Council use or development
- 2.6 Assess market value of investment properties so that the Council is aware of the potential increase in rent that might arise on rent review or grant of new lease following lease expiry
- 2.7 Apply below market rents where letting the property on this basis will promote the improvement of the economic, social or environmental well-being of the area; in such cases, both the market rent and the actual rent will be recorded within the request for formal Councillor approval to enter into the new lease
- 2.8 Monitor and review any planning applications on sites adjacent to the Council's key strategic sites to ensure their impact on the Council's properties is fully understood and consider any opportunities for joint development
- 2.9 Review properties prior to incurring significant spend to ensure that the proposed capital investment offers the best value

Property Sales

- 3.1 Consider the sale of poor quality, vacant or underperforming properties
- 3.2 Offer the right of first refusal to existing tenants of low value, high social value properties where the tenant occupying the property is a community group or other appropriate body
- 3.3 Follow the procedures set out in the Council's Land and Disposals Policy and Guidance Document and Council's Constitution once a property is identified for sale

Property Acquisitions

- 4.1 Consider the acquisition of a property where this will enable the Council to fulfil its strategic and corporate objectives
- 4.2 Consider the purchase of a new investment property that meets the criteria set out in the Council's Asset Investment Strategy
- 4.3 Consider the purchase of a new operational property that meets the requirements of a business case with Council approval
- 4.4 Follow the property acquisition procedures set out in the Council's Constitution

The framework includes governance arrangements for these policies with a rolling programme for review.

1. INTRODUCTION

This Asset Management Framework is an essential part of how Guildford Borough Council manages its property estate as a strategic resource and individual properties as strategic assets.

This framework updates the previous Asset Management Framework adopted by the Executive in October 2010 to align it with the five fundamental themes and strategic priorities set out in the Council's Corporate Plan 2013. It also reflects changes in the Council's property estate as well as new property aims and ambitions of the Council introduced over the last four years.

This framework complements the Council's Asset Strategy. When read together with the strategy, the two documents provide a complete overview of why the Council owns, occupies and uses its properties and how the Council ensures it gains the best from its estate.

The Asset Management Framework contains a set of policies the Council will follow to manage its properties effectively and to review and challenge whether to continue owning, occupying or using its properties and identify which properties no longer meet the Council's requirements. For those properties that are no longer fit for purpose, the framework provides options on what to do with them.

The aim of the Asset Management Framework is to enable the Council to achieve the desired outcome from its property estate set out in the Asset Strategy including their use to support delivery of the Corporate Plan, increased efficient use of properties, improved quality of services delivered from properties, maximising value and as a lever to economic growth.

Chapter 1 provides a breakdown of the Council's property estate and an explanation of the different property categories applied to each property using the Chartered Institute of Public Finance and Accountancy (CIPFA) definition, which is based on International Financial Reporting Standards (IFRS) to categorise physical assets.

Chapter 2 sets out the Asset Management Framework policies with supporting explanation. This includes how the Council will manage its properties strategically as well as at individual property level, and its approach to property sales and acquisition.

Chapter 3 sets out the programme of when to apply each policy identifying an officer, working group or committee responsible for ensuring the Council adheres to the policy.

Major changes and property achievements during the period between the original 2010 Asset Management Framework and this new updated version, include:

1. Changes to the IFRS definition of property categories; including the new category Heritage Assets
2. The completion and opening of G-Live, which was undergoing construction in 2010

3. The introduction of a new Asset Investment Strategy and investment acquisition programme to help bridge the funding shortfall following with the financial aim of investing in order to increase the rental income stream for the Council
4. The completion of the sale of the Bellerby Theatre Development Site to Waitrose
5. Transformation target to introduce a corporate landlord approach to the management of properties
6. Better use of our properties including the collaboration with Surrey Police and Surrey County Council with both organisations who since 2010 and 2011, share the Council's head office at Millmead
7. Continued improvements to the Asset Register in preparation for meeting the needs of the government's Transparency Agenda.

2. PROPERTY ESTATE OVERVIEW

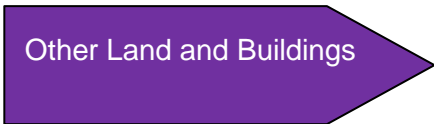
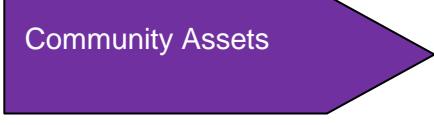
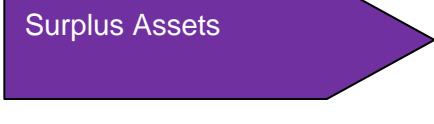
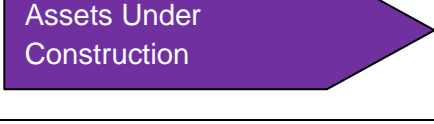

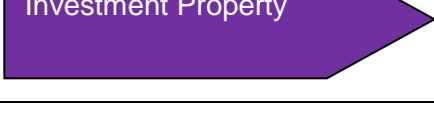

By Category

The Council's Asset Register provides a list of all land and buildings owned, occupied or used by the Council identifying each by name, unique reference number, category and other property features. Each property is categorised according to its main purpose, such as whether the Council holds the property for operational or non-operational purposes. An up-to-date list of our properties is available at www.gov.net.uk.

IFRS defined property categories

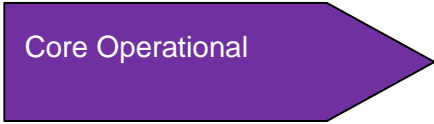
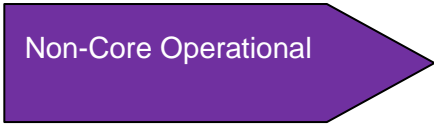
The Council categorises its properties in line with the IFRS based Code of Practice on Local Authority Accounting (the CIPFA Code), published by CIPFA.

The definition of each property category is summarised as follows:

 <p>Other Land and Buildings</p>	<p>Operational properties from which the Council delivers its service or policies; these properties are further sub-divided into Core Operational and Non-Core Operational as explained below</p>
 <p>Community Assets</p>	<p>Properties that are intended to be held in perpetuity, that may have no determinable useful life (such as parks) and which may, in addition, have restrictions on their sale</p>
 <p>Surplus Assets</p>	<p>Properties that are not being used to deliver services and do not meet the criteria to be classified as either Investment Properties or Assets Held for Sale</p>
 <p>Assets Under Construction</p>	<p>Properties that would otherwise fall into one of the other categories (except Investment or Assets Held for Sale), but during construction are specified here</p>
 <p>Heritage Assets</p>	<p>Assets with historical, artistic, scientific, technological, geophysical or environmental qualities that are held and maintained principally for their contribution to knowledge and culture</p>
 <p>Investment Property</p>	<p>Properties that are held for the sole purpose of receiving rent or capital appreciation</p>
 <p>Assets Held for Sale</p>	<p>Properties that are available for immediate sale, the sale must be highly probable and the asset must be actively marketed with an expectation that it will be sold within one year.</p>

Council's division of Other Land and Buildings

For the purpose of the Asset Management Framework, properties within Other Land and Buildings are split into the following two sub-groups depending on whether the Council is using the property directly as part of its operation or whether it holds the property to deliver a corporate objective:

 <p>Core Operational</p>	Operational properties that are held specifically to deliver a direct Council service
 <p>Non-Core Operational</p>	Operational properties that are held to deliver corporate objectives other than a direct Council service

By Property Type

Of the 600 properties listed on the Asset Register, 570 of these are owned, occupied or used by the Council. Table 1 below provides a breakdown of these properties by category and property type, property value, income and premises related spend. The remaining properties not shown in the table are Surplus Assets, Assets Under Construction, Heritage Assets or Assets Held for Sale.

Appendix 6 lists all properties at the date of publication of this document.

Table 1: Characteristics of the Council's property estate

Property Category	Core Operational (Land and Buildings) Number	Non-Core Operational (Land and Buildings) Number	Community Number	Investment Number	Total
Property Type	Number	Number	Number	Number	
Agricultural		4	1		5
Burial Ground	1	1	3		5
Car Park	39	4		1	44
Commercial	1	4		31	36
Commercial w/ Resi		10		1	11
Community Facility	3	25			28
Crematorium	1				1
Cultural	6			2	8
Day Centre	2				2
Depot	1				1
Educational		1		1	2
Garage Block	5				5

Property Category	Core Operational (Land and Buildings)	Non-Core Operational (Land and Buildings)	Community	Investment	Total
Historic Structure	3				3
Industrial		1		134	135
Miscellaneous	1	1	1		3
Municipal Building	1				1
Offices	2	2		8	12
Open Space		4	92		96
Recreational	11	11	54		76
Residential	17	9			26
Residential Land		50			50
Toilets	17				17
Turbine House		1			1
Water Treatment			1	1	2
Total Number	111	128	152	179	570
Net Book Value £M	£144	£17	£4	£96	£261
Gross annual income*	£13,304,200	£426,100	£113,100	£5,914,100	£19,757,500
Gross annual spend*	£5,352,600	£426,800	£47,100	£348,900	£6,176,000

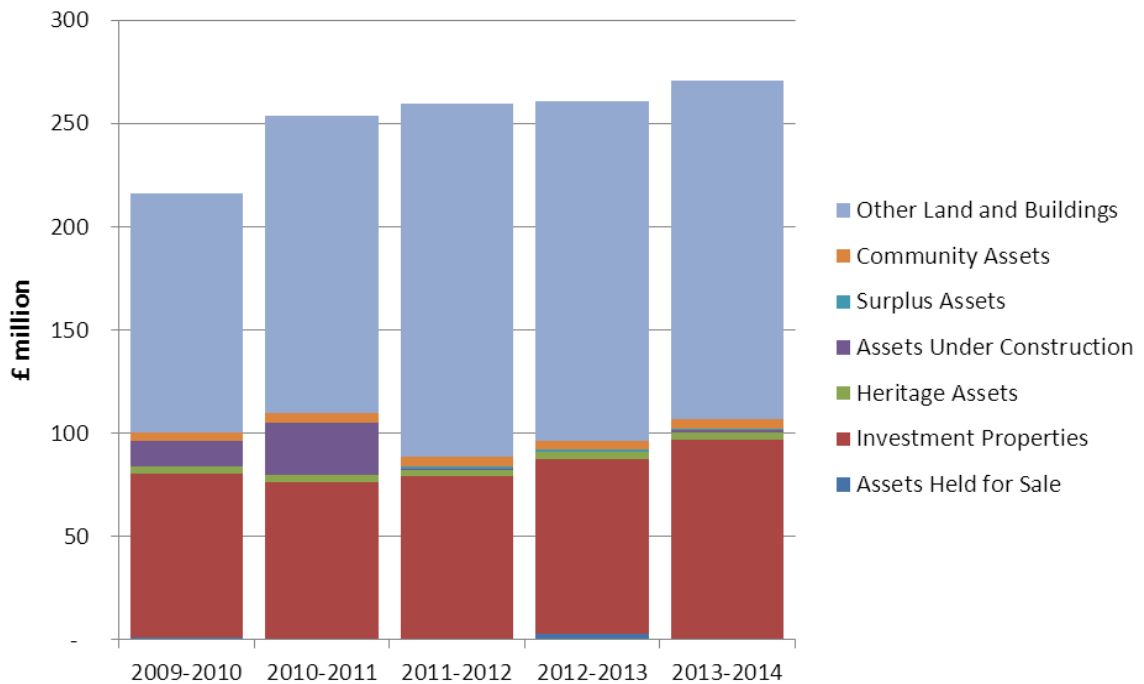
*2013-14 Actuals

By Value

The Council's financial accounts records property values as the net book value (NBV). Each property is valued taking into account, where relevant, any depreciation or spend incurred. At 31 March 2014, the NBV of the property estate excluding Council dwellings was £271 million excluding Council dwellings.

Figure 1 illustrates the breakdown of value by property category as at this date. The chart shows that the Council's operational properties, Other Land and Buildings, contain the greatest value in the Council's property estate.

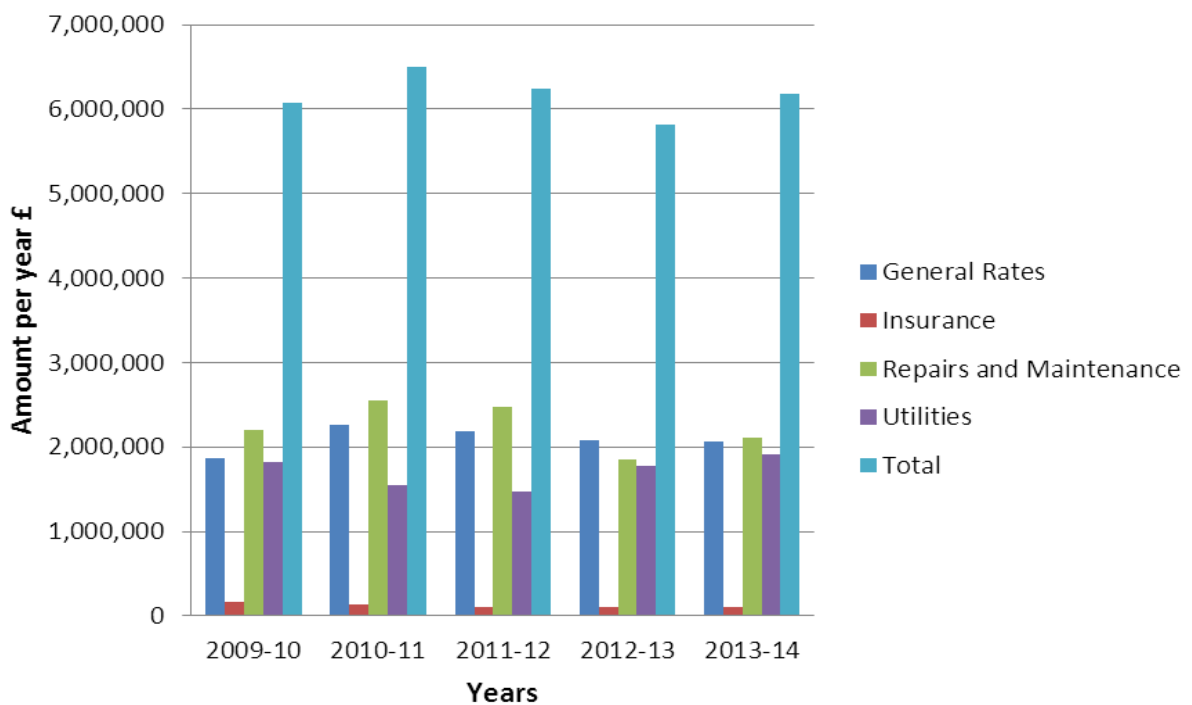
Figure 1: Value of Council's property estate by category excluding Council dwellings as at 31 March 2014



By spend

Figure 2 confirms a steady annual spend on properties excluding Council dwellings at around £6 million for the past 5 years.

Figure 2: Annual Property Spend 2009 to 2014



3. POLICIES AND SUPPORTING EXPLANATION

This section sets out the Asset Management Framework policies to manage and review Council properties with an explanation of the purpose and rationale of each. A programme of actions and governance arrangements are covered under section 4.

1.0 STRATEGIC PROPERTY MANAGEMENT

POLICY 1.1 – Categorise properties in accordance with the requirements of the International Financial Reporting Standards

All properties will be categorised in line with the CIPFA Code referred to in section 2.

Reclassifying an asset from one category type to another may affect the value attributable to that asset. This is because the basis of valuation differs depending on how the asset is categorised. The Council will review the properties annually as part of its year-end submission of financial accounts to check whether any properties should be re-categorised.

POLICY 1.2 – Value a minimum of twenty per cent of the property estate every five years with major investment properties and high value properties valued every year

The financial statements of local authorities must be produced in accordance with the CIPFA Code, which states that valuations shall be made with sufficient regularity to ensure that the value in the financial statements does not differ materially from the actual value of the asset at the end of the financial reporting year. The Code requires that properties must be revalued every five years as a minimum.

Each year the Council will arrange a full asset valuation in accordance with the most up to date CIPFA Code relevant at the time. Whilst in the past this has amounted to approximately twenty per cent (20%) of the properties being valued each year, the percentage has increased since CIPFA has placed an emphasis on all valuations requiring up to date market valuations in the reporting year. Now we expect to see around thirty per cent (30%) of the properties being valued each year, although the percentage may fluctuate.

Volatile changes in market values due to economic or other UK wide factors could result in material differences in asset values overall and instigate a requirement for annual valuations.

The basis of valuation will be in accordance with the method outlined in the CIPFA Code and in accordance with valuation standards of the Royal Institution of Chartered Surveyors.

Reclassification of properties to a new category may require revaluation on a different basis. For example, an investment asset may be reclassified as an operational asset and therefore need revaluing as fair value in existing use. Similarly, operational and community assets may require revaluing to market value if transferred to an asset held for disposal. Residual values will be valued each year (for depreciation calculations) based on prices current at the balance sheet date.

Appendix 1 outlines the basis of valuation for each asset category.

POLICY 1.3 – Assess the performance of the property estate to gain a better understanding of how it compares to others and to help make strategic property decisions

The Council needs to provide clear evidence of property estate performance. Currently the Council does not benchmark its estate. Using comparative benchmarking, the Council can make informed decisions and be in a position to identify any emerging trends or changes to the property estate and its performance.

The Council will join the 'CIPFA Property Performance Indicators' benchmarking scheme, which compares local authority property data. The reports will provide the Council with robust and comparative data that it can use to demonstrate the performance of the estate compared to others and provide flexibility to introduce any new indicators required by changes in Government policies such as those required under its Transparency Agenda.

The costs shown in Figure 2 exclude the human resource to manage the estate. For the last two years CIPFA has undertaken a value for money benchmarking exercise of property services across a range of English local authorities. The outcome of the exercise was a report highlighting significant areas of property services related spend and financial performance. This information can be essential in demonstrating value for money and service effectiveness. The Council plans to join the CIPFA Value for Money exercise for 2015 to show how we perform against the other authorities on property management.

The Asset Strategy sets out information on benchmarking estate performance and the use of property indicators for this purpose.

POLICY 1.4 – Monitor individual properties against indicators to measure progress

The Council has a significant level of capital committed to property. To ensure it receives value for money from these properties, the Council will test individual properties against defined performance measures to ensure the property estate is fully accountable. Accountability requires clarity about individual property value, rental and revenue, the cost of outgoings and outstanding investment requirements to safeguard value for money.

The Council will use a series of indicators relevant to how the Council wishes to measure its properties' performance in future. Some indicators will be applicable across different property categories whilst others will be specific to each property category.

Property indicators

These will include indicators the Council already has in place and is measuring listed at **Appendix 2**.

Property indicator	Basis	Measure
Running Cost	Annual Spend per Gross Internal Area (GIA) ¹	£pa/sqm
Energy Cost	Annual Spend per GIA	£pa/sqm
Required Maintenance Cost	Estimated spend for next five years' per GIA	£/sqm
Required Maintenance over Value	Estimated spend for next five years' as percentage of Net Book Value	%
Building Condition	CIPFA Condition Rating	A to D
NI 185 Carbon Emissions	Tonnes	Tns/sqm
Maintenance Liability	Level of Council versus Tenant liability	Level
Percentage Market Rent	Passing rent as a percentage of Market Rent	%

Running Cost – building maintenance and cleaning costs

Energy Cost – electricity, gas and oil costs

Required Maintenance Cost – the cost of future building maintenance programmed works identified through the Council's condition surveys

Required Maintenance over Value – the cost of future building maintenance programmed works identified through the Council's condition surveys as a percentage of the Net Book Value

Building Condition – the condition of the property using the following Condition Grades:

A - GOOD	Property performing as intended and operating efficiently
B - SATISFACTORY	Property performing as intended but showing minor deterioration
C - POOR	Property showing major defects and / or not operating as intended
D - BAD	Property expired and / or serious risk of imminent failure

The Council will arrange a condition survey of Council properties and identify the correct annual budget for maintaining the properties.

¹ GIA is the measured Gross Internal Area of a property.

NI 185 Carbon Emissions – in tonnes of carbon dioxide per sqm of Gross Internal Area

Maintenance Liability – the level of responsibility left with the Council or transferred to the Council's tenant will depend on the terms written in the lease. A full repairing and insuring lease transfers all liabilities to the tenant. An internal repairing lease transfers repairs to the inside of the building to the tenant. Typically, in such cases, the Council would still be responsible for paying for and undertaking any external or structural repairs. A recoverable situation occurs where the lease provides for the landlord (the Council) to be reimbursed by the tenant, for example, through a service charge for any repairs and insurance liabilities that the landlord has incurred.

Percentage Market Rent – this is the level of rent received by the Council as a proportion of the market rent highlighting properties held on below market rents.

Core Operational indicators

These will include indicators for service performance assessed by Heads of Services using the property. A scoring mechanism will allow a Service to measure suitability and appropriateness of each property using service specific criteria for Utilisation, Accessibility and Quality. The Council will score each property out of 100 for each of the three operational suitability criteria.

Suitability indicators	Basis	Measure
Accessibility	Measures and scores determined by Service	Max 100
Quality	Measures and scores determined by Service	Max 100
Utilisation	Measures and scores determined by Service	Max 100

Whilst the three criteria are generic across all Core Operational properties, the measures used to assess each criterion will differ for each Service and each Property Type. The Heads of Services will formulate specific questions and measures relevant to their particular service and properties, and score each property accordingly.

The measures will be service-based and where possible relate to key performance indicators already in use by a Service. Each criterion will have no more than five measures, scored out of an overall maximum of 100. An example of a subset of measures and questions used to score Community Centres for Parks and Leisure Services in 2010 is shown below:

Service Unit	Asset Type	Accessibility	Max Score
Parks and Leisure Services	Community Centre	1. Proximity to users	50
		2. Availability of public transport	20
		3. Availability of car parking	20
		4. Safety of routes for pedestrians	10
			100

A traffic-light system will highlight good, satisfactory or bad performance of a property or group of properties. Such measures will form part of the strategic property review of the Council's estate.

Appendix 2 lists the traffic light system applied to the above property and service-based performance indicators.

Investment indicators

The indicators for measuring investment properties will follow the adopted criteria for buying new investment properties as set out in the Council’s Asset Investment Strategy approved by the Executive on 2 September 2014. They will be assessed initially on three pass or fail indicators. Any asset achieving all three indicators will be considered a good performing investment asset.

Investment indicator	Basis	Measure
Net Initial Yield	Current rent as a percentage of capital value	Pass/Fail
Lease Classification	Operating or finance lease	Pass/Fail
Investment Score	Total weighted score based on investment criteria	Greater or equal to 100

Net Initial Yield – This indicator will measure investment property performance on whether it is generating income to a satisfactory level of return. The net initial yield range will be expected to achieve five per cent or above.

The Council will consider how the property performs in terms of the internal rate of return delivered by the investment at the date of review. This rate will be typically higher than the initial yield, since it gives an overall level of return over the holding period of the investment including income and capital growth.

Lease Classification – This indicator will show whether all rental income from an investment property is treated as revenue income rather than a mix of capital receipt and revenue income, thereby defining the lease as an operating lease or finance lease in accounting terms.

An operating lease is one where the Council, as landlord, retains the risks and rewards of ownership. Operating leases will “pass” this indicator. Leases not meeting this requirement are classified as finance leases and will measure as a Fail for this indicator.

Investment Score – this will be derived by assessing a number of criteria to arrive at a weighted score indicating the overall level of investment performance for each property.

The investment criteria and their basis and Weighting Factor is provided below:

Performance Criteria	Basis of score (between 0 and 4)	Weighting
Location	Strength of location, differs per Property Type	12
Tenancy Strength	Strength of tenant covenant	10
Tenure	Type of legal ownership	9

Performance Criteria	Basis of score (between 0 and 4)	Weighting
Remaining Lease Length	Number of years left on the lease	5
Repairing Terms	Council's level of maintenance responsibility	4
Lot Size	Capital value (Net Book Value for existing)	2

The Council will score each investment performance criteria between zero and four, with each score weighted to deliver an overall score, out of a total maximum score of 168. A property scoring 100 or above will be considered a good performing investment property in accordance with the Asset Investment Strategy.

Appendix 2 provides a breakdown of the measures and scores for each indicator.

POLICY 1.5 – Monitor strategic Council owned sites for development opportunities for its own sites or shared projects with other organisations

The Council's Property Review Group will review key strategic sites identified for potential future development. To promote social and economic wellbeing and seek to encourage regeneration projects, the Council will take a pro-active role to identify potential sites and formulate strategies to develop them.

POLICY 1.6 – Assess which properties will continue to form the Council's property estate and which to recommend for improvement, alternative use, transfer or sale

To allow the Council to make the right choice for holding and investing in property, it will continue its strategic property review to challenge and prioritise the allocation of property resources to achieve value for money and identify efficiencies.

The outcome of the strategic property review started in 2010 provides a collective picture of how fit for purpose each property is in terms of the rationale for holding the property and in terms of its specific performance.

The review will continue on rotation with all Property Types selected for review and scrutiny by the Corporate Improvement Scrutiny Committee. The Council will measure each property on its importance to contributing to the Council's Corporate Plan and strategic priorities and check, where applicable, whether there an alternative method exists to provide a comparable facility at better value for money.

To ensure the Council applies a robust process across properties falling within the same category, the assessment will follow a decision tree process to assess the rationale for keeping a property.

The Asset Management Framework provides a decision tree process to follow for Core Operational, Non-Core Operational, Community and Investment properties. These are provided at **Appendices 3 to 5**.

Each decision tree follows criteria relevant and applicable to the particular property category:

Core Operational (Appendix 3)

A service-based assessment will form a picture of how a Core Operational property performs in terms of its contribution to a service.

Non-Core Operational (Appendix 4)

Despite many Non-Core Operational properties being acquired in some cases many years ago, all of these properties will be reviewed for whether or not the Council should own them today.

Many of these properties are held for their social value and the annual rental income on many of the let properties is low. The benefit of continuing to own the property will be measured for their social value to the community rather than their income potential. However, to fully appreciate the cost of keeping these properties, the current rent will be assessed against opportunity cost or market rent to enable a decision on whether to continue to let the property on a below market rent, or establish a market rent at rent review or lease expiry.

Community assets (same as Non-Core Operational, Appendix 4)

The majority of these are held with a primary purpose to provide parks, common land and open spaces for the community in perpetuity. However, some community properties may no longer be held for such purposes. A decision on whether to keep or sell a property will follow the decision tree analysis for Non-Core Operational properties.

Investment properties (Appendix 5)

These will be assessed for overall investment performance and whether they are either over-performing, performing adequately or under-performing. The investment property estate is expected to achieve at or better than the Council's required internal rate of return. However, a decision on whether to keep or sell an individual investment property will include other factors such as how it performs against investment indicators and performance criteria.

A high yielding property can indicate a good investment to hold, but so can a secondary investment property where the rent is high in relation to its value but it is time-intensive to manage (e.g. a high turnover of tenants, late payment of rent or long void periods). By contrast a low yielding property may indicate a poor performing property. However, low yields are also typical of properties in prime locations where the Council receives a significant and secure rent from a tenant with good covenant strength. Other factors will be considered for assessing performance of investment properties such as if lease is on below market rent and could be improved or sold as low-grade investment stock to re-invest in better performing investment properties.

For properties identified for potential sale, the assessment will require consideration of the impact on the Council's budget from the potential loss of revenue as well as how the Council would account for any receipts (this differs depending on whether the receipts are gained from a finance lease or an operating lease).

Plots of land

To review a plot of land not listed as an individual property on the Asset Register, the Non-Core Operational decision tree will apply to determine whether to keep, improve or sell the land.

2.0 PROPERTY MANAGEMENT

POLICY 2.1 – Negotiate the terms of new leases where there are repair and maintenance obligations on the Council either by passing on the responsibility to the tenant, or setting up a service charge from which the costs can be recovered

Some Non-Core Operational and Investment properties are let on lease terms where the Council retains responsibility for undertaking and paying for maintenance and repairs. The significance of repair and maintenance liability attached to a leased property is included as a property performance indicator under Policy 1.4.

On the grant of a new lease, the Council will consider whether it is possible to pass on responsibility for these costs to the tenant, or make arrangements in the lease for receiving payment towards a service charge for such costs. Some tenancies are protected by statute and so it will not be possible to impose new terms unless the tenant agrees.

POLICY 2.2 – Continue with the Council's property maintenance programme to ensure the properties are kept in good repair

The Council will arrange a repairs and maintenance programme that will include a five-year rolling condition survey programme reviewed annually.

Responsibility for organising building repairs and maintenance for most Council property excluding Council dwellings is undertaken by the Asset Development team in Economic Development. Repairs and maintenance is organised by Parks and Leisure Services, Health and Community Care Services and Operational Services for the leisure centres, day centres, traveller accommodation and surface car parks. Neighbourhood and Housing Management Services organise repairs and maintenance on some commercial properties and they also organise all mechanical and engineering repairs and maintenance across the whole property estate.

POLICY 2.3 – Monitor the impact of any legislative changes on the obligations of the Council as landlord, update lease terms as necessary and make allowance for any changes within the property budgets if deemed necessary

The impact that legislative changes impose on the Council will be monitored and changes put into effect. The impact will vary in terms of its significance ranging from communicating awareness to building managers as property occupiers or to tenants leasing properties from the Council, to making allowances in budgets, to forward planning where legislative changes have increased the Council's potential financial liability.

POLICY 2.4 – Prepare and review asset management plans for all investment and major operational properties

Assessment of a property through the decision tree method outlined at Policy 1.6 will be recorded in the form of an individual asset management plan with a final decision for recommendation for each major property.

POLICY 2.5 – Review all properties subject to leases eighteen months in advance of lease expiry or option/break dates to decide whether the Council is prepared to renew the lease or if the property is required for Council use or development

The Council will review all lease expiries eighteen months in advance of the expiry date. This will allow sufficient time to invite a tenant to renew its lease and agree terms; or, to give notice that the Council does not wish to renew the lease, subject to any applicable security provisions of The Landlord and Tenant Act 1954, Part II (Notices) Regulations 2004. Possession of the property may be obtained on certain statutory grounds such as non-payment of rent or development proposals for protected leases.

The Council will consider the property's use to the Council against the asset management plan for the property when considering whether to renew a lease or not.

POLICY 2.6 – Assess market value of investment properties so that the Council is aware of the potential increase in rent that might arise on rent review or grant of new lease following lease expiry

The Council will assess the current market rent during the annual asset valuations. If the Council receives a below market rent, officers will assess options to increase the rent at the next review date or lease renewal date. This will enable the Council to make decisions on under-performing properties as recommended in Policy 1.6.

POLICY 2.7 – Apply below market rents where letting the property on this basis will promote the improvement of the economic, social or environmental well-being of the area; in such cases, both the market rent and proposed rent will be recorded within the request for formal Councillor approval to enter into the new lease

Leases will always be granted at market rent except in certain circumstances where below market rents may be agreed under well-being powers and subject to Councillor approval. There will be a clear process for approving below market rents with the potential loss of income (or opportunity cost), which is the gap between the market rent and proposed rent, formally approved and documented to ensure compliance with statutory requirements.

POLICY 2.8 – Monitor and review any planning applications on sites adjacent to the Council's key strategic sites to ensure their impact on the Council's properties is fully understood and consider any opportunities for joint development

As part of the Council's corporate objectives to support the economy, the Council will review any planning applications that could impact on Council owned key strategic sites. The Council will implement development appraisals and consider potential site acquisitions or sales. Such appraisals will be undertaken jointly with other partner organisations especially where the site may contribute towards a Council's key strategic site or regeneration project.

POLICY 2.9 – Review properties prior to incurring significant spend to ensure that the proposed capital investment offers the best value

All major spend on properties will be reviewed either through the annual capital bid application process and the Finance Scrutiny Group or as a property report submitted to the monthly Property Review Group for consideration.

3.0 PROPERTY SALES

POLICY 3.1 – Consider the sale of poor quality, vacant or underperforming properties

Policy 1.6 provides a robust approach to establishing whether the Council should keep, improve or sell a property. These include factors specific to whether the property is an operational, community or investment property.

The outcome of the decision tree process will determine whether a property is recommended for sale subject to Councillor approval.

POLICY 3.2 – Offer the right of first refusal to existing tenants of low value, high social value properties where the tenant occupying the property is a community group or other appropriate body

The decision trees for Core and Non-Core Operational properties will provide a mechanism for considering the transfer of properties to occupying tenants that qualify as a community group or to other appropriate community use. The Council will recommend offering such tenants the right of first refusal on a time limit of sixty (60) days. If not taken up by the tenant within sixty days, then the Council will recommend the sale to another party.

An offer made by a tenant will be accepted only if it meets the Council's required evaluation criteria, most importantly, that the sale to the tenant would achieve best consideration.

POLICY 3.3 – Follow the procedures set out in the Council's Land and Disposals Policy and Guidance Document and Council's Constitution once a property is identified for sale

The Land and Disposals Policy and Guidance Document sets out the Council's policies and guidance relating to the marketing and sale of freehold or leasehold interests, assignment of a lease and the granting of easements.

All property sales will follow the requirements and processes set out in the Council's Constitution and will be carried out having regard to the Law of Property Act 1925 and other relevant legislation.

4.0 PROPERTY ACQUISITIONS

POLICY 4.1 – Consider the acquisition of a property where this will enable the Council to fulfil its strategic and corporate objectives

The Council will consider acquiring new properties that will fulfil a corporate or strategic property need when considered alongside alternative options for providing the necessary development, accommodation or service. Under Policy 2.8, the Council may consider buying strategic properties where the purchase will meet one or more of the Council's Corporate Plan strategic priorities for Economy or Development. These may be purchased under the Asset Investment Strategy described in Policy 4.2 below.

POLICY 4.2 – Consider the purchase of a new investment property that meets the criteria set out in the Council's Asset Investment Strategy

The Council will consider buying a new investment property subject to the property meeting the parameters of the Council's Asset Investment Strategy. The Council's selection criteria match those by which it measures investment performance set out in Policy 1.6.

The Asset Investment Strategy includes a provision for the Council to have the discretion to buy properties that may fall outside the investment criteria if the overriding benefit of the purchase will be to meet one or more of the Council's strategic priorities for Economy or Development.

POLICY 4.3 – Consider the purchase of a new operational property that meets the requirements of a business case with Council approval

The need for a new operational property will be demonstrated and tested through Service business plans and a corresponding capital bid application where funds are required to purchase a property. The outcome of this process will determine whether a property is recommended for acquisition subject to Councillor approval.

POLICY 4.4 – Follow the property acquisition procedures set out in the Council's Constitution

All property acquisitions will follow the requirements and processes set out in the Council's Constitution.

4. PROGRAMME AND GOVERNANCE ARRANGEMENTS

The governance arrangements to ensure officers and councillors follow the Asset Management Framework policies are set out below with a rolling programme for review.

1.0 STRATEGIC ASSET MANAGEMENT

No.	Policy	Frequency	Responsibility
1.1	Categorise properties in accordance with the requirements of the International Financial Reporting Standards	Annual	Property Review Group
1.2	Value a minimum of twenty per cent of the property estate every five years with major investment properties and high value properties valued every year	Annual	Head of Financial Services
1.3	Assess the performance of the property estate to gain a better understanding of how it compares to others and to help make strategic property decisions	Annual	Property Review Group
1.4	Monitor individual properties against indicators to measure progress	Annual	Property Review Group
1.5	Monitor strategic Council owned sites for development opportunities for its own sites or shared projects with other organisations	Quarterly	Property Review Group
1.6	Assess which properties will form the Council's property estate and which to recommend for improvement, alternative uses, transfer or sell	Annual	Property Review Group and Corporate Improvement Scrutiny Committee

2.0 PROPERTY MANAGEMENT

No.	Policy	Frequency	Governance
2.1	Negotiate the terms of new leases where there are repair and maintenance obligations on the Council either by passing on the responsibility to the tenant, or setting up a service charge from which the costs can be recovered	Letting following lease expiry	Asset Development
2.2	Maintain a property maintenance programme to ensure the properties are kept in good repair	Annual	Asset Development
2.3	Monitor the impact of any legislative changes on the obligations of the Council as landlord, update lease terms as necessary and make allowance for any changes within the property budgets if deemed necessary	Annual	Executive Head of Development
2.4	Prepare and review asset management plans for all investment and major operational properties	Annual	Property Review Group
2.5	Review all properties subject to leases eighteen months in advance of lease expiry or option/break dates to decide whether the Council is prepared to renew the lease or if the property is required for Council use or development	Quarterly	Property Review Group

No.	Policy	Frequency	Governance
2.6	Assess market value of investment properties so that the Council is aware of the potential increase in rent that might arise on rent review or grant of new lease following lease expiry	Annual	Asset Development
2.7	Apply below market rents where letting the property on this basis will promote the improvement of the economic, social or environmental well-being of the area; in such cases, both the market rent and the actual rent will be recorded within the request for formal Councillor approval to enter into the new lease	Letting following lease expiry	Asset Development
2.8	Monitor and review any planning applications on sites adjacent to the Council's key strategic sites to ensure their impact on the Council's properties is fully understood and consider any opportunities for joint development	When applicable	Asset Development
2.9	Review properties prior to incurring significant spend to ensure that the proposed capital investment offers the best value	Annual (bid process) and Monthly (in year spend)	Finance Scrutiny Group and Property Review Group

3.0 PROPERTY SALES

No.	Policy	Frequency	Governance
3.1	Consider the sale of poor quality, vacant or underperforming properties	When applicable	Property Review Group
3.2	Offer the right of first refusal to existing tenants of low value, high social value properties where the tenant occupying the property is a community group or other appropriate body	When applicable	Asset Development
3.3	Follow the procedures set out in the Council's Land and Disposals Policy and Guidance Document and Council's Constitution once a property is identified for sale	When applicable	Executive Head of Development

4.0 PROPERTY ACQUISITIONS

No.	Policy	Frequency	Governance
4.1	Consider the acquisition of a property where this will enable the Council to fulfil its strategic and corporate objectives	When applicable	Executive Head of Development
4.2	Consider the purchase of a new investment property that meets the criteria set out in the Council's Asset Investment Strategy	When applicable	Asset Development
4.3	Consider the purchase of a new operational property that meets the requirements of a business case with Council approval	When applicable	Executive Head of Development
4.4	Follow the property acquisition procedures set out in the Council's Constitution	When applicable	Executive Head of Development

APPENDIX 1 – PROPERTY CATEGORY VALUATIONS

CIPFA Code Categories:

Asset Category	Category	Correct basis for valuation
Property, Plant and Equipment (PPE)	Other Land and Buildings	Fair Value in Existing Use
	Community Assets	Depreciated historical cost
	Surplus Assets	Fair Value in Existing Use
	Assets Under Construction	Depreciated historical cost (i.e. construction cost)
Heritage Assets		Depreciated historical cost
Investment		Fair Value (i.e. market value)
Assets Held for Sale		Fair Value (at the lower of Existing Use Value or Market Value)

APPENDIX 2 – PERFORMANCE MEASURES USING TRAFFIC LIGHT ANALYSIS

Property indicators

Property indicator	Measure	Green	Amber	Red
Running Cost	£pa/sqm	Below £20	£20 to £40	Above £40
Energy Cost	£pa/sqm	Below £10	£10 to £15	Above £15
Required Maintenance Cost	£/sqm			
Required Maintenance over Value	%	Below 5%	5% – 10%	Above 10%
Building Condition	A to D	A	B	C or D
NI 185 Carbon Emissions	Tonnes	Minimal	Moderate	Significant
Maintenance Liability	Level	Tenant	Council Recoverable	Council
Percentage Market Rent	%	100%	95%–100%	Below 95%

Core Operational property indicators:

Suitability indicator	Score	Green	Amber	Red
Accessibility	Max 100	Above 80	79 to 60	Below 60
Quality	Max 100	Above 80	79 to 60	Below 60
Utilisation	£/Value	Above 80	79 to 60	Below 60

Investment indicators:

Investment indicator	Basis	Measure
Net Initial Yield	Current rent as a percentage of capital value	Pass/Fail
Lease Classification	Operating or finance lease	Pass/Fail
Investment Score	Total weighted score based on investment criteria	Greater or equal to 100

Investment performance criteria:

CRITERIA	Score					
	Weighting Factor	4	3	2	1	0
Location	12	Excellent / very good	Good	Acceptable	Marginal	Unacceptable
Tenancy strength	10	Major prime	Micro prime	Major secondary	Micro secondary	Tertiary
Tenure	9	Single tenant with strong financial covenant	Single tenant with good financial covenant	Multiple tenants with strong financial covenant	Multiple tenants with good financial covenant	Tenants with poor financial covenant strength
Remaining lease length	5	Freehold	Lease 125 years plus	Lease between 50 & 125 years	Lease between 20 & 50 years	Lease less than 20 years
Repairing terms	4	Greater than 10 years	Between 7 and 10 years	Between 4 & 7 years	Between 2 & 4 years	Less than 2 years; vacant
Lot size	2	Full repairing & insuring	Internal repairing - 100% recoverable	Internal repairing - partially recoverable	Internal repairing - non recoverable	Landlord
		Between £6m and £12m	Between £4m & £6m or £12m & £18m	Between £2m & £4m or £18m & £20m	Between £1m & £2m or £20m & £25m	Less than £1m or more than £25m

APPENDIX 3 – CORE OPERATIONAL PROPERTIES: PROCESS FOR REVIEW AND CHALLENGE

Step 1 – A Core Operational property is deemed to be significant to the Council’s rationale for owning it if it contributes directly to the provision of a Council service. All properties that accommodate or form part of a Council service are deemed to be highly significant in terms of the Council’s rationale for owning it, whether it forms part of an essential service or identified within a Business Plan. Where a property does not contribute directly to a service it is considered to be either moderately or marginally significant to the Council’s rationale for owning it.

Step 2 – Properties not found to be contributing to a direct Council service are tested to determine how significant a specific corporate or service objective would be affected if the property was no longer provided. For example, the impact upon any Council decisions to hold the property or generic Council decisions to provide a particular service and associated property.

The following questions will help to determine how significant the effect on a specific service would be if the property were no longer provided:

	Impact on a service if the property were no longer provided?	Significant / Minimal
1	How contrary would it be to any Executive/Council decision made to provide the particular property and/or service?	
2	What adverse effect would there be on the local community or environment?	
3	What impact would it have where the property contributes to part of a wider initiative?	
4	What loss would be felt regarding any legal benefits the Council has over the property or lease?	
5	What would be the impact of losing the current rent or revenue from the property on the rest of the estate?	

Step 3 – Each property that either contributes directly to a service or is identified as having a significant effect on a service if no longer provided is assessed for value for money and whether an alternative source of accommodation can be provided on better terms. This requires the property to be assessed for its specific performance. The following property performance indicators are recommended for Core Operational properties:

Property indicator	Measure	Green	Amber	Red
Running Cost	£pa/sqm	Below £20	£20 to £40	Above £40
Energy Cost	£pa/sqm	Below £10	£10 to £15	Above £15
Required Maintenance Cost	£/sqm			
Required Maintenance over Value	%	Below 5%	5% – 10%	Above 10%

Property indicator	Measure	Green	Amber	Red
Building Condition	A to D	A	B	C or D
NI 185 Carbon Emissions	Tonnes	Minimal	Moderate	Significant
Maintenance Liability	Level	Tenant	Council Recoverable	Council
Percentage Market Rent	%	100%	95%–100%	Below 95%
Accessibility	Max 100	Above 80	79 to 60	Below 60
Quality	Max 100	Above 80	79 to 60	Below 60
Utilisation	£/Value	Above 80	79 to 60	Below 60

If all relevant indicators are green, then the property is considered as providing value for money and should be recommended for retention. An asset management plan should be submitted for approval by the Property Review Group along with any recommendations for improving the property with any identified changes to the property budgets if deemed necessary. If approved, this concludes the assessment.

Step 4 – If the outcome of the property performance indicators shows Amber or Red, undertake simple feasibility test to evaluate the revenue and cost implications of keeping the property compared with looking at how the accommodation could be provided in a better building at a lower cost. This might include looking at the overall cost of the property to the organisation and whether it is producing a negative revenue flow. Alternatively the study might look at improving the cost of running the current building or recommend ways to improve efficiencies by taking less floorspace.

Step 5 – If the feasibility test does not confirm retention of a property or the property is identified as having a minimal impact on corporate or service objectives the next step is to check if there is potential for the property to be used to deliver an alternative Council service.

Step 6 – If the property can be used to deliver an alternative Council service, undertake simple feasibility test to evaluate the revenue and cost implications of keeping the property for the alternative use.

Step 7 – If the feasibility test does not confirm retention of a property or the property is identified for sale, check whether there is the potential for the property to be transferred to a community user if the occupying tenant qualifies as a community group or other appropriate community use. It is recommended that a tenant in place that qualifies as a community group or other appropriate community use is offered the right of first refusal on the same terms as the proposed sale within a time limit of sixty (60) days. If not taken up by the tenant within the sixty days, then the Council can proceed with the sale to another party. The offer made by a tenant will only be accepted if it meets the Council's required evaluation criteria, most importantly, that the sale to the tenant would achieve best consideration.

It is recommended that the outcome of Step 7 is confirmed with the Lead Councillor and Corporate Management Team in consultation with the local Ward Councillors prior to Step 10 or 11.

Step 8 – If the feasibility test confirms retention of a property, an asset management plan should be submitted for approval by the Property Review Group along with any recommendations for improving the property and any identified changes to the property budgets if deemed necessary and successful capital bids are made within the Council's capital scheme approval process. If approved, this concludes the assessment.

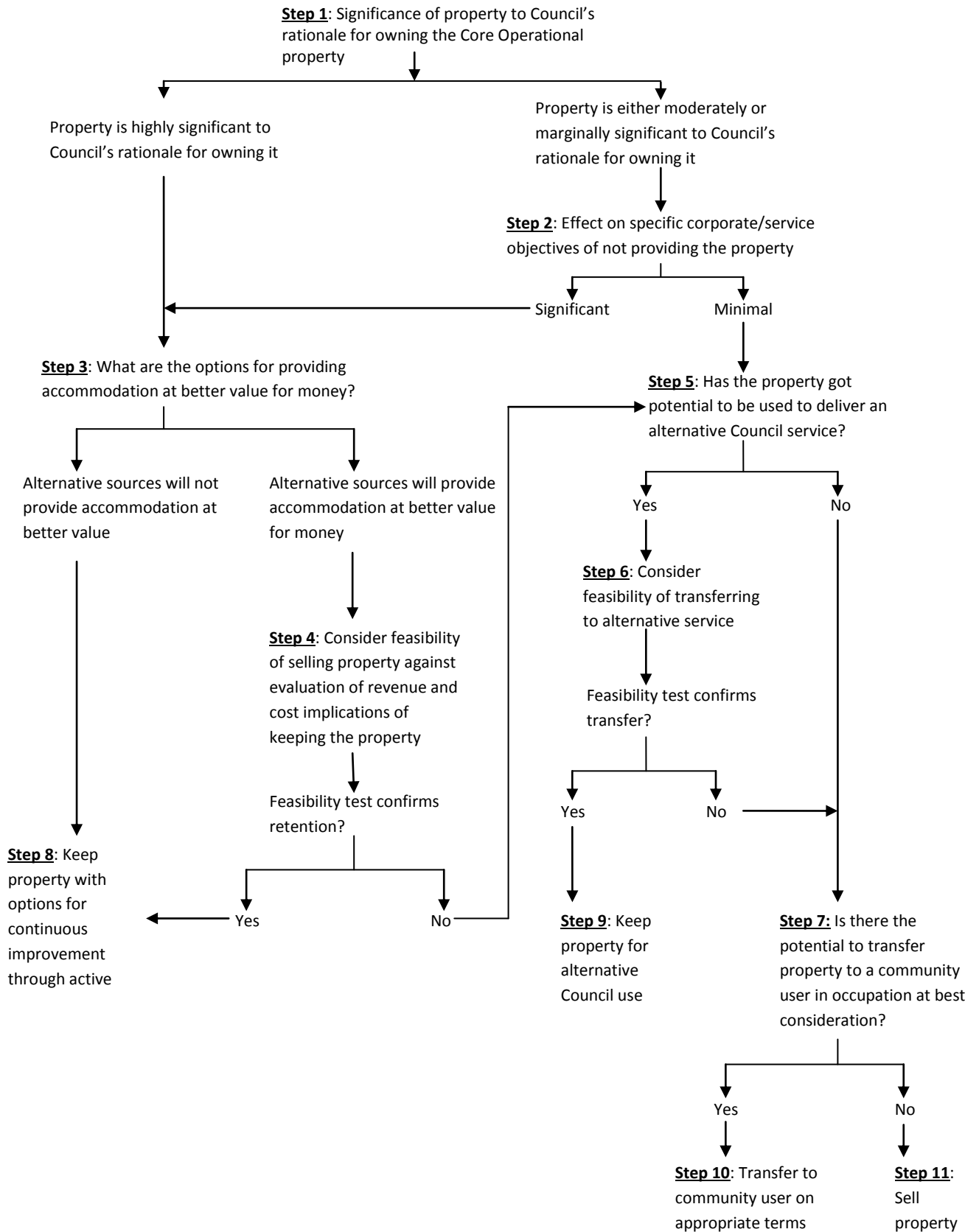
Step 9 – If the feasibility test confirms retention of a property for use to deliver an alternative Council service, submit the asset management plan for approval by the Property Review Group along with any recommendations for improving the property with any identified changes to the property budgets if deemed necessary. If approved, this concludes the assessment.

Step 10 – If the transfer of the property to a community user in occupation is an option, submit the asset management plan for approval by the Property Review Group along with details of the user group and appropriate terms either for the sale of the freehold interest or the grant of a new lease. If approved, this concludes the assessment.

Step 11 – If the transfer of the property to a community user is not an option and the property is identified for sale, submit the asset management plan for approval by the Property Review Group along with details of the potential sale value and recommended sale procedure to be followed. If approved, this concludes the assessment.

CORE OPERATIONAL PROPERTIES

DECISION TREE



APPENDIX 4 – NON-CORE OPERATIONAL PROPERTIES: PROCESS FOR REVIEW AND CHALLENGE

Step 1 – A Non-Core Operational property is deemed to be significant to the Council’s rationale for owning it if it clearly contributes towards achieving the Council’s strategic priorities. The following are strategically important targets for properties to achieve:

Corporate Plan Fundamental Theme	Non-Core property measure	Score	Strategic priorities
Infrastructure	Does the property contribute to or have the potential to provide effective infrastructure or transport services to the borough?	0 to 4	<ul style="list-style-type: none"> • Transport strategy • Potential changes to A3 • Gyrotory and rail improvements • Improved car parking • Superfast broadband • Community Infrastructure Levy
Economy	Does the property contribute to or have the potential to contribute to the growth of local businesses, our Economic Strategy policies or the borough’s rural and tourism economies?	0 to 4	<ul style="list-style-type: none"> • Economic strategy • Regeneration • Supporting businesses • Securing investment • Tourism strategy • Growth and employment
Development	Does the property contribute to or have the potential to provide strategic control over the land or building for future development for housing or delivery of sites identified in the Local Plan?	0 to 4	<ul style="list-style-type: none"> • New Local Plan • Housing Strategy • New Council homes • More affordable homes • Travelling communities • Commercial development
Sustainability	Does the property contribute to the safeguarding or provide services in a way that improves the quality of life for residents and visitors?	0 to 4	<ul style="list-style-type: none"> • Sustainable development • Protecting the environment • Safe, clean and attractive borough • Reduced energy consumption • Promoting sustainability • Recycling more
Society	Does the property contribute to or improve the community in which we live and work to move society forward?	0 to 4	<ul style="list-style-type: none"> • Public Health Strategy • Vulnerable-improving lives • More social enterprise • Promoting physical activities • Improved Council homes • Welfare reform

Each criterion is assessed as against the following scoring measures:

Description	Measure	Score
Very good / excellent	Property provides an excellent contribution to the Council's strategic priorities and clearly demonstrates an ability to meet the requirement.	4
Good	Property provides a good contribution to the Council's strategic priorities and demonstrates an ability to meet the requirement.	3
Acceptable	Property provides a general contribution to the Council's strategic priorities and ability to meet the requirement. The property has some minor weaknesses or deficiencies.	2
Marginal	Property does not contribute to the Council's strategic priorities and does not demonstrate an ability to meet the requirement. The property has some major weaknesses or deficiencies.	1
Unacceptable	Property does not contribute to the Council's strategic priorities in any way	0

A property with a total score of 16 or more is considered to be highly significant to contributing to the Council's strategic priorities and highly significant to the Council's rationale for owning the property. A property with a score of 8 to 15 is considered to be moderately significant to the Council's rationale for owning the property and a property with a score of 7 or below is considered to be marginal.

Step 2 – Properties not found to be highly significant to the Council's rationale for owning it are tested to determine how significant a specific corporate or service objective would be affected if the property were no longer provided. For example, the impact upon any Council decisions to hold the property or generic Council decisions to provide a particular service and associated property.

The following questions will help to determine how significant the effect on a specific service would be if the property were no longer provided:

	Impact on a service if the property were no longer provided?	Significant / Minimal
1	How contrary would it be to any Executive/Council decision made to provide the particular property and/or service?	
2	What adverse effect on the local community or environment?	
3	What impact would it have where the property contributes to part of a wider initiative?	
4	What loss would be felt regarding any legal benefits the Council has over the property or lease?	
5	What would be the impact of losing the current rent or revenue from the property on the rest of the estate?	

Step 3 – Each property that either contributes directly to a service or is identified as having a significant effect on a service if no longer provided is assessed for value for money and whether an alternative source of accommodation can be provided on better terms. This requires the property to be assessed for its specific performance. The following property performance indicators are recommended for Non-Core Operational properties:

Property indicator	Measure	Green	Amber	Red
Running Cost	£pa/sqm	Below £20	£20 to £40	Above £40
Energy Cost	£pa/sqm	Below £10	£10 to £15	Above £15
Required Maintenance Cost	£/sqm			
Required Maintenance over Value	%	Below 5%	5% – 10%	Above 10%
Building Condition	A to D	A	B	C or D
NI 185 Carbon Emissions	Tonnes	Minimal	Moderate	Significant
Percentage Market Rent	%	100%	95%–100%	Below 95%

If all relevant indicators are green, then the property is considered as providing value for money and should be recommended for retention.

Step 4 – If the outcome of the property performance indicators shows Amber or Red, undertake simple feasibility test to evaluate the revenue and cost implications of keeping the property compared with looking at how the accommodation could be provided in a better building at a lower cost. This might include looking at the overall cost of the property to the organisation and whether it is producing a negative revenue flow. Alternatively the study might look at improving the cost of running the current building or recommend ways to improve efficiencies by taking less floorspace.

In order to fully appreciate the cost of keeping a Non-Core Operational property, it is recommended that for let properties, the current rent is assessed against the market rent. This will highlight any loss of potential income (or opportunity cost) on such properties when making a decision on properties that are let at below market rent.

Step 5 – If the feasibility test does not confirm retention of a property or the property is identified for sale, check whether there is the potential for the property to be transferred to a community user if the occupying tenant qualifies as a community group or other appropriate community use. It is recommended that a tenant in place that qualifies as a community group or other appropriate community use is offered the right of first refusal on the same terms as the proposed sale within a time limit of sixty (60) days. If not taken up by the tenant within the sixty days, then the Council can proceed with the sale to another party. The offer made by a tenant will only be accepted if it meets the Council’s required evaluation criteria, most importantly, that the sale to the tenant would achieve best consideration.

It is recommended that the outcome of Step 5 is confirmed with the Lead Councillor and Corporate Management Team in consultation with the local Ward Councillors prior to Step 7 or 8.

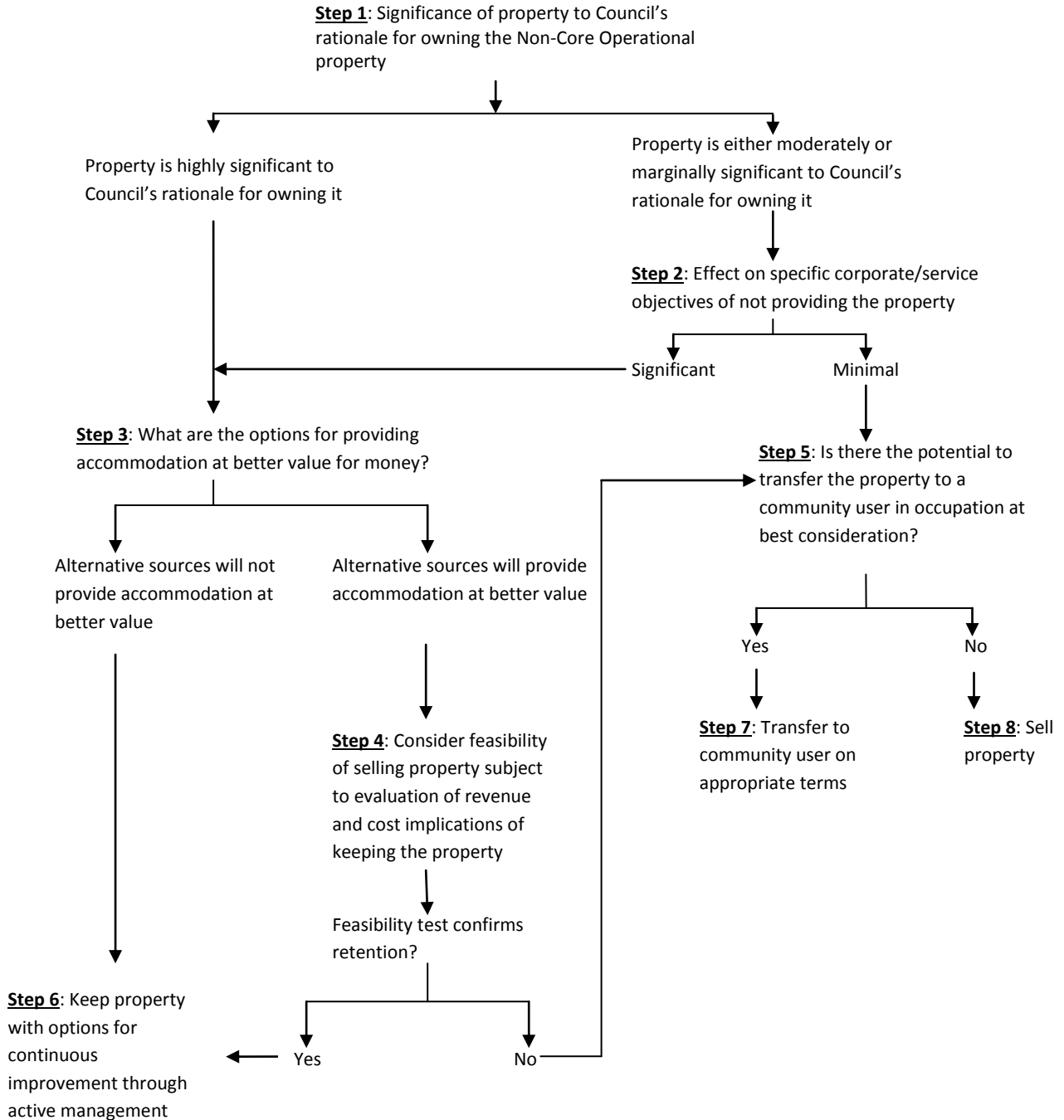
Step 6 – If the property is considered as providing value for money or if the feasibility test confirms retention of a property, an asset management plan should be submitted for approval by the Property Review Group along with any recommendations for improving the property with any identified changes to the property budgets if deemed necessary and successful capital bids are made within the Council's capital scheme approval process. If approved, this concludes the assessment.

Step 7 – If the transfer of the property to a community user in occupation is an option, submit the asset management plan for approval by the Property Review Group along with details of the user group and appropriate terms either for the sale of the freehold interest or the grant of a new lease. If approved, this concludes the assessment.

Step 8 – If the transfer of the property to a community user is not an option and the property is identified for sale, submit the asset management plan for approval by the Property Review Group along with details of the potential sale value and recommended sale procedure to be followed. If approved, this concludes the assessment.

NON-CORE OPERATIONAL PROPERTIES

DECISION TREE



APPENDIX 5 – INVESTMENT PROPERTIES: PROCESS FOR REVIEW AND CHALLENGE

Step 1 – To determine the significance of a property to the Council's rationale for owning it, each investment property is assessed against how significantly it performs against property investment measures to determine how satisfactory the property is performing. This involves measuring the properties following the adopted criteria for buying new investment properties as set out in the Council's Asset Investment Strategy approved by the Executive on 2 September 2014.

They will be assessed on three pass or fail investment indicators and a set of investment performance indicators against which the property is scored, as follows:

Investment indicator	Basis	Measure
Net Initial Yield	Current rent as a percentage of capital value	Pass/Fail
Lease Classification	Operating or finance lease	Pass/Fail
Investment Score	Total weighted score based on investment criteria	Greater or equal to 100

CRITERIA	Score	4					3				2			1		0
		Weighting Factor	Excellent / very good	Good	Acceptable	Marginal	Unacceptable	Excellent / very good	Good	Acceptable	Marginal	Unacceptable	Excellent / very good	Good	Acceptable	Marginal
Location	12		Major prime	Micro prime	Major secondary	Micro secondary	Tertiary									
Tenancy strength	10		Single tenant with strong financial covenant	Single tenant with good financial covenant	Multiple tenants with strong financial covenant	Multiple tenants with good financial covenant	Tenants with poor financial covenant strength									
Tenure	9		Freehold	Lease 125 years plus	Lease between 50 & 125 years	Lease between 20 & 50 years	Lease less than 20 years									
Remaining lease length	5		Greater than 10 years	Between 7 and 10 years	Between 4 & 7 years	Between 2 & 4 years	Less than 2 years; vacant									
Repairing terms	4		Full repairing & insuring	Internal repairing - 100% recoverable	Internal repairing - partially recoverable	Internal repairing - non recoverable	Landlord									
Lot size	2		Between £6m and £12m	Between £4m & £6m or £12m & £18m	Between £2m & £4m or £18m & £20m	Between £1m & £2m or £20m & £25m	Less than £1m or more than £25m									

Any asset achieving all three investment indicators and scores 100 or above for the investment performance criteria will be considered an excellent or good performing investment asset in accordance with the Asset Investment Strategy and indicates a property that is highly significant to the Council's rationale for owning it.

Step 2 – A property that contributes significantly to the rationale of holding the property or performs well in property investment terms is considered against the possibility of releasing capital from the property for other Council purposes.

Step 3 – A property found not to be highly significant to the Council's rationale for owning it is tested to determine whether its long term investment performance has potential to improve if it were managed differently. This might include opportunities to secure better lease terms, improve the tenant covenant strength or undertake improvements to the property to achieve higher rents.

Step 4 – Each property considered for sale is assessed to determine the impact on Council finances as a result of losing rental income or capital appreciation from the property or estate. It is recommended that the outcome of Step 4 is confirmed with the Lead Councillor and Corporate Management Team prior to Step 5 or 6.

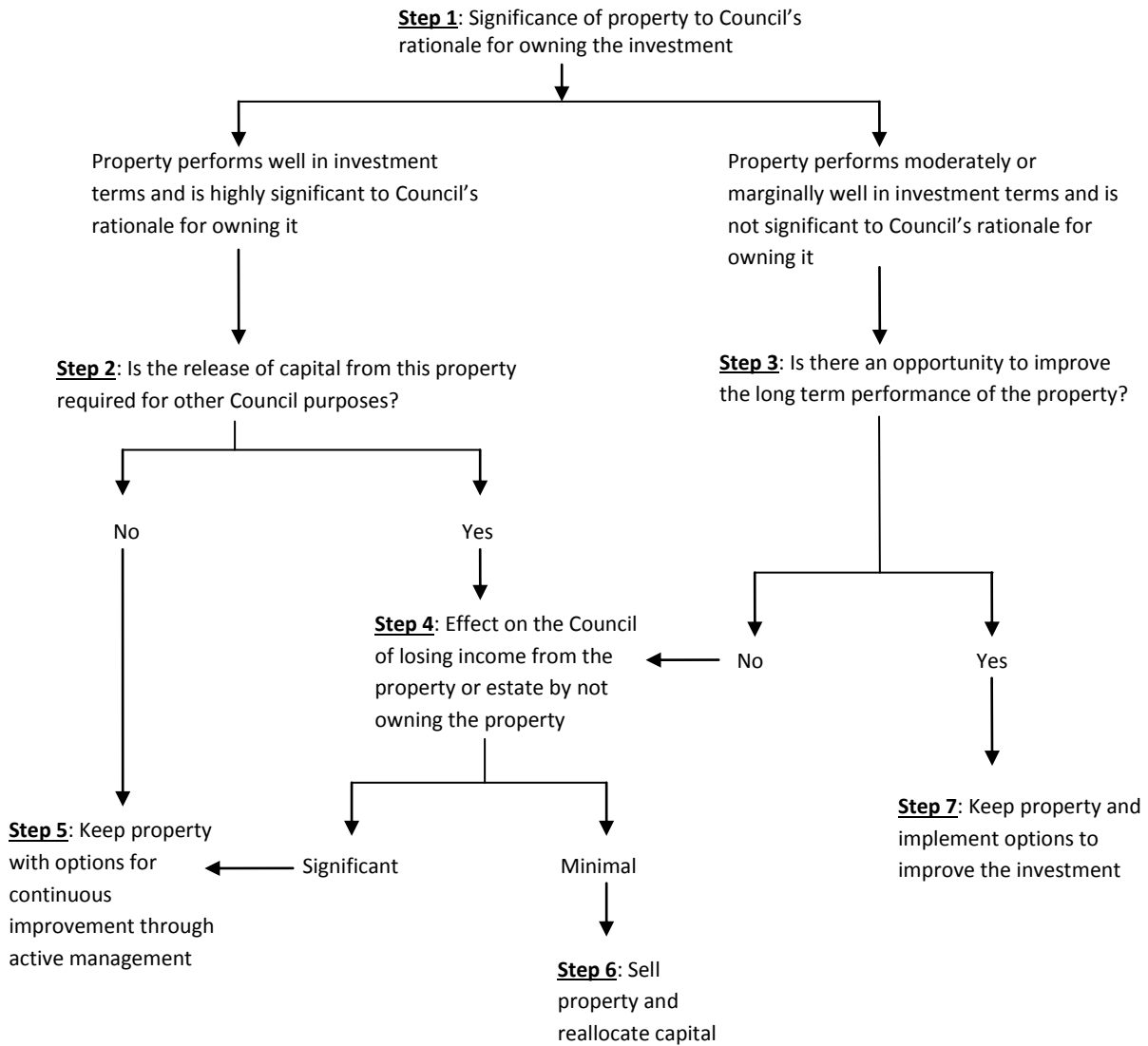
Step 5 – If no capital release is required or the potential loss of income is significant where a property is being considered for sale, an asset management plan should be submitted to the Property Review Group for approval to keep the property along with any recommendations for continuous improvement through active management as appropriate. If approved, this concludes the assessment.

Step 6 – If the property is identified for sale, submit the asset management plan to the Property Review Group for approval along with details of the potential sale value and recommended sale procedure to be followed. If approved, this concludes the assessment.

Step 7 – If an opportunity exists to improve the performance of the investment property, an asset management plan should be submitted to the Property Review Group for approval to keep the property along with any recommendations for improvement. If approved, this concludes the assessment.

INVESTMENT PROPERTIES

DECISION TREE



APPENDIX 6 – ASSET REGISTER

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
IP10116	Aldershot Rd 121B (The Co-Op)	Investment Properties	Commercial	Retail	5,000
CA101125	Aldershot Rd Allotments	Community	Open Space	Allotments	-
E9001/HTR	Allen House - Bowls Pavilion	Non-Core Operational	Recreational	Pavilion (Let)	36,667
S0264/HTR	Allen House - Lodge	Non-Core Operational	Office	Office (Let)	69,000
S0265/HTR	Allen House - Toilets	Core Operational	Toilets	Public Toilets	55,438
S0007/HTR	Allen House Grounds	Community	Recreational	Park & Recreation Ground	207,118
OLB101141	Almsgate, Compton	Non-Core Operational	Residential Land	Housing Association (Let)	-
HA11123	Art Memorial - Worplesdon	Heritage	Historic Structure	Art collection	13,000
S0010/FSN	Artillery Terrace Playground	Community	Recreational	Playground	74,628
S0267/SHA	Artington Park&Ride (Lease In)	Core Operational	Car Park	Surface Car Park (Public)	594,000
CA09105	Artwork - Allen House mosaic	Heritage	None	Art collection	4,500
CA07081	Artwork - Blacksmith, Send	Heritage	Cultural	Art collection	12,000
CA101101	Artwork - G Live	Heritage	Cultural	Art collection	29,974
CA09101	Artwork - Seeboard, Faraday Rd	Heritage	None	Art collection	15,000
1.00063E+11	Ash Bridge Caravan Site	Non-Core Operational	Residential Land	Traveller Accommodation	-
OLB101166	Ash Manor Sports Ctr(Lease In)	Core Operational	Recreational	Leisure Centre	-
S0268/NULL	Ash Vale Station Car Park	Core Operational	Car Park	Surface Car Park (Public)	70,000
E9002/AST	Ash/Tongham Railway Path	Community	Open Space	Open Space and Woodland	69,000
E9004/AVA	Avondale Open Space	Community	Open Space	Open Space	16,783
E9005/AVA	Avondale Playground	Community	Recreational	Playground	49,000
OLB101148	Baird Dr 24a-26a, Wood Street	Non-Core Operational	Residential Land	Housing Association (Let)	-
e9206	Baird Drive Playground	Community	Recreational	Playground	13,152
CA101139	Bannisters Field Open Space	Community	Open Space	Open Space	-
CA101111	Bannisters Field Playground	Community	Recreational	Playground	-
S0123A	Barnes Wallis Close 1-15	Non-Core Operational	Residential Land	Housing Association (Let)	-
CA10115	Barnwood Rd Playground	Community	Recreational	Playground	-
CA10118	Beaufort Rd Playground	Community	Recreational	Playground	-

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
OLB1011200	Bedford Rd Garages	Core Operational	Garage Block	Garage Block	-
OLB101178	Bedford Rd MSCP - Toilets	Core Operational	Toilets	Public Toilets	-
S0270/FSN	Bedford Rd MSCP & Parking Off	Core Operational	Car Park	Multi-Storey Car Park	7,044,815
S0271/FSN	Bedford Rd Sheds Car Park	Core Operational	Car Park	Surface Car Park (Contract)	781,000
S0182/FSN	Bedford Rd Surface Car Park	Core Operational	Car Park	Surface Car Park (Public)	831,250
S0273/STK	Bellfields Community Centre	Non-Core Operational	Community Facility	Community Centre (Let)	890,964
S0400	Bellfields Estate Playground	Community	Recreational	Playground	40,647
E9203	Bellfields Open Space	Community	Open Space	Open Space	32,263
OLB101123	Bellfields Rd & Parsons Green	Non-Core Operational	Residential Land	Housing Association (Let)	-
E9204	Bellfields Rd Allotments	Community	Open Space	Allotments	23,078
S0199/STK	Bellfields Service Station	Investment Properties	Commercial	Land	570,000
HRA08092	Beverley Hall Community Centre	Non-Core Operational	Community Facility	Community Centre (Let)	272,600
10007061640	Biodiversity Centre (Greenark)	Core Operational	Community Facility	Community Hall	27,000
OLB10116	Bishops & Mount Court Car Park	Core Operational	Car Park	Surface Car Park (Residents)	5,000
OLB101140	Blackberry Cl 1-18, Bellfields	Non-Core Operational	Residential Land	Housing Association (Let)	-
HA12131	Bookers Tower, Mount Cemetery	Heritage	Historic Structure	Monument	-
CA101121	Bowers Ln Allotments, Burpham	Community	Open Space	Allotments	-
OLB101195	Boxing Club, Bellfields Rd	Non-Core Operational	Community Facility	Community Club (Let)	5,000
S0275/HTR	Bright Hill Car Park	Core Operational	Car Park	Surface Car Park (Public)	1,700,000
CA101128	Bullswater Common	Community	Open Space	Registered Common Land	-
OLB101164	Burchatts Farm - Pavilion	Core Operational	Recreational	Pavilion	-
S0279/CHR	Burchatts Farm - Toilets	Core Operational	Toilets	Public Toilets	109,394
S07081	Burchatts Farm Barn	Core Operational	Community Facility	Community Hall	223,840
OLB101169	Burchatts Farm Barn - Flat 1	Core Operational	Residential	Staff Accommodation	128,600
S0278/CHR	Burchatts Farm Cottages 4	Core Operational	Residential	Staff Accommodation	220,667
S0280/WOR	Burpham Court Farm	Non-Core Operational	Agricultural	Farm	1,654,000
CA09104	Bushy Hill Ballcourt	Community	Recreational	Ball Court	18,765
OLB08091	Bushy Hill Community Centre	Non-Core Operational	Community Facility	Community Hall (Let)	20,000
OLB101150	Bushy Hill Drive 61-63	Non-Core Operational	Commercial with Residential	Retail with Residential (Let)	242,500

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
CA101114	Bushy Hill Drive Playground	Community	Recreational	Playground	7,500
S0230/SEN	Car Park to rear of 66 Send Rd	Non-Core Operational	Car Park	Surface Car Park (Let)	21,506
OLB101152	Cardwells Keep	Community	Recreational	Park & Recreation Ground	-
CA101113	Cardwells Keep - Pavilion	Core Operational	Recreational	Pavilion	40,900
OLB101142	Carfax Ave 107 & 109, Tongham	Non-Core Operational	Residential Land	Housing Association (Let)	-
OLB101127	Carters Close 1-8, Slyfield	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0403	Castle Arch	Heritage	Historic Structure	Monument	46,018
S0283/HTR	Castle Car Park (Part Deed In)	Core Operational	Car Park	Multi-Storey Car Park	5,752,000
IP101114	Castle Car Park- Unit 1 & Rest	Investment Properties	Commercial	Restaurant / Pub	1,230,000
IP101110	Castle Car Park- Unit 2	Investment Properties	Commercial	Retail	140,000
S0013/HTR	Castle Cliffe Gardens	Community	Recreational	Public Garden	-
S0014/HTR	Castle Grounds	Community	Recreational	Public Garden	159,602
E9007/HTR	Castle Grounds - Bowls Pavil'n	Non-Core Operational	Recreational	Pavilion & Green (Let)	34,002
S0284/HTR	Castle Grounds - Cottage	Core Operational	Residential	Staff Accommodation	458,600
S0012/HTR	Castle Keep	Core Operational	Historic Structure	Historic Building	785,531
S0297/HTR	Castle Square Car Park	Core Operational	Car Park	Surface Car Park (Contract)	115,000
S0204/HTR	Castle St 39	Investment Properties	Office	Office	160,000
S0336/HTR	Castle St 39.5 (Salters)	Core Operational	Cultural	Museum	244,500
S0206/HTR	Castle St 40-42	Investment Properties	Commercial	Retail	310,000
S0207/HTR	Castle St 40A	Investment Properties	Office	Office	195,000
OLB101143	Champion Down 1-24, Effingham	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0287/HTR	Chantry Cottage, Pilgrims Way	Core Operational	Residential	Staff Accommodation	384,889
S0015/HTR	Chantry Wood	Community	Open Space	Woodland	172,456
S0067/WOR	Chittys Walk Open Space	Community	Open Space	Open Space	-
OLB101146	Church View 50-93, Ash	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0155	Cinnamon Gardens 1	Non-Core Operational	Commercial with Residential	Retail with Residential (Let)	245,484
OLB101185	Clay Lane Barns and Field	Non-Core Operational	Agricultural	Barn (Let)	29,200
S0291/NULL	Clockhouse Court, Bellfields	Non-Core Operational	Residential Land	Housing Association (Let)	-
CA101116	Clover Rd Playground	Community	Recreational	Playground	-

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
10007089657	Cobbetts Close Caravan Site	Non-Core Operational	Residential Land	Traveller Accommodation	-
E9027/AWH	College Rd Open Space, Ash	Community	Open Space	Open Space	7,500
S0016/CHR	Collingwood Cres 2 Open Spaces	Community	Open Space	Open Space	-
CA101140	Collins Gardens, Ash	Community	Open Space	Open Space	-
OLB10112	Commercial Rd1 Car Park	Core Operational	Car Park	Surface Car Park (Contract)	264,000
S0293/FSN	Commercial Rd2 CP (Lse In Prt)	Core Operational	Car Park	Surface Car Park (Public)	638,000
OLB101167	Community Club, Slyfield Green	Non-Core Operational	Commercial	Community Club (Let)	84,000
S0017/SHA	Compton Common	Community	Open Space	Registered Common Land	-
S0274/HTR	Connaught Hse CP (Easement In)	Core Operational	Car Park	Underground Car Park	291,000
S0030/CHR	Cranley Rd Open Space	Community	Open Space	Open Space	1
S0276/SHA	Crem - Broadwater Cottage	Core Operational	Residential	Staff Accommodation	560,611
S0277/SHA	Crem - Broadwater Cottages 2-3	Core Operational	Residential	Staff Accommodation	628,333
S0306/SHA	Crematorium	Core Operational	Crematorium	Crematorium	1,691,545
S0018/PIL	Crooksby Common, Seale	Community	Open Space	Common Land	-
IP10112	Crown Court Site, Bedford Rd	Investment Properties	Commercial	Land	-
CA101118	Dagley Ln Allotments, Shalford	Community	Open Space	Allotments	-
E9010/FST	Dapdune Wharf Open Space	Community	Open Space	Open Space and Woodland	94,564
OLB101145	Darwin Court, Woodlands Rd	Non-Core Operational	Residential Land	Housing Association (Let)	-
CA10119	Derby Rd Playground	Community	Recreational	Playground	-
OLB101128	Derwent Ave 15a-17a, Ash Vale	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0040/BUR	Devoil Close Playground	Community	Recreational	Playground	-
S0500	Eagle Rd Car Park	Core Operational	Car Park	Surface Car Park (Residents)	111,250
S0212/NULL	East Horsley Bowls Club	Non-Core Operational	Recreational	Pavilion & Green (Let)	45,094
S0299/NULL	East Horsley Station Car Park	Non-Core Operational	Car Park	Surface Car Park (Let)	28,536
S0294/CHO	East Horsley Village Hall	Non-Core Operational	Community Facility	Community Hall (Let)	5,400
E9011/EFF	Effingham Common	Community	Open Space	Registered Common Land	220,321
OLB101135	Eleanor Court, Castle St	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0300/HTR	Electric Theatre	Core Operational	Cultural	Theatre	1,695,233
S0342/HTR	Electric Theatre Car Park	Core Operational	Car Park	Surface Car Park	45,000

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
S0057/MER	Epsom Rd Allotments & Footpath	Community	Open Space	Allotments	-
S0119A	Fairfield Rise Development	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0302/FSN	Farnham Rd 22	Non-Core Operational	Residential	Residential House (Let)	362,500
CA101120	Farnham Rd Allotments	Community	Open Space	Allotments	-
OLB101179	Farnham Rd MSCP - Toilets	Core Operational	Toilets	Public Toilets	-
S0301/FSN	Farnham Rd MSCP (Lease In)	Core Operational	Car Park	Multi-Storey Car Park	8,270,236
S0263/HTR	Finch Rd 1	Non-Core Operational	Residential	Residential House (Let)	280,000
OLB101120	Forbench & Haynes Cl, Ripley	Non-Core Operational	Residential Land	Housing Association (Let)	-
S02711	Former Guildford Auction Rooms	Non-Core Operational	Industrial	Warehouse (Let)	181,687
S0021/PIR	Fox Corner Wildlife Area	Community	Open Space	Nature Area	-
S0022/HTR	Foxenden Quarry Open Space	Community	Open Space	Open Space	21,895
E9012	Foxenden Quarry Playground	Community	Recreational	Playground	-
CA11121	Foxenden Tunnels	Heritage	Historic Structure	Monument	-
S0251/FSN	Friary Centre	Investment Properties	Commercial	Retail	7,120,000
IP09101	Friary Street, East Side	Investment Properties	Commercial	Retail	3,915,000
S0215/HTR	Friary Street, West Side	Investment Properties	Commercial	Miscellaneous	6,960,000
HA11124	Furniture - Guildford House /	Heritage	Cultural	Pottery Machinery	192,550
S0288/HTR	G Live	Core Operational	Cultural	Entertainment Venue	23,829,912
S0290/HTR	G Live Car Park - Toilets	Core Operational	Toilets	Public Toilets	164,417
S0289/HTR	G Live Car Park (Lse In Part)	Core Operational	Car Park	Surface Car Park (Public)	3,685,000
CA11123	G Live Open Space	Community	Open Space	Open Space	26,559
S0031/CHR	Ganghill Open Space	Community	Open Space	Open Space	2,250
OLB101134	Gardens rear of 36-46 North Rd	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0304/MUL	Gardner Rd Garages	Core Operational	Garage Block	Garage Block	188,000
OLB101196	Girl Guides, Nightingale Rd	Non-Core Operational	Community Facility	Community Club (Let)	10,000
IP10117	Glaziers Lane 19 - Surgery	Investment Properties	Commercial	Land	-
E9029/BUR	Glendale Drive Playground	Community	Recreational	Playground	8,203
S0023/MER	Goldfinch Gardens, Merrow	Community	Open Space	Open Space	-
CA101129	Gosden Common	Community	Open Space	Registered Common Land	-

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
OLB101183	Guildford & Godlm'g Rugby Grnd	Non-Core Operational	Open Space	Open Space (Let)	25,000
S0227/MER	Guildford Golf Course	Non-Core Operational	Open Space	Registered Common (Let)	960,000
S0307/HTR	Guildford House and Brew House	Core Operational	Cultural	Gallery	1,833,002
S0320/CHR	Guildford Lido	Core Operational	Recreational	Leisure Centre	1,142,613
S0335/HTR	Guildford Museum	Core Operational	Cultural	Museum	1,372,906
S0308/ONS	Guildford Park Car Park	Core Operational	Car Park	Surface Car Park (Public)	3,323,000
OLB1011202	Guildford Park Garages	Core Operational	Garage Block	Garage Block	-
S0026/HTR	Guildhall	Core Operational	Municipal Building	Municipal Building	675,000
AUC11121	Guildhall Roof	Assets Under	Miscellaneous	Intangible Fixed Assets	-
S0380/NULL	Gunpowder Mills Land, Chilwrth	Community	Open Space	Open Space and Woodland	1,302
S0011/TIL	Gunpowder Mills Ruins,Chilwrth	Heritage	Historic Structure	Monument	58,315
S0216/FSN	Haydon Place 15-17	Investment Properties	Office	Office	460,000
S0027/FSN	Hays Wharf Open Space	Community	Open Space	Open Space	-
CA08091a	Hazel Avenue Playground	Community	Recreational	Playground	-
S0217/STK	Hazel Stores, Bellfields	Non-Core Operational	Commercial with Residential	Retail with Residential (Let)	216,000
CA101133	Heathfield Nature Reserve	Community	Open Space	Nature Reserve	-
S0218/HTR	High St 122, 124A & 124B	Investment Properties	Commercial	Retail	2,887,000
IP101112	High St 124	Investment Properties	Commercial	Restaurant / Pub	248,000
IP101113	High St 126	Investment Properties	Commercial	Retail	1,888,000
S0191/HTR	High St 195-205 (Eastgate Crt)	Investment Properties	Commercial with Residential	Retail	-
S0220/FSN	High St 5	Investment Properties	Commercial	Retail	220,000
S0310/HTR	High St 72 U'croft (Lease In)	Core Operational	Historic Structure	Museum	-
S0311/LOV	High St, Ripley - Toilets	Core Operational	Toilets	Public Toilets	49,789
S0370/HTR	High Street Car Park	Core Operational	Car Park	Surface Car Park (Public)	1,370,000
S0028/AVA	Hollybush Park, Lakeside Rd	Community	Open Space	Open Space	-
S0221/EFF	Home Farm Area, Effingham	Non-Core Operational	Miscellaneous	Miscellaneous	215,000
S0312/EFF	Home Farm, Effingham	Non-Core Operational	Agricultural	Farmland (Let)	523,950
S0243/WES	Hope PRU, Worplesdon Rd	Investment Properties	Educational	Education Centre	295,000
OLB101198	Horticultural Hall, Bellfields	Non-Core Operational	Community Facility	Community Club (Let)	42,000

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
S0041/PIL	Hurtmore Rd Open Space	Community	Open Space	Open Space	-
E9023/FSN	Island in River Wey, Millbrook	Community	Open Space	Open Space	22,041
S0032/TIL	Kennels Bungalow Land, Combe Ln	Community	Open Space	Woodland	-
S0316/WES	Kings College (Lease In)	Non-Core Operational	Recreational	Sports Centres & Pools	-
CA101110	Kings College Playgnd (Lse In)	Community	Recreational	Playground	-
OLB101174	Kings Rd 9	Non-Core Operational	Residential	Housing Association (Let)	-
S0034/CHO	Kingston Meadows - Pavilion	Core Operational	Recreational	Pavilion	67,300
E9134	Kingston Meadows Grounds	Community	Recreational	Park & Recreation Ground	95,071
CA10117	Kingston Meadows Playground	Community	Recreational	Playground	-
S0317/FSN	Ladymead 16-18	Non-Core Operational	Residential	Residential House (Let)	391,000
CD12131	Lakeside Close, Ash	Assets Under	Housing	Assets Under Construction	618,885
E9015/AVA	Lakeside Park & Nature Reserve	Community	Open Space	Nature Reserve	236,081
HA13141	Lakeside Public Art	Heritage	Cultural	Art collection	4,500
S0036/CHR	Land adj 110 Nightingale Rd	Assets Held for Sale	Open Space	Land (Surplus)	600
S0037/AVA	Land adj 37 North Rd, Ash Vale	Community	Open Space	Open Space	-
S0056/AVA	Land adj 56 Northcote Rd, AshV	Community	Open Space	Open Space	11,250
CA101137	Land adj Jacobs Well Vill Hall	Assets Held for Sale	Open Space	Land (Surplus)	-
S0046/PIL	Land adj Manor Fields, Seale	Community	Open Space	Open Space	-
CA101136	Land adj Old School, Compton	Assets Held for Sale	Open Space	Land (Surplus)	-
E9129/LOV	Land Adj To White Hart Court	Assets Held for Sale	None	Land (Surplus)	20,000
CA101143	Land at Barnwood Rd	Community	Open Space	Open Space	-
S0314/SHA	Land at Hornhatch1, Chilworth	Non-Core Operational	Residential Land	Housing Association (Let)	-
OLB101139	Land at Hornhatch2, Chilworth	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0044/MER	Land at Lapwing & Curlew Grove	Community	Open Space	Open Space	-
S0054/CHO	Land at Nightingale Cr, W Hors	Community	Open Space	Open Space	-
S0074/AVA	Land at Scotland Farm Rd, AshV	Community	Open Space	Open Space	-
S0078/MER	Land at Speedwell Clse, Mellow	Community	Open Space	Open Space	-
S0089/BUR	Land at Sutherland Dr, Burpham	Community	Open Space	Open Space	1
CA101141	Land at the end of Cline Rd	Community	Open Space	Open Space	-

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
S0080/ONS	Land NE of St Johns Rd	Community	Open Space	Open Space	750
S0033/STG	Land north of Kingfisher Drive	Community	Open Space	Open Space	-
S0042/SHA	Land north Of Station Rd, Shal	Community	Open Space	Open Space	-
S0043/BUR	Land north of Tongham Meadows	Community	Open Space	Open Space and Woodland	-
S0047/AST	Land nrth of Kings Ave,Tongham	Community	Open Space	Open Space and Woodland	-
CA101144	Land rear of 1-6 Stratford Rd	Community	Open Space	Open Space (Garden Licence)	-
S0008/MUL	Larch Ave Allotments, Bellflds	Community	Open Space	Allotments	98,479
OLB10111	Lawn Rd Car Park	Core Operational	Car Park	Surface Car Park (Public)	-
S0319/FSN	Leapale Rd MSCP	Core Operational	Car Park	Multi-Storey Car Park	5,207,253
OLB101173	Leas Rd 9	Non-Core Operational	Residential	Residential House (Let)	384,000
CA101117	Lido Allotments, Lido Rd	Community	Open Space	Allotments	-
OLB101168	Lido Car Park	Core Operational	Car Park	Surface Car Park (Public)	-
CA101122	Lime Grv Allotments,Bellfields	Community	Open Space	Allotments	-
10007055321	Liongate House, Ladymead	Investment Properties	Office	Office	12,452,621
OLB101138	Longacre (various nos.), Ash	Non-Core Operational	Residential Land	Housing Association (Let)	-
OLB101129	Longacre 95-102, Ash	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0068/WOR	Lyons Drive Open Space	Community	Open Space	Open Space	-
S0223/P01	Lysons Enterprise Estate 01	Investment Properties	Industrial	Industrial Unit	102,273
S0223/P02	Lysons Enterprise Estate 02-03	Investment Properties	Industrial	Industrial Unit	102,273
S0223/P03	Lysons Enterprise Estate 04	Investment Properties	Industrial	Industrial Unit	48,951
S0223/P04	Lysons Enterprise Estate 05	Investment Properties	Industrial	Industrial Unit	48,951
S0223/P05	Lysons Enterprise Estate 06	Investment Properties	Industrial	Industrial Unit	48,951
S0223/P07	Lysons Enterprise Estate 07	Investment Properties	Industrial	Industrial Unit	48,951
S0223/P08	Lysons Enterprise Estate 08	Investment Properties	Industrial	Industrial Unit	48,951
S0223/P09	Lysons Enterprise Estate 09	Investment Properties	Industrial	Industrial Unit	48,951
S0223/P06	Lysons Enterprise Estate 10-11	Investment Properties	Industrial	Industrial Unit	102,273
S0223/P10	Lysons Enterprise Estate 12-13	Investment Properties	Industrial	Industrial Unit	102,273
S0223/P11	Lysons Enterprise Estate 14	Investment Properties	Industrial	Industrial Unit	48,951
S0223/P12	Lysons Enterprise Estate 15	Investment Properties	Industrial	Industrial Unit	48,951

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
S0223/P13	Lysons Enterprise Estate 16	Investment Properties	Industrial	Industrial Unit	48,951
S0223/P14	Lysons Enterprise Estate 17	Investment Properties	Industrial	Industrial Unit	48,951
S0223/P15	Lysons Enterprise Estate 18	Investment Properties	Industrial	Industrial Unit	66,810
S0223/P16	Lysons Enterprise Estate 19	Investment Properties	Industrial	Industrial Unit	50,699
S0223/AVA	Lysons Enterprise Estate Land	Investment Properties	Industrial	Land	-
S0222/P01	Lysons Ind Estate, Boag	Investment Properties	Industrial	Industrial Unit	500,000
S0222/P03	Lysons Ind Estate, Cobbs	Investment Properties	Industrial	Industrial Unit	350,000
S0222/P02	Lysons Ind Estate, Pro-Tech	Investment Properties	Industrial	Industrial Unit	475,000
S0222/AVA	Lysons Industrial Estate Land	Investment Properties	Industrial	Land	-
OLB10118	Mangles Court, Woodbridge Rd	Non-Core Operational	Residential Land	Housing Association (Let)	-
OLB13142	Manor Farm Close, Glaziers Lne	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0324/NULL	Manor Fruit Farm	Non-Core Operational	Open Space	Grassland (Let)	150,000
OLB10119	Margaret Rd 20 & 21	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0327/FSN	Mary Rd Car Park	Core Operational	Car Park	Surface Car Park (Public)	2,250,000
S0328/FSN	Mead Cottage, Bury Fields	Core Operational	Residential	Staff Accommodation	386,222
OLB1011104	Meadowlands, W Clandon	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0329/MER	Merrow Car Park	Core Operational	Car Park	Surface Car Park (Public)	25,000
CA101130	Merrow Common (Part)	Community	Open Space	Registered Common Land	-
S0049/MER	Merrow Downs	Community	Open Space	Downland	2,780
OLB10114	Merrow Park & Ride (Lease In)	Core Operational	Car Park	Surface Car Park (Public)	1,182,000
CA101119	Merrow St Allotments	Community	Open Space	Allotments	-
CA101132	Merrow Woods	Community	Open Space	Woodland	-
S0228/P01	Midleton Ind Estate 03	Investment Properties	Industrial	Industrial Unit	100,000
S0228/P02	Midleton Ind Estate 04	Investment Properties	Industrial	Industrial Unit	80,000
S0228/P03	Midleton Ind Estate 05	Investment Properties	Industrial	Industrial Unit	175,000
S0228/P04	Midleton Ind Estate 06-07-08	Investment Properties	Industrial	Industrial Unit	150,000
S0228/P07	Midleton Ind Estate 09	Investment Properties	Industrial	Industrial Unit	190,000
S0228/P08	Midleton Ind Estate 10	Investment Properties	Industrial	Industrial Unit	160,000
S0228/P09	Midleton Ind Estate 11	Investment Properties	Industrial	Industrial Unit	262,500

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
S0228/P10	Midleton Ind Estate 12	Investment Properties	Industrial	Industrial Unit	1,002,307
S0228/P11	Midleton Ind Estate 13	Investment Properties	Industrial	Industrial Unit	50,000
S0228/P12	Midleton Ind Estate 14-15	Investment Properties	Industrial	Industrial Unit	1,219,686
S0228/ONS	Midleton Ind Estate Land	Investment Properties	Industrial	Land	-
S0229/HTR	Mill Lane Car Park	Non-Core Operational	Car Park	Surface Car Park (Let)	20,000
S0058/HTR	Mill Pond & Mooring, Millbrook	Community	Open Space	River Frontage & Fishing	-
S0330/HTR	Millbrook Car Park	Core Operational	Car Park	Surface Car Park (Public)	3,750,000
S0332/FSN	Millmead Court Car Park	Core Operational	Car Park	Surface Car Park (Contract)	361,484
OLB1011105	Millmead House Boilers and Plant	Core Operational		Plant and Equipment	2,056,320
S0333/FSN	Millmead House Complex	Core Operational	Office	Civic Office	6,736,497
S0348/FSN	Millmead Hse - Riverview Lodge	Core Operational	Residential	Residential Flats (Let)	270,200
HA13143	Moggy Pond Artwork	Heritage	Cultural	Art collection	625
S0024/FSN	Mount Cemetery	Community	Burial Ground	Cemetery	-
S0025/FSN	Mount Cemetery - Chapel	Non-Core Operational	Burial Ground	Chapel (Let)	27,250
S0366/FSN	Mount Cemetery - Toilets	Core Operational	Toilets	Public Toilets	15,013
IP10111	Multiplex Cinema, Bedford Rd	Investment Properties	Commercial	Land	-
CD12132	New Road Gomshall	Assets Under	Housing	Assets Under Construction	905,129
S0053/PIR	Newbridge Common, Pirbright	Community	Open Space	Common Land	-
CA101126	Normandy Allotments, Westwd Ln	Community	Open Space	Allotments	-
OLB101149	North Rd 1-7 (odd), Ash Vale	Non-Core Operational	Residential Land	Housing Association (Let)	-
E9200	North St - Night Time Urinal	Core Operational	Toilets	Public Toilets	61,067
S0235/HTR	North St 71-72	Investment Properties	Commercial	Miscellaneous	-
S0339/HTR	North St Car Park & Market	Core Operational	Car Park	Surface Car Park (Public)	900,000
OLB101136	Northside Court 1-8, Tongham	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0233/EFF	Norwood Rd Car Park, Eff	Non-Core Operational	Car Park	Surface Car Park (Residents)	26,000
OLB101119	Oak Leaf & Hunts Cl, Park Barn	Non-Core Operational	Residential Land	Housing Association (Let)	-
CA101112	Old Farm Place Playground	Community	Recreational	Playground	-
S0234/FSN	Old Fire Station, Ward St	Investment Properties	Office	Office	37,500
S0341/NULL	Old Manor Hse, Ockham Rd South	Non-Core Operational	Residential	Residential Flats (Let)	1,636,700

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
S0237/FSN	Old Police Station Car Park	Core Operational	Car Park	Surface Car Park (Public)	1,650,000
S0236/HTR	Old Town Mill, Millbrook	Investment Properties	Cultural	Theatre	330,000
CA10114	Onslow Arboretum	Community	Recreational	Arboretum	-
S0197/FSN	Onslow House, Onslow St	Investment Properties	Office	Office	-
S0238/ONS	Onslow Village Hall	Non-Core Operational	Community Facility	Community Hall (Let)	91,500
OLB101153	Onslow Village Rec - Pavilion	Core Operational	Recreational	Pavilion	43,284
S0060/ONS	Onslow Village Rec - Scout Hut	Non-Core Operational	Community Facility	Community Club (Let)	85,000
S0343/ONS	Onslow Village Rec - Toilets	Core Operational	Toilets	Public Toilets	14,050
E9024/ONS	Onslow Village Rec Playground	Community	Recreational	Playground	34,770
OLB101161	Onslow Village Rec- Tennis Clb	Non-Core Operational	Recreational	Pavilion (Let)	31,000
S0392/ONS	Onslow Village Recreatn Ground	Community	Recreational	Park & Recreation Ground	77,503
CA101116	Parish Close Playground	Community	Recreational	Playground	-
OLB1011103	Park Barn CC - Boxing Club	Non-Core Operational	Community Facility	Community Club (Let)	36,600
S0345/WES	Park Barn Centre	Core Operational	Day Centre	Day Centre	2,211,250
S0344/WES	Park Barn Community Centre	Core Operational	Community Facility	Community Centre	116,800
CA08094	Park Barn Drive Playground	Community	Recreational	Playground	110,000
OLB101170	Park Cottages 1, Shalford Rd	Core Operational	Residential	Staff Accommodation	172,667
OLB101133	Park Rd Garages	Core Operational	Garage Block	Garage Block	27,750
CA07084	Parsonage Water Meadows	Community	Open Space	Grassland	86,264
CA08093	Parsons' Green Playground	Community	Recreational	Playground	53,000
OLB101122	Pawley Close, Tongham	Non-Core Operational	Residential Land	Housing Association (Let)	-
CA101131	Peasmarsh Common	Community	Open Space	Registered Common Land	-
S0064/HTR	Pewley Down Nature Reserve	Community	Open Space	Nature Reserve	-
S0065/HTR	Pewley Hill Allotments	Community	Open Space	Allotments	-
S0066/PIR	Pirbright Common	Community	Open Space	Registered Common Land	-
S0282/NULL	Portsmouth Rd Car Park	Core Operational	Car Park	Surface Car Park	1,680,000
OLB101110	Pound Hill 34-40, Wood Street	Non-Core Operational	Residential Land	Housing Association (Let)	-
OLB101147	Pound Place 15-18, Shalford	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0072/AST	Poyle Rd Rec Ground, Tongham	Community	Recreational	Park & Recreation Ground	1,020

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
IP10114	Premier Inn, Parkway	Investment Properties	Commercial	Land	-
S0250/PIL	Puttenham Camping Barn	Investment Properties	Commercial	Barn	11,000
S0254/PIL	Puttenham Storage Barns	Investment Properties	Commercial	Barn	14,500
S0069/HTR	Quakers Acre, North St	Community	Recreational	Public Garden	-
S0347/HTR	Quarry St 48	Core Operational	Cultural	Museum	531,357
S0239/HTR	Quarry St 53	Investment Properties	Commercial	Restaurant / Pub	550,000
S0070/HTR	Quarry Street Gardens	Community	Open Space	Open Space	1,770
S0071/HTR	Racks Close Open Space	Community	Open Space	Open Space	11,098
OLB101181	Relay Station, New Pond Rd	Non-Core Operational	Open Space	Land (Let)	210,000
OLB101121	Rickford Hill, Worplesdon	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0303/HTR	Riverside Centre, Friary St	Non-Core Operational	Commercial	Community Club (Let)	247,647
S0073/STO	Riverside Prk & Nature Reserve	Community	Open Space	Nature Reserve	434,797
S0349/HTR	Robin Hood Car Park	Core Operational	Car Park	Surface Car Park	400,000
S0059/HTR	Rodboro Bldgs - Bar/Restaurant	Investment Properties	Commercial	Restaurant / Pub	3,584,800
IP101111	Rodboro Bldgs - Education Ctre	Investment Properties	Commercial	Education Centre	960,200
E9208	Roman Farm Rd Open Space	Community	Open Space	Open Space	51,290
CA13141	Roman Farm Road Ballcourt	Community	Recreational	Ball Court	-
OLB101137	Rowan Cl 39, Bellfields	Non-Core Operational	Residential Land	Residential Flats (Let)	-
E9041/AST	Rowan Field	Community	Recreational	Park & Recreation Ground	51,251
S0140A	Samuel Cody House, Avondale	Non-Core Operational	Residential Land	Housing Association (Let)	-
OLB101199	Scout Hall, Nightingale Rd	Non-Core Operational	Community Facility	Community Club (Let)	5,000
OLB101188	Scout Hut, Horsham Rd, Shalford	Non-Core Operational	Community Facility	Community Club (Let)	5,000
OLB1011100	Scout Hut, Stoughton Rd	Non-Core Operational	Community Facility	Community Club (Let)	5,000
OLB101193	Scout Hut, The Mount	Non-Core Operational	Community Facility	Community Club (Let)	10,000
HA11122	Sculpture - Martyr Road	Heritage	Historic Structure	Art collection	24,575
OLB1011101	Sea Cadets, Dapdune Wharf Rd	Non-Core Operational	Community Facility	Community Club (Let)	15,000
S0385/SEN	Send Hill Disused Sand Pit	Surplus	Land	Land (Surplus)	-
S0075/SHA	Shalford Common	Community	Open Space	Registered Common Land	-
S0242/SHA	Shalford House - Water Works	Investment Properties	Water Treatment	Water Treatment Works	2,000,000

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
S0076/HTR	Shalford Park	Community	Recreational	Park & Recreation Ground	49,194
OLB101154	Shalford Park - Pavilion 1	Core Operational	Recreational	Pavilion	146,800
OLB101159	Shalford Park - Pavilion 2	Core Operational	Recreational	Pavilion	25,693
S0351/HTR	Shalford Park - Toilets	Core Operational	Toilets	Public Toilets	36,025
OLB10115	Shalford Park Car Park	Core Operational	Car Park	Surface Car Park (Public)	220,000
CA101135	Shalford Watermeadows	Community	Open Space	Grassland	-
S0352/AST	Shawfield Ctr (& Meadows Ctr)	Core Operational	Day Centre	Day Centre	241,563
IP101115	Shawfield Rd 61, Ash	Non-Core Operational	Office	Office (Let)	42,188
OLB101175	Sherborne Court, The Mount	Non-Core Operational	Residential	Residential Flats (Let)	-
HA11125	Silverware - Civic Regalia / museum	Heritage	Cultural	Ceramics	1,566,650
S0246/P02	Slyfield Enterprise Est 01	Investment Properties	Industrial	Industrial Unit	119,784
S0246/P03	Slyfield Enterprise Est 02-03	Investment Properties	Industrial	Industrial Unit	119,784
S0246/P04	Slyfield Enterprise Est 04-05	Investment Properties	Industrial	Industrial Unit	119,784
S0246/P05	Slyfield Enterprise Est 06	Investment Properties	Industrial	Industrial Unit	59,248
S0246/P06	Slyfield Enterprise Est 07	Investment Properties	Industrial	Industrial Unit	59,248
S0246/P07	Slyfield Enterprise Est 08	Investment Properties	Industrial	Industrial Unit	59,248
S0246/P08	Slyfield Enterprise Est 09	Investment Properties	Industrial	Industrial Unit	59,248
S0246/P09	Slyfield Enterprise Est 10-11	Investment Properties	Industrial	Industrial Unit	119,784
S0246/P10	Slyfield Enterprise Est 12-13	Investment Properties	Industrial	Industrial Unit	119,784
S0246/P11	Slyfield Enterprise Est 14	Investment Properties	Industrial	Industrial Unit	59,248
S0246/P12	Slyfield Enterprise Est 15	Investment Properties	Industrial	Industrial Unit	59,248
S0246/P13	Slyfield Enterprise Est 16	Investment Properties	Industrial	Industrial Unit	59,248
S0246/P14	Slyfield Enterprise Est 17	Investment Properties	Industrial	Industrial Unit	59,248
S0246/P15	Slyfield Enterprise Est 18	Investment Properties	Industrial	Industrial Unit	59,248
S0246/P16	Slyfield Enterprise Est 19	Investment Properties	Industrial	Industrial Unit	59,248
S0246/P17	Slyfield Enterprise Est 20-21	Investment Properties	Industrial	Industrial Unit	119,784
S0246/P18	Slyfield Enterprise Est 22-23	Investment Properties	Industrial	Industrial Unit	119,784
S0246/P19	Slyfield Enterprise Est 24-25	Investment Properties	Industrial	Industrial Unit	119,784
S0246/P20	Slyfield Enterprise Est 26	Investment Properties	Industrial	Industrial Unit	59,248

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
S0246/STK	Slyfield Enterprise Est Land	Investment Properties	Industrial	Land	-
S0244/P01	Slyfield Foundation Unit 01	Investment Properties	Industrial	Industrial Unit	57,143
S0244/P02	Slyfield Foundation Unit 02	Investment Properties	Industrial	Industrial Unit	57,143
S0244/P03	Slyfield Foundation Unit 03	Investment Properties	Industrial	Industrial Unit	57,143
S0244/P04	Slyfield Foundation Unit 04-05	Investment Properties	Industrial	Industrial Unit	57,143
S0244/P05	Slyfield Foundation Unit 05A	Investment Properties	Industrial	Industrial Unit	57,143
S0244/P06	Slyfield Foundation Unit 06	Investment Properties	Industrial	Industrial Unit	57,143
S0244/P07	Slyfield Foundation Unit 07	Investment Properties	Industrial	Industrial Unit	57,143
S0244/P08	Slyfield Foundation Unit 08-09	Investment Properties	Industrial	Industrial Unit	114,286
S0244/P10	Slyfield Foundation Unit 10	Investment Properties	Industrial	Industrial Unit	57,143
S0244/P11	Slyfield Foundation Unit 11	Investment Properties	Industrial	Industrial Unit	57,143
S0244/P12	Slyfield Foundation Unit 12	Investment Properties	Industrial	Industrial Unit	57,143
S0244/P13	Slyfield Foundation Unit 13	Investment Properties	Industrial	Industrial Unit	57,143
S0244/P14	Slyfield Foundation Unit 14	Investment Properties	Industrial	Industrial Unit	57,143
S0244/STK	Slyfield Foundation Units Land	Investment Properties	Industrial	Land	-
S0245/STK	Slyfield Ind Estate Land	Investment Properties	Industrial	Land	-
S0245/P02	Slyfield, Moorfield Rd 02-08	Investment Properties	Industrial	Industrial Unit	5,000
S0245/P03	Slyfield, Moorfield Rd 10-12	Investment Properties	Industrial	Industrial Unit	3,120,000
S0245/P04	Slyfield, Moorfield Rd 14-16	Investment Properties	Industrial	Industrial Unit	550,000
S0245/P26	Slyfield, Moorfield Rd 15	Investment Properties	Industrial	Industrial Unit	5,000
S0245/P13	Slyfield, Moorfield Rd 17	Investment Properties	Industrial	Industrial Unit	490,000
S0245/P05	Slyfield, Moorfield Rd 18-20	Investment Properties	Industrial	Industrial Unit	550,000
S0245/P14	Slyfield, Moorfield Rd 19	Investment Properties	Industrial	Industrial Unit	475,000
S0245/P15	Slyfield, Moorfield Rd 21-23	Investment Properties	Industrial	Industrial Unit	850,000
S0245/P06	Slyfield, Moorfield Rd 22-28	Investment Properties	Industrial	Industrial Unit	10,000
S0245/P16	Slyfield, Moorfield Rd 25-27	Investment Properties	Industrial	Industrial Unit	550,000
S0245/P17	Slyfield, Moorfield Rd 29-31	Investment Properties	Industrial	Industrial Unit	370,000
S0245/P08	Slyfield, Moorfield Rd 32-38	Investment Properties	Industrial	Industrial Unit	990,000
S0245/P18	Slyfield, Moorfield Rd 33	Investment Properties	Industrial	Industrial Unit	315,000

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
S0245/P19	Slyfield, Moorfield Rd 35	Investment Properties	Industrial	Industrial Unit	240,000
S0245/P20	Slyfield, Moorfield Rd 37-39	Investment Properties	Industrial	Industrial Unit	560,000
S0245/P10	Slyfield, Moorfield Rd 40	Investment Properties	Industrial	Industrial Unit	2,130,000
S0245/P21	Slyfield, Moorfield Rd 41	Investment Properties	Industrial	Industrial Unit	2,830,000
S0245/P11	Slyfield, Moorfield Rd 42	Investment Properties	Industrial	Industrial Unit	320,000
S0245/P12	Slyfield, Moorfield Rd 46	Investment Properties	Industrial	Industrial Unit	290,000
S0245/P52	Slyfield, Moorfield Rd 48	Investment Properties	Industrial	Industrial Unit	350,000
S0245/P23	Slyfield, Moorfield Rd 50-52	Investment Properties	Industrial	Industrial Unit	10,000
S0245/P22	Slyfield, Moorfield Rd 54	Investment Properties	Industrial	Industrial Unit	5,000
S0245/P46	Slyfield, North Moors 01	Investment Properties	Industrial	Industrial Unit	370,000
S0245/P47	Slyfield, North Moors 02	Investment Properties	Industrial	Industrial Unit	470,000
S0245/P48	Slyfield, North Moors 03	Investment Properties	Industrial	Industrial Unit	820,000
S0245/P49	Slyfield, North Moors 04	Investment Properties	Industrial	Industrial Unit	240,000
S0245/P50	Slyfield, North Moors 06	Investment Properties	Industrial	Land	-
S0245/P24	Slyfield, Thornberry Way 01	Investment Properties	Industrial	Industrial Unit	405,000
S0245/P25	Slyfield, Thornberry Way 02	Investment Properties	Industrial	Industrial Unit	470,000
S0245/P27	Slyfield, Westfield Rd 03-05	Investment Properties	Industrial	Industrial Unit	800,000
S0245/P28	Slyfield, Westfield Rd 04	Investment Properties	Industrial	Industrial Unit	325,000
S0245/P29	Slyfield, Westfield Rd 06	Investment Properties	Industrial	Industrial Unit	105,000
S0245/P30	Slyfield, Westfield Rd 07	Investment Properties	Industrial	Industrial Unit	5,000
S0245/P31	Slyfield, Westfield Rd 08	Investment Properties	Industrial	Industrial Unit	315,000
S0245/P32	Slyfield, Westfield Rd 09-13	Investment Properties	Industrial	Industrial Unit	815,000
S0245/P33	Slyfield, Westfield Rd 10-12	Investment Properties	Industrial	Industrial Unit	230,000
S0245/P34	Slyfield, Westfield Rd 14	Investment Properties	Industrial	Industrial Unit	270,000
S0245/P35	Slyfield, Westfield Rd 15	Investment Properties	Industrial	Industrial Unit	155,000
S0245/P36	Slyfield, Westfield Rd 16	Investment Properties	Industrial	Industrial Unit	5,000
S0245/P37	Slyfield, Westfield Rd 18	Investment Properties	Industrial	Industrial Unit	805,000
S0245/P38	Slyfield, Westfield Rd 20	Investment Properties	Industrial	Industrial Unit	680,000
S0245/P39	Slyfield, Westfield Rd 21-23	Investment Properties	Industrial	Land	1,030,000

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
S0245/P40	Slyfield, Westfield Rd 22	Investment Properties	Industrial	Industrial Unit	1,310,000
S0245/P41	Slyfield, Westfield Rd 24	Investment Properties	Industrial	Industrial Unit	490,000
S0245/P42	Slyfield, Westfield Rd 25	Investment Properties	Industrial	Industrial Unit	700,000
S0245/P55	Slyfield, Westfield Rd 25 land	Investment Properties	Industrial	Land	-
S0245/P43	Slyfield, Westfield Rd 27	Investment Properties	Industrial	Land	215,000
S0245/P44	Slyfield, Westfield Rd 28	Investment Properties	Industrial	Land	360,000
S0245/P45	Slyfield, Westfield Rd 29	Investment Properties	Industrial	Land	210,000
S0087/AVA	Snaky Lane Nature Reserve	Community	Open Space	Open Space and Woodland	-
S0200/HTR	South Hill 2-4	Investment Properties	Commercial	Restaurant / Pub	863,000
S0354/HTR	South Warren Farm	Non-Core Operational	Agricultural	Farm (Let)	2,460,000
S0186/WES	Southway 107	Non-Core Operational	Commercial with Residential	Retail with Residential (Let)	150,500
S0187/WES	Southway 109	Non-Core Operational	Commercial with Residential	Retail with Residential (Let)	173,000
S0188/WES	Southway 111	Non-Core Operational	Commercial with Residential	Retail with Residential (Let)	141,500
S0189/WES	Southway 113	Non-Core Operational	Commercial with Residential	Retail with Residential (Let)	141,500
S0355/CHR	Spectrum	Core Operational	Recreational	Leisure Centre	22,148,765
S0398/CHR	Spectrum Car Park (inc P&R)	Core Operational	Car Park	Surface Car Park (Public)	11,344
CA101127	Spoil Ln Allotments, Tongham	Community	Open Space	Allotments	-
S0079/SHA	St Catherines Hill and Chapel	Community	Open Space	Archaeological collection	2,571
S0285/HTR	St Joseph's Church Car Park	Core Operational	Car Park	Surface Car Park	750,000
CA12131	St Lukes Park Open Space	Community	Open Space	Open Space	-
CA12132	St Lukes Playground	Community	Recreational	Playground	-
OLB101171	St Marys Terrace 4, Mill Lane	Core Operational	Residential	Staff Accommodation	312,000
S0225/FSN	St Saviours Church Centre	Non-Core Operational	Community Facility	Land (Let)	-
S0389/FSN	Stocton Close - Car Park	Investment Properties	Car Park	Surface Car Park	170,000
S0261/FSN	Stocton Close - Tyre Depot	Investment Properties	Industrial	Industrial Unit	235,000
CA10111	Stoke Cemetery	Community	Burial Ground	Cemetery	-
S0357/STK	Stoke Cemetery - Chapel	Core Operational	Burial Ground	Chapel	63,300
S0286/STK	Stoke Cemetery - Lodge	Core Operational	Residential	Staff Accommodation	338,333
OLB1011130	Stoke Fields Car Park	Core Operational	Car Park	Surface Car Park (Contract)	140,000

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
OLB1011201	Stoke Fields Garages	Core Operational	Garage Block	Garage Block	294,053
1.00063E+11	Stoke Mews, Stoke Rd	Non-Core Operational	Residential Land	Housing Association (Let)	-
CA10112	Stoke New Cemetery	Community	Burial Ground	Cemetery	-
S0358/STK	Stoke New Cemetery - Toilets	Core Operational	Toilets	Public Toilets	24,700
S0083/CHR	Stoke Park	Community	Recreational	Park & Recreation Ground	391,768
S07082	Stoke Park - Astolat Bowls Pav	Non-Core Operational	Recreational	Pavilion & Green (Let)	17,760
CA101115	Stoke Park - Bowls Messroom	Core Operational	Recreational	Messroom	-
OLB101160	Stoke Park - Bowls Pavilions	Non-Core Operational	Recreational	Pavilion & Green (Let)	19,000
OLB101191	Stoke Park - Challengers	Non-Core Operational	Community Facility	Community Club (Let)	24,167
S0305/CHR	Stoke Park - Gardeners Cottage	Core Operational	Residential	Staff Accommodation	312,389
OLB101163	Stoke Park - Home Farm Bldgs	Core Operational	Miscellaneous	Miscellaneous	316,400
S0313/CHR	Stoke Park - Home Farm Cottage	Core Operational	Residential	Staff Accommodation	337,500
S0359/CHR	Stoke Park - Home Farm Toilets	Core Operational	Toilets	Public Toilets	76,830
OLB101165	Stoke Park - Indoor Bowls Club	Non-Core Operational	Community Facility	Land (Let)	297,000
OLB101190	Stoke Park - Model Eng Society	Non-Core Operational	Community Facility	Land (Let)	25,000
OLB101189	Stoke Park - Old Guildfordians	Non-Core Operational	Community Facility	Community Club (Let)	47,000
S0360/CHR	Stoke Park - Tennis Ct Toilets	Core Operational	Toilets	Public Toilets	76,020
OLB101192	Stoke Park - Urban Saints	Non-Core Operational	Community Facility	Community Club (Let)	26,000
E9051/CHR	Stoke Park Gdns Playground	Community	Recreational	Playground	58,563
S0084/CHR	Stoke Park Nursery	Core Operational	Office	Administrative Office	180,000
E9050	Stoke Park Skate Park	Community	Recreational	Park & Recreation Ground	-
OLB101111	Stoke Rd 10-12 - Arundel House	Non-Core Operational	Residential Land	Housing Association (Let)	-
OLB101124	Stoke Rd 89-93 (odd)	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0295/FSN	Stoke Rd Car Park	Core Operational	Car Park	Surface Car Park (Contract)	30,000
OLB101155	Stoke Rec Ground - Pavilion	Core Operational	Recreational	Pavilion	56,900
E9054	Stoke Rec Ground Playground	Community	Recreational	Playground	-
S0085/FSN	Stoke Recreation Ground	Community	Recreational	Park & Recreation Ground	135,442
S0006/FSN	Stoke Square, Stoke Fields	Community	Open Space	Open Space	4,299
S0386/SHA	Stonebridge Clsd Landfill Site	Surplus	Land	Land (Surplus)	-

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
S0247/SHA	Stonebridge Depot, Shalford	Investment Properties	Industrial	Industrial Unit	1,300,000
S0361/NULL	Stoughton Community Centre	Non-Core Operational	Community Facility	Community Centre (Let)	413,750
S0190/STK	Stoughton Rd 12	Non-Core Operational	Commercial with Residential	Retail with Residential (Let)	189,000
S0192/STK	Stoughton Rd 2 - Doctors	Non-Core Operational	Commercial	Retail (Let)	197,500
S0193/STK	Stoughton Rd 4	Non-Core Operational	Commercial	Retail (Let)	143,500
S0194/STK	Stoughton Rd 6	Non-Core Operational	Commercial with Residential	Retail with Residential (Let)	206,500
S0185/STK	Stoughton Rd 8 - 10	Non-Core Operational	Commercial with Residential	Retail with Residential (Let)	401,250
OLB101156	Stoughton Rec Gnd - Pavilion	Non-Core Operational	Recreational	Pavilion (Let)	5,000
E9055/STG	Stoughton Rec Gnd Playground	Community	Recreational	Playground	146,639
S0086/STG	Stoughton Recreation Ground	Community	Recreational	Park & Recreation Ground	20,671
S0363/BUR	Sutherland Mem Park - Toilets	Core Operational	Toilets	Public Toilets	50,756
OLB101194	Sutherland Mem Pk - Club	Non-Core Operational	Community Facility	Community Club (Let)	214,250
S0362/BUR	Sutherland Mem Pk - Main Pavln	Non-Core Operational	Recreational	Pavilion & Green (Let)	223,750
OLB101157	Sutherland Mem Pk- Cricket Pav	Non-Core Operational	Recreational	Pavilion (Let)	76,100
E9059/BUR	Sutherland Mem Pk Playground	Community	Recreational	Playground	106,090
S0090/BUR	Sutherland Memorial Park	Community	Recreational	Park & Recreation Ground	24,817
OLB13141	Swan Lane 25 (Lease In)	Core Operational	Commercial	Retail	-
OLB101125	Sycamore Dr 6-28, Ash Vale	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0248/HTR	Sydenham Rd 1	Investment Properties	Commercial	Retail	275,000
OLB101112	Sydenham Rd 82-84	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0298/HTR	Sydenham Rd Car Park	Core Operational	Car Park	Surface Car Park (Contract)	100,000
S0196/ONS	Tesco Superstore, Egerton Rd	Investment Properties	Commercial	Retail	-
IP10115	The Apple Tree PH, Southway	Investment Properties	Commercial	Land	-
S0257/FSN	The Billings, Walnut Tree Clse	Investment Properties	Office	Office	675,000
IP10118	The Medical Centre, E Horsley	Investment Properties	Commercial	Land	-
S0334/FSN	The Mount and Henley Grove	Community	Open Space	Downland	105,000
S0092/FSN	The Mount Reservoir	Community	Water Treatment	Reservoir (Let)	5,000
OLB101113	The Oval 48-54, Wood Street	Non-Core Operational	Residential Land	Housing Association (Let)	-
OLB101114	The Oval 64-74, Wood Street	Non-Core Operational	Residential Land	Housing Association (Let)	-

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
E9060/ONS	The Oval Playground	Community	Recreational	Playground	97,961
OLB1011102	The Spike, Warren Rd	Non-Core Operational	Community Facility	Community Hall (Let)	5,000
OLB101115	The Street 32-34, Puttenham	Non-Core Operational	Residential Land	Housing Association (Let)	-
OLB101116	Three Gates 1 & 3	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0093/STG	Tilehouse Open Space	Community	Open Space	Open Space	9,310
E9205	Tilehouse Open Space Ballcourt	Community	Recreational	Ball Court	58,221
S0094	Tilehouse Open Space Playgrnd	Community	Recreational	Playground	-
CA101134	Tilthams' Corner	Community	Open Space	Common Land	-
E9135	Toll House Turbine, Millbrook	Non-Core Operational	Turbine House	Turbine House	47,667
S0019/AST	Tongham-Ash Old Railway ROW	Community	Open Space	Open Space	5,500
HA13142	Torch Legacy Sculpture, G Live	Heritage	Cultural	Art collection	8,750
OLB101126	Tower Hill Rise 1-4, Gomshall	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0394/HTR	Town Wharf, Riverside Walk	Community	Open Space	River Frontage & Fishing	166,652
OLB101182	Treadwheel Crane, Riverside Wk	Heritage	Historic Structure	Historic Building	-
S0368/HTR	Tunsgate - Toilets	Core Operational	Toilets	Public Toilets	111,500
S0097/FSN	Tunsgate Arch	Heritage	Historic Structure	Historic Building	-
S0367/HTR	Tunsgate Car Park (Lease In)	Core Operational	Car Park	Underground Car Park	1,346,000
S0256/HTR	Tunsgate Square	Investment Properties	Commercial	Retail	3,430,000
S0369/HTR	Tyting Farm Buildings	Surplus	Agricultural	Land (Surplus)	550,000
CA11122	Tyting Farm Land	Community	Agricultural	Farmland (Let)	-
E9028/OTH	Various paintings at Guildford	Heritage	Cultural	Art collection	592,340
10007060333	Villages Medical Centre, Send	Investment Properties	Commercial	Surgery / Clinic	-
OLB101117	Walnut Tree Cl 37-75 (odd nos)	Non-Core Operational	Residential Land	Housing Association (Let)	-
OLB101130	Walnut Tree Close 18	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0371/FSN	Walnut Tree Close CP(Lease In)	Core Operational	Car Park	Surface Car Park (Public)	55,000
S0391/PIL	Wanborough Barns, Westwood Lne	Core Operational	Historic Structure	Historic Building	99,500
S0372/FSN	Ward St - Toilets	Core Operational	Toilets	Public Toilets	156,000
S0252/FSN	Ward St 7	Investment Properties	Commercial	Community Club	183,000
S0258/STK	Waterside Centre, Riverside	Non-Core Operational	Community Facility	Land (Let)	24,000

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
CA13142	Waterside Rd Ballcourt	Community	Recreational	Ball Court	-
CA07082	Waterside Rd Playground	Community	Recreational	Playground	150,219
S0098/FSN	Waverley Mead Open Space	Community	Open Space	Open Space	52,116
CA101138	West Heath	Community	Open Space	Heathland	-
OLB101176	West Lodge, Blacksmith Lane	Core Operational	Residential	Residential House	118,333
CA101124	Westborough Allotments	Community	Open Space	Allotments	-
E9062/NULL	Westborough Wood (Part Lse In)	Community	Open Space	Woodland	21,244
S0101/FSN	Westnye Gardens	Community	Recreational	Public Garden	-
CA101142	Weybrook Park	Community	Open Space	Open Space	-
S0373/LOV	White Hart Court Day Centre	Assets Held for Sale	Residential Land	Land (Surplus)	500,000
OLB101144	Willow Court, Woodlands Rd	Non-Core Operational	Residential Land	Housing Association (Let)	-
E9064/AWH	Willow Park, Ash Vale (A331)	Community	Miscellaneous	Roadway	368
CA101145	Winter Cl Open Space, Ash Vale	Community	Open Space	Open Space	-
OLB101131	Winterhill Way 21-23	Non-Core Operational	Residential Land	Housing Association (Let)	-
OLB101172	Woking Rd 106	Non-Core Operational	Residential	Residential House (Let)	240,000
S0376/STK	Woking Rd 30	Core Operational	Residential	Staff Accommodation	276,278
S0374/STK	Woking Rd 33	Core Operational	Residential	Staff Accommodation	261,778
S0375/STK	Woking Road Depot	Core Operational	Depot	Depot	5,996,222
CA07085	Wood St Vill Ballcourt(Lse In)	Community	Recreational	Ball Court	33,099
S0260/FSN	Woodbridge M Ind Estate Land	Investment Properties	Industrial	Land	-
HA11121	Woodbridge Meadow Artwork	Heritage	Historic Structure	Art collection	5,000
S0260/P01	Woodbridge Meadows Ind 01-02	Investment Properties	Industrial	Industrial Unit	400,000
S0260/P02	Woodbridge Meadows Ind 03-05	Investment Properties	Industrial	Industrial Unit	240,000
S0260/P04	Woodbridge Meadows Ind 06-08	Investment Properties	Industrial	Industrial Unit	64,800
S0260/P05	Woodbridge Meadows Ind 09	Investment Properties	Industrial	Industrial Unit	22,250
S0260/P06	Woodbridge Meadows Ind 10	Investment Properties	Industrial	Industrial Unit	196,000
S0260/P07	Woodbridge Meadows Ind 11	Investment Properties	Industrial	Industrial Unit	200
S0260/P08	Woodbridge Meadows Ind 12	Investment Properties	Industrial	Industrial Unit	325,000
S0260/P09	Woodbridge Meadows Ind 13-14	Investment Properties	Industrial	Industrial Unit	285,000

Asset Reference	Asset Name	AMF Category	Property Type	Sub-Category	Net book value (£)
S0260/P10	Woodbridge Meadows Ind 15-16	Investment Properties	Industrial	Industrial Unit	50,000
S0260/P21	Woodbridge Meadows Ind 17	Investment Properties	Industrial	Surface Car Park	88,000
S0260/P22	Woodbridge Meadows Ind 18	Investment Properties	Industrial	Surface Car Park	245,000
S0260/P19	Woodbridge Meadows Ind 21-22	Investment Properties	Industrial	Industrial Unit	11,000
S0260/P13	Woodbridge Meadows Ind 23	Investment Properties	Industrial	Industrial Unit	105,000
S0260/P11	Woodbridge Meadows Ind 24-29	Investment Properties	Industrial	Industrial Unit	650,000
S0260/P18	Woodbridge Meadows Ind 30-31	Investment Properties	Industrial	Industrial Unit	140,000
S0388/FSN	Woodbridge Meadows Open Space	Community	Open Space	Open Space	21,675
S0378/FSN	Woodbridge Rd - Toilets	Core Operational	Toilets	Public Toilets	32,461
S0226/FSN	Woodbridge Rd 86-88 (Leys Hse)	Investment Properties	Office	Office	4,700,000
E9065/FSN	Woodbridge Rd Sports Ground	Community	Recreational	Sports Ground	6,383
S0377/FSN	Woodbridge Rd Sprts Gnd - Cott	Core Operational	Residential	Staff Accommodation	446,944
OLB101158	Woodbridge Rd Sprts Gnd - Pav	Non-Core Operational	Recreational	Pavilion (Let)	278,000
E9066/WES	Woodside Rd Playground	Community	Recreational	Playground	41,558
CA101123	Worplesdon Rd Allotments	Community	Open Space	Allotments	-
S0009/NOR	Wyke Ave Estate Open Space	Community	Open Space	Open Space	1,020
CD12133	Wyke Avenue	Assets Under	Housing	Assets Under Construction	98,804
S0240/NOR	Wyke School Reception Building	Non-Core Operational	Educational	School Building (Let)	56,800
CA101113	Wyvern Cl Playground	Community	Recreational	Playground	-
IP10113	YMCA Hostel, Bridge St	Investment Properties	Commercial	Land	-
OLB101132	York Rd 33	Non-Core Operational	Residential Land	Housing Association (Let)	-
S0346/HTR	York Rd 3-5 (No 5 Project)	Non-Core Operational	Residential	Residential Hostel (Let)	781,600
S0379/HTR	York Rd MSCP	Core Operational	Car Park	Multi-Storey Car Park	7,448,244
S0262/HTR	Yvonne Arnaud Theatre	Investment Properties	Cultural	Theatre	235,000

APPENDIX 7 – EQUALITY IMPACT ASSESSMENT: SCREENING PRO FORMA

Section	Economic Development	Officer responsible for the screening/scoping		Chris Mansfield	
Name of Policy to be assessed	ASSET MANAGEMENT FRAMEWORK FOR PROPERTIES	Date of Assessment	29/07/2010	Is this a proposed new or existing policy/procedure/practice?	New
1. Briefly describe the aims, objectives and purpose of the policy/procedure/practice?	The document sets out a policy framework for Guildford Borough Council to manage its property estate in line with its strategic objectives. It includes policies to manage its properties, review and challenge the rationale for the continuing ownership of the properties the Council holds, and a disposal strategy to identify which properties no longer meet their requirements and options for what to do with them. The framework applies to all Council owned and occupied properties excluding Council dwellings, infrastructure and vehicles, plant and equipment assets.				
2. Are there any associated or specific objectives of the policy/procedure/practice? Please explain.	To comply with government advice on good practice for managing properties and to make the Council's Asset Management Framework transparent.				
3. Who is intended to benefit from this policy and in what way?	Councillors, officers and members of the public. The policy will ensure an effective use of resources to support the Borough residents and visitors.				
4. What outcomes are wanted from this policy/procedures/practice?	Openness and transparency and consistency when considering the ownership and management of Council owned land. A framework of factors to be considered before embarking on a particular course of action in respect of property classification, valuation, how to best manage Council owned				

			properties and selling.
5.	What factors/forces could contribute/detract from the outcomes?		Lack of agreement by Councillors, Corporate Management Team and tenants / users
6.	Who are the main stakeholders in relation to the policy?		Councillors, officers and members of the public
7.	Who implements the policy, and who is responsible for the policy?		Councillors and officers responsible for the policy framework and its implementation
8.	Are there concerns that the policy <u>could</u> have a differential impact on racial groups?	No	The policy would ensure compliance with the Council's adopted Equalities Policy
	What existing evidence (either presumed or otherwise) do you have for this?		In circumstances where decisions are being made over how to manage or sell a property, it is essential that the criteria do not include any assessment linked to any of the equality strands of race, age, disability, gender, sexuality or religion. It is incumbent of the Council to guard against this when making decisions about its property. An example would be for instance making decisions on community-type properties, the use of a property may attract interest related to race, age, disability, gender, sexuality or religion. The Council will ensure that people are aware that they can have relevant documents translated into another language when English is not their first language.
9.	Are there concerns that the policy <u>could</u> have a differential impact due to gender?	No	
	What existing evidence (either presumed or otherwise) do you have for this?		See 8 above
10.	Are there concerns that the policy <u>could</u> have a differential impact due to disability?	No	

<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>See 8 above. In relation to disability issues, the content of the Council's Access Strategy 2004 will be taken into account. The Council will ensure that blind or partially sighted people are aware that they can have relevant documents converted into alternative formats.</p>	
<p>11. Are there concerns that the policy <u>could</u> have a differential impact due to sexual orientation?</p>		<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>See 8 above</p>	
<p>12. Are there concerns that the policy <u>could</u> have a differential impact due to their age?</p>		<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>See 8 above</p>	
<p>13. Are there concerns that the policy <u>could</u> have a differential impact due to their religious belief?</p>		<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>See 8 above</p>	
<p>14. Are there concerns that the policy <u>could</u> have a differential impact due to them having dependants/caring responsibilities?</p>		<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>See 8 above</p>	

15. Are there concerns that the policy <u>could</u> have a differential impact due to them have an offending past?		No	
What existing evidence (either presumed or otherwise) do you have for this?	See 8 above		
16. Are there concerns that the policy <u>could</u> have a differential impact due to them being Transgender or transsexual?		No	
What existing evidence (either presumed or otherwise) do you have for this?	See 8 above		
17. Could the differential impact identified in 8-16 amount to there being the potential for adverse impact in this policy/procedure/practice?		No	
18. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?		No	
Business improvement 19. Is there any concern that there are unmet needs in relation to any of the above groups?		No	

<p>20. Does differential impact or unmet need cut across the equality strands (e.g. elder BME groups)?</p>		<p>No</p>																					
<p>21. If yes, should the full EIA be conducted jointly with another service area/contractor/partner/ agency?</p>		<p>No</p>																					
<p>22. Is there a missed opportunity to improve your business in relation to any of the policies, procedures or practices to promote racial, gender, disability, age, sexual orientation, religion or belief equality?</p>		<p>No</p>																					
<p>23. Should the policy proceed to a full equality impact assessment?</p>		<p>No</p>	<p>0 – no possible relevance or adverse impact 1 – extremely low relevance and adverse impact 2 – relatively low relevance and adverse impact 3 – medium relevance and adverse impact 4 – relatively high relevance and adverse impact 0–8 points low adverse impact, no need for full EIA 9–17 points medium adverse impact, full EIA required 18–24 points high adverse impact, full EIA required</p> <table border="1" data-bbox="1113 1145 2130 1273"> <thead> <tr> <th>Age</th> <th>Disability</th> <th>Gender</th> <th>Race</th> <th>Sexuality</th> <th>Religion</th> <th>Total</th> <th>Impact</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>6</td> <td>LOW</td> </tr> </tbody> </table>					Age	Disability	Gender	Race	Sexuality	Religion	Total	Impact	1	1	1	1	1	1	6	LOW
Age	Disability	Gender	Race	Sexuality	Religion	Total	Impact																
1	1	1	1	1	1	6	LOW																
<p>24. If No, are there any changes required to the policy to improve it around the equality</p>	<p>The policy framework requires all decisions on the management of Council properties to be in accordance with the Council's corporate objectives.</p>																						

agenda?	
----------------	--

Signed

(completing officer)

Date

Signed

(Head of Section)

Date

Countersigned

(member of Equality Action Group)

Date

Executive Report

Report of Executive Head of Development

Author: Louise Piper and Vicky Worsfold

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Lead Councillor responsible: Murray Grubb Jnr

Tel: 07542 166044

Email: murray.grubb@guildford.gov.uk

Date: 20 January 2015

Millmead Refurbishment Project

Executive Summary

A report was taken to Executive on 29 May 2014, which explained the justification and detail of the proposed Millmead Refurbishment Project, and sought to group various items of provisional general fund capital programme schemes together as a single project budget on the approved capital programme.

Since then we have conducted a procurement exercise to appoint an architect led design team, prepared concept designs and agreed them with service managers. The design team is now working closely with officers and the internal project team to prepare the detailed design and a specification for the scheme, ready for tendering for a contractor to undertake the works.

Consultation and engagement with councillors, staff and key stakeholders through specific project groups has built upon the earlier agreement for the broad principles of the scheme outlined in the design brief attached as **Appendix 1**. Through this consultation and engagement, the proposed scheme responds to the needs of customers, councillors and staff. Our aim to enable our residents to participate in the democratic process is significantly enhanced through this project. The overarching aim is to achieve our customer service improvement objectives and secure the asset value of the Millmead campus.

The purpose of this report is to share the proposed detailed design with the Executive, report on the current position regarding budget and programme, and obtain agreement to tender the work to start in Summer 2015.

Recommendation to Executive

That the Executive:

- (1) approves the proposed design for the refurbishment work to the Civic Suite, main reception and multi-use space;

(2) agrees that the project, as presented, should be progressed;

(3) agrees that the project progresses promptly to tender stage for the chosen option set out in paragraph (2) above to enable officers to let a contract for the work within the agreed project budget.

Recommendation to Council

That a capital supplementary estimate of £1.307 million (net increase to Council of £735,000) be approved, to be funded partly by:

- transfer £235,000 from the DDA provisional capital programme scheme and add to this project in the approved capital programme
- the revenue contribution to capital of £103,000 in respect of the items listed in paragraph 4.4 of this report
- an allocation of £202,500 from the invest to save reserve. £52,500 for the refurbishment and re-design of the multi-use space and £150,000 for the refurbishment of the reception area
- the transfer of £31,500 from the IT renewals budget

Reasons for Recommendation:

To facilitate the detailed design and appointment of a contractor for the Millmead refurbishment project.

1. Purpose of Report

- 1.1 To share the proposed detailed designs for refurbishment of the Civic Suite and main reception, with the Executive for their approval. The indicative design is shown in **Appendix 2**.
- 1.2 To explain the current budget and programme position (**Appendix 3**) of the project, to request a capital supplementary estimate to cover the project cost, and explain how we are proposing to fund this.
- 1.3 To gain approval to progress this project to tender stage as soon as possible in order to achieve the Council's customer service objectives'. Subject to the outcome of the tender process meeting the Council's budgetary provisions, to implement the project in accordance with the specification.

2. Strategic Framework

- 2.1 Refurbishing and improving the Millmead campus supports our key strategic priority to provide efficient, cost effective and quality public services by providing suitable and fit for purpose accommodation that supports the democratic process and delivers high quality public services. This is in line with the Corporate Plan theme of Developing Our Council, by ensuring our property asset is adequately maintained.

3. Background

- 3.1 We undertook a piece of work in 2013 to challenge the Council's use of the Millmead campus. The most cost effective outcome was that the Council retains the Millmead

campus as its headquarters for the next 10 to 15 years, coupled with investment in providing excellent customer service by refurbishing the reception and Civic Suite. Works to the external areas are needed to make the most efficient use of the site and improve public access and servicing arrangements. By carrying out this programme of work, it is anticipated that this will sustain and enhance the asset value to the Millmead campus.

- 3.2 A two-phase refurbishment programme was prepared in order to meet this objective, and was agreed by Executive in May 2014.

Phase I of the project comprised:

- A modern, fully accessible customer dedicated reception area, and supporting accommodation
- A refurbished multi-use space with business space and staff facilities
- A refurbished, contemporary and accessible Civic Suite
- Health and safety improvements, including new boilers in Old Millmead House, replacement soil pipes in New Millmead and revised delivery arrangements for the biomass pellet deliveries.

Phase II of the project comprised:

- Electrical improvements to Old and New Millmead House and the Civic Suite.
- Improvements to staff access arrangements
- Construction of a goods inwards area at the rear of the building, and consequential external works
- Part external redecoration of Old Millmead House.
- Roofing works to the link bridge

- 3.3 The design brief, (Appendix 1) sets out the full scope of work and includes key requirements including a flexible Council Chamber appropriate for a democratic setting, a single customer service point of contact, multi-use staff facilities and business space
- 3.4 The Executive Head of Development is leading a Project Team ensuring we deliver this project to programme and budget. The Managing Director is leading a Project Board to oversee the project. The Lead Councillor for the Project Board is Cllr Grubb Jnr.
- 3.5 A report was taken to the Executive on 29 May 2014 seeking approval to consolidate the funding from the various individual provisional capital schemes for the Millmead campus, and bring it into a single project budget for this work, on the approved general fund capital programme. Since then Officers have procured the architect led design team, the concept design has been prepared and work is underway on the detailed design and specification for tendering and construction purposes.
- 3.6 The PR and Marketing team is implementing the communications plan that comprises an external communication strategy and an engagement strategy for Councillors and staff. This included a briefing session undertaken on 18 December 2014, and consultation with key stakeholders such as the Guildford Access Group, Surrey Police and Surrey County Council.

- 3.7 In meeting our desire to make the civic suite fully accessible to all, we would need to provide a lift between the lower ground floor serving Committee Room 2 and the first floor to provide access to the Council Chamber and Committee Room 1. This would then provide suitable access to the whole of the civic suite for any councillor or member of the public with mobility difficulties. This additional work has been included within the current budget costs, and we are proposing to fund this from the DDA budget. The Council fully recognises the importance of access to the Civic Suite and wishes to reflect the views of the Guildford Access Group with the inclusion of a lift serving all floors.
- 3.8 The attached programme proposes a traditional procurement route, which takes longer to prepare but increases cost certainty and minimises contract risks. This programme shows that we will be in a position to let a contract to a contractor in May 2015, with work starting on site in July 2015, and completing in December 2015.
- 3.9 In recommending this programme of work, it is clear that extensive investment in the building is required including replacement heating and ventilation plant, new lighting, decorations to Old and New Millmead, external repairs and changes to the external parking and access areas. In practice, doing nothing is not a viable option at this time given the need to maintain a safe and effective working environment for all staff and councillors. In addition, if improvements are not made to the Civic Suite and reception area, the Council will be unable to achieve its corporate objectives for a modern and efficient customer service facility.

4. Financial Implications

- 4.1 The project budget currently comprises an approved general fund capital programme scheme totalling £2.221 million.
- 4.2 In July 2005, Executive considered a similar albeit smaller scheme, which consisted of remodelling the reception and ground floor of Millmead House, excluding electrical works, works to Old Millmead and the Link Bridge and the Civic Suite, which did not proceed at that time. Ten years ago this was expected to cost £1.089 million. We find ourselves in a similar position now, but with an additional decade of maintenance backlog that is essential to maintain the safe and efficient operation of the buildings.
- 4.3 A further proportion of the project is work that the Council has previously identified as necessary. Savings have also been identified from providing a more efficient front of house to enable the Council to deliver excellent customer service.

Existing maintenance backlog	1,464,318
Items already committed to	413,700
Customer service savings	<u>150,000</u>
	<u>2,028,018</u>
Original reception project cost	1,089,000
Comparable costs	3,117,018

- 4.4 Works in the maintenance backlog comprise lighting and electrical upgrades, and toilet refurbishment. The items we are committed to include a DDA compliant lift to the civic suite, provision of meeting rooms and health and safety aspects of the Millmead car park relating to deliveries.

4.5 It can be seen that if we undertake the works to which we are committed, plus the cost of the original reception project from ten years ago, we have a comparable cost to the estimated project cost now.

4.6 We have appointed a Quantity Surveyor to prepare and monitor the project budget. The Quantity Surveyor currently believes that the package of work identified in the agreed design brief will cost approximately £3.5 million, including the additional works to the lift as requested by the Access Group. At this stage, the estimate of the project is based upon budget prices figures only. Once the detailed design and specification has been prepared, the Quantity Surveyor will have the information he requires to prepare a more detailed cost estimate of the project.

4.7 The current breakdown of the cost of the project is summarised as:

Element	Budget	Current estimate	Variance
Civic suite	637,500	995,000	357,500
Reception	420,000	700,000	280,000
Staff facility / multi-use space	86,000	225,000	139,000
Millmead improvements	446,900	445,000	(1,900)
Old Millmead	374,600	400,000	25,400
External works	80,000	168,000	88,000
Professional and Statutory fees	176,000	345,000	169,000
Contingency & Decant	0	250,000	250,000
Total gross cost of scheme	2,221,000	3,528,000	1,307,000

4.8 There are various reasons for the increase in costs. The key reasons are highlighted below:

- a) The budget included an allowance for furniture in the civic suite based on the cost of office type furniture. We have now decided to use a higher specification of furniture and this has increased the cost to approximately £90,000. The work included in the civic suite includes first floor and lower ground floor refurbishment, ventilation upgrade, toilet refurbishment and the new accessible lift.
- b) The cost of the refurbishment of the multi-use space has increased. We have received two quotes, which range from £136,000 to £225,000 and have included the highest quote in the figures above to allow for the budget cost differential.
- c) There was £499,000 included in the capital programme for electrical works since 2009-10. This has now been estimated at £675,000 (an increase of £176,000 or 35%) which is due to price inflation – the scope of the works has not changed.
- d) The cost of the accessible lift has increased by £100,000 because it will now go between all floors in the civic suite in line with discussions with the Access Group.
- e) The costs of professional fees have increased because the cost of the contract has increased.

- f) The cost of the decant (£50,000) and project contingency was not included in the original budget. The contingency is new because when the budget was approved it was amalgamating a number of schemes where the estimates had been provided by a number of different officers, which did not include a holistic contingency for the project as a whole.
- 4.9 Two items in the design brief, the link bridge roof (£23,000), part redecoration of Old Millmead House (£30,000) and the costs of the temporary reception (£50,000) can be paid for through allocated revenue funding as a revenue contribution to capital and will therefore not increase the capital requirement of the Council
- 4.10 The cost of the Civic Suite lift is £235,000, including the additional work for the lift to service the lower ground floor, and will be funded from the DDA budget allocation which currently sits within the provisional capital fund. We are requesting the transfer of £235,000 from the provisional capital programme DDA scheme, to the Millmead project scheme. This will, therefore, not increase the capital requirement of the Council.
- 4.11 The gross cost includes a sum for IT access improvements which will be funded from IT renewals fund, and will further reduce the capital requirement of the scheme.
- 4.12 Once these items are accounted for the gross cost of the project is £3.528 million, which includes decant costs, a £200,000 contingency, professional fees and internal staff costs.
- 4.13 Officers have explored the option to bring the project within the currently approved budget by omitting elements or reduce the specification. To “trim” the elements of each item in the programme will take significant time and will not deliver the desired outcome. To omit elements, we will be losing the opportunity to deliver the whole project objective, and bring the building to the desired state. In any event, those elements will need to be undertaken at another time in the near future. We do not have any non-essential items in the programme.
- 4.14 The Executive is reminded that the work to the multi-use space has been proposed to improve and update the current catering offer, thereby enabling the Council’s subsidy of this facility to be reduced, which is why we are proposing to use some of the Invest to Save money.
- 4.15 Officers recommend that the Executive approve the entire scheme at an estimated net cost of £2.956 million.
- 4.16 At the budget meeting in February 2014, the Council approved the general fund capital programme (2013-14 to 2018-19). The report highlighted a £75.854 million underlying need to borrow for the capital programme.
- 4.17 The net increase to the Council of £735,000 will increase that underlying need to borrow to £76.904 million and will result in a Minimum Revenue Provision (MRP) charge to the revenue account of £36,750 (£735,000 spread over 20 years), and is equivalent to a 0.46% increase in Council Tax. It will also result in a reduction in interest received from investments, over the amount included in the revenue budget.

5. Legal Implications

5.1 Certain works are required to enable the Council to meet its statutory obligations under the Health and Safety at Work etc. Act 1974 and under the Equality Act 2010. These are:

- (i) The improvements to create a safe goods inwards, and associated car park work, along with the replacement of the New Millmead foul drainage pipes.
- (ii) Provision of the accessible lift to the first floor Council Chamber, ground floor entrance, and lower ground floor Members' Room and Committee Room, and the provision of compliant accessible toilet facilities in this area

6. Human Resource Implications

6.1 In order to deliver this project, some resource and officer time will need to be provided during the planning and construction phase of this project. The costs will be absorbed within the service budget.

7. Conclusion

7.1 The purpose of this report is to recommend the proposed concept design for acceptance and inform the Executive of the programme for the project. We are also requesting a gross capital supplementary estimate of £1.307 million to enable the project to proceed to its current specification.

7.2 We ask the Executive for approval to tender this work as soon as possible, and to let a contract for the work within the approved project budget.

8. Background Papers

None

9. Appendices

Appendix 1: Millmead Refurbishment Project Design Brief
Appendix 2: Proposed Designs for Reception and Civic Suite
Appendix 3: Current Programme

MILLMEAD REFURBISHMENT PROJECT

DESIGN BRIEF

The Council has produced a Design Brief. This outlines:

1. Background to the brief
2. General Design Principles
3. Design Standards

1. Background

Guildford Borough Council ('The Council') is committed to staying at its headquarters office location at Millmead House for the next ten to fifteen years. It has a programme of construction work to provide newly refurbished accommodation to ensure the Council's offices are fit for purpose over this period. The construction will be in two phases as follows:

Phase I of the project during 2015 will provide:

- A modern, customer dedicated reception area, and supporting accommodation
- A refurbished canteen/multi-use space
- A refurbished, contemporary and accessible Civic Suite.
- Health and safety improvements, including new boilers in Old Millmead House, replacement soil pipes in New Millmead and revised delivery arrangements for the biomass pellet deliveries.

Phase II of the project, also to be implemented during 2015 will provide:

- Electrical improvements to Old Millmead House, New Millmead House and the Civic Suite.
- Improvements to staff access arrangements
- Construction of a goods inwards area at the rear of the building, and consequential external works
- Part external redecoration of Old Millmead House.
- Roofing works to the link bridge

2. General Design Principles

The Council aims to provide high quality accommodation to support the democratic process and deliver high quality public services. This is in line with the Council's Corporate Plan theme of Developing Our Council by ensuring our property assets are fit for purpose.

The overall design objective is to provide a striking design that looks towards the commercial world for ideas on multi-functional spaces. We welcome an innovative approach but the cost of implementing the works is a key consideration for the Council, reflecting the Council's need to stay on this site for the next ten to fifteen years. Spatial functionality and layout of the building for use by the public is a priority.

The architect's brief is to advise on a holistic and uniform approach to design and finishes throughout the reception, canteen and Civic Suite areas.

3. Design Standards

3.1 Reception

Phase I includes remodelling and refurbishing the Council's reception.

The aim is for the reception is to facilitate a high quality customer service that is:

- Modern design, minimising dead space (consider working outside in)
- Customer dedicated purposeful design
- Providing a single point of contact for the public for all Council services
- Encouraging Council officers to serve customers at the point of reception
- Providing customers access to self-service transactions

Physical requirements include:

1. Meet and greet main reception desk (for minimum of four staff)
2. Waiting area for main reception
3. 'Family friendly' waiting area for Housing Advice Services, including facilities for children
4. Service pods (minimum requirement of four)
5. Self-service computer stations (where the public can access our services)
6. Secure interview rooms that can be monitored for security (minimum requirement of six; Home Office standards)
7. Meeting Rooms (new suite with minimum requirement of six of varying sizes)
8. Separate staff access arrangements (to make reception public only)
9. Accessible toilet
10. Baby change
11. Refurbish existing public male/female toilets
12. Dismantle reception on second floor and making floor open plan

Spatial layout

The Council has provided a layout, for illustrative purposes only, which demonstrates our requirements that would work from an operational perspective.

The architect's brief is to review the spatial layout against the physical requirements to see if there is a better layout design possible within the parameters of the space. The architect's brief is also to propose suitable finishes in accordance with the General Design Objectives.

3.2 Canteen/Multi-use space

Phase I includes remodelling and refurbishing the canteen.

Agenda item number: 8

There is an agreed proposal for the layout and catering offer for the canteen created by external consultant, Keen and Able, which facilitates the following food offer:

- Self service hot food
- Grab 'N Go ready made food
- Vending machines

Spatial layout

The Keen and Able layout provides for:

- Refurbished kitchen
- New service areas
- Separated areas for staff dining and seating
- Grab 'N Go seating area
- Table layouts that allow staff meetings in the restaurant

The architect's brief is to adopt the layout provided and advise on the finishes to provide continuity of design approach in accordance with the General Design Principles.

3.3 Civic Suite

Phase I includes remodelling and refurbishing the Council's Civic Suite.

The aim is for the Civic Suite is to facilitate a high quality democratic service that is:

- Contemporary
- High quality finishes and furniture
- Enhanced quality of finishes in the Council Chamber
- Audio-visual enabled
- Web-cast enabled
- Restricted Hearing Loop enabled
- Catering for the Civic Suite

Physical requirements include:

Council Chamber:

1. Extending existing dias to provide space for a public speaker and the webcast operatory
2. Retain Mayor's chair and Mace Holder
3. High quality portable , flexible furniture , appropriate for a democratic setting, to accommodate 48 councillors
4. Charging points provided within desk furniture
5. New seating furniture for officers and public (stackable seats preferred)
6. Design to incorporate the Council's new interactive display screens including countdown timer
7. Design to incorporate the Council's new interactive voting equipment

8. Update the central lighting, this must be dimmable
9. Replacement window blinds (preference for those already in Committee Room 1)
10. Improvements to allow better acoustics

Committee Room 1:

1. Flexible meeting room options
2. New seating and desk furniture
3. Retain existing moveable partition

First floor common areas:

1. Convert existing toilet to lift lobby
2. Provide new accessible toilet
3. New accessible lift (external structure)
4. Allow space to serve refreshments

Ground floor:

There is an approved layout for this area, which includes:

1. Remodel the Councillors' Room and Councillors' meeting room to create 2 new bookable meeting rooms.
2. New seating and desk furniture in each of the three ground floor meeting rooms, each seating up to 16 people
3. Create hot-desking space in the lobby outside Committee Room 2.
4. Refurbish existing public male/female toilets

The architect's brief is to adopt the layout provided for the ground floor and advise on the finishes to provide continuity of design approach in accordance with the General Design Principles. For the first floor the architect is to propose a layout for the Council Chamber and flexible space in Committee Room 1, within the parameters of the space. The architect's brief is also to propose suitable finishes in accordance with the General Design Objectives.

Throughout the Civic Suite:

1. Upgrade power and provide energy efficient lighting. Infrastructure work to existing heating and ventilation.

d. Health and Safety Works

Phase I includes for replacing the soil pipes in New Millmead; creating safe access for Biomass pellet lorry deliveries and re-boiling Old Millmead House.

Physical requirements include:

- Replacing the soil pipes in New Millmead House

Agenda item number: 8

- Installing gates in strategic positions to provide a barrier between the Biomass pellet delivery lorry and pedestrians
- Replacement boilers and plant in Old Millmead House

3.5 **Goods Inwards / External Works**

Phase II includes creating a goods inwards and associated car park works.

The aim is to provide a goods inwards at the rear of the building, next to Reprographics. The purpose of this is to mitigate the current health and safety issues of visitors and deliveries merging at the front of the building.

Physical requirements include:

- Roller shutter goods door to be set into the side of New Millmead House
- Work to be undertaken to surrounding ground levels to facilitate safe access to the goods inwards.
- The Mayor's Garage is to be demolished, and the space used for additional car parking.
- Re-configuring and re-lining the car park to provide the maximum number of standard size spaces, along with safe access for deliveries.

3.6 **Staff Access and Security**

Phase II includes updating replacing the staff access 'swipe card' system and adding a further two external doors onto the system.

Physical requirements include:

- Designating two existing fire exit doors as new staff entrances
- Ensuring that the external access to the two 'new' doors is safe
- Updating the staff access system

3.7 **Electrical Improvements to New Millmead House and Old Millmead House**

Phase II includes for electrical works to provide improved power and energy efficient light, along with associated builders work.

Physical requirements include:

- New Millmead House, Pavilion 1: Provide energy efficient lighting
- New Millmead House, Pavilion 2: Upgrade power and provide energy efficient lighting.
- New Millmead House, Pavilion 3: Upgrade power and provide energy efficient lighting.
- Old Millmead House, Upgrade power and provide energy efficient lighting.
- Making good where surfaces have been disturbed

h. **Replace Link Bridge Roof**

Phase II includes to replace the roof to the link bridge that spans between Old Millmead House and New Millmead House, which has leaked for some years.

Physical requirements include:

- Scaffolding both sides of the link bridge
- Replacing the pitched roof, or identifying a more cost effective way of effecting a permanent repair.

3.9 **Part External Redecoration of Old Millmead House**

Phase II includes for pre-paint repairs and redecoration of approximately half of Old Millmead House, which is a Grade II Listed Building. Half of the building was redecorated in 2012 (the second half was not decorated due to budget constraints).

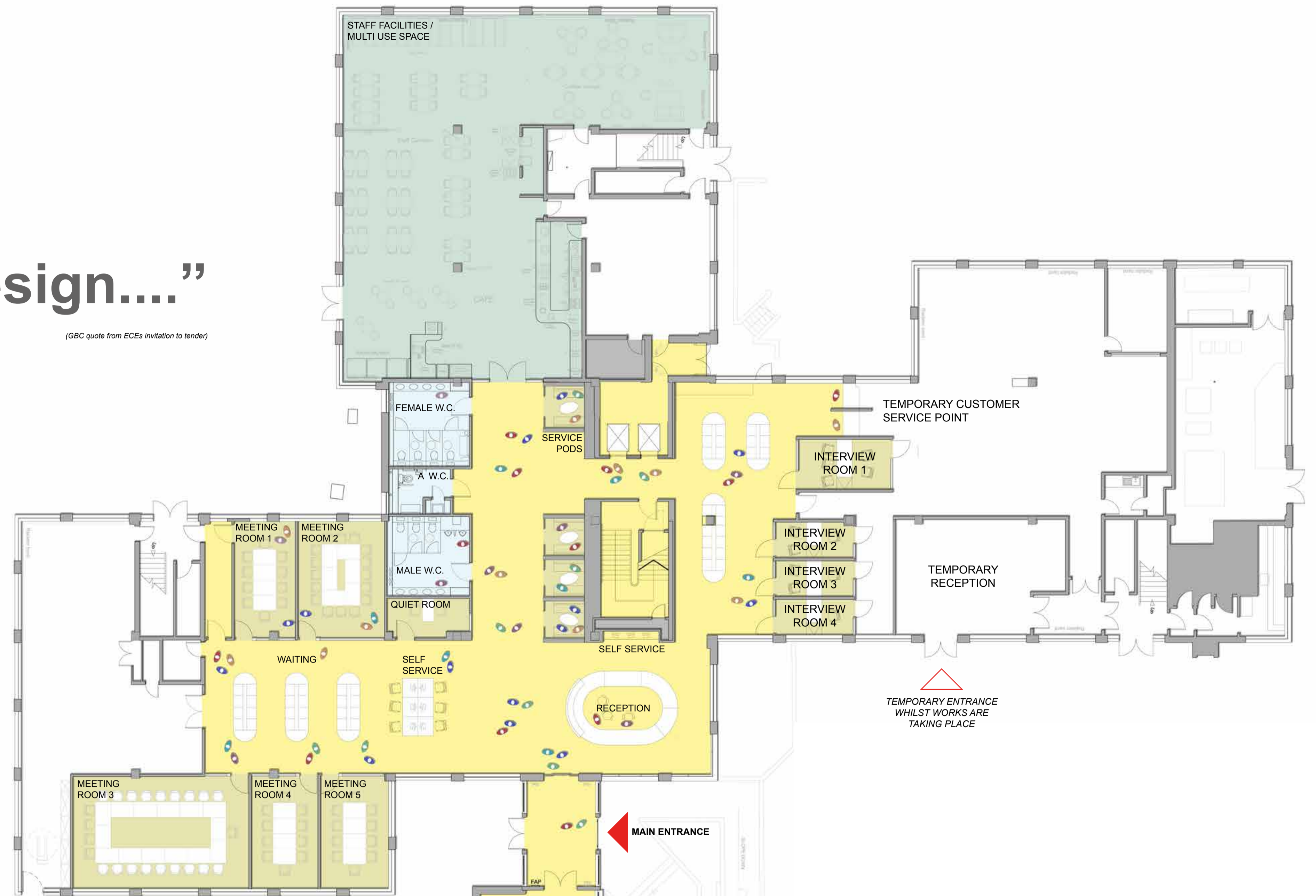
Physical requirements include:

- Scaffolding half of Old Millmead House
- Carrying out pre-paint repairs to the sash windows
- Re-glossing the sash windows (and ensuring they work properly upon completion)

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“...provide a striking design...”

(GBC quote from ECes invitation to tender)



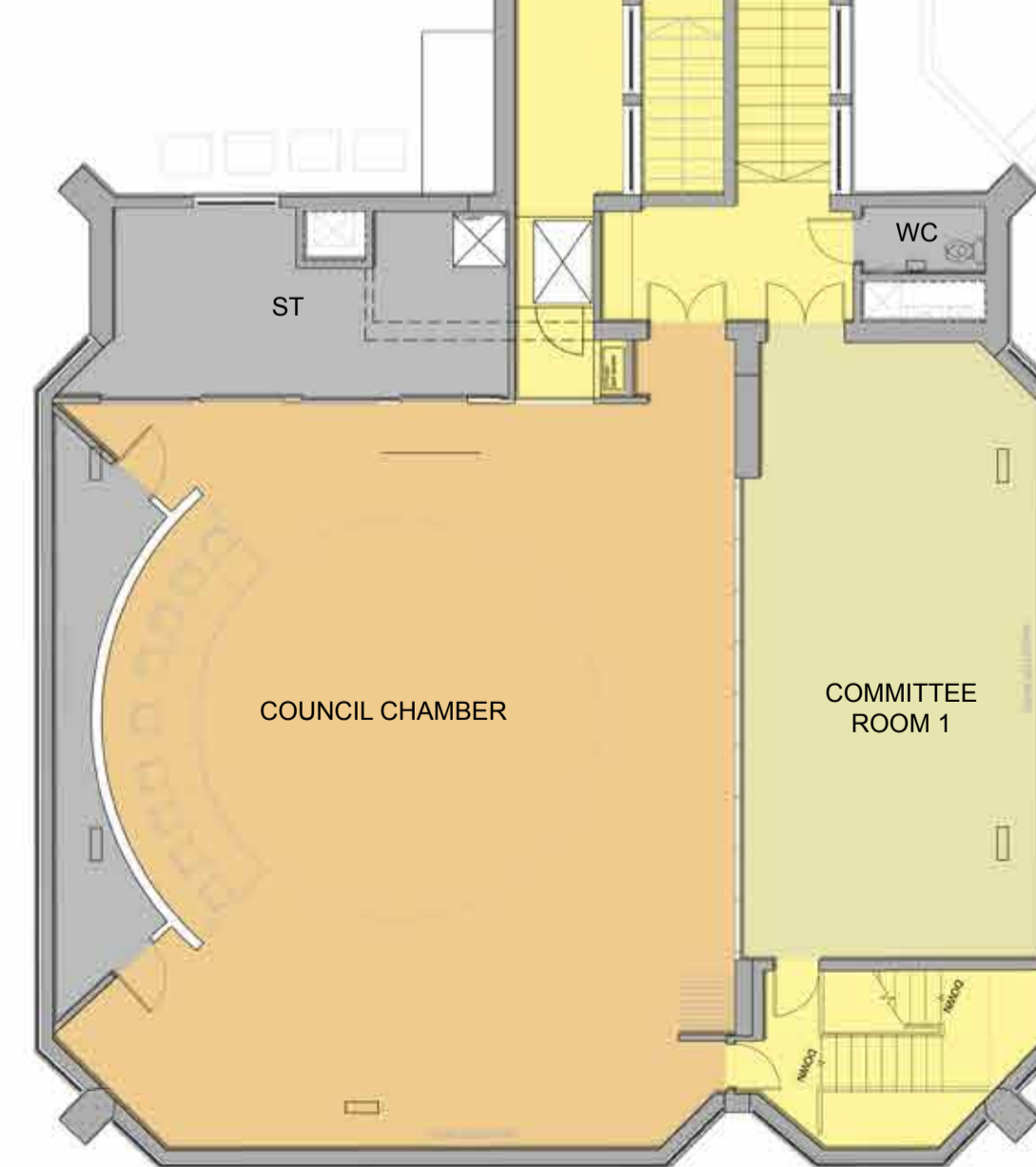
TEMPORARY ENTRANCE
WHILST WORKS ARE
TAKING PLACE

Project Milestones

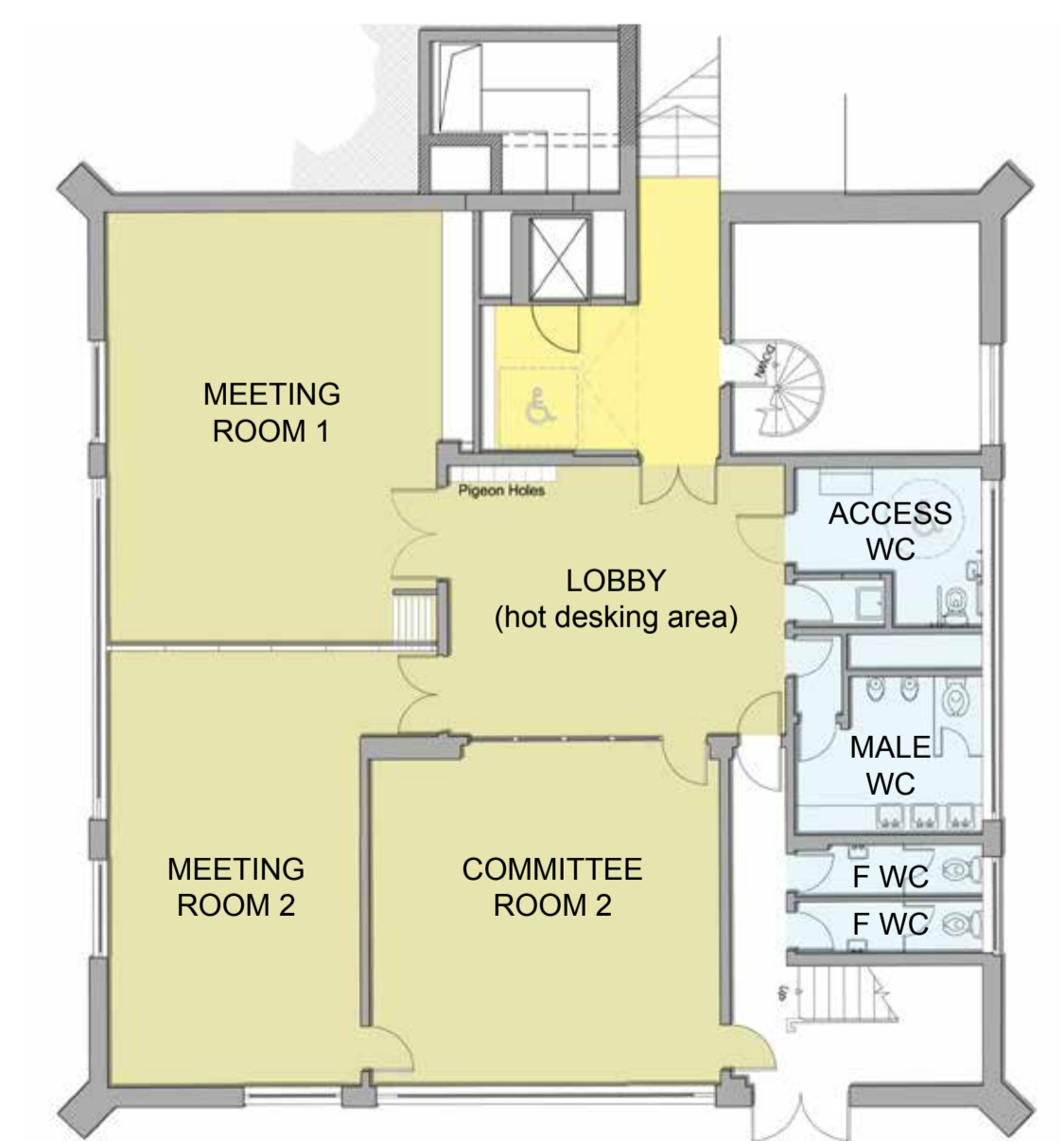
CHRISTMAS 2014	Freeze design
END FEBRUARY 2015	Submit planning application
JUNE / JULY 2015	Planning approval
JUNE / JULY 2015	Commence construction
CHRISTMAS 2015	Project complete



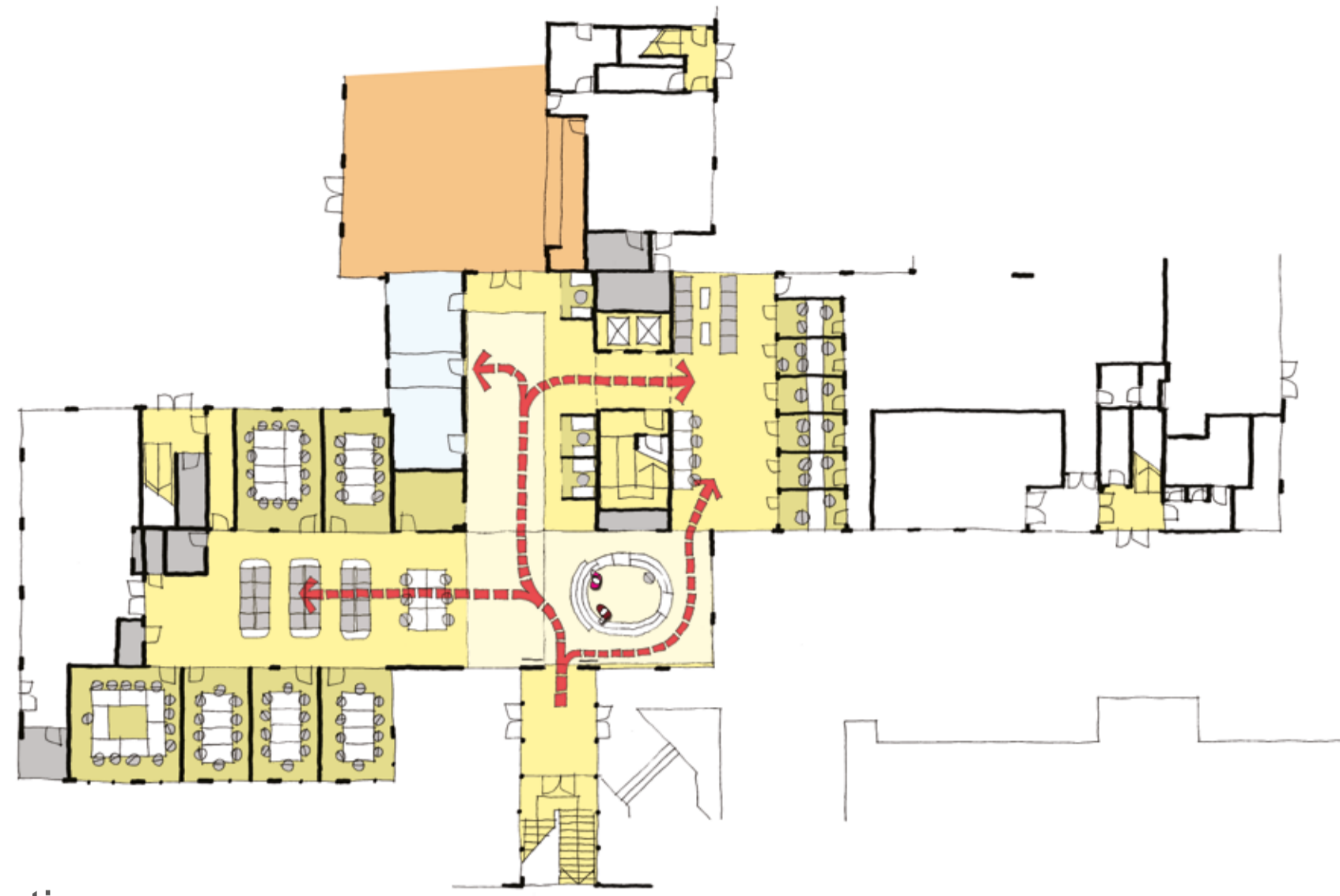
Service pods - looking towards the staff facilities



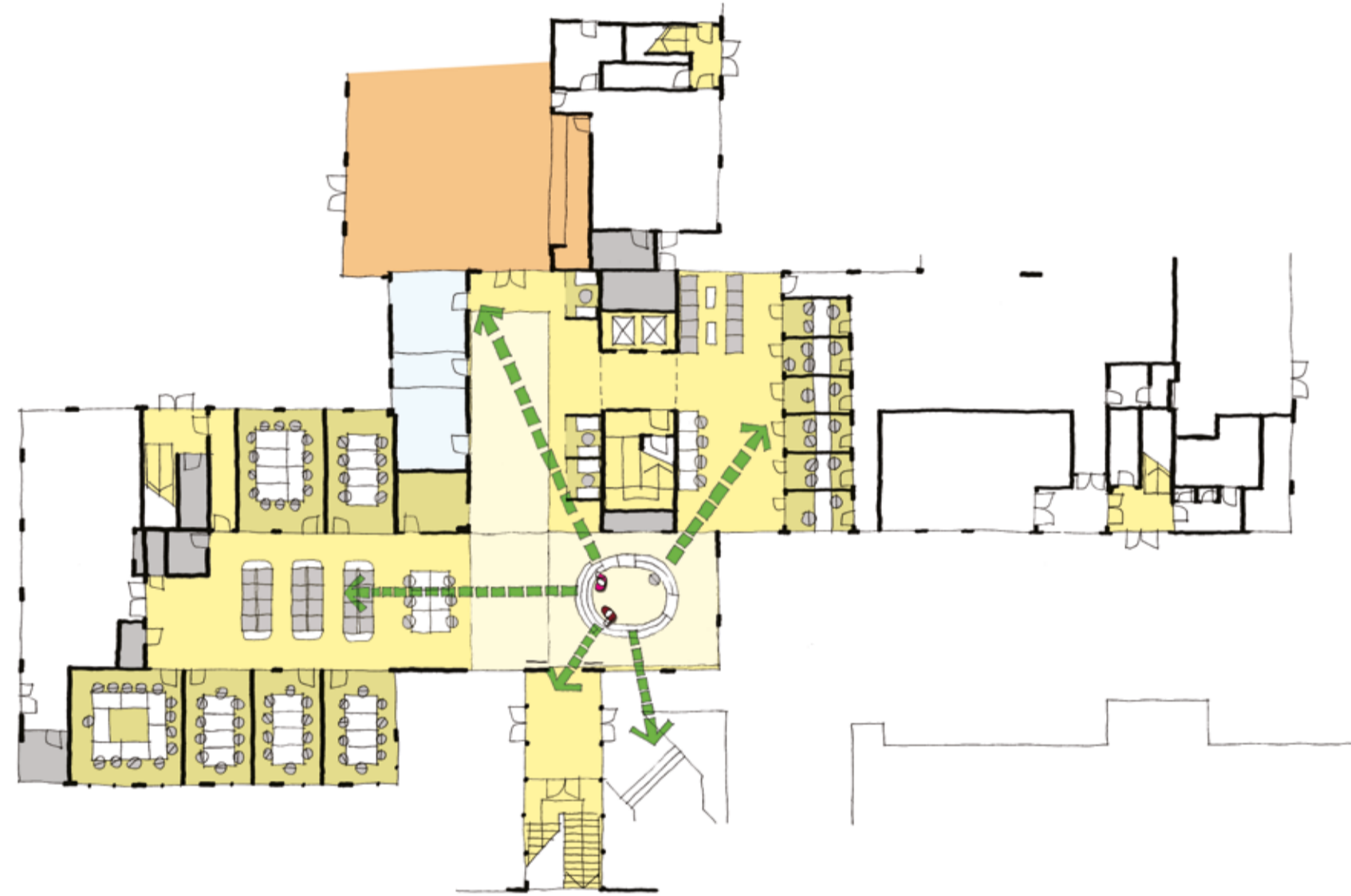
Ground floor and upper ground floor Civic Suite plan



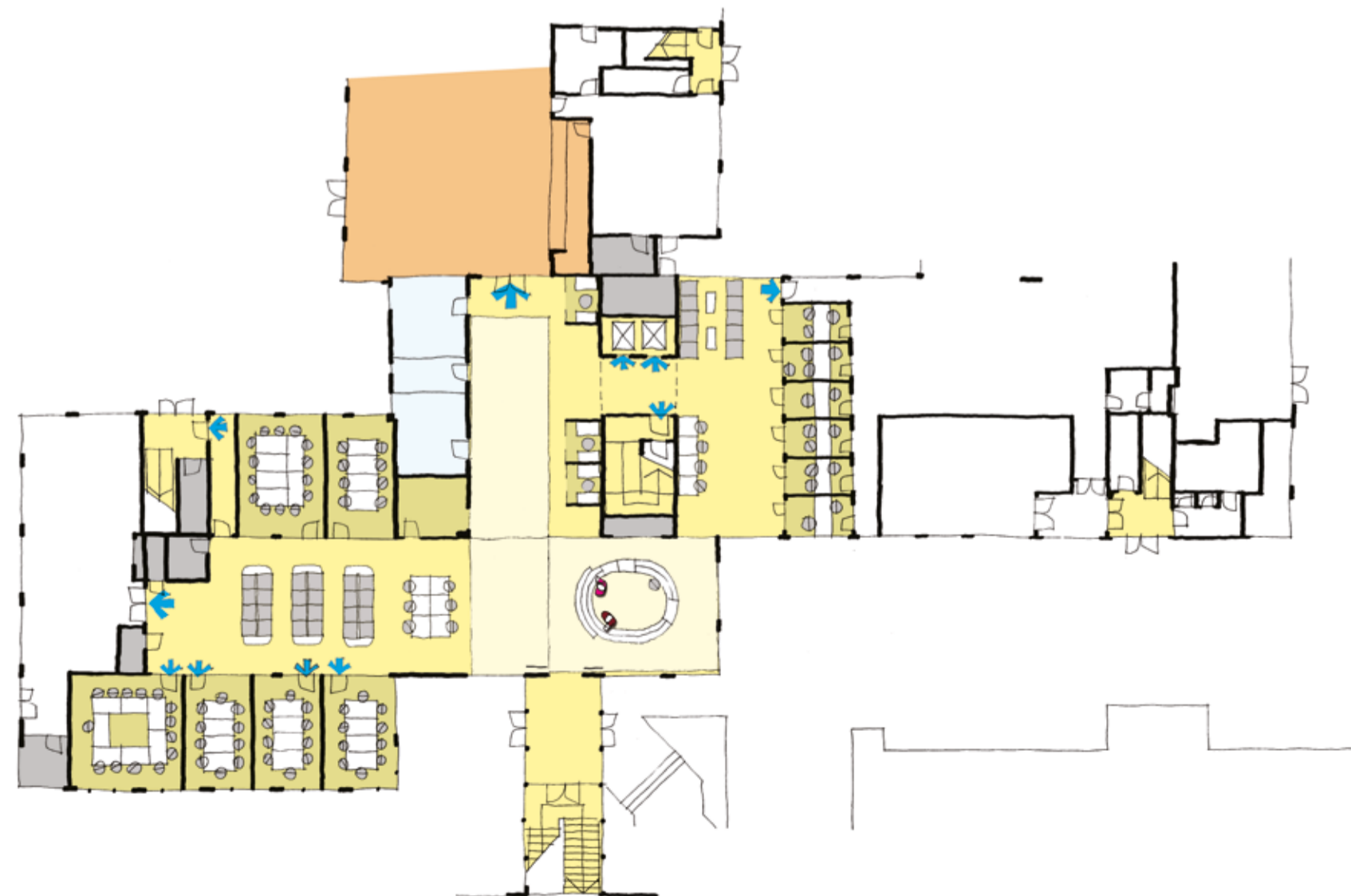
Lower ground floor Civic Suite plan



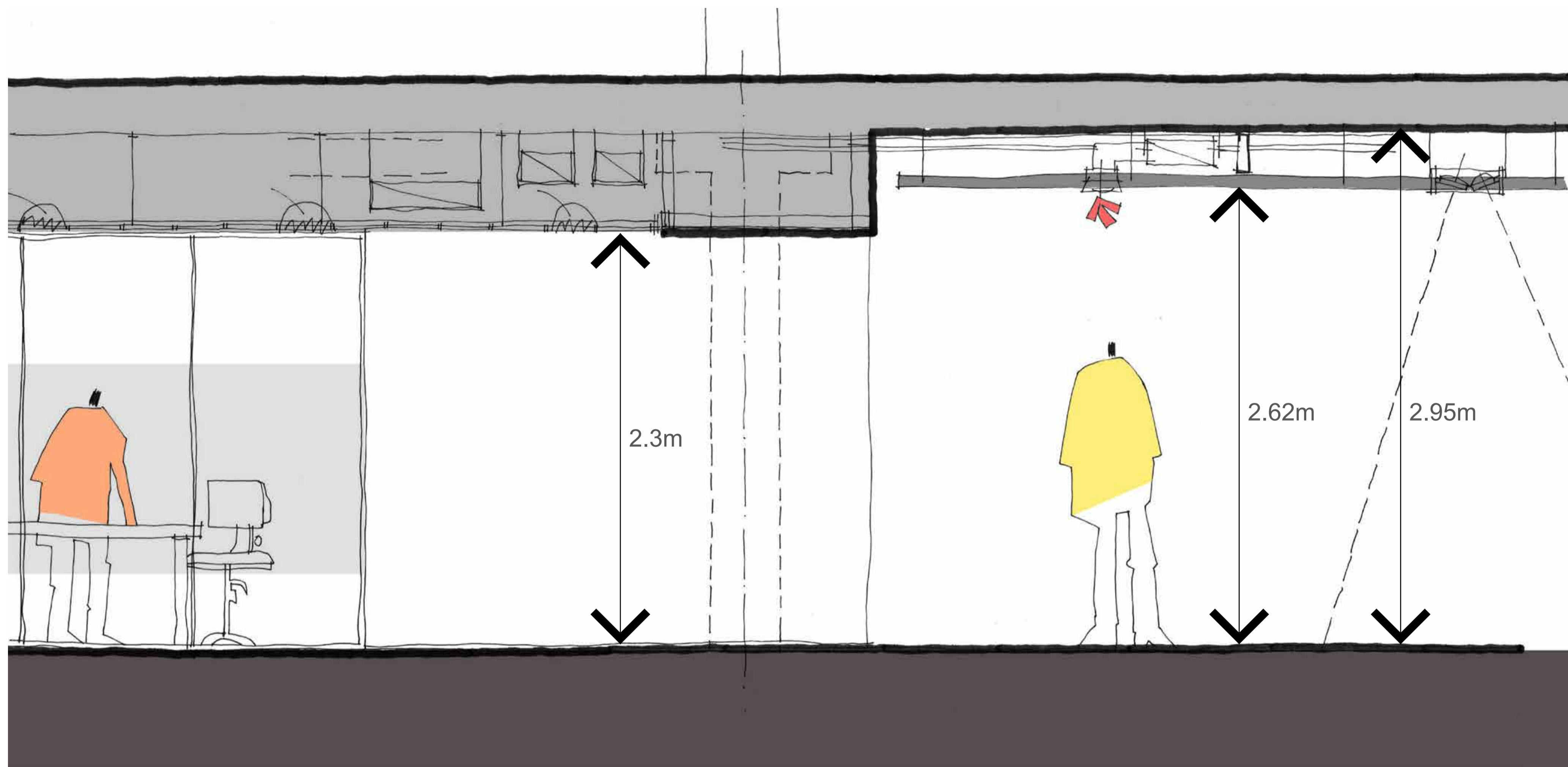
Circulation



Sight lines



Access



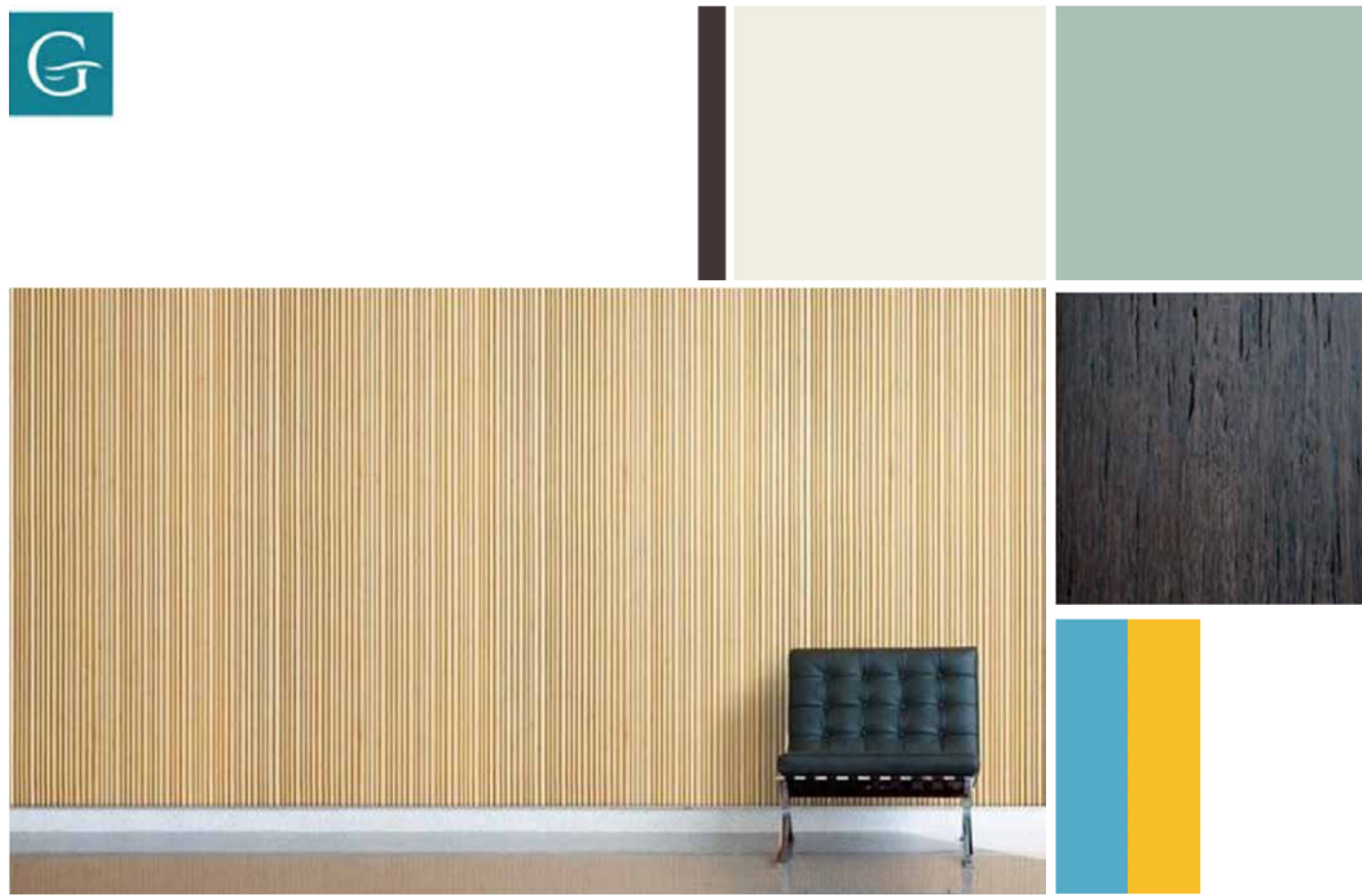
Reception area heights

“....design that looks towards the commercial world for ideas....”

(GBC quote from ECEs invitation to tender)



Looking towards the staff facilities



Materiality



Council Chamber

“....refurbished, contemporary and accessible Civic Suite....”

(GBC quote from ECEs invitation to tender)



Reception desk and service pods

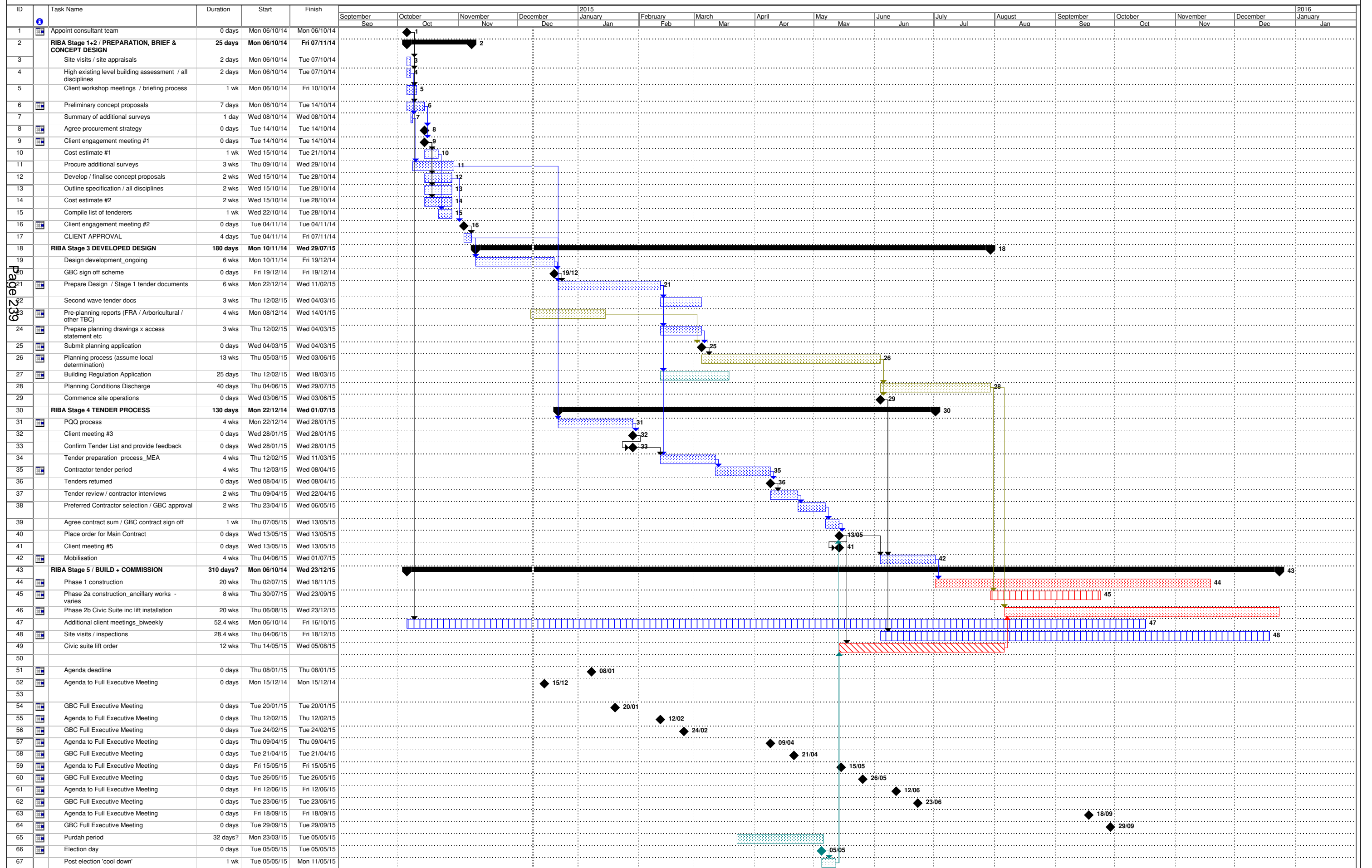


Waiting area for meeting rooms



Waiting area for interview rooms

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Executive Report

Report of Chief Finance Officer

Author: Vicky Worsfold

Tel: 01483 444834

Email: victoria.worsfold@guildford.gov.uk

Lead Councillor responsible: Nigel Manning

Tel: 01252 665999

Email: nigel.manning@guildford.gov.uk

Date: 20 January 2015

General Fund Capital Programme (2015-16 to 2019-20)

Executive Summary

The report details the new capital proposals for the period 2015-16 to 2019-20. 29 new bids have been put forward, with a net cost in the period to the Council of £88.36 million. The Council has a current underlying need to borrow for the general fund capital programme of £60.85 million, which will increase to £149.21 million, should these proposals be approved for inclusion in the programme.

Each bid was evaluated using the prioritisation criteria at **Appendix 3**, by extended Corporate Management Team (CMT). The Finance Scrutiny Group (FSG) have also reviewed the bids.

Officers have requested that a number of bids are approved straight away, without the need for a further Executive report, and these requests were supported by both CMT and the FSG. The bids are numbered 1 to 11.

The key areas of growth included are:

- Clay Lane link road
- Spectrum roof
- Acquisition and development of new burial grounds
- Town centre development

This report also includes the Council's Minimum Revenue Provision (MRP) policy and some of the Council's Prudential Indicators. The detail of these can be seen in sections 6 and 7.

We are proposing the following additions to the MRP policy:

- Where expenditure on schemes are pending receipt of an alternative source of finance (for example capital receipts), we will not charge MRP.

- The MRP guidance recommends a life of 50 years for freehold land. However, we feel that as land often has an infinite economic life, charging MRP over 75 years is more realistic whilst maintaining prudence. If we were to purchase land for development purposes, we will also apply an estimated life of 75 years which is at least as great as it will be if a new building was placed on it. We believe that new buildings or similar structures will have an estimated life of 75 years.
- Where loans are made to other bodies for their capital expenditure, no MRP will be charged. However, the capital receipts generated by the annual repayments on those loans will be put aside to reduce the CFR.
- For investments in shares classed as capital expenditure, we will apply a 100-year life.

Recommendation to Council

The Executive is asked to recommend to Council:

- (1) That the General Fund capital estimates, as shown in **Appendix 5** (current approved and provisional schemes), and as amended to include such new bids as may be approved by the Executive at its meeting on 20 January 2014, **Appendix 7** (s106 funded schemes), **Appendix 8** (schemes funded from reserves) and **Appendix 10** (general fund housing schemes), be approved.
- (2) That the MRP policy be approved from 2014-15.
- (3) That the Prudential Indicators and limits for 2015-16 to 2018-19, as detailed in the report, be approved

Recommendation to Executive

Subject to Council approving the budget on 11 February 2015,

- (1) That the new capital proposals listed as items 1, 3, 4, 6, 7, 8, 9, 10, 11 and the 2015-16 element of bid number 2 and 5, in **Appendix 1** to this report be added to the general fund capital programme approved list and that the relevant head of service be authorised to implement the schemes.
- (2) That the capital proposals listed as items 12 to 18, in **Appendix 1**, to this report be added to the general fund capital programme approved list, funded by reserves, and that the relevant head of service be authorised to implement the schemes.
- (3) That the new capital proposals listed as items 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, and the future years element of bid numbers 2 and 5, in **Appendix 1** (and in respect of bid 35, "**Not for Publication**" **Appendix 13**), to this report, be added to the general fund capital programme provisional list and that these schemes, subject to the limits in the financial regulations, be subject to a further report to the Executive, before being progressed.

- (4) That the revenue implications of the new capital bids referred to in recommendation 1 and 2 above be implemented in the relevant years stated in the bid.

Reason for Recommendation:

To enable Council, at its meeting on 11 February, to approve the funding required for the new capital investment proposals.

1. Purpose of Report

- 1.1 This report relates to the General Fund Capital Programme, which is split into non-housing and housing schemes (affordable housing and housing renewal grants).
- 1.2 The report schedules new schemes the Council may need or wish to undertake in the next five years. Items recommended for approval will be included in the 2015-16 to 2019-20 capital programme budget for approval by Council on 11 February 2015.
- 1.3 The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code for Capital Finance in Local Authorities (The Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, this report details the Prudential Indicators that must be set and monitored each year that relate to capital expenditure.
- 1.4 Where the Council finances capital expenditure by debt (internal or external borrowing), it must put aside resources to repay that debt in later years. This cost is charged to the revenue account annually and is known as Minimum Revenue Provision (MRP). The annual MRP statement for 2015-16 is included in this report.

2. Strategic Framework

- 2.1 A comprehensive and well-managed capital programme supports all the fundamental themes of the Corporate Plan and the Council's strategic priorities.

3. Background

- 3.1 The general fund (GF) capital programme is split into non-housing and housing schemes (affordable housing and housing renewal grants).
- 3.2 The report schedules new schemes the Council may need or wish to undertake in the next five years (2015-16 to 2018-19). It also sets out the latest position of the 2014-15 non-housing GF capital programme and the availability of resources that can be used to finance the expenditure.

- 3.3 The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code for Capital Finance in Local Authorities ("The Prudential Code") when determining how much money it can afford to borrow for a capital purpose.
- 3.4 The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice.
- 3.5 To demonstrate that the Council has fulfilled these objectives, section 6 of this report details the Prudential Indicators that must be set and monitored each year that relate to capital expenditure.
- 3.6 Where the Council finances capital expenditure by borrowing (internal or external), we must put aside resources to repay that debt in later years. This cost is charged to the revenue account annually and is known as Minimum Revenue Provision (MRP). The annual MRP statement for 2015-16 is included in **section 7** of this report.

4. New general fund schemes

- 4.1 We asked officers to submit capital bids as part of the business planning process to be assessed against the Council's corporate plan priorities and fundamental themes whilst having regard to our underlying need to borrow for the current capital programme.
- 4.2 **Appendix 1** provides a summary of the new capital bids submitted with further information for each scheme in **Appendix 2**. Corporate Management Team evaluated the bids, other than the late bid 35, against a prioritisation matrix (**Appendix 3**) and the results are set out in **Appendix 4**. This shows the proposed schemes with their gross cost, ranked in priority order after applying the criteria shown.
- 4.3 Following this evaluation, the Finance Scrutiny Group reviewed the bids, other than the late bid 35, and their comments were reviewed by Corporate Improvement Scrutiny Committee. The Finance Scrutiny Group will review the late bid at its meeting on 20 January 2015.
- 4.4 **Appendix 1** includes 35 schemes submitted with a net cost in the period of £88.36 million, after taking account estimated third party contributions, financing from specific reserves and any bids currently in the capital programme. If the Council decides to progress any of these schemes, we will add them to the Council's current capital programmes, which are attached at **Appendices 5a, 5b, 7 and 8**.
- 4.5 There is an underlying need to borrow to meet the GF current capital programme of £60.85 million for 2014-15 to 2018-19 (excluding the bids detailed in this report). The revised underlying need to borrow after taking into account the new capital bids is £149.21 million. We may need to borrow externally to meet these

commitments. For planning purposes, we have assumed that internal borrowing will fund all new schemes. However, the most economically advantageous method of financing (use of available capital resources, external borrowing or leasing) will be determined in the year(s) in which we incur the expenditure. This is part of the day-to-day treasury management activity of the Council and depends on the resource available.

- 4.6 The Executive is asked to consider the bids listed in **Appendix 1** and detailed in **Appendix 2**, and decide whether they should be approved and added to the Council's capital programme.
- 4.7 In accordance with the policy adopted by the Executive on 29 January 2009, most of the schemes, if approved, will remain subject to a further report from the relevant head of service. Once estimates have been updated and before the scheme can be progressed and contracts awarded, a full report will be provided to the Executive to justify moving the scheme from the provisional to the approved list.
- 4.8 It is important to include schemes in the provisional programme so the Council can produce a realistic five-year capital programme, and include the financial implications in the outline budget. It also gives Councillors an indication as to what schemes are being investigated, and when they may be progressed.
- 4.9 Officers are developing a capital vision that will incorporate long-term schemes identified in documents such as the corporate plan, SCC local transport plan, town centre vision, town centre masterplan. This will enable us to model the potential financial impact of these schemes, and be aware of the potential schemes to be brought forward onto the general fund capital programme in future.
- 4.10 Due to the nature of some of the schemes, it is recommended that they are added to the non-housing GF approved capital programme and the relevant head of service be authorised to implement them without being subject to a further report to the Executive. These schemes are bid numbers 1 to 11.
- 4.11 A summary of all proposed schemes are (those highlighted in yellow are in the current capital programme but officers have updated the costs):

Bid number	SCHEMES	Gross scheme cost £000
For approved programme		
1	Woking Road Depot Roof	180
2	Clay Lane Link Road	100
3	Slyfield, Foundation Units Forecourt	27
4	Guildford Riverside Route - Ph 1 (part SPA)	708
5	Replacement Vehicles	630
6	Electric Theatre-New boilers	120
7	Flood resilience measures	100
8	Replacement roundabout planters	50
9	Stoke Park Glasshouses	26
10	Electric Theatre- new projector and screen	15
11	Bay construction at Stoke Cemetery	15
Total approved programme		1,971
For reserves programme (approved)		
12	Woking Road Depot energy reduction (Salix)	70
13	Lighting upgrade (car parks maintenance)	300
14	Housing Enabling (HRA capital receipts)	2,465
15	PV Projects (GBC invest to save)	100
16	Housing Renewal and Disabled Facilities Grants	3,000
17	IT Renewals (IT renewals)	2,065
18	Lift Replacement (car parks maintenance)	429
Total funded from reserves		8,429
For provisional programme		
2	Clay Lane Link Road	7,340
19	Guildford Gyrotory package - replacement pedestrian and cycle bridges at Walnut Bridge and Wooden Bridge	4,469
20	Guildford Heart of Heritage - delivery phase	4,960
21	Woodbridge Road	1,162
22	Playgrounds 5 year	120
23	Guildford Riverside Route - Ph 2 & 3 (Millmead to Artington P&R, A320 Woking rd to Bowers Lane/Clay Lane)	2,400
24	Local contribution to transport schemes for future Local Growth Fund and other funding opportunities	4,000
5	Replacement Vehicles	4,400
25	Acquisition and Development of new burial ground	1,750
26	Renewables Projects	65
27	Void investment property refurbishment works	200
28	Provision of a single gypsy pitch at Wyke Avenue	158
29	Spectrum Roof replacement & steel repairs	4,000
30	Home Farm - Stoke Park	675
31	Northside Drainage scheme	130
32	Stoke Park Bowls Club	35
33	Surface Water Management Plan	200
34	Litter Bins	200
35	Development (£21.5m in 2021-22)	70,334
Total provisional programme		106,598
Gross total		116,997
Funded by reserves or contributions		(22,900)
Cost to the Council		94,097
Already in programme		(5,733)
Net addition to the programme		88,364

- 4.12 Officers have submitted 29 new bids, with a gross cost of £116.99 million. Some of these bids are funded from specific reserves, some are extensions or amendments to current schemes in the capital programme and some attract external funding. Therefore, the net cost in the period to the Council is £88.36 million.

Current approved and provisional general fund capital programme (Appendices 5a and 5b)

- 4.13 A copy of the current GF capital programme is attached at **Appendix 5a and 5b**, together with a schedule of the latest position of the resource availability for, and financing of, the programme shown in **Appendix 6**. The possible sources of financing are capital receipts from the sale of assets, reserves, revenue contributions and borrowing.
- 4.14 The revised estimate for 2014-15 shows the original approved estimate plus any unspent approved expenditure in 2013-14 now planned for 2014-15, and any additions or amendments to schemes approved by the Executive during the course of the year.
- 4.15 **Appendix 6** shows the current estimated borrowing requirement for schemes on the non-housing GF capital programme is £60.85 million as at November 2014. If the Council decides to progress all the new schemes proposed in **Appendix 1**, at a net cost in the period of £88.36 million, the borrowing requirement will increase to £149.21 million.
- 4.16 The proposed financing of the capital programme assumes resources will be used in the following order
- a) available capital receipts
 - b) the general fund capital schemes reserve
 - c) internal borrowing
 - d) external borrowing (please refer to the treasury management report elsewhere on this agenda for further details)
- 4.17 The actual financing of each year's capital programme is determined in the year in question as part of the preparation of the Council's statutory accounts. If we do not finance the expenditure from existing resources, for example capital receipts or reserves, it will create a borrowing requirement. If we take out physical loans to meet that borrowing requirement (replacing cash we have spent) then external borrowing will be 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.
- 4.18 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.

S106 financed capital programme (Appendix 8)

- 4.19 The schemes to be financed from s106 contributions are shown in **Appendix 8**. These schemes are not progressed until the s106 receipt is in hand.
- 4.20 Under the financial regulations, schemes that are fully financed by s106 receipts can be added to the capital programme where they have been approved by the relevant Lead Councillor and the relevant Executive Head of Service or Head of Service, in consultation with the Head of Financial Services.

General fund reserve schemes capital programme (Appendix 7)

- 4.21 The Council holds some reserves that we earmark for use by specific services. The capital projects that we finance from these reserves are identified separately from the main programme and are shown in **Appendix 7**.
- 4.22 The major items include car park schemes agreed as part of the Parking Business Plan and financed from the car parks maintenance reserve and works at Spectrum financed through the Spectrum reserve.
- 4.23 The ICT renewals fund has been in place for many years, is well managed, and supports many projects. Business cases are submitted during the year, to the Head of Business Systems, and projects are then prioritised.

5. General fund housing programme

- 5.1 We split expenditure on housing services between the Housing Revenue Account (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 general fund housing programme.
- 5.2 Where direct development is concerned, site preparation and feasibility is normally accounted for in the general fund housing programme, but construction costs, most enabling works and other costs incurred after planning approval are normally accounted for in the HRA capital programme. This is because we bear preparation costs regardless of who finally builds the scheme.
- 5.3 This section focuses on the general fund housing programme, which
- ensures on-going provision of affordable housing in the borough
 - raises housing standards in the private sector
 - improved the energy efficiency of all residential properties in the borough
 - delivers a mandatory and discretionary grant programme
 - meets the objectives set out in the Housing Strategy Statement.

Affordable Housing

Funding and regulation

- 5.4 The Homes and Communities Agency (HCA), (via the HCA's 2011-2015 Affordable Homes Programme) awarded us a total of £850,000 in grant, and £432,000 to provide five additional traveller pitches at Ash Bridge.
- 5.5 Under the same programme, Mount Green Housing Association and Affinity Sutton were awarded funding to develop rural exception schemes which are currently on site in the borough.
- 5.6 We also applied for funding for one scheme via the HCA's 2015-2018 programme. During the initial bid round, only one of our sites was at the correct stage to put in a grant bid (having planning permission and land ownership, or other indications of certainty of delivery). Our bid was not successful because our proposed rent levels were below the maximum local housing allowance, which conflicted with HCA policy on Affordable Rents. However, we will be able to apply for grant on future schemes when they have progressed further, via the HCS's Continuous Market Engagement programme.
- 5.7 A number of Registered Providers (RPs) have been awarded HCA funding for 71 affordable rent units and 34 shared ownership units.

Funding commitments

- 5.8 We will require some resources to enable scheme preparation for development of some Council owned sites. These costs include:
- valuations
 - decommissioning costs
 - home loss and disturbance payments
 - other costs relating to the rehousing of tenants
 - architectural services
 - planning fees
 - legal fees
 - site surveys
- 5.9 We have also identified some other schemes that may require grant funding to housing associations, to assist development viability or fund enabling works. Grant may also be required to pursue opportunities to bring empty homes back into use. Estimates for grant funding and enabling of both Council and housing association developments are included in the overall figures outlined in **Appendix 10**.

Private Sector Housing

- 5.10 The Council's housing strategy and GF housing capital programme seek to integrate national and local policies to deliver improvements to the quality of housing accommodation in the private sector through:

- an appropriate housing renewal policy
- appropriate use of housing enforcement legislation
- continued development of partnership working

5.11 The principal responsibility for maintenance and improvement of privately owned dwellings rests with the owners, however we will intervene where it is necessary to:

- exercise statutory powers in respect of hazardous conditions in dwellings
- bring long-term empty homes back into occupation
- licence houses in multiple occupation
- improve conditions in privately rented accommodation
- offer financial assistance for the repair, improvement or adaptation of private dwellings in appropriate circumstances
- promote energy efficiency measures and take up of renewable energy sources
- provide assistance to elderly people and other vulnerable households through the care and repair service
- administer Disabled Facilities Grants (DFG)

5.12 The funding in the capital programme provides the financial resource to meet the demand for mandatory DFGs and a discretionary scheme of assistance for homeowners, which has regard to local housing conditions.

5.13 The emphasis in the discretionary policy is to direct support to residents on low income living in poor housing conditions or promoting a more sustainable environment. More specifically the current discretionary scheme targets assistance towards:

- assisting lower income households needing to make homes decent
- bringing empty homes back in to use
- installing energy efficiency measures
- domestic renewable energy such as energy generation or solar heating

5.14 A specific feature of the discretionary scheme is that conditions attached to the approvals of grants or loans will ensure that a substantial proportion of the funds provided will be repaid in future years.

5.15 We have put £600,000 in the capital programme for mandatory and discretionary grants falling within the agreed home improvement policy. The Government has awarded us a grant of £302,000 for 2015-16, and we estimate to receive £30,000 in repayments, which leaves £268,000 to be funded from housing capital receipts.

6. Prudential Indicators

6.1 The Local Government Act 2003 requires the Council to have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities (The Prudential

Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good practice. To demonstrate that we have fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

- 6.2 The Council's capital expenditure plans are the key driver of treasury management activity. The outputs of the capital expenditure plan are reflected in prudential indicators, which are designed to assist Councillors' overview and confirm capital expenditure plans.

Estimates of capital expenditure

- 6.3 This prudential indicator is a summary of the Council's GF capital programme (including the bids detailed in **Appendix 1**), and financing of the programme and is summarised below.

CAPITAL EXPENDITURE SUMMARY	2013-14 Actual £000	2014-15 Approved £000	2014-15 Outturn £000	2015-16 Estimate £000	2016-17 Estimate £000	2017-18 Estimate £000	2018-19 Estimate £000	2019-20 Estimate £000
General Fund Capital Expenditure (Unsupported Expenditure)								
Approved Programme	18,429	7,950	19,015	15,434	192	100	100	0
Provisional schemes	0	29,306	6,374	10,351	17,222	2,619	1,600	0
Supplementary estimate	0	0	51	0	0	0	0	0
New Schemes	0	0	0	30,312	19,459	5,325	52,875	3,295
Schemes funded by reserves	1,386	1,644	3,655	593	500	1,750	400	0
S106 Projects	270	265	1,120	20	0	0	0	0
GF Housing Grants	551	600	600	600	600	590	590	590
GF Affordable Housing	446	1,581	1,581	390	150	150	150	150
Total Expenditure	21,082	41,346	32,396	57,700	38,123	10,534	55,715	4,035
Financed by :								
Capital Receipts	(5,951)	0	(5,839)	(30)	(30)	(30)	(30)	(30)
Capital Grants/Contributions	(832)	(765)	(513)	(2,815)	(13,511)	(3,117)	(1,668)	(876)
Capital Reserves/Revenue	(1,846)	(3,455)	(5,380)	(3,553)	(2,598)	(3,628)	(2,373)	(1,830)
Borrowing	(12,453)	(37,126)	(20,663)	(51,302)	(21,984)	(3,759)	(51,644)	(1,299)
Financing - Totals	(21,082)	(41,346)	(32,396)	(57,700)	(38,123)	(10,534)	(55,715)	(4,035)
MRP charge to revenue	175	450	494	677	2,071	2,896	3,023	3,492

- 6.4 Initially we will finance capital expenditure from our own resources. If we do not have enough resources to finance all the planned expenditure, there will be an increase in the underlying need to borrow, and therefore the Capital Financing Requirement (CFR).

- 6.5 The table shows that the majority of our capital expenditure will be financed from borrowing because we have used our capital receipts.

Estimates of CFR and Gross debt shown against the CFR

- 6.6 The CFR measures the Council's underlying need to borrow for a capital purpose, and is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources.
- 6.7 Any capital expenditure in the table above which has/will not immediately be paid for, will increase the CFR. The table below includes the effect of the new bids submitted, as detailed in **Appendix 1**.

Guildford Borough Council					
Balance Sheet Summary and Projections - last updated 12 Jan 2015					
31st March:	2014	2015	2016	2017	2018
	£000	£000	£000	£000	£000
Loans Capital Financing Requirement	220,150	228,226	286,312	309,348	310,431
Less: External Borrowing	(194,045)	(203,815)	(198,585)	(204,355)	(199,125)
Internal / (Over) Borrowing	26,105	24,411	87,727	104,993	111,306
Less: Usable Reserves/Working Capital	(111,504)	(99,878)	(93,029)	(96,166)	(102,777)
Investments / (New Borrowing)	85,399	75,467	5,302	(8,827)	(8,529)
Net Borrowing Requirement	108,646	128,348	193,283	213,182	207,654
Minimum Liquidity	0	20,000	20,500	21,013	21,538
Liability Benchmark	108,646	148,348	213,783	234,194	229,192

Housing Revenue Account - Summary and Projections					
31st March:	2014	2015	2016	2017	2018
	£000	£000	£000	£000	£000
HRA CFR	196,664	196,664	196,664	196,664	196,664
HRA Reserves	(64,274)	(70,531)	(63,278)	(67,492)	(73,750)
HRA Working Capital	0	0	0	0	0
HRA Borrowing	(194,045)	(193,815)	(193,585)	(193,355)	(188,125)
HRA Cash Balance	61,655	67,682	60,199	64,183	65,211

General Fund - Summary and Projections					
31st March:	2014	2015	2016	2017	2018
	£000	£000	£000	£000	£000
GF Loans CFR	23,486	31,562	89,648	112,684	113,767
GF Reserves	(47,230)	(29,347)	(29,751)	(28,674)	(29,027)
GF Working Capital	(17)	(10)	(10)	(10)	(10)
GF Borrowing	0	(10,000)	(5,000)	(11,000)	(11,000)
GF Cash Balance	23,761	7,795	(54,887)	(73,000)	(73,730)
Less borrowing = GF borrowing need	23,761	(2,205)	(59,887)	(84,000)	(84,730)

- 6.8 The GF CFR is forecast to increase by £89.67 million over the period, as capital expenditure financed by debt is greater than resources put aside for debt repayment.
- 6.9 The council is required to pay off an element of the accumulated GF capital expenditure each year through a revenue charge (Minimum Revenue Provision –

MRP), although we can undertake Voluntary Revenue Provision (VRP) if we so wish.

- 6.10 Gross debt against the CFR is a key indicator of prudence. In order to ensure that, over the medium-term, debt will only be for a capital purpose, the Council should ensure that debt does not exceed the total of the CFR in the previous year plus the estimates of any additional CFR for the current and next two financial years.
- 6.11 The table above shows that debt is expected to remain below the CFR during the period shown.

Operational boundary for external debt

- 6.12 The operational boundary is a monitoring indicator that shows the most likely, but not worst-case estimate for external debt. It directly links to the Council’s capital expenditure plans, the CFR and cash flow requirements. It is a key management tool for in-year monitoring. Other long-term liabilities include finance leases, Private Finance Initiatives and other liabilities that are not borrowing but form part of the Council’s debt.

Operational Boundary of External Debt	2014-15 Approved £000	2015-16 Estimate £000	2016-17 Estimate £000	2017-18 Estimate £000
Borrowing - General Fund	74,595	181,605	280,165	206,635
Borrowing - HRA	196,665	196,665	197,025	197,025
Other Long Term Liabilities	0	26,000	26,000	26,000
Total	271,260	404,270	503,190	429,660

- 6.13 The table represents the current debt portfolio and a maximum amount of assumed temporary borrowing that may be required in the year. It is not a limit of total borrowing for the Council. It is calculated by taking the estimated CFR plus an allowance of headroom for cash movements. The HRA operational boundary is limited to the HRA debt cap, which increases in 2016-17 in line with the approved increase relating to the Guildford Corporation Club project. £26 million is included for investment property purchases and fleet purchases that could be classed as finance leases.

Authorised limit for external debt

- 6.14 The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003, and is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for any unusual cash movements. It needs to be set or revised by full Council.

Authorised Limit for External Debt	2014-15	2015-16	2016-17	2017-18
	Approved £000	Estimate £000	Estimate £000	Estimate £000
Borrowing - General Fund	178,795	213,205	239,265	242,935
Borrowing - HRA	196,665	196,665	197,025	197,025
Other Long Term Liabilities	26,000	26,000	26,000	26,000
Total	401,460	435,870	462,290	465,960

- 6.15 The GF authorised debt level gives headroom for significant cash flow movements, over the operational boundary, for example if we do not receive Council Tax on the correct day. The HRA limit is set at the debt cap imposed by the Government.
- 6.16 We are required to set a limit for other long-term liabilities, for example finance leases. £26 million has been included in the authorised limit for investment property purchases and fleet purchases that could be classed as finance leases.
- 6.17 Officers monitor the authorised limit on a daily basis against all external debt items on the balance sheet (long and short-term borrowing, overdrawn bank balances and long-term liabilities).

Ratio of financing costs to net revenue stream

- 6.18 This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs associated with capital spending, net of investment income.
- 6.19 The net revenue stream for the GF is the total budget requirement and for the HRA is total income.
- 6.20 Where the figures are negative, it means that interest receivable by the Council is higher than interest payable on the financing.

	2014-15	2014-15	2015-16	2016-17	2017-18
	Approved	Outturn	Estimate	Estimate	Estimate
General Fund	1.86%	-0.28%	1.80%	18.88%	28.29%
HRA	33.71%	33.28%	32.96%	32.84%	32.54%

- 6.21 The GF outturn for 2014-15 is lower than approved because investment income is anticipated to be higher than budgeted. The 2015-16 estimate is in line with the 2014-15 approved rate. The large increase in 2015-16 relates to an increase in the MRP budget and declining investment income as a direct result of capital expenditure.
- 6.22 The HRA indicator is reducing because of reducing debt interest costs as one of the Council's loan is being repaid, and interest on HRA reserves is increasing in line with expected increases in interest rates and balances in reserves.

Incremental impact of capital investment decisions

- 6.23 This is an indicator of affordability. It forecasts the effect on the revenue budget arising from the capital programme, excluding financing costs. The calculation is the loss of interest on funds used for the capital programme, plus an ongoing revenue implications of the schemes and MRP.
- 6.24 The table below shows cost on Council Tax of the current capital programme which takes account of changes made during 2014-15, and the impact of the net cost of the new capital bids on Council Tax band D.
- 6.25 Capital investment decisions do not impact on the weekly housing rents as the Council sets them based on the discontinued national rent convergence policy laid down by CLG, but now implemented at a local level. There is no variation to Council Tax once it has been set for the year.

	2015-16 Estimate £	2016-17 Estimate £	2017-18 Estimate £	2018-19 Estimate £	2019-20 Estimate £
Cost of current capital programme on Council Tax - Band D	4.83	5.20	6.96	2.61	2.90
Cost of new bids on Council Tax - Band D	5.68	2.66	1.16	17.28	1.55
Cost of Housing Capital Programme on Weekly Housing Rents	0.55	0.34	0.54	0.55	0.44

- 6.26 The table shows that the impact for the next couple of years in line with the current capital programme. It can be seen that there is a large requirement in 2016-17 as a result of the new bids submitted. The costs reduce in the later years and this is because the capital programme has very little scheduled in, which is expected to change as we move through the timeframe in the table.
- 6.27 For the HRA, there are small changes as a result of the stable capital expenditure profile.

Adoption of the CIPFA Treasury Management Code

- 6.28 The Council approved the adoption of the CIPFA Treasury Management Code at its meeting on 13 June 2002.
- 6.29 The Council has incorporated the changes from the revised CIPFA code of practice into its treasury policies, procedures and practices. The Council approved an updated treasury management policy on 9 February 2012.

7. Annual Minimum Revenue Provision (MRP) Statement 2015-16

- 7.1 Where the Council finances capital expenditure by debt (internal or external borrowing), the CFR will increase and we must put aside resources to repay that debt in later years – known as MRP.

- 7.2 The Local Government Act 2003 requires the Council to have regard to the Department for Communities and Local Government's Guidance on MRP ("the CLG Guidance") most recently issued in 2012.
- 7.3 The CLG Guidance aims to ensure that debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.
- 7.4 It also requires the Council to approve an annual MRP statement and recommends a number of options for calculating a prudent MRP.
- 7.5 Unfinanced capital expenditure incurred in 2014-15 will not be subject to an MRP charge until 2015-16. Where schemes are not fully completed at the end of the financial year, unfinanced capital expenditure will be deferred until the scheme is complete and the asset is operational.
- 7.6 MRP only applies to the GF. There is no requirement to make an MRP charge on the HRA.
- 7.7 Based on the Council's estimate of its CFR on 31 March 2015, and unfinanced capital expenditure in 2014-15 of £8.57 million, the budget for MRP for 2015-16 has been set at £677,410.
- 7.8 The MRP budget projected forward is based on the capital programme spending profile. Based on the current approved capital programme, and the new bids submitted as part of this report, we expect MRP to be £2.07 million in 2016-17, £2.896 million in 2017-18, £3.023 million in 2018-19 and £3.492 million in 2019-20.

MRP Policy (new items in italics)

- 7.9 The Council will use the asset life method as its main method of applying MRP, but will use the annuity method for investment property.
- 7.10 Where appropriate, for example in relation to capital expenditure on development, we may use an annuity method starting in the year after the asset becomes operational.
- 7.11 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 (as long as 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.
- 7.12 *Where expenditure on schemes are pending receipt of an alternative source of finance (for example capital receipts), we will not charge MRP.*

- 7.13 *The MRP guidance recommends a life of 50 years for freehold land. However, we feel that as land often has an infinite economic life, charging MRP over 75 years is more realistic whilst maintaining prudence. If we were to purchase land for development purposes, we will also apply an estimated life of 75 years which is at least as great as it will be if a new building was placed on it. We believe that new buildings or similar structures will have an estimated life of 75 years.*
- 7.14 *Where loans are made to other bodies for their capital expenditure, no MRP will be charged. However, the capital receipts generated by the annual repayments on those loans will be put aside to reduce the CFR.*
- 7.15 *For investments in shares classed as capital expenditure, we will apply a 100-year life.*
- 7.16 For assets acquired by finance leases, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
- 7.17 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.
- 7.18 Estimated life periods will be determined under delegated powers.

8. Financial Implications

- 8.1 The financial implications are covered throughout the report.
- 8.2 The Prudential Code, introduced in 2004, includes a number of recommendations regarding capital expenditure, particularly where we are considering prudential borrowing as a method of funding. The prudential code requires us to assess the impact of each project in terms of its effect on the Council's budget and council tax, even if no borrowing has taken place.
- 8.3 The Table in **Appendix 9** demonstrates the potential effect on council tax of incurring new capital expenditure by calculating the loss of investment interest we would have earned had a capital scheme not progressed. The estimated annual impact on council tax is based on the net cost of each scheme, assuming the loss of a full years investment income, and including the effect of a full years revenue cost or income. A full year effect on the MRP is also applied. We will reflect these in future years outline budget. They are, however, one of the many budget changes taken into account when the actual council tax figure for the coming year is calculated.
- 8.4 **Appendix 11** shows a summary of the revenue impact of the capital bids submitted, with details shown in **Appendix 1**.

9. Legal Implications

- 9.1 The Local Government Act 2003 (“the Act”), provides the powers to borrow and invest and prescribes controls and limits on these activities. The Council is required to undertake any borrowing activity with regard to the Prudential Code.
- 9.2 Disabled Facilities Grants are given under the Housing Grants, Construction and Regeneration Act 1996 (the 1996 Act). This Act makes a statutory duty to provide grant aid to disabled people for a range of specified purposes, mostly adaptations. The 1996 Act also sets a test of resources (means test) and a grant maximum, which is currently £30,000.
- 9.3 The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 gives provision for local housing authorities to offer additional assistance in any form for adaptations, repairs alterations and so on. This might include top up funding where the grant limit is reached, providing small scale adaptations and adding the purchase of alternative accommodation.
- 9.4 We may not exercise the power conferred by the order unless we have adopted a policy for the provision of assistance under it, given public notice of the adoption of the policy and unless the power is exercised in accordance with that policy.
- 9.5 Delegated authority already rests with the Head of Health and Community Care Services to implement the policy in its proposed form.

10. Human Resource Implications

- 10.1 There are no additional human resource implications arising as a result of this report.

11. Conclusion

- 11.1 The information included in the report shows the position of the current approved capital programme. Bids for future years that are viewed as essential projects have been submitted from heads of service. The Executive will consider the affordability of these projects.
- 11.2 If all schemes proceed, there will be an underlying need to borrow of £78.68 million by 31 March 2020.

12. Background Papers

None

13. Appendices

- Appendix 1: Schedule of new general fund capital programme bids for 2015-16 to 2019-20
- Appendix 2: Detail of each proposal listed in Appendix 1

- Appendix 3: Capital schemes estimates 2015-16 prioritisation scheme
- Appendix 4: General fund capital bids – ranked according to the evaluation criteria
- Appendix 5a: Schedule of approved general fund capital programme – estimated expenditure 2014-15 to 2019-20, as currently approved and updated
- Appendix 5b: Schedule of provisional general fund capital programme – estimated expenditure 2014-15 to 2019-20, as currently approved and updated
- Appendix 6: General fund capital programme – summary of resources and financial implications
- Appendix 7: Schedule of general fund capital schemes funded by reserves – estimated expenditure 2014-15 to 2019-20, as currently approved and updated
- Appendix 8: Schedule of general fund capital schemes funded by s106 contributions – estimated expenditure 2014-15 to 2019-20, as currently approved and updated
- Appendix 9: Council tax impact on proposed capital expenditure
- Appendix 10: Schedule of general fund housing capital programme, as currently approved and updated
- Appendix 11: Schedule of the revenue implications of the capital bids submitted
- Appendix 12: Affordable housing information
- Appendix 13: 'Not for Publication' Bid No. 35 – North Street Redevelopment

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Bid number	SCHEMES	GROSS ESTIMATES					TOTAL COST £000	Third party contr £000	Specific reserves £000	General reserves/borrowing £000	TOTAL SCORE
		2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000					
For approved programme											
1	Woking Road Depot Roof	180	0	0	0	0	180	0	0	180	80
2	Clay Lane Link Road	100	0	0	0	0	100	0	0	100	79
3	Slyfield, Foundation Units Forecourt	27	0	0	0	0	27	0	0	27	58
4	Guildford Riverside Route - Ph 1 (part SPA)	708	0	0	0	0	708	(531)	(177)	0	56
5	Replacement Vehicles	630	0	0	0	0	630	0	0	630	44
6	Electric Theatre-New boilers	120	0	0	0	0	120	0	0	120	42
7	Flood resilience measures	100	0	0	0	0	100	0	0	100	42
8	Replacement roundabout planters	50	0	0	0	0	50	0	0	50	37
9	Stoke Park Glasshouses	26	0	0	0	0	26	0	0	26	34
10	Electric Theatre- new projector and screen	15	0	0	0	0	15	0	0	15	32
11	Bay construction at Stoke Cemetery	15	0	0	0	0	15	0	0	15	32
Total approved programme		1,971	0	0	0	0	1,971				
For reserves programme (approved)											
12	Woking Road Depot energy reduction (Salix)	70	0	0	0	0	70	0	(70)	0	47
13	Lighting upgrade (car parks maintenance)	300	0	0	0	0	300	0	(300)	0	47
14	Housing Enabling (HRA capital receipts)	755	475	415	410	410	2,465	0	(2,465)	0	45
15	PV Projects (GBC invest to save)	100	0	0	0	0	100	0	(100)	0	42
16	Housing Renewal and Disabled Facilities Grants	600	600	600	600	600	3,000	0	(3,000)	0	38
17	IT Renewals (IT renewals)	515	500	350	350	350	2,065	0	(2,065)	0	36
18	Lift Replacement (car parks maintenance)	0	143	143	143	0	429	0	(429)	0	35
Total funded from reserves		2,340	1,718	1,508	1,503	1,360	8,429				
For provisional programme											
2	Clay Lane Link Road	0	7,340	0	0	0	7,340	(1,005)	0	6,335	79
19	Guildford Gyrotory package - replacement pedestrian and cycle bridges at Walnut Bridge and Wooden Bridge	0	2,369	2,100	0	0	4,469	(3,519)	0	950	72
20	Guildford Heart of Heritage - delivery phase	0	142	1,707	1,997	1,115	4,960	(2,828)	0	2,132	63
21	Woodbridge Road	1,162	0	0	0	0	1,162	(1,012)	0	150	62
22	Playgrounds 5 year	0	0	0	0	120	120	0	0	120	57
23	Guildford Riverside Route - Ph 2 & 3 (Millmead to Artington P&R, A320 Woking rd to Bowers Lane/Clay Lane)	0	2,400	0	0	0	2,400	(1,800)	0	600	56
24	Local contribution to transport schemes for future Local Growth Fund and other funding opportunities	0	4,000	0	0	0	4,000	(3,500)	0	500	54
5	Replacement Vehicles	0	2,600	600	600	600	4,400	0	0	4,400	44
25	Acquisition and Development of new burial ground	1,000	750	0	0	0	1,750	0	0	1,750	44
26	Renewables Projects	65	0	0	0	0	65	0	0	65	41
27	Void investment property refurbishment works	0	0	0	100	100	200	0	0	200	38
28	Provision of a single gypsy pitch at Wyke Avenue	153	5	0	0	0	158	(20)	0	138	35
29	Spectrum Roof replacement & steel repairs	2,769	1,231	0	0	0	4,000	0	0	4,000	34
30	Home Farm - Stoke Park	15	575	10	75	0	675	0	0	675	27
31	Northside Drainage scheme	130	0	0	0	0	130	(80)	0	50	26
32	Stoke Park Bowls Club	0	35	0	0	0	35	0	0	35	24
33	Surface Water Management Plan	200	0	0	0	0	200	0	0	200	0
34	Litter Bins	0	200	0	0	0	200	0	0	200	0
35	Development (plus £21.5m in 2021-22)	21,134	0	0	49,200	0	70,334	0	0	70,334	74
Total provisional programme		26,628	21,647	4,417	51,972	1,935	106,598				
Gross total		30,939	23,365	5,925	53,475	3,295	116,997	(14,295)	(8,606)	94,096	
Funded by reserves or contributions		(4,160)	(10,104)	(4,000)	(2,641)	(1,996)	(22,900)				
Cost to the Council		26,779	13,261	1,925	50,834	1,299	94,097				
Already in programme		(627)	(3,906)	(600)	(600)	0	(5,733)				
Net addition to the programme		26,152	9,355	1,325	50,234	1,299	88,364				

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GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Replacement Vehicle Workshop Roof
Location	Vehicle Workshop, Woking Road Depot
Landowner	Guildford Borough Council

Officer responsible for project	Alan Hazell
Service Unit responsible for project	Economic Development

Project champion/Councillor (if applicable)	N/A
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1. Description of project

Asset Development provides maintenance to Operational Services property at Woking Road Depot.

Building 19-22 Woking Road Depot is the Vehicle Workshop covering 1350m². It provides space for vehicle storage and general vehicle maintenance.

The building is steel portal frame construction with brick, corrugated sheet asbestos cladding and corrugated sheet asbestos roof covering. A recent portfolio wide condition survey has highlighted the roof to be in a poor state of repair and in need of replacement. It is proposed to remove all asbestos products from the building and replace with a modern profiled metal sheet roofing and cladding system with new guttering, internal lighting and photovoltaic panels.

It is requested for this project to be put straight onto the approved capital programme

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	12	01/02/2015
Contract works	3	01/08/2015

3. Justification for project

- To manage risk of asbestos exposure in Guildford Borough Council's non-residential properties.
- To provide a safe and comfortable environment for Guildford Borough Councils Staff to work in.
- To allow the building to continue to provide its intended function
- To provide a sustainable source of renewable energy for Operational Services.

4. Implications if project not undertaken

The eventual structural failure and collapse of the vehicle workshop and the possible release of asbestos in to the environment.

5. Options

Repair of the roof has been considered but does not represent a cost effective option in the long-term.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	Yes	Building Regulations required?	Yes
Any other consent required?	N/A		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments	170					170
Consultants Fees	8					8
Salaries: Property Services	2					2
Salaries: Housing Services	0					0
Salaries: Engineers	0					0
Other Fees	0					0
TOTAL CAPITAL COST	180	0	0	0	0	180
Is the estimate based on quotations, detailed knowledge or estimate figure?	Detailed knowledge					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Roof			25

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:						

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Clay Lane Link Road
Location	Land north of Slyfield Industrial Estate and south west of Clay Lane
Landowner	Guildford Borough Council

Officer responsible for project	Chris Mansfield/ Gaurav Choksi
Service Unit responsible for project	Economic Development

Project champion/Councillor (if applicable)	Cllr Matt Furniss
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1. Description of project

The proposal is for a new link road between Slyfield Industrial Estate and Clay Lane. It is a strategic infrastructure commitment of the Council.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	20 months	October 2014
Contract works	12 months	May 2016

3. Justification for project

Slyfield Industrial Estate is at present served by a single road access on its western side. It is via a fairly convoluted route off the A320; a road which runs alongside residential areas. The single access road to the estate means that the traffic cannot circulate and pinch points at junction occur, as well as within the estate itself. This has resulted in queuing within the site, in particular for the Surrey County Council waste depot and on the A320 Woking Road. Traffic congestion and as result of which slow/unreliable journey times are often highlighted by the existing businesses as the main barrier to growth and expansion.

In addition, there is an acute shortage of industrial land and expansion space for high tech businesses in the area. Initial work has shown that there are opportunities for redevelopment and intensification within the industrial estate however; these are again constrained by traffic problems.

A new link road would create a second point of egress and access to the estate on its eastern side, off Clay Lane. It will assist in both the retention of the key local businesses whilst encouraging inward investment in to the estate from new businesses. A new road will reduce congestion on the existing access routes and allow for better vehicle circulation.

In all these respects, a link road between Slyfield Industrial Estate and Clay Lane is a strategic infrastructure need of the Borough. To this end, the proposed link road is identified within adopted Council strategies and emerging planning policy documents.

While the delivery of the Link Road does not fully guarantee the overall delivery of SARP, it is a crucial element in this jigsaw. Were Phase 2 of the Link Road to then come forward (and assuming that the proposals for SARP are proven to be viable), then the regeneration benefits would increase significantly.

It is requested to include the 2015-16 part of the bid straight in the approved capital programme

4. Implications if project not undertaken

Loss of existing businesses and jobs from the Slyfield Industrial Estate and borough

Failure to deliver economic growth and new jobs

5. Options

A series of route alignments have been developed during the analysis of route options linking the industrial estate with Clay Lane. These have emerged as the project team has discussed the options, sought advice from external stakeholders and understood the local environment in which the road will be constructed.

These routes have been assessed against a variety of criteria, including land ownership, meeting of key objectives, benefits of each option, engineering restrictions, Environmental impact, Transport impacts and indicative costs.

The preferred route would unlock the full potential of the industrial site, bringing the road in to the south of the estate would mean that, as well as the industrial estate, the potential retail site, the relocated depot and new businesses would have access to the link road and therefore the A3. This would create greater employment opportunities due to the enhanced links being in closer proximity to the A3. It will allow Surrey County Council community recycling centre/waste vehicles to access the proposed new waste site directly from the link road and separate from the internal Slyfield Industrial Estate circulation traffic.

Part of preferred route is in Thames Water ownership. Therefore a two stage approach to delivery is proposed.

- Stage 1 will be the link road from Clay Lane to the junction with Westfield Road, this will be on land all in the control of Guildford Borough Council.
- Stage 2 will be the link from Westfield Road to Moorfield Road, this will pass through land in Thames Water ownership.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	Yes	Building Regulations required?	Yes
Any other consent required?		Other consents will be required from various statutory agencies, utilities.	

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments						0
Consultants Fees	100					100
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Construction of Road		7,340				7,340
TOTAL CAPITAL COST	100	7,340	0	0	0	7,440
Is the estimate based on quotations, detailed knowledge or estimate figure?	We have received quotations from consultants covering their costs up to submission of planning application. High level costings for building of the new road have been provided by external professional consultants.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
LEP: Stage 2		1,005				1,005
TOTAL EXTERNAL FUNDING	0	1,005	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?	Based on the bid submitted to the LEP					
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Road	DFT – Webtag Document	£7.3m	Minimum 60 years

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:						

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Slyfield Foundation Units Forecourts – Tarmacadam yard repairs
Location	Moorfield road, Guildford
Landowner	Guildford Borough Council

Officer responsible for project	Alan Hazell
Service Unit responsible for project	Economic Development

Project champion/Councillor (if applicable)	
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1. Description of project

The Foundation Units support small businesses mainly associated with vehicle repairs. Areas of the yard are holding large puddles and not draining as the worn and subsided tarmacadam does not allow the rainwater to drain into the mains system. Worn tarmacadam levels are further deteriorating and oil dropping from vehicles has disintegrated the tarmacadam surface.

The tarmacadam surface will further deteriorate to such a degree that the base course and yard foundation will require replacement. The extra work will cost significantly more money in both construction costs and lost revenue owing to areas of the yard needing to be barriered and excavated. This will generate claims from the tenants due to them not being able to access their units.

PROJECT IS DEEMED ESSENTIAL AND AS SUCH IT IS REQUESTED FOR IT TO GO STRAIGHT ONTO THE APPROVED PROGRAMME

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	1	July 2015
Contract works	3	Aug 2015

3. Justification for project

The Foundation Units support small businesses mainly associated with vehicle repairs. Areas of the yard are holding large puddles and not draining as the worn and subsided tarmacadam does not allow the rainwater to drain into the mains system. Worn tarmacadam levels are further deteriorating and oil dropping from vehicles has disintegrated the tarmacadam surface.

4. Implications if project not undertaken

The tarmacadam surface will further deteriorate to such a degree that the base course and yard foundation will require replacement. The extra work will cost significantly more money in both construction costs and lost revenue owing to areas of the yard needing to be barriered and excavated. This will generate claims from the tenants due to them not being able to access their units.

5. Options

Local patching of the deteriorated and damaged areas will not prove cost effective.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	no	Building Regulations required?	no
Any other consent required?	no		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments	25					25
Consultants Fees						0
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees	2					2
Equipment/Vehicle Purchases						0
TOTAL CAPITAL COST	27	0	0	0	0	27
Is the estimate based on quotations, detailed knowledge or estimate figure?	Outline estimate subject to detailed survey					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?	Outline estimate based on single non intrusive visit to the property					
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Published design life for construction materials		10 years

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:						

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Guildford Riverside Route – Phase 1 (A25 Woodbridge Road to A320 Woking Road)
Location	This scheme delivers a 1.24 kilometre high-quality, traffic-free cycling and walking route along the River Wey & Godalming Navigations towpath around Parsonage Watermeadows in Guildford. The scheme links the A25 Woodbridge Road to the A320 Woking Road.
Landowner	National Trust

Officer responsible for project	Barry Fagg
Service Unit responsible for project	Planning Services

Project champion/Councillor (if applicable)	Cllr Matt Furniss
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1. Description of project

This scheme delivers a 1.24 kilometre high-quality, traffic-free cycling and walking route along the River Wey & Godalming Navigations towpath around Parsonage Watermeadows in Guildford. The scheme links the A25 Woodbridge Road to the A320 Woking Road.

Taken together with the existing improved towpath, the scheme provides a continuous high-quality, traffic-free cycling and walking route between key trip generators and attractors, namely Guildford town centre, business, industrial and retail parks and estates, and the designated 'priority place' of Stoke ward. The scheme also improves the cycling and walking connection from the Stoke ward to the Stag Hill campus of the University of Surrey.

This scheme – the Guildford Riverside Route – Phase 1 (A25 Woodbridge Road to A320 Woking Road), and Phases 2 and 3 which we propose to bring forward in the future, will contribute significantly towards realising walking and cycling networks linking residential areas to key locations in Guildford. This is a key recommendation of the long-term movement strategy to 2050 set out in the Guildford Town and Approaches Movement Study (GTAMS) (Arup, 2014).

The project is considered to be 'Important'.

WE ARE REQUESTING THIS TO BE PLACED ON THE APPROVED CAPITAL PROGRAMME BECAUSE WE HAVE BEEN AWARDED MONEY FROM THE LEP AND ALSO ARE USING SPA CONTRIBUTIONS

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	3 months, given that detailed design drawings are agreed and ready to be issued for tender and are supported by a bill of quantities which has been costed. The National Trust is the landowner for the existing towpath and Guildford Borough Council is the landowner of the adjacent Parsonage Watermeadows SANG. The project will be delivered by Guildford Borough Council and the National Trust, working in partnership through a joint project board.	January 2015
Contract works	Less than 12 months	April 2015

3. Justification for project

This Bid for Funding will provide Guildford Borough Council's capital local contribution of £177,000 to the Guildford Riverside Route – Phase 1 (A25 Woodbridge Road to A320 Woking Road).

This capital local contribution is drawn from monies provided to the Council by Section 106 payments for SANG.

The capital local contribution of £177,000 will be supplemented by a funding allocation for £531,000 million from the Local Growth Fund, which is administered by the Enterprise M3 Local Enterprise Partnership (LEP). The total of £708,000 is the capital cost for the scheme.

The Corporate Plan (April 2013- March 2016) states that the provision of effective infrastructure and transport services is one of the most pressing issues facing the borough today.

This scheme delivers a 1.24 kilometre high-quality, traffic-free cycling and walking route along the River Wey & Godalming Navigations towpath around Parsonage Watermeadows in Guildford. The scheme links the A25 Woodbridge Road to the A320 Woking Road.

Taken together with the existing improved towpath, the scheme provides a continuous high-quality, traffic-free cycling and walking route between key trip generators and attractors, namely Guildford town centre, business, industrial and retail parks and estates, and the designated 'priority place' of Stoke ward. The scheme also improves the cycling and walking connection from the Stoke ward to the Stag Hill campus of the University of Surrey.

This scheme – the Guildford Riverside Route – Phase 1 (A25 Woodbridge Road to A320 Woking Road), and Phases 2 and 3 which we propose to bring forward in the future, will contribute significantly towards realising walking and cycling networks linking residential areas to key locations in Guildford. This is a key recommendation of the long-term movement strategy to 2050 set out in the Guildford Town and Approaches Movement Study (GTAMS) (Arup, 2014).

4. Implications if project not undertaken

If the bid fails, the Council will not be able to deliver the scheme in 2015-16 as the funding from the Local Growth Fund, if awarded by the Enterprise M3 LEP, is contingent on local capital contribution being provided.

5. Options

There are no further viable options.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	No.	Building Regulations required?	No.
Any other consent required?	No. The National Trust is the landowner of the River Wey & Godalming Navigations towpath and Guildford Borough Council is the landowner of the adjacent Parsonage Watermeadows SANG. Accordingly land ownership matters are settled which will facilitate the timely delivery of the scheme.		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments	708					708
Consultants Fees						0
Other Fees						0
Payment to Enterprise M3 LEP or their agent						0
TOTAL CAPITAL COST	708	0	0	0	0	708
Is the estimate based on quotations, detailed knowledge or estimate figure?	Detailed design drawings are agreed and ready to be issued for tender and are supported by a bill of quantities which has been costed.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106	177					177
Enterprise M3 LEP Local Growth Fund	531	0	0	0	0	531
TOTAL EXTERNAL FUNDING	708	0	0	0	0	708
Is the estimate based on quotations, detailed knowledge or estimate figure?	Detailed design drawings are agreed and ready to be issued for tender and are supported by a bill of quantities which has been costed. External funding is subject to a bid which is presently being considered by the Enterprise M3 LEP.					
S106 reference number if known	Various – pooled as part of SANG					

9. Expected useful life of the asset						
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given						
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)			
Component 1	1.24 kilometre high-quality, traffic-free cycling and walking route along the River Wey & Godalming Navigations towpath around Parsonage Watermeadows in Guildford	£708,000	15 years.			
Component 2						
10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income) (enter NIL if no implications)	0	0	0	0	0	0
Please provide further details:	The towpath is a National Trust asset and the upgraded route will be maintained by the National Trust.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Replacement vehicle programme
Location	Woking road depot
Landowner	Guildford Borough Council

Officer responsible for project	Chris Wheeler
Service Unit responsible for project	Operational Services

Project champion/Councillor (if applicable)	
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1. Description of project

The Council has approximately 150 heavy and light commercial vehicles plus items of plant. All items have a limited life and require replacement. As replacement becomes necessary, justification will be made by the procuring manager and this in turn requires a further sign off by the Head of Service, Strategic Director and Management Team. The figures given in this bid are provisional and a report will be provided to the Executive before purchases are made.

Please note that in 2016-17, the bid rises to £2.6 million to allow for the purchase of five commercial waste freighters and five garden waste freighters which are known to cost in the region of £200,000 each, at today's prices. Please also note that commercial and garden waste operations were not included in the recent Recycling More project because that involved domestic collections only.

There is an approval process in place for purchasing the vehicles. Service managers prepare a justification form to the fleet manager, and Management Team approve the spend for each vehicle ordered.

IT IS REQUESTED TO PUT THE 2015-16 ELEMENT ONTO THE APPROVED CAPITAL PROGRAMME

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.		April 2015
Contract works		

3. Justification for project

Some vehicles are required for services to undertake statutory and regulatory functions, particularly those allocated to Waste Operations. Vehicles are absolutely necessary to enable the provision of Key Delivery Targets such as to reach a 70 per cent recycling rate. The new commercial fleet will also assist in meeting the priority within the Corporate Plan of "increasing the proportion of the Council's total income from commercial services".

Efficiencies are gained through procuring vehicles with the latest 'green' technologies currently Euro 6.

All new vehicles are warranted – a new vehicle requires considerably less maintenance and repair, and could result in revenue savings in terms of repairs.

4. Implications if project not undertaken

Appropriate vehicles are required to perform the diverse range of services currently performed by the Council

5. Options

Alternative options are considered and justified for every vehicle and piece of equipment procured. Contract hire has been examined but the Council's ability to maintain vehicles at considerably less than public sector prices makes this an expensive option

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	No	Building Regulations required?	No
Any other consent required?	No		

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Other Fees						
Equipment/Vehicle Purchases	630	2,600	600	600	600	5,030
TOTAL CAPITAL COST	630	2,600	600	600	600	5,030
Is the estimate based on quotations, detailed knowledge or estimate figure?	The estimate is based on anticipated costs for replacement vehicles. The requirement for £2.6 million in 2016-17 includes a requirement to renew the Council's five Commercial Freighters and five garden waste freighters which are currently known to cost in the region of £200,000 per vehicle. At that stage, these freighters will be eight years old and past a point of reliability. These costs are the total required.					

8. External Funding

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset

Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given

	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Vehicles			various
Component 2			

10. Revenue Implications

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:						

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Replacement boilers
Location	The Electric Theatre
Landowner	Guildford Borough Council

Officer responsible for project	Amanda Hargreaves
Service Unit responsible for project	Economic Development

Project champion/Councillor (if applicable)	n/a
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1. Description of project

The bid is for the replacement of the Theatre's boilers which are now 17 years old. We have three boilers and replacing them has been on the agenda for many years. We had one boiler fail last year (but it was possible to get it back up and running again). The boilers are rusting out, and it's difficult to know how long they're going to last. We would need to replace all three boilers at the same time.

We are investigating a Water Source Heat Pump (WSHP) solution that would mean water from the River Wey would be utilised to heat and cool the building. This is both economical in operation and environmentally friendly. This is currently in the feasibility stage and we're working with colleagues in Energy Management to take this further.

This project is Important, but will become Essential if the boilers fail.

IT IS REQUESTED THAT THIS PROJECT IS PLACED ON THE APPROVED CAPITAL PROGRAMME

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	20 weeks	April 2015
Contract works	4	August 2015

3. Justification for project

The boilers provide the Theatre with both heat and hot water. If the boilers fail, we could experience a loss of heating and hot water to the building. The loss of hot water will mean that the Theatre has to suspend operations in some areas (the Café Bar for example) and potentially lead to closure of the entire building, which will be disastrous for business. The loss of heating may be less of an issue, but all the same it's expected that visitors to the venue would be able to enjoy their visit in comfort and staff should be able to work in a workplace with appropriate temperatures (the HSE recommend over 16 degrees Celsius).

The company who service the boilers report back after their visits that they're becoming less reliable, with spare parts becoming harder to find.

Whilst this project doesn't feature in any Plans, it's a fundamental part of Theatre operation to ensure that customers are comfortable during their visit to us, that we comply with all relevant health and safety legislation and that we are able to provide a continued service in all areas to our customers.

4. Implications if project not undertaken

If this bid was unsuccessful, it is likely that if the boilers breakdown, an interim solution will be needed (with possible closure in some areas), along with replacement boilers and there would then be an unplanned cost and workload to the Council.

5. Options

The options are direct 'like for like' replacement of boilers (i.e. gas boilers) or replacing them with WSHP technology, but there aren't any alternative solutions beyond this.

We are investigating the possibility of a SALIX bid, perhaps making use of energy from the River Wey/alternative sources, however this is in its very early stages. Even if this was an alternative way forward, we will still need the backup of the boilers, and could not just rely on the hydro electric pump. This would be complementary to the boilers, and would not be sufficient in isolation. **(Please see bid 26)**

There are no alternatives beyond the SALIX option.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	TBC	Building Regulations required?	TBC
Any other consent required?	TBC		

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments	110					110
Consultants Fees	9					9
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees	1					1
Equipment/Vehicle Purchases						0
TOTAL CAPITAL COST	120	0	0	0	0	120
Is the estimate based on quotations, detailed knowledge or estimate figure?	The estimate is based on advice from the Electrical and Mechanical Services Manager. Alternatively, this amount would contribute to the WSHP technology if it proves feasible.					

8. External Funding

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset

Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given

	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Existing boilers are approx. 18 years old and spare parts are now becoming difficult to source.	110	15
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs	0	2	2	2	2	10
Less additional income						0
Net additional expenditure/(income)	0	2	2	2	2	10
Please provide further details:	Other costs - £2,000 per year maintenance					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Flood resilience measures
Location	Various locations throughout the borough but mainly William Road area and Walnut Tree Close
Landowner	Various

Officer responsible for project	Tim Pilsbury
Service Unit responsible for project	Environment

Project champion/Councillor (if applicable)	Councillor Richard Billington
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1. Description of project

Guildford town centre and other parts of the borough experienced flooding because of severe weather conditions in December and January 2013-14. A number of domestic properties and businesses in various locations were affected by flooding. The situation, especially on Christmas Eve, was made worse by the loss of power that resulted in traffic light failure and the subsequent widespread congestion in the town centre.

This funding is requested for the purchase of temporary flood defences or a contribution to a more permanent flood defence scheme that would be undertaken by the Environment Agency, subject to a further report to the Executive.

IT IS REQUESTED FOR THIS BID TO BE PLACED ONTO THE APPROVED CAPITAL PROGRAMME

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	1	April 2015
Contract works	NA	NA

3. Justification for project

The Customer and Community Scrutiny Committee at the meeting on 15 July 2014 agreed that a capital bid be submitted for funding of £100,000 for temporary flood defences or as a contribution to a larger flood defence scheme to be promoted by the Environment Agency. This was confirmed by the Executive on 30 September 2014.

During the flooding over the Christmas/New Year period 2013-14 it became evident that we were totally reliant on sandbags as flood defences. While sandbags are reasonably useful as flood defences there are other products on the market that are more easily deployable such as gel filled bags which expand on contact with water or temporary flood barriers.

This fits in with the Corporate Plan themes of Economy and Society by enabling businesses and residents to be more resilient in times of flooding.

4. Implications if project not undertaken

If funding was not made available it could impede the Council's ability to respond to flooding situations as occurred over the Christmas/New Year period 2013-14.

5. Options

The only other option is to do nothing, but the Council would then be failing in its duty of care.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	No	Building Regulations required?	No
Any other consent required?	No		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments						
Consultants Fees						
Salaries: Property Services						
Salaries: Housing Services						
Salaries: Engineers						
Other Fees						
Equipment/Vehicle Purchases	100					100
TOTAL CAPITAL COST	100	0	0	0	0	100
Is the estimate based on quotations, detailed knowledge or estimate figure?	Outline estimate figures.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?	No external funding identified.					
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1 (works identified from specification)	Best guess. Temporary flood defences could last 10 years. A contribution to a more permanent scheme could last for 20 years.	100,000	10
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:	Any cost can be met by existing budgets.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Replacement Roundabout Planters
Location	Stoke Park
Landowner	Guildford Borough Council

Officer responsible for project	Paul Stacey
Service Unit responsible for project	Parks & Leisure

Project champion/Councillor (if applicable)	
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1. Description of project

Replacement Roundabout Planters.

We manage roundabouts on behalf of Surrey County Council in partnership with Marketing Force who seeks sponsors and arrange advertising. We are responsible for both the soft and hard landscape under the agreement. The sponsorship pays for the maintenance of the roundabouts.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	0	
Contract works	1	04/15

3. Justification for project

We currently receive £46,000 per annum through sponsorship of the roundabouts. This figure has reduced significantly due to sponsors refusing to renew their contract or pulling out of existing contracts due to the poor standard of existing roundabouts. Expenditure to develop the roundabouts would result in preserving existing income and generate additional minimum income of £9,000 through new sponsors. These improvement will enable resources to be targeted effectively creating lower maintenance landscapes or having planters with watering reservoirs to reduce the watering demand and improve the quality of the schemes

Holly Lane = £10,200 for planting up this does not include woodchip or traffic management.

Holly Lane = £8,500 for planting as original spec with gravel in the centre this does not include traffic management

Dennis roundabout £9,950 for the two island beds, these will have 3 stone monoliths in each surrounded by Blue slate.

Lido roundabout =£4,400 - This include 3 stone flat faced monolith with a hole going through approx 48" high surrounded will green slate

Shalford roundabout = £2,250 - To supply 4 square recycled plastic planters.

Woodbridge road/ Stocton road roundabout £2,250 - To supply 4 Square recycled plastic planters

Rydes Hill roundabout £1,800 for 3 Square recycled plastic planters

Cumberland avenue roundabout £1,800 for 3 Square recycled plastic planters.

Remaining roundabouts – we will require 20 planters at £380 each – totalling £7,600

REQUEST THAT THIS BID IS MOVED ON TO THE APPROVED CAPTIAL PROGRAMME

4. Implications if project not undertaken
Loss of sponsorship, and operational hazards

5. Options
N/A

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	No	Building Regulations required?	No
Any other consent required?			

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments						0
Consultants Fees						0
Other Fees						0
Other (materials)	50	0	0	0	0	50
TOTAL CAPITAL COST	50	0	0	0	0	50
Is the estimate based on quotations, detailed knowledge or estimate figure?	Quotations – material as specified					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?	Roundabouts are already sponsored					
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1			
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income	(9)	0	0	0	0	(9)
Net additional expenditure/(income)	(9)	0	0	0	0	(9)
Please provide further details:						

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Stoke Park Glasshouses – thermal shading system
Location	Stoke Park
Landowner	Guildford Borough Council

Officer responsible for project	Paul Stacey
Service Unit responsible for project	Parks & Leisure

Project champion/Councillor (if applicable)	
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1. Description of project

Repairs to greenhouse shading to keep the asset functional and safe to deliver the towns floral displays

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	0	
Contract works	1	04/15

3. Justification for project**Glass houses one and two**

One off cost to replace the automatic thermal shading system £26,000.

The glasshouses are currently used to produce our hanging baskets, troughs and to grow on, the plants for our floral displays. Christ's college and Oak Leaf ¹also use them and there is a potential for the glasshouses to be utilised by Social Enterprise. We will be providing a service to Ash Parish Council by planting and maintaining their hanging baskets until they are ready to go out in late spring/early summer.

If the works are not completed the glasshouses will have to be closed as they are unsafe to use as several restraining wires for the shading mechanism have snapped causing additional structural damage to the shading mechanisms and ventilation systems.

442 troughs and baskets are planted in the glasshouses, if we were to decommission the glasshouses, this would be very expensive and we would need to buy in the plants which will have an on-going revenue requirement.

They also provide winter storage for the parks machinery as there are no purpose built sheds or facilities for the fleet or plant.

REQUEST THAT THIS BID IS PLACED ON TO THE APPROVED CAPITAL PROGRAMME

4. Implications if project not undertaken

We will not be addressing mitigations in our risk assessments or providing a safe working environment or be able to provide floral displays

5. Options

N/A

¹ They use our facilities for classes and teaching horticulture, we provide regular occasional sessions teaching horticulture and then some come through on to our apprenticeship scheme into full employment so it helps us to address a national skills shortage in Horticulture.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	No	Building Regulations required?	No
Any other consent required?			

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments	26					26
Consultants Fees						0
Other Fees						0
Equipment/Vehicle Purchases						0
Other (please state)	26					26
TOTAL CAPITAL COST	26	0	0	0	0	26
Is the estimate based on quotations, detailed knowledge or estimate figure?	Quotation					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Glasshouses	200,000	25
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:						

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Replacing the Theatre's projector and screen
Location	The Electric Theatre
Landowner	Guildford Borough Council

Officer responsible for project	Amanda Hargreaves
Service Unit responsible for project	Economic Development

Project champion/Councillor (if applicable)	n/a
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1. Description of project

This project is to replace the Theatre's projector and screen. It is an important project to press ahead with in order to maintain high standards in this area.

IT IS REQUESTED FOR THIS BID TO BE PLACED ON THE APPROVED CAPITAL PROGRAMME

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	0.5	01.04.15
Contract works	0.5	01.04.15

3. Justification for project

The Theatre's projector is at least 10 years old, the bulbs are not lasting the requisite number of hours and need to be replaced more frequently (costing between £150 and £320 each time), and the image quality is no longer what film audiences expect. The projector is not HD and its 4:3 format isn't compatible with wide screen film projection (which most films are in nowadays). The Theatre's sound system was upgraded to surround sound 7.1 a couple of years ago, and an upgrade in projector and screen would be the final part of that process.

The Theatre relies heavily on the use of the screen and projector for Film Festivals (covering up to 6 weeks per year) as well as our weekly Church booking and corporate events.

Upgrading the projector will necessitate the upgrade of the screen to ensure that it is compatible with wide screen format. We would look to replace with a motorised screen which would make it easier to do one off events, and decrease turnaround time for the installation therefore making staffing more efficient.

The screen and projector are hired out to organisations who request to use them (at £64 + VAT for the projector and £62 + VAT for the screen). This means that there will be some return on the investment in the new equipment. As the new projector / screen will have a higher specification the hire fees will be reviewed, and potentially increased, to reflect this change.

4. Implications if project not undertaken

If the projector breaks and is irreparable, then we will need to make this purchase anyway. As an interim measure we may need to hire in a suitable projector and screen which will be additional expenditure. Both will then be unplanned expenditure, and may result in disruptive changes to events or even cancellations and further loss of income / credibility for the Theatre.

5. Options

There are no other options.

6. Consents required:	Yes/No	Yes/No	Yes/No
Planning Permission required?	No	Building Regulations required?	No
Any other consent required?	No		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments	14					14
Consultants Fees						0
Salaries: Property Services						0
Salaries: Housing Services						0
Installation (in house)	1					1
Other (please state)						0
TOTAL CAPITAL COST	15	0	0	0	0	15
Is the estimate based on quotations, detailed knowledge or estimate figure?	Based on quotation.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1			
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						
Other costs						
Less additional income	(2.5)	(2.5)	(2.5)	(2.5)	(2.5)	(12.5)
Net additional expenditure/(income)	(2.5)	(2.5)	(2.5)	(2.5)	(2.5)	(12.5)
Please provide further details:	For 2013-14 we received just over £3,000 of equipment hire income, which includes the projector / screen, so going forwards this is an estimate of £2,500 per year in equipment hire income					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Bay Construction at Stoke Cemetery
Location	Stoke Cemetery Stoughton Road
Landowner	GBC

Officer responsible for project	Natasha Precious
Service Unit responsible for project	Bereavement (Parks and Lesiure)

Project champion/Councillor (if applicable)	N/A
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1. Description of project

To clear area, sieve waste and construct relevant bays in stoke cemetery for soil, recycled composts and top soil (for the digging and backfilling of graves).

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	1	June 2015
Contract works	2	August 2015

3. Justification for project

Currently the soil deposit area at Stoke Cemetery consists of a grassed area on which all old soil, newly purchased top soil and waste matter is dumped. The project will enable the clearing of the area and the construction of screened bays to house the different soil and waste types.

IT IS REQUESTED FOR THIS BID TO GO STRAIGHT ONTO THE APPROVED PROGRAMME

4. Implications if project not undertaken

Complaints from stakeholders will increase regarding the aesthetic issues with the current arrangements. Due to inadequate storage and housing of material, the cemetery workers cannot recycle and utilise materials very efficiently, it has been highlighted in the Green flag judging report that this improvement should be made.

5. Options

Cemetery team have attempted to clear area in the past but does require appropriate foundations and screening which has proved impossible to do inhouse. No other area in the cemetery is viable as a waste area as the cemetery is already very low on available gravespace.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	No	Building Regulations required?	No
Any other consent required?	No		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments						0
Consultants Fees						0
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees						0
Other (please state)	15					15
TOTAL CAPITAL COST	15	0	0	0	0	15
Is the estimate based on quotations, detailed knowledge or estimate figure?	Based on approximate quote from contractor depending on the exact square footage of the area we will need.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Screens/ fencing	3000	10-15 years
Component 2	Concrete	12,000	10-15 years

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:						

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Salix Energy Efficiency Projects
Location	Various locations at GBC operations
Landowner	GBC

Officer responsible for project	Chris Reynolds
Service Unit responsible for project	Corporate Development

Project champion/Councillor (if applicable)	Matt Furniss
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1. Description of project

This capital bid relates to funds already available through Salix funding initiative and already held in the Salix account.

It is planned to use the available Salix funds during 2015-16 on energy efficiency projects, substantially LED lighting at key GBC operational sites including Woking Road Depot and the Crematorium. These projects should achieve a 30% saving in energy costs, and consequent carbon allowance costs each year following installation. Payback has thus been established at four years.

Additional benefits from these projects will include reduced maintenance costs (the new equipment will have a longer lifespan) and a lowered health and safety risk (increased frequency of replacement).

The projects are classed as important, but deliver a substantial payback so provide a net financial gain after four years.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	3	April 2015
Contract works	2	September 2015

3. Justification for project

The scheme should go ahead because it provides:-

- carbon savings
- long term financial savings with a good payback on capital
- additional savings in carbon allowance costs
- reduced reported carbon foot-print
- improved reputation
- consequential savings in maintenance costs
- consequential reduced H&S risk

The scheme directly supports “promoting sustainability”, “reduced energy consumption”, “protecting our environment”

The projected value of energy savings as a result of this project are detailed in table 10.

4. Implications if project not undertaken

Higher energy and carbon costs now and in the future.

5. Options

The projects are carefully considered to give maximum benefit based on carbon savings and financial payback.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	No	Building Regulations required?	No
Any other consent required?	No		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments	70					70
Consultants Fees	0					0
Salaries: Property Services	0					0
Salaries: Housing Services	0					0
Salaries: Engineers	0					0
Other Fees	0					0
Equipment/Vehicle Purchases	0					0
TOTAL CAPITAL COST	70	0	0	0	0	70
Is the estimate based on quotations, detailed knowledge or estimate figure?	Outline estimate based on experience of similar schemes already implemented.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Equipment	70,000	15
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						
Other costs		18	18	18	16	70
Less additional income		(18)	(18)	(18)	(18)	(72)
Net additional expenditure/(income)		0	0	0	(2)	(2)
Please provide further details:	The income savings are a conservative estimate based on energy savings alone. Lower CRC, maintenance or H&S costs have not been quantified. The costs shown are the amounts needed to pay back the capital expenditure to the Salix account. Savings continue to accrue once the capital is paid back and this is reflected in the net saving shown in 2019-20.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Car Park Lighting upgrade
Location	Castle, Farnham and York Road MSCPs
Landowner	

Officer responsible for project	Kevin McKee
Service Unit responsible for project	

Project champion/Councillor (if applicable)	
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1. Description of project

To upgrade the lighting in York Road, Farnham Road and Castle Car Parks to LED lights to reduce energy consumption and reduce costs. The project is important if the council is to reduce its carbon footprint and reduce costs. The current lighting is adequate but the new lighting with LED will reduce maintenance costs and energy costs. This is based on the experience of relighting Bedford Road multi-storey car park.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	6 months	October 2015
Contract works	6 months	June 2016

3. Justification for project.

The project is estimated to save around £45,000 per annum in electricity and maintenance costs once the new lights are in place.

4. Implications if project not undertaken.

The savings will not be realised

5. Options.

To continue as now and incur the additional costs.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	No	Building Regulations required?	No
Any other consent required?	No		

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments	250					250
Consultants Fees	25					25
Salaries: Property Services						0
Salaries: Housing Services	25					25
Salaries: Engineers						0
Other Fees						0
TOTAL CAPITAL COST	300	0	0	0	0	300
Is the estimate based on quotations, detailed knowledge or estimate figure?	The contractor cost is based on previous tenders the other costs are estimates. It is requested that the money be taken from the car park maintenance reserve.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1 LED lamp			5
Component 2 Fittings			10

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs		45				45
Less additional income						0
Net additional expenditure/(income)	0	45	0	0	0	0
Please provide further details:	The saving will be made in electricity and a smaller amount in maintenance/replacing bulbs.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Affordable housing: enabling, site preparation and grants
Location	Various sites
Landowner	Various

Officer responsible for project	Nick Molyneux, Housing Development Manager
Service Unit responsible for project	Housing Advice

Project champion/Councillor (if applicable)	Sarah Creedy
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1. Description of project

This bid relates to proposed expenditure on the enabling of affordable housing in the borough, including site preparation and grants for affordable housing.

Council-owned sites

When a definite decision has been made for the Council to directly develop a site, preparation costs shift to the HRA. On sites where initial planning and feasibility work is being carried out and it may still be an option to dispose of the site to a housing association, costs will be met by this General Fund budget.

Site preparation costs

Costs for site preparation can include:

- Valuations
- Decommissioning costs
- Home loss and disturbance payments (although we do not anticipate any further Home loss costs in the coming two years other than those already identified in relation to Lakeside Close and New Road, Gomshall)
- Other costs relating to rehousing tenants
- Architectural services
- Planning fees
- Legal fees (for example sale agreements, nomination agreements, development agreements, easements)
- Site surveys, including topographical, ground investigation, ecological

Grant funding

Affordable Rents have been introduced which contribute to scheme viability. In addition, some Council-owned sites are being developed directly, removing the need to grant fund housing associations to do so. We therefore expect the amount of grant funding to housing associations to remain low. Grant agreed in previous years has now been paid out.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	Ongoing	Ongoing
Contract works	n/a	n/a

3. Justification for project

It is a Key Delivery Target of the council to enable the provision of affordable homes to address identified needs.

The Corporate Plan includes amongst its priorities to enable the development of more affordable housing across the borough through direct Council provision, housing associations and developers. It

includes a target of 120 new affordable homes provided through our partners by March 2016, as well as 80 new Council homes.

The SHMA, housing needs survey, and the figures from our housing register, demonstrate that there is a need for affordable housing of all sizes and types in the borough. Responses to the Local Plan consultation have shown that there is a high level of support for new affordable housing in the borough – even those who are opposed to housing development generally accept that there is a need for affordable housing to meet local needs.

The Economic Strategy 2013 – 2031 and the recent Regeneris housing study by the M3 LEP both highlight the need for affordable housing to ensure a healthy economy, with affordability of housing being directly linked to recruitment and retention issues, particularly for young people and other lower paid workers. Lack of suitable housing locally also influences commuting patterns, with many Guildford workers living outside the borough – a phenomenon which adds to traffic congestion and conflicts with our aim to be a self-sustaining economy.

The proposed enabling programme identifies ways of delivering affordable housing, either by supporting the HRA development programme, or by assisting other developers with grant funding or for affordable housing enabling works where schemes are otherwise unviable. Grant funding can also be of assistance in ensuring that our guidance on Affordable Rents is followed, in cases where charging less than the maximum allowable rent puts viability into question.

The Housing Advice Service Plan and the Draft Housing Strategy 2015-20 set out our intention to

- increase the delivery of affordable homes
- minimise homelessness in the borough
- make best use of existing homes (provision of new homes facilitates moves from under-occupied homes)

The proposed programme supports all of the above aims.

4. Implications if project not undertaken

If the project is not undertaken, it would have a detrimental effect on levels of homelessness, at a time when there is already upward pressure on numbers of people at risk of homelessness due to welfare reform and the state of the economy generally. There is an associated cost from increased reliance on temporary/bed and breakfast accommodation if we are unable to accommodate applicants to whom we have a statutory homelessness duty.

Failure to provide new affordable housing will mean that we will not keep pace with the loss of affordable homes via the Right to Buy. Furthermore, we are required to spend Right to Buy 1-4-1 receipts on affordable housing within a fixed timescale or risk returning some or all of them to central Government, therefore it is essential that we identify ways of funding new affordable housing.

There is an expectation within the local community that the Council will enable and deliver affordable housing, and this is reflected in the aims of the new Corporate Plan.

The housing options for people on low incomes in the borough are very limited, and failure to pursue this programme would further reduce their options.

There are negative effects on the local economy of a failure to enable and provide affordable housing, which have been noted above.

5. Options

The Council, as the strategic housing authority, and a major landowner in the borough, is the only organisation in the position of being able to enable affordable housing in this way.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	n/a	Building Regulations required?	n/a
Any other consent required?	n/a		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Ladymead (Fire Station)	10	5	5	0	0	20
Infill/Garage sites	50	20	20	20	20	130
Corporation Club, Slyfield	65	30	0	0	0	95
Guildford Park Car Park	240	30	0	0	0	270
General site preparation/feasibility	40	40	40	40	40	200
General grants to RPs/Empty Homes/Acquisition of properties	350	350	350	350	350	1,750
TOTAL CAPITAL COST	755	475	415	410	410	2,465
Is the estimate based on quotations, detailed knowledge or estimate figure?	<p>Costs for Ladymead (Fire Station) and Corporation Club, Slyfield are based on lump sum fee quotes from consultants, and a small amount estimated for additional surveys as required for Planning.</p> <p>Guildford Park costs are based on a lump sum fee but the timing of the costs is uncertain. We originally envisaged that we would spend the bulk of the £240,000 in this financial year (2014-15) but it is now likely that most will be in 2015-16. The amount quoted includes work relating to the car park, as it is difficult to separate this from the housing element, given that the location and design of the car park is part of an overall plan for the site.</p> <p>The remainder of the bids are estimates.</p> <p>Most costs incurred after Planning Permission will be met by HRA budgets, so are not included here. Ladymead already has planning; some survey costs remain.</p> <p>We are less likely to need to grant fund RPs now that they can fund development via Affordable Rents, and now that we have the ability to acquire S106 or other units ourselves, which may be better value.</p> <p>£350,000 per annum has been included for grants to RPs to bring forward sites or enable special needs provision, and/or grants to refurbish or acquire properties (to bring empty homes back into use). If funds are spent on refurbishment or acquisition of properties, there will be a subsequent return either from repayment of grants to owners, from a rental income, or from resale of properties.</p>					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?	<p>We are an HCA investment partner, however it is not possible at this stage to predict the levels of grant from 2015-16 onwards.</p> <p>This year we have received £425,000 in HCA grant towards our new build properties, and we will receive a further £425,000 on completion in March 2015. We are also due to receive £432,000 in grant towards the Ash Bridge Gypsy and Traveller pitches which will complete in this financial year. However HCA will not commit to grant funding for our future programme until there is more certainty regarding planning permission.</p> <p>We are in discussion with HCA regarding several sites, in particular Guildford Park Car Park. However it may not be advantageous to apply for HCA funding on all or any units on that site because we would not be able to combine it with spending of our Right to Buy 1-4-1 receipts, which must be spent by a certain date or else be returned to Government.</p> <p>Another possible source of funding, which is similarly difficult to quantify, is the receipt of payments in lieu of affordable housing from S106 sites where it is not feasible or viable to provide units on site. There may be cases where a developer is able to prove that a payment in lieu is the best option, however we would only accept this a last resort due to the difficulty in finding land for development on which to spend the receipts.</p>					
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	n/a	n/a	n/a
Component 2	n/a	n/a	n/a

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:						

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	GBC Invest to Save Energy Projects
Location	Various locations at GBC operations
Landowner	GBC

Officer responsible for project	Chris Reynolds
Service Unit responsible for project	Corporate Development

Project champion/Councillor (if applicable)	Matt Furniss
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1. Description of project

This capital bid relates to funds already available through Invest to Save funding initiative and already held in the Invest to Save account.

It is planned to use the available Invest to Save funds during 2015-16 on photovoltaic and energy efficiency projects to provide reduced energy demand and increased energy production e.g. at Millmead and social housing sites. These projects should achieve an average of 20% annual payback through reduced energy cost, reduced carbon allowance cost, increased energy income from Feed-in-tariff and energy sale. Payback has been estimated at 5 years.

The projects are classed as important, but deliver a substantial payback so provide a net financial gain from year 6 onwards. They additionally provide greater resilience against the impacts of the “energy crunch” which is likely to cause blackouts over the next 5 years (especially if economic growth continues and upward path), and also improved sustainability and reputational benefits.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	3	Aug 2015
Contract works	5	November 2015

3. Justification for project

The scheme should go ahead because it provides:-

- carbon savings
- long term financial savings with a good payback on capital
- additional savings in carbon allowance costs
- reduced reported carbon foot-print
- improved reputation
- local generation of electricity provides better resilience in the face of the UK not being able to meet demand through centralised supply.

The scheme directly supports “promoting sustainability”, “reduced energy consumption”, “protecting our environment”

The projected value of energy savings as a result of this project are detailed in table 10.

4. Implications if project not undertaken

Higher energy and carbon costs now and in the future. Poorer reputation for GBC.

5. Options

The projects are carefully considered to give maximum benefit based on carbon savings and financial payback.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	Possibly	Building Regulations required?	Possibly
Any other consent required?	No		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments	100					100
Consultants Fees						0
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees						0
Equipment/Vehicle Purchases						0
TOTAL CAPITAL COST	100	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?	Outline estimate based on experience of similar schemes already implemented.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Equipment	100,000	15
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						
Other costs	5	20	20	20	20	85
Less additional income	(5)	(20)	(20)	(20)	(20)	(85)
Net additional expenditure/(income) (enter NIL if no implications)	0	0	0	0	0	0
Please provide further details:	Income shown is the payback generated from reduced energy and carbon costs and increased income from energy generation (Feed in Tariff and any export of electricity). This needs to be paid back to the Invest to save account to cover the capital outlay and this is shown in the "other costs" line above. Once the project has been repaid (average five years), there will be an ongoing revenue saving.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Housing Renewal and Disabled Facilities Grants
Location	Private homes throughout the borough
Landowner	Private owners, tenants and some social landlords

Officer responsible for project	Ted Wainhouse
Service Unit responsible for project	Health and Community Care Services

Project champion/Councillor (if applicable)	Sarah Creedy
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1. Description of project

The project is a programme to deliver a range of grants (mandatory for adaptations or discretionary for other works) and loans to private householders through the councils home improvement assistance scheme: The funds are used to pay for works to improve, repair or adapt individual homes and take account of the councils agreed policies and eligibility requirements for applicants.

The mandatory grant policy follows national guidelines whereas discretionary support is determined by the borough. Evidence to support the discretionary policy was obtained from a house condition survey carried out in 2009. This survey identified that there is an underlying problem with an ageing private sector housing stock occupied by low income households. This information has been utilised to influence the priorities in the home improvement policy.

The headline results from this survey identified that

- 16,000 dwellings (32.3%) can be classified non decent, which is similar to the national average for England of 31.5% in 2009.
- 8,700 dwellings (17.5%) have a Category 1 hazard present. This figure is below the 22% found nationally in the 2009 English Housing Survey.
- 26% of households have an income of less than £15,000 per annum
- 12% households are likely to be in fuel poverty 26%

Details of the survey can be found at

<http://www.guildford.gov.uk/article/7520/Private-Sector-House-Condition-Survey>

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	N/A	
Contract works		

3. Justification for project

We have an obligation under the Regulatory Reform Order 2002 to publish a policy setting out the assistance that would be given to support housing renewal in the area. The current home improvement policy, with its subsequent revisions, encompasses a range of innovative support for private householders. The policy aims to improve housing standards, eliminate health hazards and make homes decent. Part of the policy helps owners to return long term empty homes back in to use.

There is a statutory responsibility under the Housing Grants Construction and Regeneration Act 1996 to administer Disabled Facilities Grants (DFGs) in the area. These grants are mandatory and provide for the adaptation of homes for the benefit of disabled people whether they are owner occupiers, private, social or RSL tenants. We do receive a government grant of approximately £250,000 to defray some of the costs in respect of the DFG.

The programme meets the objectives in the Corporate Plan in respect of improving the lives of vulnerable groups, the provision of affordable homes and promoting sustainability.

The programme provides a diverse range of assistance the details of which are published in the policy. The key objectives seek to:

- adapt homes to make them suitable for disabled occupiers or members of their family
- assist vulnerable, elderly and disable people to live safely securely and independently.
- deal with category 1 hazards and to make homes decent
- tackle fuel poverty and to reduce carbon emissions
- bring long term empty homes in to use.

Discretionary assistance is by way of grant or loan and conditions attached to grants enable much of the outlay to be recovered, which makes the scheme sustainable.

Conditions are attached to mandatory DFGs requiring repayment or return of equipment in certain circumstances. Whilst no grant has been repaid we continue to recycle equipment to keep costs lower. 100 grants/loans with were completed in 2013-14 of which 64 were DFGs.

4. Implications if project not undertaken

If the programme does not continue then there will be limited alternative opportunities for householders to access the necessary funding to effect essential improvements and repairs to their homes. There will be an increase in the health related illnesses as a consequence of poor housing and financial impact on the NHS and social care budget. Our efforts to reduce fuel poverty and carbon emissions will be curtailed.

The programme is rolling five-year programme and there will be financial commitments carried over in to 2015-16. Some provision (approx 50% of the proposed budget) will need to be made to fund this element even if a decision to curtail the overall programme has to be exercised.

The programme is split between discretionary and mandatory schemes so that provision will need to be made to support a modified programme to deliver mandatory grants.

Failure to administer mandatory DFGs is likely to result in a high level of public dissatisfaction, legal challenges and ombudsman enquiries.

The proposed budget is sufficient to meet the priority needs set out in the home improvement policy. There would be a loss of income if the grant programme is scaled back. Almost all discretionary grants are conditional upon repayment on future sale of the property. This approach is a feature of the current policy and has generated increasing levels of repayments. Approximately £54,000 was repaid in 2013-14 which is helping to make the scheme more sustainable in future years.

5. Options

The nature of the programme is such that there are no alternative options. However the level of funding can be scaled back if there are insufficient resources. The implications of these are set out in section 3.

6. Consents required:		Yes/No			Yes/No
Planning Permission required?	no		Building Regulations required?		no
Any other consent required?	no				

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments						0
Consultants Fees						0
Other Fees						0
Equipment/Vehicle Purchases						0
Grants/Loans)	600	600	600	600	600	3,000
Other (please state)						0
TOTAL CAPITAL COST	600	600	600	600	600	3,000
Is the estimate based on quotations, detailed knowledge or estimate figure?	It is an outline estimate figure however the budget has matched expenditure in previous years.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts	60	60	60	60	60	300
Contributions						0
Grants	302	250	250	250	250	1,302
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	362	310	310	310	310	1,602
Is the estimate based on quotations, detailed knowledge or estimate figure?	It is an outline estimate figure however expenditure has matched the budget in previous years. Funding from 2016-17 has not yet been confirmed.					
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	N/A		
Component 2	N/A		

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:						

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	ICT Renewals Fund
Location	N/a
Landowner	N/a

Officer responsible for project	Steve Wragge-Morley
Service Unit responsible for project	Business Systems

Project champion/Councillor (if applicable)	Cllr Murray Grubb Junior
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1. Description of project

The ICT Renewals Fund is a rechargeable fund used to procure ICT hardware, software and services required to implement new ICT projects, replace existing hardware and infrastructure, and obtain software and licensing for ICT systems. There are several categories of expenditure and a process to ensure we allocate the fund appropriately.

Business Systems manages the fund. The Head of Business Systems has delegated authority to spend the fund. The Head of Business Systems approves all expenditure. The fund provides for the following types of ICT procurement.

1. Desktop hardware – for example, new or replacement thin clients, computers, printers, monitors used by staff.
2. Communications equipment – for example, telephone handsets, telephone switches and associated systems and licensing.
3. Infrastructure – for example, servers, switches, cabling, specialist appliances for security or other purposes such as electronic gateways for home working.
4. Software and licensing for desktop, server and systems – for example, Microsoft Office licences, database licenses.
5. Corporate projects and upgrades – for example, to upgrade the email system or the intranet to the current version or to introduce new corporate software such as web monitoring or network management tools.
6. Service based projects and upgrades – for example, to introduce a new module to the Revenues system or a replacement ticketing management system.

The fund only provides capital expenditure and cannot provide on-going costs such as annual maintenance (these are budgeted from service area revenue budgets).

We control expenditure through the fund in a number of ways. All bids to the fund have a business case and are processed through Business Systems to ensure that expenditure complies with the current ICT Strategy, meets corporate objectives, is technically appropriate, complies with all ICT policies (including security), avoids duplication, is consistent with other work in progress, can be appropriately supported during implementation and in use. Business Systems provide advice and assistance to services to ensure bids meet these criteria. All expenditure (other than routine or emergency equipment replacement) requires business case approval. Routine and emergency equipment replacement requires authorisation by the Head of Business Systems. Procurement from the fund complies with the usual procurement rules of the Council, based on the overall value of a project or item (over an appropriate period).

Expenditure from the fund takes the form of a loan to the relevant service paid back over a period of years (typically four years). This spreads the cost of the investment over part of the usable service life of the systems involved.

An appendix to this bid pro-forma shows the expected areas of expenditure over the coming twelve months and beyond. We can only estimate expenditure at this stage. We obtain accurate costing as part of the business case when Business Systems consider the bid for funding. Some bids

currently have no estimate of expenditure. We will add information about these additional items when available through the scoping and business case process.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	12 months	1 April 2015
Contract works		

3. Justification for project

ICT increasingly underlies service delivery across the Council. The proper funding of ICT systems, projects and software is vital to achieve the service aims of the Council. The ICT Renewals fund provides funding of ICT across all services. A rigorous process controls the individual items of expenditure whilst maintaining appropriate flexibility to expedite projects in a timely manner. There are no legal or statutory requirements other than the Council's procurement rules, although expenditure on ICT often enables services and systems compliance with updated legislation. For example, changes to Planning or Environmental Health regulations might require a change to business systems supporting those services.

ICT features directly or indirectly in all service plans as a means of delivering services and improvement. It is usual for services to utilise the ICT Renewals Fund to provide new systems and change existing systems. Even if funding for ICT is from another source, we still require business case approval by the Head of Business Systems. This ensures appropriate use of ICT.

ICT supports transformation in a number of significant areas including customer services where channel shift, customer management and telephony require ICT investment; automation where manual or old technology processes are updated to take advantage of the benefits of modern technology such as using workflow and the intranet; flexible working where home working, security, authentication, information management and partnership working all require ICT investment to enable the culture shift envisaged by this project. The ICT Renewals Fund provides the funding enabling this work to continue. Appropriate investment in new technology can reduce costs and increase efficiency.

Partnership working is an increasing trend. For instance, the Surrey wide Unicorn network is delivering savings for ICT networks in Surrey and enables partnership working, more efficient and cheaper telephony and other corporate services. This requires investment to take advantage of the benefits. Similarly, the new Surrey data centres enable partners to share systems and resources at lower cost than commercial alternatives. We expect that by April 2015, when this bid becomes effective, that the majority of server based computing will have been transferred to the Surrey data Centre. This is a major change in the way ICT services are provided and, as a consequence, IT Renewals funding is expected to be around £100,000 less than it would have been. A matching growth bid for revenue funding for the Surrey Data Centre has also been prepared.

There is an extant approval for £400,000 for the years 2015-16, 2016-17 and 2017-18. The cost of ICT Renewals does not have any borrowing implication because it is funded by reserve and repaid by revenue repayments. The attached schedule (Appendix 1) shows the investments and current known bids that we expect to come forward during the next 12 months and beyond. The schedule shows an estimated value and also the significance, scale and priority of the project, where known. An estimate covering anticipated expenditure on the hardware and software replacement required for the general running of the existing the ICT service is also included in the schedule. The higher bid for 2015-16 reflects our plans to deliver of many of these projects as part of our transformation programme leading to a digital council, during 2015. It is likely that other items will emerge during the year and the priority order will remain fluid until the start of the year.

4. Implications if project not undertaken

All services use ICT; it is increasing not decreasing in significance, and requires funding. If we do not use the ICT Renewals Fund for this purpose, we will require another funding mechanism to maintain services.

5. Options

The alternatives to the existing ICT Renewals Fund are to consider each item individually, which is not very practicable as the majority of items are small (such as individual replacement equipment items or software licences); to provide funds to each service to spend in their service area but this would greatly reduce the governance, corporate and strategic nature of ICT procurement and lead to disparities, security and compliance issues and could make operation of the systems very complex or even impossible, because so many elements of systems integrate. Increasingly, there is a need to consider the wider options of working with partners and making use of or linking in to existing ICT infrastructure and investments. Alternatively, if ICT services are outsourced, elements of future investment can be included in any contract arrangements.

The current arrangements have worked well over a number of years. Appropriate controls and reporting are in place providing a transparent process for the investment in future ICT projects.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	No	Building Regulations required?	No
Any other consent required?	No		

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments						0
Consultants Fees						0
Other Fees						0
Other (ICT)	515	500	350	350	350	2,065
TOTAL CAPITAL COST	515	500	350	350	350	2,065
Is the estimate based on quotations, detailed knowledge or estimate figure?	This estimate is an estimated figure based on previous experience.					

8. External Funding

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset

Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given

	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	The expected life of the assets varies for each item and project but is typically a minimum of five years.	£250,000	5 – 8 years
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:	Repayments into the fund appear in the revenue budget of the relevant services.					

Appendix to Capital Bid - ICT Renewals Funding										Date 29 August 2014				
Major ICT project	Project bid list items requiring IT Renewals funding	(C)urrent (F)uture project	Supports Transformation?	1=low				Estimate 1=<£1K 2=<£10K 3=<£50K 4=<£100K 5=>£100K	2015 - 16	2016 - 17	2017 - 18	Notes	Project status	
				Priority 1-5	Scale 1-10	Significance 1-10	Score (max 25)							
Section 1: ICT Service expenditure to retain functional estate														
	Replacement desktop hardware	C	Y	5	5	5	15	3	£10,000					
	Replacement Server hardware	O	Y	5	8	8	21	4	£5,000					
	Security systems and changes	O	Y	5	5	10	20	4	£20,000	£10,000	£10,000			
	Server storage capacity	O	Y	5	5	8	18	3	£5,000	£5,000	£5,000			
	Software licences	O	Y	5	8	8	21	5	£150,000					
								Sub total	£190,000	£15,000	£15,000			
Section 2: Corporate project bids														
	Customer Relationship Management / Case management	C	Y	5	5	8	18	5	£25,000	£25,000	£10,000	Includes Customer Service Centre functions, property and citizen accounts. Project starts 2013.	Bronze	
x	Information management - Scanning project	C	Y	4	8	9	21	5	£25,000	£25,000	£25,000		Bronze	
x	Electronic document and records management (File 360)	O	Y	4	8	9	21	4	£12,500	£12,500	£12,500		Bronze	
x	Intranet development programme	C	Y	5	3	7	15	3				Project feeds into flexible working and automation. Initial work in 2013.	Silver	
	Flexible working	F	Y	4	6	6	16	4	£60,000			Project feeds into flexible working. Need further research for this bid	Bronze	
x	Surrey Data Centre	C	Y	3	5	7	15	3	£10,000				Bronze	
	The office - video conferencing	F	Y	1	3	3	7	3	£25,000			Links to flexible working.	deminimus	
x	Unified communications	F	Y	3	6	8	17	4	£100,000			Supports flexible working.	Silver	
	WiFi at Millmead	C	Y	3	2	6	11	2	£25,000			Flexible working, meeting room facilities improvement.	deminimus	
								Sub total	£282,500	£62,500	£47,500			

Major ICT project	Project bid list items requiring IT Renewals funding	(C)urrent (O)ngoing (F)uture project	Supports Transformation?	1=low				Estimate 1=<£1K 2=<£10K 3=<£50K 4=<£100K 5=>£100K	2015 - 16	2016 - 17	2017 - 18	Notes	Project status
				Priority 1-5	Scale 1-10	Significance 1-10	Score (max 25)						
Section 3: Service Based Project bids													
x	Car Parks system replacement	F	Y	4	6	5	15	3	£0	£0	£0	Approx £50K from car parks reserves in 14/15.	Bronze
	Bereavement bookings	F					0	TBA				Awaiting further information on this bid.	tba
	Building control mobile working	F	Y	2	3	3	8	2	£8,000				deminimus
	eFinancials upgrade	F		2	6	6	14	3	£17,000			Likely to be around Nov 2015	Bronze
	Neighbourhood & Housing service/system improvement	C										Awaiting further information on this bid.	tba
	Planning Policy and local plan database	F					0	TBA				Awaiting further information on this bid.	tba
	Planning Electronic delivery of plans	F	Y				0	TBA				Awaiting further information on this bid.	tba
	Planning reporting server	F										Awaiting further information on this bid.	tba
	Procurement and tender management system (ITT and ITQs etc for Legal)	F		2	4	4	10	3				Possible purchase or use of SCC system	Bronze
	Universal credit customer interface	F	Y					TBA				Awaiting further information on this bid.	tba
	XRM link to eFinancials	F	Y	1	2	2	5	TBA				May be accommodated in the Purchase to Pay project or else internal development	tba
								Sub total	£25,000	£0	£0		
								TOTAL	£497,500	£77,500	£62,500		
<p>Project listing notes: Priority reflects the criticality of completing the project (often because it has an effect on existing systems or other projects). Scale is the size of the project. Significance is the benefit and effect of the project on either the organisation or the service. The expenditure in Section 1 is estimated based on typical annual costs incurred on replacement hardware and software caused by failure, service or staff changes. The projects in Part 2 and Part 3 of the listing are bids and subject to scrutiny and a decision process to determine if and when they should proceed. Much of the information required to complete the table will only become available as business cases are produced for each project bid. The process to complete Section 3 listing for future years is ongoing and more project bids are expected to be added. All bids in Section 3 are yet to be approved. Projects exceeding £50,000 in value will be subject to a separate Management Team report.</p>													

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Lift Replacement
Location	York Road, Farnham Road and Castle Car Parks
Landowner	GBC

Officer responsible for project	Paresh Rajani/Kevin McKee
Service Unit responsible for project	Operational Services

Project champion/Councillor (if applicable)	
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1. Description of project

To let a contract for the replacement of lifts in a number of housing sites and car parks

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	8	April 2015
Contract works	36 (phased with one set of lifts a year)	Jan 2016

3. Justification for project

The lifts are needed to provide access to the multi storey car parks particularly for those who find walking difficult. The existing lifts are old and have a higher risk of failure and maintenance costs are likely to rise. It is important that they are replaced. The lifts in Bedford Road were subject to a bid to the Executive and the cost will be split with housing as they serve the residential lifts as well as the car park.

The project will be funded from the car park maintenance reserve.

4. Implications if project not undertaken

The lifts will be subject to higher maintenance costs and more frequent failure

5. Options

Continue to repair the existing lifts

6. Consents required:	Yes/No	Yes/No
Planning Permission required?	No	Building Regulations required?
Any other consent required?	No	No

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments		130	130	130		390
Consultants Fees						0
Salaries: Property Services						0
Salaries: Housing Services		13	13	13		39
Salaries: Engineers						0
Other Fees						0
TOTAL CAPITAL COST	0	143	143	143	0	429
Is the estimate based on quotations, detailed knowledge or estimate figure?	The figures are estimates based on previous work. It is requested that the funding is taken from the car park maintenance reserve.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	The lifts should last for at least 20 years.		
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:	There are no expected additional revenue costs or savings.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	'Guildford gyratory package' for capital 'local contribution' to two replacement pedestrian and cycle bridges at Walnut Bridge and Wooden Bridge – Guildford Contribution to the Local Enterprise Partnership (LEP)
Location	Guildford borough
Landowner	Various – likely to be Surrey County Council as the Local Highway Authority, other public sector or third sector organisation

Officer responsible for project	Barry Fagg
Service Unit responsible for project	Planning Services

Project champion/Councillor (if applicable)	Cllr Stephen Mansbridge and Cllr Matt Furniss
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1. Description of project

This Bid for Funding will provide Guildford Borough Council's capital local contribution of £950,000 to the 'Guildford Gyratory Package' (the name of the package may be subject to change).

The capital local contribution of £950,000 million will be added to provisional funding allocation for £3.52 million from the Local Growth Fund, which is administered by the Enterprise M3 Local Enterprise Partnership (LEP). The total of £4.47 million is the capital cost for the package, as estimated by Surrey County Council.

The 'Guildford Gyratory Sustainable Approaches Package' consists of two schemes:

- The replacement of the existing Walnut Bridge, which provides a pedestrian connection between Walnut Tree Close and the Bedford Road area. The present structure allows for pedestrians and wheelchair users, with cyclists required to dismount. The aspiration for a replacement structure is that it would be a wider structure which allows for passage by pedestrians and wheelchair users, as at present, and also cyclists (without dismounting from their bicycles).
- The replacement of the existing Wooden Bridge, which provides a pedestrian connection between areas to the north and south of the east-west A3 trunk road and A25 Middleton Road/Woodbridge Road corridors. The present structure allows for pedestrians, with cyclists required to dismount. The aspiration for a replacement structure is that it would be a wider structure which allows for passage by pedestrians, cyclists (without dismounting from their bicycles) and wheelchair users.

Guildford Borough Council's capital local contribution will be limited to £950,000 to the capital cost of the package. Guildford Borough Council will prioritise the delivery of a replacement Walnut Bridge, such that should there be any increase in the total cost of the package for the two replacement bridges above £4.47 million, we will either expect to limit the package to the replacement Walnut Bridge scheme alone, or will ask Surrey County Council, the Highways Agency and/or the Enterprise M3 LEP to fund the additional cost. A Memorandum of Agreement will be agreed with the parties to agree the above.

There may be scope for Guildford Borough Council to recover some or all of its capital local contribution at a later date via planning contributions and, in future, from Community Infrastructure Levy financial contributions.

The Corporate Plan (April 2013- March 2016) states that the provision of effective infrastructure and transport services is one of the most pressing issues facing the borough today.

The Head of Planning Services will oversee negotiations regarding the arrangements for the allocation of Guildford Borough Council's capital local contribution, in consultation with the lead councillors with responsibility for planning and infrastructure.

The project is considered to be 'Important'.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	12-24 months	November 2014
Contract works	12-24 months	November 2016

3. Justification for project
The Corporate Plan (April 2013- March 2016) states that the provision of effective infrastructure and transport services is one of the most pressing issues facing the borough today.
The project provides wider network benefits, such as reduced congestion or an increase in sustainable transport.

4. Implications if project not undertaken
If the bid fails, it is significantly less likely that there will be investment in new transport schemes from the Local Growth Fund and other funding opportunities in 2016-17 and subsequent years.

5. Options
There are no further viable options.

6. Consents required	Yes/No	Building Regulations required?	Yes/No
Planning Permission required?	Yes.		No.
Any other consent required?	Consents from Surrey County Council for both bridges and Highways for replacement Wooden Bridge.		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments						0
Consultants Fees						0
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees						0
Gross cost of work - payment to Enterprise M3 LEP or their agent		2,369	2,100			4,469
TOTAL CAPITAL COST	0	2,369	2,100	0	0	4,469
Is the estimate based on quotations, detailed knowledge or estimate figure?	Surrey County Council's 'Strategic Economic Plan Investments – Initial Expressions of Interest' for 'Guildford Gyrotory Package' circulated 13 February 2014.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
SCC contributon			167			167
Enterprise M3 LEP Local Growth Fund		2,000	1,352			3,352
Total External Funding	0	2,000	1,519	0	0	3,519
Is the estimate based on quotations, detailed knowledge or is it an outline estimate figure?	Surrey County Council's 'Strategic Economic Plan Investments – Initial Expressions of Interest' for 'Guildford Gyrotory Package' circulated 13 February 2014.					
S106 reference number if known	n/a					

9. Expected useful life of the asset						
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given						
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)			
Component 1	Walnut Bridge	TBD	30 years.			
Component 2	Wooden Bridge	TBD	30 years			
10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:	<p>This section only relates to the replacement Walnut Bridge which is a Guildford Borough Council owned and maintained structure.</p> <p>Working assumption is that maintenance costs for replacement Walnut Bridge will remain as at present.</p> <p>Wooden Bridge is a Highways Agency owned and maintained structure and will remain that Highways Agency's responsibility.</p>					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Guildford Heart of Heritage - delivery phase (subject to us being successful in the development phase of the bid)
Location	Guildford Castle and Museum
Landowner	Guildford Borough Council

Officer responsible for project	Jill Draper
Service Unit responsible for project	Economic Development
Project champion/Councillor (if applicable)	Gordon Jackson

1. Description of project

The castle and museum development project, Guildford Heart of Heritage, is a major scheme that will unite these adjacent sites, transform them into a key cultural, tourist attraction and establish them as the heart of a new heritage quarter in Guildford. The Council is seeking significant funding for the project from the Heritage Lottery Fund (HLF).

The project includes a programme of major capital works covering:

- New build: new entrance and reception within the castle gardens; temporary exhibition space built into medieval ruins; a new building linking new spaces with the existing museum and providing lift access to all floors, public facilities and new display areas; a new café in the gardens serving the castle, gardens and museum
- Conservation of historic ruins and buildings
- New museum displays, telling the story of the town and acting as a gateway to the town's heritage
- Refurbishment of the Quarry Street side of the museum to form a learning suite and incorporate the Victorian Schoolroom setup, currently housed in 39 ½ Castle Street
- Interpretation of the castle site in the castle gardens

The project also includes a full programme of new or improved public services, events and activities that form part of its activity plan. An activity plan covers the services that will be delivered as part of the project. It is complementary to works to, and development of, the heritage site and is a requirement of the HLF. The activity plan starts before the redeveloped site is open to the public and extends over the first two years of opening.

The HLF's grant application process is in two phases and partnership funding from the applicant organisation is required at each:

- the first or development phase follows a successful first-round application to the HLF. During this phase, a maximum of two years, the project is worked up in detail. This leads to a second-round application to the HLF. Some partnership funding of the development phase was approved in 2012-13. In the current bid round officers have submitted a separate, second bid for partnership funding to provide the remainder of the development phase funding required.
- the second or delivery phase follows a successful second-round application to the HLF. During this phase the project is implemented and completed. This bid is for partnership funding of the delivery phase of the project.

The maximum funding that the HLF can contribute to a project at regional committee level is £1,999,999. This covers their total contribution across phases one and two. This bid seeks funding towards an estimated total delivery phase cost of £5.7 million, comprising £5 million capital costs and £0.7 million revenue. The breakdown of expected income is:

Source	Funding contributions
Total project costs	£5.7 million
HLF	(£1.7 million)
3 rd party fundraising	(£1.6 million)
Net cost to Council	£2.4 million

All figures are in draft form at this stage and will be refined and reviewed through the development phase. These costs will be finalised at the point of the second-round application to the HLF, projected date of submission, November 2016.

The third party fundraising target is not guaranteed, however, Guildford Cathedral have been successful in raising £1.3m between September 2013 and 2014 towards their HLF project. The Council has an outline fundraising strategy for the Heart of Heritage project, commissioned from an experienced fundraiser. It will begin work, shortly, on an initial action from this, setting up an appeal committee. This will be ready to launch an appeal should the Council achieve a first-round pass in March 2015. A fundraiser will also be employed during the project's development phase to promote the project and set up a full campaign. At date of preparing this form the Council has indicated a willingness to consider underwriting this sum, should the full target not be achieved. As fundraising will be carried out during the development phase, the success of the campaign will be known by the deadline for the second-round HLF application.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	12	Dec 2016
Contract works	45	Dec 2017

3. Justification for project

The success of this bid is essential to progressing the Castle and museum development project as without partnership funding, the Council will not be eligible for a second -round pass from the HLF and cannot be awarded grant funding.

After five years of development (to date) the project is an integral part of various Council plans and strategies including:

- the Guildford Borough Council Corporate Plan 2013-16, fundamental theme Economy and strategic priority, "Secure investment in Guildford town centre to improve the vitality and vibrancy of retail and heritage" and the action "Better integration of heritage within overall High Street offer and support investment in museum and castle complex and additional borough sites"
- the Guildford Town Centre Vision,
- the Visitor Economy Strategy
- the Heritage Services Forward Plan 2013- 2016 (approved by the Executive in 2013).

Close liaison with the HLF, English Heritage and specialist advisors have produced a project proposal which is believed to now be in a strong position to secure HLF funding. In addition, consultation with stakeholders and target audiences has demonstrated proof of local support for the scheme.

4. Implications if project not undertaken

If the Council does not make a financial contribution to the delivery phase of the HLF application, the project cannot secure second-round funding and cannot be delivered. Without substantial external funding the project cannot be implemented and the HLF is the only source of grant funding for this type and scale of project. This project is an important element of a number of Council strategic plans; not progressing the project will hamper the Council in achieving these.

5. Options

There are no other viable options for this project

6. Consents required	Yes/No		Yes/No
Planning Permission required?	Yes	Building Regulations required?	Yes
Any other consent required?	Yes	Listed building consent Scheduled monument consent	Listed building consent Scheduled monument consent

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition	0	0	0	0	0	0
Contractor Payments	0	0	740	1,480	740	2,960
Consultants Fees	0	141.5	141.5	141.5	0	424.5
Equipment/Vehicle Purchases	0	0	450	0	0	450
Contingency	0	0	150	150	150	450
Other (inflation)	0	0	225	225	225	675
TOTAL CAPITAL COST	0	141.5	1,706.5	1,996.5	1,115	4,959.5
Is the estimate based on quotations, detailed knowledge or estimate figure?	Indicative figures, based on 3 rd party estimates, HLF requirements and first draft profiling. These will be revised and refined during the 18 month development phase, which follows a first-round HLF pass. Final figures will be produced for the second-round HLF application in 2016-17.					

8. External Funding

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						
Contributions						
HLF grant	0	41	494.9	579	323.4	1,438.3
S106						
External fundraising	0	39.6	477.8	559	312.2	1,388.6
TOTAL EXTERNAL FUNDING	0	80.6	972.7	1,138	635.6	2,826.9
Is the estimate based on quotations, detailed knowledge or estimate figure?	Grant sum is based on estimated HLF grant contribution and current 3 rd party fundraising target. These are indicative figures with first draft profiling. They will be revised and refined during the 18 month development phase, which follows a first-round HLF pass. Final figures will be produced for the second-round HLF application in 2016-17.					
S106 reference number if known						

9. Expected useful life of the asset

Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof both the useful lives and cost of replacing each component part are given

	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1		Not known at present	
Component 2		Not known at present	

10. Revenue Implications						
	2016-17	2017-18	2018-19	2019-20	2020-21	Total
	£000	£000	£000	£000	£000	£000
Employees' costs	0	0	73.6	147.1	73.6	294.3
Other costs		20.8	111.7	193.8	102.8	429.1
Less additional income		(12.4)	(110.0)	(202.3)	(104.7)	(429.4)
Net additional expenditure/(income)		8.4	75.3	138.6	71.7	294
Please provide further details:	<p>Employees costs include training and travel.</p> <p>Other costs covers activity costs (including direct costs of planning and delivering services and volunteer "in kind" costs).</p> <p>Additional income covers estimated HLF grant contribution, volunteer in kind income and current 3rd party fundraising target.</p>					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Woodbridge Road Sports ground Invest to Save
Location	Woodbridge Road Sports ground (Charitable site)
Landowner	Guildford Borough Council (Trustee of the Land)

Officer responsible for project	Paul Stacey
Service Unit responsible for project	Parks & Leisure

Project champion/Councillor (if applicable)	Councillor Mansbridge
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1. Description of project

Partnership funding to facilitate investment by Surrey County Cricket Club in to redeveloping the pavilion as a community asset to derive income to reinvest in to the charitable land.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	12	September 2014
Contract works	6	October 2015

3. Justification for project

The Council is the Trustee of the Woodbridge Road Sports ground Charity and subsidises the site. The Council has an opportunity to establish a joint venture with Surrey County Cricket Club and Guildford Cricket Club to improve the facilities to further the charity and reduce the revenue burden on the Council.

This venture involves the creation of a management company, and a capital contribution to improve the pavilion and spectator facilities on the site to increase community use and income generating potential to further the charity. Surrey County Cricket will lead on the delivery of the project and be a funding partner along with Guildford Cricket Club. This will also see the Councils grant to the cricket festival drop to zero in the coming years. The ground will officially be used as Surrey County Cricket Clubs second match venue after the oval

The venture is fully contingent on approval from the Charity Commission due process where if approved a 50 year lease will be granted to Woodbridge Road Sports ground Management Company.

This bid is for £150,000.

4. Implications if project not undertaken

No financial savings will be achieved by the Council and we will continue to subsidise the site.

5. Options

No others available as the site is currently leased to Guildford Cricket Club and they have security of tenure. They are willing to surrender the lease under this venture

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	Yes	Building Regulations required?	Yes
Any other consent required?	Yes	Charity Commission	

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments	1,162					1,162
Consultants Fees						0
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees						0
TOTAL CAPITAL COST	1,162	0	0	0	0	1,162
Is the estimate based on quotations, detailed knowledge or estimate figure?	Estimate and agreed budget between partners. Surrey County Cricket club to deliver the scheme, GBC contribution £150,000					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts	475					475
Contributions	250					250
Grants	50					50
S106	237					237
TOTAL EXTERNAL FUNDING	1,012	0	0	0	0	1,012
Is the estimate based on quotations, detailed knowledge or estimate figure?	Estimate and known. Conditional on Charity Commission approval for receipts. £250,000 agreed from Surrey County Cricket Club. Grants & S106 TBC					
S106 reference number if known	13/P/02216, 14/P/00963, 14/P/01614 , 14/P/01246					

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Pavilion	1,100,000	35
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs	70					70
Less additional income			(106)	(20)		0
Net additional expenditure/(income)	70	0	(106)	(20)	0	(56)
Please provide further details:	There will be a one-year cost of supporting the establishment of a management company then the Councils revenue subsidy to the charity can drop to c £45,000, and a new lease granted at a new market rent providing an annual net saving of around £126,000. This however is contingent on the final business model being agreed between the various parties. Over 10 years it may be possible for the Councils residual subsidy to drop to zero, giving an annual saving of £171,000. ALL SAVINGS ARE CONTINGENT ON AGREEMENT OF THE FINAL BUSINESS MODEL					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Playground Refurbishment Programme
Location	Sites across the borough
Landowner	Guildford Borough Council

Officer responsible for project	Sally Astles
Service Unit responsible for project	Parks & Leisure Services

Project champion/Councillor (if applicable)	
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1. Description of project

Parks and Leisure Services are currently developing a new 'Playground Strategy' to cover a full review of our play equipment, its play value, condition and area provision. An assessment of their play value has been completed which highlights the play areas most in need of refurbishment.

Some playgrounds have been improved using s106 funds but unfortunately, this is limited to the wards the development occurs. Many of our playgrounds are in wards where development is not possible, or very limited, and funds do not come forward and therefore these are falling short of the standard achieved in the more prosperous wards. This bid seeks to secure funds to help to address this inequality and provide refurbishment opportunities where it is most needed, rather than just where the s106 is available.

The refurbishment programme will systematically address outdated and tired equipment, including any equipment that does not conform to the EN BS1176 standard. The new equipment will provide for more inclusive and challenging play and will seek to harmonise with the local environment. Replacing old equipment saves time on repairs and allows us to introduce equipment that has been newly developed to meet up to date standards and new thinking on play.

A new more exciting playground creates a positive environment for a child to play and social development with others. Equipment that has high play value has less risk of vandalism, thus creating a safer environment. This capital investment will help to provide the children of the borough with innovative play provision, meeting the needs of both able bodied and children with special needs.

Included in the programme is a refurbishment of Ash Parish Council's skate park funded by a combination of s106 from the ward and a £10,000 capital investment.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	3 months per site	TBC
Contract works	Up to 3 months per site	TBC

3. Justification for project

- Under statute law, there are a number of Acts whose provisions include playgrounds. The key ones are:

Health and Safety at Work Act (1974). There is a duty under Sections 3 and 4 to ensure the health and safety of users, so far as is reasonably practicable. The Health and Safety Executive looks for a systems approach to safety and for playgrounds to meet relevant standards.

Occupier's Liability Act (1957, Revised 1984). This Act requires that people can expect to be reasonably safe when using a playground. Greater care is required where children are concerned.

Children Act (1989). Facilities that have been registered under the Act's requirements need to be safe and suitable for their purpose and meet relevant standards.

2. The works fit in with the Councils Key Strategic Priorities by helping to drive Key Delivery Targets in the following ways:
 - Sustainable local environment – will improve the quality of the natural environment
 - Safe and vibrant community – will contribute towards improving the lives of vulnerable groups (for example, through the provision of a disability roundabout and accessible up to date play equipment)
 - Dynamic economy – it will sustain the Borough’s role as a centre for cultural, heritage and leisure provision, and make it a better place to live and work.

3. The works fit in with the Council’s Corporate Plan by supporting the themes:
 - Development – to ensure that there is appropriate infrastructure, commercial space and a range of homes, built sensitively, without damaging our heritage or countryside.
 - Sustainability – to ensure the services we provide and the borough develops and grows, in the most sustainable way.
 - Society – to evolve a self-reliant and sustaining community, while supporting our most vulnerable residents.

4. Efficiency gains include:
 - Greater use of facilities and land.
 - Reduction in maintenance costs of the existing old equipment.

5. Customer satisfaction through modern, up to date playgrounds of a good standard throughout the borough.

4. Implications if project not undertaken

- Some playgrounds will continue to decline. We do not have sufficient revenue budget to invest in them to the extent required. Refurbishing a play area is very expensive with items of play equipment costing thousands of pounds plus safety surface (where applicable) and installation.
- Unequal provision throughout the borough as capital is only available in wards where there is development potential. For instance, wards such as Westborough and Onslow will have to ‘make do’ whilst other areas have new play areas with the latest equipment.
- Complaints arising from comparisons with other play areas, where s106 has been used to refurbish them will continue and increase.
- Increased resources will be spent on responding and dealing with repairs and maintaining older equipment.
- Possible closure of playgrounds. Very old equipment can become unsafe and ultimately this results in closure as are unlikely to be able to fund the refurbishment through revenue.

5. Options

None, other than s106 as mentioned.

6. Consents required:		Yes/No			Yes/No
Planning Permission required?	Not usually	Building Regulations required?			No
Any other consent required?	No				

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments					120	120
Consultants Fees						0
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees						0
Equipment/Vehicle Purchases						0
TOTAL CAPITAL COST	0	0	0	0	120	120
Is the estimate based on quotations, detailed knowledge or estimate figure?	Outline estimate from knowledge. Money is already in the provisional capital programme for 2015-16 to 2018-19.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Play equipment		10
Component 2	Playground surface		5

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:						

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Guildford Riverside Route – Phases 2 and 3 (Millmead to Artington Park and Ride and/or Shalford, and A320 Woking Road to Bowers Lane/Clay Lane respectively)
Location	<p>The Phase 2 scheme connects the key trip generators and attractors in Guildford town centre, business, industrial and retail parks and estates, and the designated 'priority place' of Stoke ward, to, or near to, the following further key trip generators and attractors in the St Catherines and Artington areas: the University of Law, the Surrey Police headquarters at Mount Browne, the Guildway Business Park, the Quadrum Business Park and the well-used 719 space Artington Park & Ride. Alternatively, or additionally, there are also opportunities to improve the existing traffic-free pedestrian and cycle route through Shalford Park onto Dagley Lane, and connections beyond to Shalford.</p> <p>The Phase 3 scheme additionally connects to the above to the Slyfield Industrial Estate and the Slyfield Area Regeneration Project (SARP) site, which the Draft Local Plan Strategy and Sites (GBC, July 2014) proposes to allocate for an estimated 1,000 homes together with significant employment uses, a new council waste management depot, waste facilities, a new sewage treatment works (relocated within the site) and a local retail centre.</p>
Landowner	National Trust and Guildford Borough Council

Officer responsible for project	Barry Fagg
Service Unit responsible for project	Planning Services

Project champion/Councillor (if applicable)	Cllr Matt Furniss
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1. Description of project

This Bid for Funding will provide Guildford Borough Council's capital local contribution of £600,000 to the Guildford Riverside Route – Phases 2 and 3 (Millmead to Artington Park and Ride and/or Shalford, and A320 Woking Road to Bowers Lane/Clay Lane respectively).

The capital local contribution of £600,000 will be supplemented by a funding allocation for £1.8 million from the Local Growth Fund, which is administered by the Enterprise M3 Local Enterprise Partnership (LEP). The total of £2.4 million is the capital cost for the scheme.

The Corporate Plan (April 2013 - March 2016) states that the provision of effective infrastructure and transport services is one of the most pressing issues facing the borough today.

The existing improved towpath plus the Phase 1 extension of the Guildford Riverside Route (the subject of a separate Bid for Funding) will provide a continuous high-quality, traffic-free cycling and walking route between key trip generators and attractors in Guildford, namely between Guildford town centre, business, industrial and retail parks and estates, and the designated 'priority place' of Stoke ward, as well as improving the cycling and walking connection from the Stoke ward to the Stag Hill campus of the University of Surrey.

The Guildford Riverside Route – Phase 2 (Millmead to Artington Park and Ride and/or Shalford) improves connections to the University of Law, the Surrey Police headquarters at Mount Browne, the Guildway Business Park, the Quadrum Business Park and the well-used 719 space Artington Park & Ride. Alternatively, or additionally, there are also opportunities to improve the existing traffic-free pedestrian and cycle route through Shalford Park onto Dagley Lane, and connections beyond to Shalford.

The Guildford Riverside Route – Phase 3 (A320 Woking Road to Bowers Lane/Clay Lane) additionally connects to the above to the Slyfield Industrial Estate and the Slyfield Area Regeneration Project (SARP) site, which the Draft Local Plan Strategy and Sites (GBC, July 2014) proposes to allocate for an estimated 1,000 homes together with significant employment uses, a new council waste management depot, waste facilities, a new sewage treatment works (relocated within the site) and a local retail centre.

Phases 1, 2 and 3 of the Guildford Riverside Route will contribute significantly towards realising walking and cycling networks linking residential areas to key locations in Guildford. This is a key recommendation of the long-term movement strategy to 2050 set out in the Guildford Town and Approaches Movement Study (GTAMS) (Arup, 2014).

The project is considered to be 'Important'.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	12 months	April 2015
Contract works	12 months	April 2016

3. Justification for project

This Bid for Funding will provide Guildford Borough Council's capital local contribution of £600,000 to the Guildford Riverside Route – Phases 2 and 3 (Millmead to Artington Park and Ride, and A320 Woking Road to Bowers Lane/Clay Lane respectively).

The capital local contribution of £600,000 will be supplemented by a funding allocation for £1.8 million from the Local Growth Fund, which is administered by the Enterprise M3 Local Enterprise Partnership (LEP). The total of £2.4 million is the capital cost for the scheme.

The Corporate Plan (April 2013- March 2016) states that the provision of effective infrastructure and transport services is one of the most pressing issues facing the borough today.

The existing improved towpath plus the Phase 1 extension of the Guildford Riverside Route (the subject of a separate Bid for Funding) will provide a continuous high-quality, traffic-free cycling and walking route between key trip generators and attractors in Guildford, namely between Guildford town centre, business, industrial and retail parks and estates, and the designated 'priority place' of Stoke ward, as well as improving the cycling and walking connection from the Stoke ward to the Stag Hill campus of the University of Surrey.

The Guildford Riverside Route – Phase 2 (Millmead to Artington Park and Ride and/or Shalford) improves connections to the University of Law, the Surrey Police headquarters at Mount Browne, the Guildway Business Park, the Quadrum Business Park and the well-used 719 space Artington Park & Ride. Alternatively, or additionally, there are also opportunities to improve the existing traffic-free pedestrian and cycle route through Shalford Park onto Dagley Lane, and connections beyond to Shalford.

The Guildford Riverside Route – Phase 3 (A320 Woking Road to Bowers Lane/Clay Lane) additionally connects to the above to the Slyfield Industrial Estate and the Slyfield Area Regeneration Project (SARP) site, which the Draft Local Plan Strategy and Sites (GBC, July 2014) proposes to allocate for an estimated 1,000 homes together with significant employment uses, a new council waste management depot, waste facilities, a new sewage treatment works (relocated within the site) and a local retail centre.

Phases 1, 2 and 3 of the Guildford Riverside Route will contribute significantly towards realising walking and cycling networks linking residential areas to key locations in Guildford. This is a key recommendation of the long-term movement strategy to 2050 set out in the Guildford Town and Approaches Movement Study (GTAMS) (Arup, 2014).

4. Implications if project not undertaken

If the bid fails, the Council will not be able to deliver the scheme in 2016-17.

5. Options

There are no further viable options.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	No.	Building Regulations required?	No.
Any other consent required?	No. The National Trust is the landowner of the River Wey & Godalming Navigations towpath and Guildford Borough Council is the landowner of Shalford Park. Accordingly land ownership matters are settled which will facilitate the timely delivery of the potential schemes.		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments		2,400				2,400
Consultants Fees						0
Other Fees						0
Payment to Enterprise M3 LEP or their agent						0
TOTAL CAPITAL COST	0	2,400	0	0	0	2,400
Is the estimate based on quotations, detailed knowledge or estimate figure?	Outline estimate figure. GBC contr £600,000					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Enterprise M3 LEP Local Growth Fund		1,800				1,800
TOTAL EXTERNAL FUNDING	0	1,800	0	0	0	1,800
Is the estimate based on quotations, detailed knowledge or estimate figure?	Outline estimate figure.					
S106 reference number if known	n/a					

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	High-quality, traffic-free cycling and walking route along the River Wey & Godalming Navigations towpath	£2.4 million	15 years.
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:	The towpath is a National Trust asset and the upgraded route will be maintained by the National Trust. The existing traffic-free pedestrian and cycle route through Shalford Park is maintained by Guildford Borough Council.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Capital local contribution to transport schemes for future Local Growth Fund and other funding opportunities
Location	Guildford borough
Landowner	Various – likely to be Surrey County Council as the Local Highway Authority, or other public sector or third sector organisation

Officer responsible for project	Barry Fagg
Service Unit responsible for project	Planning Services

Project champion/Councillor (if applicable)	Cllr Stephen Mansbridge and Cllr Matt Furniss
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1. Description of project

The Corporate Plan (April 2013- March 2016) states that the provision of effective infrastructure and transport services is one of the most pressing issues facing the borough today.

The project is considered to be 'Important'.

There may be scope for Guildford Borough Council to recover capital 'local contributions' at a later date via planning contributions and, in future, from Community Infrastructure Levy financial contributions.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	12	April 2015
Contract works	12-36 months	April 2016

3. Justification for project

This Bid for Funding will provide the capital local contribution to transport schemes for future Local Growth Fund and other funding opportunities. It should be considered in conjunction with the revenue Growth Bid Proposal for 'Feasibility and design of transport schemes for future Local Growth Fund and other funding opportunities'.

The Enterprise M3 Local Enterprise Partnership (LEP) is responsible for reviewing, prioritising and approving transport scheme proposals for which funding is sought from the Local Growth Fund, based on advice from its Local Transport Body (LTB). The assurance framework used by the LTB identifies that the prioritisation process will favour proposed transport schemes with a larger capital 'local contribution' from the lead organisation (promoter) and/or their partners, as one aspect considered together with wider value for money and deliverability.

Surrey County Council's position² is that it and the relevant borough/district council will be 'beneficiaries of these transport schemes', and that a cost sharing mechanism for the 'local contributions' should reflect the benefits the scheme provides, such that:

- where a scheme will unlock a significant development opportunity, the prime beneficiary will be the borough/district council that will realise greater economic and financial benefits from this development, and as such, for this type of scheme the borough/district council should make a significant contribution to the funding to reflect the benefits they will realise.
- where a scheme will not lead directly to economic development but will provide wider network benefits, such as reduced congestion or an increase in sustainable transport, the borough/district contribution is lower than it might be were significant development released, as Surrey County Council as highway authority is the prime beneficiary.

Thus, at present and in the foreseeable future, requests will be made to Guildford Borough Council by Surrey County Council to provide a capital 'local contribution' for proposed transport schemes for future Local Growth Fund bidding rounds based on Surrey County Council's cost sharing mechanism. Experience to date is that the capital 'local contribution' is 25% of the capital cost of the proposed transport scheme. Thus, based on Surrey County Council's cost sharing mechanism, where a scheme will unlock a significant development opportunity, Guildford Borough Council will be asked to provide the full capital 'local contribution' of 25% of the capital cost of the proposed transport scheme. And where a scheme will not lead directly to economic development but will provide wider network benefits, Guildford Borough Council will be asked to provide half the capital 'local contribution', with Surrey County Council providing the other half.

Surrey County Council's approach to bidding is to focus on transport schemes costing £5 million or less. So, for examples, for a bid to the Local Growth Fund for a £4 million transport scheme providing wider network benefits, Guildford Borough Council would be asked to provide a £0.5 million capital 'local contribution', representing 12.5% of the total capital cost of the proposed transport scheme.

There may be scope for Guildford Borough Council to recover capital 'local contributions' at a later date via planning contributions and, in future, from Community Infrastructure Levy financial contributions.

The revenue Growth Bid Proposal for 'Feasibility and design of transport schemes for future Local Growth Fund and other funding opportunities' will allow Guildford Borough Council to define future transport schemes which deliver the Council's priorities.

The Corporate Plan (April 2013- March 2016) states that the provision of effective infrastructure and transport services is one of the most pressing issues facing the borough today.

² See item 10 'Supporting Economic Growth through Investment in Highways Infrastructure' at Surrey County Council's cabinet meeting on 23 September 2014, available at <http://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=120&Mid=3689&Ver=4>

Guildford Borough Council continues to work with Surrey County Council, the Highways Agency, the local enterprise partnership and other agencies to develop short, medium and long-term interventions that tackle traffic congestion and promote sustainable transport modes, giving people a real choice about how they travel.

The Head of Planning Services will oversee negotiations regarding the arrangements for the allocation of the capital allocation, in consultation with the lead councillors with responsibility for planning and infrastructure.

4. Implications if project not undertaken

If the bid fails, it is significantly less likely that there will be investment in new transport schemes from the Local Growth Fund and other funding opportunities in 2016-17.

5. Options

There are no further viable options.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	Depends on the transport schemes developed and promoted. 'No' for schemes within existing highway boundaries.	Building Regulations required?	Depends on the transport schemes developed and promoted.
Any other consent required?	Depends on the transport schemes developed and promoted.		

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments						0
Consultants Fees						0
Other Fees						0
Payment to Enterprise M3 LEP or their agent		4,000				4,000
TOTAL CAPITAL COST	0	4,000	0	0	0	4,000
Is the estimate based on quotations, detailed knowledge or estimate figure?	Based on rationale set out in section (3).					

8. External Funding

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Enterprise M3 LEP Local Growth Fund and capital local contribution from Surrey County Council		3,500				3,500
TOTAL EXTERNAL FUNDING	0	3,500	0	0	0	3,500
Is the estimate based on quotations, detailed knowledge or estimate figure?	Based on rationale set out in section (3).					
S106 reference number if known	n/a					

9. Expected useful life of the asset

Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given

	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Depends on the transport schemes developed and promoted.	£4 million	15 years or longer
Component 2			

10. Revenue Implications

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:	Infrastructure owner is likely to be Surrey County Council as the Local Highway Authority or other public sector or third sector organisation. Also depends on the transport schemes developed and promoted.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Acquisition of Burial Ground and Development of Burial Ground
Location	Guildford Borough
Landowner	Unknown

Officer responsible for project	Paul Stacey
Service Unit responsible for project	Parks & Leisure

Project champion/Councillor (if applicable)	
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1. Description of project

The fundamental service review of Bereavement Services identified a shortage of burial space and the need to acquire a new site. This is essential to sustain bereavement services for the boroughs residents and work has progressed on the assessing suitable sites for acquisition.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	12-24	06/15
Contract works	12-48	06/16

3. Justification for project

The Fundamental Service Review of Bereavement Services identified a shortage of burial space and it was agreed by the Executive to seek a new burial ground subject to the business case involved. The Council has approximately five years of burial space left and is currently not able to cater for a range of faiths and cultures in an increasingly diverse society with a growing population. Some sites have been identified that may be possible to develop and therefore funding is required to acquire and develop a site.

The cost of acquisition and development is difficult to estimate and will require feasibility work for which funds have already been approved both capital and revenue and this work is progressing.

A site of a minimum of five acres is required to create a viable site from a financial perspective. The development of a site can be phased as the need for burial space arises reducing annual maintenance costs. Typical indications suggest that the first acre costs in the region of £250,000 to develop with each subsequent acre costing in the region of £50,000. These figures are however fully contingent on the level of infrastructure required such as roads, types of burials offered, paths, highway improvements, drainage and so on.

4. Implications if project not undertaken

The Council will not be able to provide burial space for an increasing population and many will not have access to this provision due to where they live and their faith and culture. Once the Council burial grounds are full income will no longer be derived from them putting further pressure on the revenue budget.

5. Options

Reuse of existing Graves. Currently this is not feasible due to legislation, resource, reputational and cultural implications

6. Consents required:	Yes/No	Yes/No	Yes/No
Planning Permission required?	Yes	Building Regulations required?	Yes
Any other consent required?	Yes	Environment Agency GP3	

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition	750	0				750
Contractor Payments	0	750				750
Consultants Fees	250	0				250
Salaries: Property Services	0	0				0
Salaries: Housing Services	0	0				0
Salaries: Engineers	0	0				0
Other Fees	0	0				0
TOTAL CAPITAL COST	1,000	750	0	0	0	1,750
Is the estimate based on quotations, detailed knowledge or estimate figure?	This estimate is unknown depending on which site, land values and development cost. Potential burial ground values have more value than agricultural land currently in the region of £8,000-£10,000 per acre and therefore the cost could be significantly less than the funds being bid for.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Burial ground	1,650,000	100 years
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs			50	50	50	150
Other costs			20	20	20	60
Less additional income			(50)	(70)	(90)	(210)
Net additional expenditure/(income)	0	0	20	0	(20)	0
Please provide further details:	Costs of employees, plant, site and utilities. Income derived from sales of grave spaces, vaults, crypts and memorials some of which will derive occasional high values. Typically 600 burials per acre can be achieved. Each burial can derive in the region of £2,260 at the current level of fees and charges achieving £1.356 million of income per acre. However many factors come in to play such as the rate of burial per annum, type of burial, maintenance costs utilities etc. Until a site is known and the business case is tested it is hard to forecast the revenue implications for the Council.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Renewables Programme Development
Location	Various locations at GBC operations
Landowner	GBC

Officer responsible for project	Chris Reynolds
Service Unit responsible for project	Corporate Development

Project champion/Councillor (if applicable)	Matt Furniss
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1. Description of project

This capital bid relates to new funds needed to support the implementation of recommendations that come out of the Renewables mapping exercise that has not yet completed so the recommendations can only be anticipated at this stage.

This bid also includes £25,000 for a micro scale hydro-electric generator at a weir, something that we can anticipate from the renewables mapping exercise and would be required as a minimum if we are to have a credible interest in reducing our carbon foot-print – and given the lack of scope for wind power.

Finally this bid includes an amount of £40,000 for a water source heat pump project at the electric theatre, again utilising the renewables opportunity of the river. This project has very high reputational benefits which balance the likely lower financial payback. The reputational benefits are likely to include ministerial interest through being at the vanguard of the implementation of this technology, and the uniqueness of the scheme itself (using the cooling pipes from the old power station to provide heat to the theatre).

This bid links to bid ED5 – Electric Theatre boilers

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	3	Aug 2015
Contract works	5	November 2015

3. Justification for project

The scheme should go ahead because it provides:-

- carbon savings
- long term financial savings with ultimate payback on capital
- additional savings in carbon allowance costs
- reduced reported carbon foot-print
- very high reputational benefits
- local generation of electricity provides better resilience in the face of the UK not being able to meet demand through centralised supply.

The scheme directly supports “promoting sustainability”, “reduced energy consumption”, “protecting our environment”.

The projected value of energy savings as a result of this project are detailed in table 10.

4. Implications if project not undertaken

Higher energy and carbon costs now and in the future. Poorer reputation for GBC.

5. Options

The projects are carefully considered to give maximum benefit based on carbon savings and financial payback.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	Yes	Building Regulations required?	Yes
Any other consent required?	Yes	Permit for extraction from the river	

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments	40					40
Consultants Fees	25					25
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees						0
Equipment/Vehicle Purchases						0
TOTAL CAPITAL COST	65	0	0	0	0	65
Is the estimate based on quotations, detailed knowledge or estimate figure?	Outline estimate based on known costs from a limited number of similar schemes already implemented.					

8. External Funding

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset

Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given

	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Installation – Heat Pump	40,000	25
Component 2	Installation – Small hydro plant	25,000	25

10. Revenue Implications

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs	0	(3)	(7)	(7)	(7)	(24)
Less additional income						0
Net additional expenditure/(income)	0	(3)	(7)	(7)	(7)	(24)
Please provide further details:	Projections based on the energy generated from the operation of a hydro-electric generator and energy savings from a water source heat pump.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Void investment property refurbishment fund
Location	
Landowner	Guildford Borough Council

Officer responsible for project	Alison Peet
Service Unit responsible for project	Economic Development

Project champion/Councillor (if applicable)	Nigel Manning
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1. Description of project

Essential project: An extension to the fund of £100,000 per annum to refurbish any void investment properties in order to facilitate re-letting as soon as possible.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.		
Contract works	Ongoing	Jan 2014

3. Justification for project

Any investment property which becomes vacant, whether as a result of lease expiry, surrender or even forfeiture, which is in need of works being carried out, requires funding through this scheme, which was originally set up in February 2013.

It fits with the economy theme in the Corporate Plan as it secures investment, supports businesses and growth and employment and with the developing our council theme as it increases income.

4. Implications if project not undertaken

Properties will remain vacant and unlet or we will have to reduce the rent substantially to reflect the works required, thereby reducing our rent roll.

5. Options

Other options such as not carrying out refurbishment and attempting to market the properties in need of work would lead to significant void periods and/or substantial rent reductions.

6. Consents required:	Yes/No	Yes/No
Planning Permission required?		Building Regulations required?
Any other consent required?		

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments	100	100	100	100	100	500
Consultants Fees						0
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees						0
TOTAL CAPITAL COST	100	100	100	100	100	500
Is the estimate based on quotations, detailed knowledge or estimate figure?	Outline estimate figure. 2015-16 to 2017-18 are already in the programme					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?	N/a					
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1			
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:						

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Provision of a single gypsy pitch
Location	Wyke Avenue Normandy
Landowner	Guildford Borough Council

Officer responsible for project	Samantha Hutchison
Service Unit responsible for project	NHMS

Project champion/Councillor (if applicable)	
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1. Description of project

The provision of a single public pitch for a gypsy/traveller household. The pitch would be let following an allocation to a household made in accordance with our allocation policy. There is a clearly established need for more pitches for this section of our community and a shortfall of potential sites.

Securing the provision of additional pitches is a priority under the Development theme set out in our Corporate Plan.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	4 months	February 2015
Contract works	3 months	June 2015

3. Justification for project

Securing the provision of additional pitches is a priority under the Development theme set out in our Corporate Plan. Whilst we do not have a statutory duty to provide pitches, the Council is clear in its approach to supporting all minority groups. Such provision clearly demonstrates our commitment.

There is a requirement through the Local Plan process that we secure adequate accommodation provision against the objectively assessed need. Both the need and shortfall are accepted in respect of this group and securing additional accommodation is proving extremely challenging.

4. Implications if project not undertaken

We will not reduce the shortfall in the identified need. This may lead to an increase in unauthorised encampments or further overcrowding on the existing sites.

5. Options

The location of the site is such that planning permission is only likely to be possible if it is considered to be a rural exception site. This means it cannot be for owner occupation.

A Housing Association is unlikely to promote such a scheme as it's a one off pitch and will not generate a sufficient financial return.

6. Consents required:	Yes/No	Yes/No	Yes/No
Planning Permission required?	Yes	Building Regulations required?	Yes
Any other consent required?	Usual development consents		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments	120	5				125
Consultants Fees	10					10
Salaries: Property Services						0
Salaries: Housing Services	10					10
Salaries: Engineers	3					3
Other Fees	10					10
TOTAL CAPITAL COST	153	5	0	0	0	158
Is the estimate based on quotations, detailed knowledge or estimate figure?	Outline estimate					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants	20					0
S106						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?	Subject to successful bid and prevailing HCA policy at the time. At this point would not take into account.					
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Infrastructure and buildings	110,000	60
Component 2	Fittings	10,000	20

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs	1.5					1.5
Less additional income	(2.9)					(2.9)
Net additional expenditure/(income)	(1.4)	0	0	0	0	0
Please provide further details:	Assumed 85% collection rate for rent					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Replacement Roof and Steel repairs at Spectrum
Location	Guildford Spectrum
Landowner	Guildford Borough Council

Officer responsible for project	Jonathan Sewell
Service Unit responsible for project	Parks & Leisure

Project champion/Councillor (if applicable)	
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1. Description of project

The project is the progressive replacement of the five main roofs that cover Guildford Spectrum. The project also covers repairs to structural steelwork due to the effects of corrosion and its subsequent repainting with specialist coating. Improved ground drainage is also required to reduce the chances of future leaks.

This project is essential to maintain the usability and safety of the structure in the long term. Building Regulations require a higher standard of insulation be installed which will affect the profile of the roofs. This will improve energy consumption but the impact of this will be very difficult to measure in advance. The roof glazing will also require changing as the roof profile will change and the glazing is nearing the end of its life and failure to do this now would require a further closure in the relatively near future. In order to reduce the corrosive impact of the pool water and condensation the air handling in the swimming pool hall also requires to be upgraded.

This project will require the progressive partial closure of Guildford Spectrum while work takes place.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	16 months	December 2014
Contract works	20 months	April 2016

3. Justification for project

Guildford Spectrum is the largest leisure complex of its type in the UK. It contains an international standard ice rink, 4 swimming pools, a 32 lane ten pin bowling centre, multi-court sports hall, squash courts, children's soft play, a fully equipped health and fitness suite and an athletics and football stadium. The complex also hosts over 60 major events each year, including national league Ice hockey and basketball. Spectrum attracts 1.7 million visits each year, with the busiest week being the February school half term with a total of over 60,000 visits. The venue is currently operated by Freedom Leisure (FL), a charitable trust, on behalf of Guildford Borough Council. FL pay the council just under £1 million per annum to operate the Guildford sites currently. The council is responsible for a number of items under the Leisure Partnership Agreement including structural repairs and roof replacement.

There have been a number of problems with the roofs at the Spectrum Leisure Centre, related to leaking, which occurred as the Spectrum Centre reached practical completion towards the end of 1992 and has continued since practical completion was achieved on 19 January 1993, as well as there being other defects associated with the building. These problems were mitigated through the £2 million building remedial works project that took place in 2007 however the building has continued to leak and it was recognised that these leaks would get progressively worse and would only be resolved by progressively replacing the roof. A provisional capital bid was approved in 2009-10 programme.

A report was commissioned from the roof expert who advised the council during the Sunleys case. The report was reviewed and updated in March 2014 to reflect the report from the structural engineers on the state of the steelwork within the Leisure Pool. The steelwork in this area is due to the nature of the facilities, the most at risk of corrosion in the venue. The structural engineers found that although

corrosion was clearly present it was not yet at a level that affected the structural integrity.

A further report investigating the corrosion in the Competition and Dive Pool areas has recently been commissioned as pockets of aggressive corrosion have been identified in the Competition Pool area. Initial inspections have shown that the columns remain structurally sound however repairs are required in the immediate future to ensure this remains the case and the urgency of this situation may further change on completion of current detailed investigations.

This is a very large and complex project which will require closure of sections of the building while work on the roof and steelwork take place. The steelwork in the pools will require to be grit-blasted and repainted with specialist coating while the pool hall is completely empty of water. Large pieces of plant will have to be craned out and replacements craned in to ensure the pool air handling is improved. Once complete, this will improve the experience for customers and staff as well as reducing the opportunity for corrosion due to a hostile atmosphere in the pool hall.

Subject to the structural engineers report on the competition pool area, repairs to heavily corroded steelwork may be necessary in advance of the main roof project. Ideally you would avoid more than one closure to reduce the impact on the customers and therefore the income however health and safety requirements must always take precedence.

Each of the roof replacements will improve the situation for customers of the venues affected. The Arena, with its specialist sprung wooden floor, has extensive leaks currently being managed to avoid significant disruption to users. The leaks over the ice rink potentially affect the safety of the ice rink users due to leaks potentially creating holes in the ice and the convenience of spectators. The Bowl and the Energy Level gym should both be able to operate throughout the works with minimal disruption. The common areas of the building may be restricted and this is likely to impact on use of the reception area and toilet provision and perhaps, more importantly emergency exit routes. Unfortunately until a detailed programme of work with a method statement is available from the successful contractor it is difficult to forecast the real impact on the service.

The anticipated time period of work are as follows:-

Sports Arena (closure albeit some possible opening) = 12 weeks

Ice Rink (complete closure) = 16 weeks

Leisure Pool / Teaching pool (complete closure) = 14 weeks

Competition pool (complete closure) = 7 weeks

Dive Pool (complete closure) = 4 weeks

Energy Level Gym and office (out of hours working) = 10 weeks

Corridor between Sports Arena and Ice Rink (out of hours working for scaffold protection and normal hours for works) = 5 weeks

Corridor between Ice Rink and Office / Energy Level gym Rink (out of hours working for scaffold protection and normal hours for works) = 4 weeks

Street (out of hours working for scaffold protection and normal hours for works) = 9 weeks

Some of these time periods are likely to be concurrent (e.g. the Pools) but that cannot be known until the contractors programme is finalised.

This project of a phased replacing the roof supports the council's key strategic priorities of excellence and value for money by maintain the service to the public for the Leisure Complex which turns over around £10 million per annum and attracts significant visitors due to its regional tourist attraction status.

The project contributes to KDT1, by reducing the energy consumption and therefore the cost of energy used at Spectrum, the cost of which is shared between the council and the operator Freedom Leisure. It will contribute to KDT4, as the council's biggest energy using site, reducing external energy consumption at Spectrum will reduce the councils CO2 emissions. It will contribute to KDT6, by reducing energy consumption and CO2 emissions will contribute towards improvement of the

quality of the natural environment. It will also contribute to KDT14, by making Spectrum a sustainable facility able to offer leisure provision for the town and tourists.

It supports the corporate plan by contributing to the fundamental themes of;

- infrastructure by supporting the partnership with the leisure operator, Freedom Leisure by reducing the external energy consumption.
- sustainability by reducing energy consumption as the

This project will ensure that the council's asset, Guildford Spectrum, is more energy efficient

As the Spectrum is the councils largest energy consumer this will contribute towards the council's key priority to reduce carbon emissions.

4. Implications if project not undertaken

Over a period of time the building will progressively leak more, damaging the facilities and affecting the customer experience resulting in loss of income and credibility. In the long term the building will not remain structurally sound and will have to close.

5. Options

Expert advice is that the existing roof cannot be made water tight with more interventions just resulting in progressively more leaks. There are only two other options to replacing the roof, either close the venue totally or rebuild. These other options are felt to be untenable as rebuilding the venue would be a significant cost. It cost around £26m to build in 1992 and to rebuild now is likely to cost significantly more than that. The rebuild insurance value is of the venue is upwards of £80m. Closing the venue would impact on the local residents and the regional visitors and lose a significant business within the town.

6. Consents required:		Yes/No	Yes/No
Planning Permission required?	Yes	Building Regulations required?	Yes
Any other consent required?		The contract with the leisure providers requires them to cooperate with the council's maintenance activities however it also has a mechanism for adjusting their management fee. This recognises that if the venue is not 100% open then it is appropriate to adjust the management fee by the overall net loss to Freedom Leisure. Unfortunately FL record their expenditure in a way that makes the impact of large scale works to the building impossible to forecast with any element of informed calculation	

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition	0					0
Contractor Payments	1,952	833				2,785
Consultants Fees	212	138				350
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees						0
Other (contingency)	605	260				865
TOTAL CAPITAL COST	2,769	1,231	0	0	0	4,000
Is the estimate based on quotations, detailed knowledge or estimate figure?	This estimate is based on the March 2014 expert roof report updated to reflect the state of the Leisure Pool structural steelwork. It is not based on quotations. The risk of unforeseen expenditure is very high and this is reflected in the contingency figure.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Roof & glazing replacement	2,105,000	25
Component 2	Plant and equipment	330,000	20
Component 3	Steelwork repairs	190,000	25
Component 4	Drainage improvements	160,000	25

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs		1,000	600			1,600
Less additional income						0
Net additional expenditure/(income)	0	1,000	600	0	0	1,600
Please provide further details:	The loss of management fee is likely to be significant. It is an exceptionally complex calculation and the likely reality of this calculation will not be able to even be roughly assessed until a contractor is appointed and a final programme submitted that shows the closure impact of the venue.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Home Farm Development Stoke Park – Joint Venture with SCAS
Location	Stoke Park Guildford
Landowner	GBC

Officer responsible for project	Paul Stacey
Service Unit responsible for project	Parks & Leisure

Project champion/Councillor (if applicable)	Councillor Furniss
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1. Description of project

This bid is to facilitate the development of Home Farm on Stoke Park as a visitor attraction and to develop income streams for the Council in partnership with others.

At present the buildings are used for the storage of machinery, equipment and materials for the in-house horticultural unit.

The removal of two greenhouses at Stoke Park Nursery and the building of an appropriate barn complex would store equipment and materials in a safer and more secure manner and free up the heritage assets for community use and income generation.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	12	09/14
Contract works	12-48	06/15

3. Justification for project**The Property**

Home Farm (adjacent Stoke Park Nursery) forms part of the Stoke Park Estate in central Guildford. Home Farm was built in 1881 as model farm, a period when English agriculture was at the forefront of stock husbandry development and model farms were being constructed by forward thinking landowners to show off their wealth, the quality of their cattle and sheep and their human compassion.

The Victorian farm buildings at the Nightingale Road entrance to Stoke Park are the original model farm now used by the Parks and Countryside Service. The buildings include:

1. A 3 bedroom farmhouse.
2. Stables
3. Farrowing creeps for pigs (Pig Sty's)
4. Dairy
5. Barn
6. Various stores and shed

This important part of Guildford's heritage is not open to the public.

Surrey County Agricultural Society (SCAS)

Surrey County Agricultural Society has delivered the County Show at Stoke Park for over 60 years, the largest one-day agricultural show in the UK attracting in the region of 40,000 visitors each year. They have renewed their lease (2013) for this and a shared barn outside of the complex on the Home Farm estate.

The society is member of the Royal Agricultural Society of England (RASE) whose remit is akin to SCAS but has recently embarked on a new initiative called Innovation for Agriculture (IFA), who will draw upon resources nationally and across the EU to develop and enhance knowledge transfer and improved excellence in agriculture, whilst benefiting rural economies.

The society has various charitable objectives and delivers various other activities and events supporting the rural economy and agriculture across the County. These include:

- Surrey Food and Farming Week
- Surrey County Ploughing Match and Country Fair
- Surrey County Show
- Annual Farm Competitions
- Farm Study – in conjunction with the Surrey Rural Partnership

After the retirement and hard work of Mrs Sonia Ashworth (MBE) as Chief Executive in 2014, the society is now looking to the future and developing its activities. Over the past 9 months, Officers have been in discussion with Richard Todd (New CEO) regarding a potential joint venture in developing the Home Farm estate, which, will deliver the Societies future aims and offer multiple benefits to Stoke Park, the Council and the Borough. At the end of August Officers and the Lead Member (Councillor Furniss) met with the Trustees of SCAS at Home Farm to inspect the premises and discuss a potential joint venture to develop the site.

The Potential Joint Venture

Discussions between both parties have highlighted a number of opportunities that align to both SCAS and the Councils objectives which we both now need to consider, discuss and develop. These include:

1. Developing Stoke Park as a park of regional significance:

- a. Enhancing the public offer through opening up Home Farm and facilitating its use through various activities such as a petting farm, catering offer, meeting rooms, small business workshops
- b. Conserving and promoting an important part of the Boroughs heritage through investing in, maintaining and interpreting the Home Farm premises.
- c. Bring together the boroughs rural interest groups and the community.
- d. An opportunity to relocate some history groups or other charities into one complex.
- e. Engage directly with the immediate and visiting communities as part of a SCAS and Guildford Borough Council outreach programme.
- f. Enabling the County Show to grow and further consolidate its position at Stoke Park.
- g. Opportunity for a park visitor centre, bringing together all interest groups, Council and the public.
- h. Contributing to the Councils work on improving the Visitor Economy.

2. Supporting the rural economy through education and training:

- a. Through enabling SCAS to expand and grow its activities using home farm as a base for knowledge transfer and training.
- b. Enabling the Council to have a greater link with the rural economy.
- c. Enabling the Council to broaden the scope of work and training that it offers through apprenticeships, with Send prison and Christ's College allowing disadvantaged people routes in to obtaining skills and employment.
- d. Developing and accessing best practice for land management in the regional context delivering stewardship schemes derived from national and regional policy.

3. Developing income streams and reducing costs:

- a. By turning the premises from a cost into an income stream.
- b. Reducing the cost of the County Show supporting its long-term financial sustainability by using the premises.
- c. Growing SCAS in its aims and objectives.
- d. Developing other income generating activities such as catering concessions and events benefitting both parties

This is an iterative process where we will continue to discuss options to develop further. Officers consider that this potential venture/offer is a significant opportunity for the Council to deliver multiple benefits that are sustainable over the long term.

Exploration of this venture has the full support of the Lead Councillor and Executive Head of Service (James Whiteman) and has been met with significant interest and enthusiasm by the Trustees of SCAS.

The buildings will need investment which may be jointly funded by SCAS and GBC depending on final business plan to be agreed by the Council which this bid requests. Equally GBC may need to invest in the premises with SCAS coming on board as tenant of the premises. This project needs consider as part of the overall masterplan for Stoke Park, however the buildings will remain as a key feature of the park and will be included within that process. SCAS remain a very attractive partner to work with on this venture

4. Implications if project not undertaken

We await project proposals for the use of the Victorian model farm, however these proposals may not take place should the existing operational use still be in place. The property could be let as a residential dwelling

5. Options

Other partners are not likely to have such a vested interest in the park and be a willing partner to bring the facility to life. SCAS is a sustainable long term partner or tenant

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	Yes	Building Regulations required?	yes
Any other consent required?	Yes	Listed Building	

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments	0	535	0	75	0	610
Consultants Fees	15	40	10	0	0	65
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees						0
TOTAL CAPITAL COST	15	575	10	75	0	675
Is the estimate based on quotations, detailed knowledge or estimate figure?	Outline estimate, further feasibility and negotiation required					

8. External Funding

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?	Unknown but likely rental income, profit share and energy efficiency savings to be gained					
S106 reference number if known						

9. Expected useful life of the asset

Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given

	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Premises/estimated value of property	1,500,000	50
Component 2			

10. Revenue Implications

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:	Savings and income are very likely but this is not currently known.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Northside Drainage Scheme
Location	Stoke Park North
Landowner	Guildford Borough Council

Officer responsible for project	Dennis Wheeler
Service Unit responsible for project	Parks & Leisure

Project champion/Councillor (if applicable)	
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1. Description of project

Drainage Scheme to North Side Stoke Park.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	6	10/14
Contract works	2	08/15

3. Justification for project

Stoke Park North is used for major and minor events covering the County Show, Rugby tournaments, circuses and fun fairs. The ground is often severely damaged and waterlogged during periods of inclement weather giving rise to reinstatement costs and in some instances loss of income. The proposed scheme will provide an appropriate drainage system, water supply for event and a hardstanding loading area to support use and increase the period of when the site is usable for event and activities. Freedom Leisure will be a funding partner in this venture as they operate spectrum leisure centre and also use the land.

4. Implications if project not undertaken

N/A

5. Options

N/A

6. Consents required:	Yes/No	Yes/No
Planning Permission required?	No	Building Regulations required?
Any other consent required?	Yes	Land drainage consent

7. Estimated Gross Cost 2015-16 to 2019-20

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments	130					130
Consultants Fees						0
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees						0
Equipment/Vehicle Purchases						0
TOTAL CAPITAL COST	130	0	0	0	0	130
Is the estimate based on quotations, detailed knowledge or estimate figure?						

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions	80					80
Grants						0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?	Known sum from Freedom Leisure					
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1			
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:						

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Stoke Park Bowls Clubs Facilities Investment
Location	Stoke Park
Landowner	Guildford Borough Council

Officer responsible for project	Paul Stacey
Service Unit responsible for project	Parks & Leisure

Project champion/Councillor (if applicable)	
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1. Description of project

Investment in to Guildford Bowls Clubs facilities on Stoke Park to consolidate assets

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	Unknown	Unknown
Contract works	Unknown	Unknown

3. Justification for project

Wey Valley Indoor Bowls Club and Guildford Bowling Club wish to facilitate joint working between the two clubs to consolidate their assets and secure bowling sustainable future for bowling in the borough. Outdoor bowls has generally been a sport in decline across the nation however Guildford and Wey Valley indoor bowls clubs continue to hold steady memberships. Both clubs are due a rent review in the next few years but Guildford wish to become a tenant of WVIBC initially then potentially go on to merge. Guildford Bowling club wish to use the changing and catering facilities at WVIBC and relinquish some of their assets. However to achieve this some building works will be required to provide access from WVIBC on to the bowling greens and to address issues of DDA compliance. This bid is for seed funding to enable the clubs to access external funding and deliver the majority funding themselves.

This bid will form part of the lease negotiations which will see:

- an increased rental income and
- exploration of self management of the greens
- Return of assets which can be offered for other uses or removed alleviating the revenue burden on the Council

This venture has the full support of the regional governing body.

This bid however needs to be contingent on Astolat Bowling Clubs also being involved in this venture. This club has a particularly small membership but wish to see their 50th anniversary in 2017 as a club.

4. Implications if project not undertaken

N/A

5. Options

N/A

6. Consents required:	Yes/No	Yes/No	Yes/No
Planning Permission required?	Yes	Building Regulations required?	Yes
Any other consent required?			

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						0
Contractor Payments						0
Consultants Fees						0
Salaries: Property Services						0
Salaries: Housing Services						0
Salaries: Engineers						0
Other Fees						0
Equipment/Vehicle Purchases						0
Other (please state)		35				35
TOTAL CAPITAL COST	0	35	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?	Contribution to the cost of the building works					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						0
Contributions						0
Grants	unknown					0
S106						0
Other (please state)						0
TOTAL EXTERNAL FUNDING	0	0	0	0	0	0
Is the estimate based on quotations, detailed knowledge or estimate figure?	Unknown at this stage					
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Bowls clubs and greens	1,500,000	25
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						0
Other costs						0
Less additional income						0
Net additional expenditure/(income)	0	0	0	0	0	0
Please provide further details:	Unknown at this stage but savings are likely					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Surface Water Management Plan
Location	Various locations throughout the borough.
Landowner	Various – both public and private

Officer responsible for project	Tim Pilsbury/Geoff Fowler
Service Unit responsible for project	Environment

Project champion/Councillor (if applicable)	James Whiteman/Matt Furniss
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1. Description of project

The Surface Water Management Plan and the Ash Surface Water Study were started early in 2013 and recently completed in 2014. The reports are informing an Action Plan which will be presented to the Executive in January 2015. The reports highlight a number of areas in the borough that are referred to as “hot spots”, which are particularly vulnerable to surface water flooding. Many of these areas suffered badly from flooding during the period of heavy rain last winter. Implementing risk reduction measures to control flooding is necessarily a multi agency task, which could involve private and public watercourses, highway drainage and public sewers. The Council’s responsibility stems from its powers under the Land Drainage Act 1991 and the Flood and Water Management Act 2010. Its key partners in this initiative are Surrey County Council, The Environment Agency and Thames Water. Other significant partners will become involved at appropriate stages. The aim of this project is to promote further flood risk reduction initiatives and projects in conjunction with our partners and to promote joint working. To do this it will be necessary to employ consultants and contractors to undertake investigations, studies and some minor flood risk reduction works. It is hoped that by adopting a joint working approach we will be able to attract funding from central government and elsewhere for major capital investment that has been identified within the plan.

2. Estimated Timetable

Duration (number of months)	Start date (month/year)	
Pre-contract, design, procurement etc.	12	1 April 2015
Contract works	12	1 April 2015

3. Justification for project

The Council is the local flood risk management authority by virtue of the Land Drainage Act 1991. It has a duty to work with Surrey County Council (The Lead Local Flood Authority or LLFA) under the Flood and Water Management Act 2010 as well as other flood risk management authorities such as the Environment Agency. The Borough has a number of areas which are particularly vulnerable to flooding as was demonstrated by the flooding of winter 2013-14 and the recent public consultation for the SWMP associated with the Local Plan.

Flood prevention contributes to strategic priorities under all of the fundamental themes of the Corporate Plan. It is essential for public health, promotes and is part of sustainable development, safeguards business and the economy and is a vital part of the borough’s infrastructure.

4. Implications if project not undertaken

Flooding will continue during very wet weather and in some cases may become more frequent and worse.

5. Options

Addressing the issues will require continued investment and joint working with all the key agencies with a robust system of assessing priorities and allocating resources.

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	N	Building Regulations required?	N
Any other consent required?	N		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Land Acquisition						
Contractor Payments	140					140
Consultants Fees	40					40
Salaries: Property Services						
Salaries: Housing Services						
Salaries: Engineers	20					20
Other Fees						
Equipment/Vehicle Purchases						
TOTAL CAPITAL COST	200					200
Is the estimate based on quotations, detailed knowledge or estimate figure?	This is an outline estimated figure.					

8. External Funding						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						
Contributions						
Grants						
S106						
Other (please state)						
Is the estimate based on quotations, detailed knowledge or estimate figure?	Not known at this stage.					
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given.			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Works identified from specification	Initial estimate based on judgement but unsupported by detailed costings.	200,000	50
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs	5	5	5	5	5	5
Other costs	20	20	20	20	20	20
Less additional income						
Net additional expenditure/(income)	25	25	25	25	25	25
Please provide further details	Increased maintenance and inspection regime for watercourses required.					

GENERAL FUND CAPITAL PROGRAMME 2015-16 TO 2019-20: BID FOR FUNDING

Scheme title	Litter bin replacement programme
Location	
Landowner	

Officer responsible for project	Chris Wheeler
Service Unit responsible for project	Operational Services

Project champion/Councillor (if applicable)	
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1. Description of project

The executive approved a litter bin replacement programme outside of the town centre, primarily in shop front and other high profile areas.

A full audit and programme is being developed in order to provide a capital bid for the 2016-17 year. Given the large number of bins and elderly state of some of our stock, we expect the programme to be extensive, but the final numbers and costs are to be decided.

This programme will involve a review and assessment of our current stock and will look to prioritise higher profile areas such as shop fronts. We will also look to introduce recycling bins and dual use litter and dog bins wherever possible and practicable.

2. Estimated Timetable	Duration (number of months)	Start date (month/year)
Pre-contract, design, procurement etc.	6 months	April 2015
Contract works	6 to 12 months	

3. Justification for project

Our current bins stock is aged and many bins are in need of replacing. Our current budgets are limited and effectively maintain existing stock. There is very limited scope for a major renewal programme. We are using this as an opportunity to refresh and renew our stock, investing in the visual appearance of the bins in high profile locations and also to increase the capacity of residents to recycle more when going about their day to day business.

4. Implications if project not undertaken

The current stock will continue to be maintained and will be replaced at a much slower pace with limited ability to review and install recycling on the go style bins.

5. Options

The project can be scaled and prioritised if necessary

6. Consents required:	Yes/No		Yes/No
Planning Permission required?	No	Building Regulations required?	No
Any other consent required?	No		

7. Estimated Gross Cost 2015-16 to 2019-20						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Contractor Payments						
Consultants Fees						
Salaries: Property Services						
Salaries: Housing Services						
Salaries: Engineers						
Other Fees						
Equipment/Vehicle Purchases		200				200
TOTAL CAPITAL COST	0	200	0	0	0	200
Is the estimate based on quotations, detailed knowledge or estimate figure?						

8. External Funding:						
Please provide details of any external income or source of funding and whether it is conditional or guaranteed:						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Receipts						
Contributions						
Grants						
S106						
Other (please state)						
Is the estimate based on quotations, detailed knowledge or estimate figure?						
S106 reference number if known						

9. Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) both the useful lives and cost of replacing each component part are given			
	Basis of Estimate	Estimated Value (£)	Estimated Life (Years)
Component 1	Manufacturer guarantee on metal body	200000	10
Component 2			

10. Revenue Implications						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Employees' costs						
Other costs						
Less additional income						
Net additional expenditure/(income)						
Please provide further details:	Nil					

CAPITAL ESTIMATES 2015-16 TO 2019-20 PRIORITISATION SCHEME

PRIORITY RATINGS

Each project is to be assessed according to its contribution to the fundamental themes (section A), and under five other categories (section B).

For guidance purposes information is provided under each category about the range/level of scoring. These notes are intended to assist the assessment of priorities and the allocation of points. 'Odd' number scores can be applied if necessary. A maximum of 10 points may be scored for each element.

Enter the justification for each category in the box below each category.

A. FUNDAMENTAL THEMES

Allocate score (to a maximum to 10) under each of the Council's fundamental themes, basing the assessment on the project's 'contribution' to each of these themes, where:

10 = very high	4 = low to medium
8 = medium to high	2 = low
6 = medium	0 = none

A1. Infrastructure	Score
Our aim is to secure the infrastructure needed to ensure businesses in the borough continue to grow and drive the development that will expand our economy.	

A2. Economy	Score
Our priority is to support and engage with businesses by increasing the commercial space required for them to grow and through partners helping them to improve their productivity.	

A3. Development	Score
Controlled development, through the Local Plan, for homes, places of work, shops and leisure.	

A4. Sustainability	Score
Sustainability is about ensuring that the borough develops and grows and continues to provide services in a way that improves the quality of life of residents and visitors now and in the future.	

A5. Society The overall aim of the corporate plan is to improve the community in which we live and work.	Score

A6. Developing Your Council The overall aim of the corporate plan is to improve how the Council operates to be more business focused, customer driven, flexible and agile. We need to reduce our cost, find efficiency savings and additional income and work with partners to explore new ways of working.	Score

OTHER CATEGORIES

B.1 Service Delivery This category assesses the importance of the scheme as regards service delivery/performance, taking account of the following: <ul style="list-style-type: none"> a) Business Plan b) Risk assessment – risk to the service if the project is not undertaken The assessment should take account of the impact on existing/continued service provision, and the provision of services under the Council's key delivery targets. Guidance re: scores in this category as follows: <ul style="list-style-type: none"> 10 – Essential. Score 10 points where service provision (either continued or to secure provision of the council's Key Delivery Targets) is wholly dependent upon capital investment. 8 – medium to high importance 6 – medium 4 – low to medium 2 – low 0 – none (i.e. for projects which, if not undertaken, will not affect service delivery/performance – projects which would be carried out only if funding was not a problem. 	Score
Enter justification/basis for score in box below: 	

B.2 Health and Safety/Statutory requirement	Score
<p>This category assesses the importance of the scheme as regards health and safety and statutory requirements:</p> <ul style="list-style-type: none"> 10 – Essential. Score 10 points if the project is essential for compliance with a statutory or legal requirement, or where service provision (either continued or to secure provision of the council's Key Delivery Targets) is wholly dependent upon capital investment. 8 – medium to high importance 6 – medium 4 – low to medium 2 – low 0 – none <p>Enter justification/basis for score in box below:</p>	

B.3 Asset Management	Score
<p>This score adds a weighting to bids which relate to the maintenance of the Council's existing investments/assets and asset protection. A project can only attract a score under this category if it related to a Council asset. The scoring should reflect the need, urgency etc. for the proposed maintenance/protection of the asset.</p> <ul style="list-style-type: none"> 10 – Maintenance etc. essential 8 – medium to high need 6 – medium 4 – low to medium 2 – low 0 – No maintenance requirement <p>Enter justification/basis for score in box below:</p>	

B.4 Third Party Funding	Score
<p>This score adds a weighting to bids which attract contributions from third parties. A score should only be awarded if there is some guarantee, albeit conditional, that such funding will be realised.</p> <p>The score should be based on the figures shown in the 'External Funding' box in section 6 above.</p> <ul style="list-style-type: none"> 0 – no external contribution identified. 1 – where 10% of the gross project cost is to be financed by external contributions. 2 – where 20% of the gross project cost is to be financed by external contributions, and so on, to a maximum score 10, where 10 is 100% funding available via third party contributions. <p>Enter justification/basis for score in box below:</p>	

B.5 Business Case

This assesses the revenue implications/payback of the capital bid (scoring range 1-10).

The score should be based on the figures shown in the 'Revenue Implications' (section 9 above).

Score 0 where the proposal has no revenue implications (other than loss of interest and minimum revenue provision).

However, if the proposal is expected to generate income, additional to that currently achieved by the service each year:

Score 1 point for each additional 10% generated, pro rata to the capital cost, to a maximum of 10 points if a return of 100% or more is estimated to be achieved in a year.

For example, a £30,000 project which generated additional net income of £3,000 p.a. (i.e. 10 per cent of the cost), would take 10 years to return the original investments and would score 1 point. If the project returned an additional £15,000 (i.e. 50 per cent) p.a., it would score 5 points.

Conversely, if the proposal is expected to increase the annual net expenditure on the service:

Score -1 (minus 1) point for each additional 10% of the spend, pro rata to the capital cost, to a maximum of -10 points (minus 10).

Enter justification/basis for score in box below:

Score

Bid no.	SCHEMES	GROSS ESTIMATES						CATEGORIES / PRIORITY RATINGS										TOTAL SCORE					
		2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	TOTAL COST £000	FUNDAMENTAL THEMES					OTHER CATEGORIES										
								Infrastruct ure	Economy	Developm ent	Sustainabi lity	Society	Council	Service Delivery	Health & Safety	Asset Mgt.	3rd Party Funding		Business Case				
For approved programme																							
1	Woking Road Depot Roof	180	0	0	0	0	180	8	8	8	10	0	8	10	10	10	0	8			80		
2	Clay Lane Link Road	100	0	0	0	0	100	10	10	8	8	8	6	10	4	6	8	1			79		
3	Slyfield, Foundation Units Forecourt	27	0	0	0	0	27	8	8	8	4	2	4	8	8	8	0	0			58		
4	Guildford Riverside Route - Ph 1 (SPA)	708	0	0	0	0	708	6	6	6	10	8	10	2	0	0	8	0			56		
5	Replacement Vehicles	630	0	0	0	0	630	0	0	0	6	8	0	10	10	10	0	0			44		
6	Electric Theatre-New boilers	120	0	0	0	0	120	0	4	0	8	4	4	8	8	6	0	0			42		
7	Flood resilience measures	100	0	0	0	0	100	8	4	0	8	6	0	8	8	0	0	0			42		
8	Replacement roundabout planters	50	0	0	0	0	50	4	0	0	0	0	0	10	8	10	0	5			37		
9	Stoke Park Glasshouses	26	0	0	0	0	26	0	0	0	2	2	0	10	10	10	0	0			34		
10	Electric Theatre- new projector and screen	15	0	0	0	0	15	0	4	0	2	4	4	8	0	10	0	0			32		
11	Bay construction at Stoke Cemetery	15	0	0	0	0	15	0	0	0	6	8	6	6	6	0	0	0			32		
Total approved programme		1,971	0	0	0	0	1,971																
For reserves programme (approved)																							
12	Woking Road Depot energy reduction (Salix)	70	0	0	0	0	70	4	2	0	10	6	8	8	4	2	0	3			47		
13	Lighting upgrade (car parks maintenance)	300	0	0	0	0	300	0	4	4	10	0	0	6	8	10	0	5			47		
14	Housing Enabling (HRA capital receipts)	755	475	415	410	410	2,465	0	6	10	6	10	4	8	0	0	1	0			45		
15	PV Projects (GBC invest to save)	100	0	0	0	0	100	4	2	0	10	6	8	8	0	2	0	2			42		
16	Housing Renewal and Disabled Facilities Grants	600	600	600	600	600	3,000	4	2	0	10	6	8	8	0	0	0	0			38		
17	IT Renewals (IT renewals)	515	500	350	350	350	2,065	0	0	0	6	0	10	10	0	10	0	0			36		
18	Lift Replacement (car parks maintenance)	0	143	143	143	0	429	0	4	4	2	0	0	6	8	10	0	1			35		
Total funded from reserves		2,340	1,718	1,508	1,503	1,360	8,429																
For provisional programme																							
2	Clay Lane Link Road	0	7,340	0	0	0	7,340	10	10	8	8	8	6	10	4	6	8	1			79		
19	Guildford Gyrotory package - replacement pedestrian and cycle bridges at Walnut Bridge and Wooden Bridge	0	2,369	2,100	0	0	4,469	10	8	6	8	6	10	4	4	8	8	0			72		
20	Guildford Heart of Heritage - delivery phase	0	142	1,707	1,997	1,115	4,960	0	10	0	8	9	5	10	8	10	3	0			63		
21	Woodbridge Road	1,162	0	0	0	0	1,162	2	0	8	8	4	10	10	4	4	2	10			62		
22	Playgrounds 5 year	0	0	0	0	120	120	4	0	10	6	8	6	6	8	8	1	0			57		
23	Guildford Riverside Route - Ph 2 & 3 (Millmead to Artington P&R, A320 Woking rd to Bowers Lane/Clay Lane)	0	2,400	0	0	0	2,400	6	6	6	10	8	10	2	0	0	8	0			56		
24	Local contribution to transport schemes for future Local Growth Fund and other funding opportunities	0	4,000	0	0	0	4,000	10	10	6	8	6	2	4	0	0	8	0			54		
5	Replacement Vehicles	0	2,600	600	600	600	4,400	0	0	0	6	8	0	10	10	10	0	0			44		
25	Acquisition and Development of new burial ground	1,000	750	0	0	0	1,750	6	2	2	10	8	6	10	0	0	0	0			44		
26	Renewables Projects	65	0	0	0	0	65	4	2	0	10	6	8	8	0	2	0	1			41		
27	Void investment property refurbishment works	0	0	0	100	100	200	0	10	0	0	0	8	10	0	10	0	0			38		
28	Provision of a single gypsy pitch at Wyke Avenue	153	5	0	0	0	158	0	0	10	2	10	0	10	2	0	1	0			35		
29	Spectrum Roof replacement & steel repairs	2,769	1,231	0	0	0	4,000	Not scored by service					8	8	8	0	10					34	
30	Home Farm - Stoke Park	15	575	10	75	0	675	2	2	2	6	6	0	2	0	6	1	0			27		
31	Northside Drainage scheme	130	0	0	0	0	130	0	0	0	4	4	0	6	0	6	6	0			26		
32	Stoke Park Bowls Club	0	35	0	0	0	35	0	0	0	0	6	2	2	4	4	6	0			24		
33	Sueface water management plan	200	0	0	0	0	200	Not scored by service														0	
34	Litter Bins	0	200	0	0	0	200	Not scored by service															0
35	Development (late bid)	21,134	0	0	49,200	0	70,334	10	10	10	6	4	10	10	2	6	1	5			74		
Total provisional programme		26,628	21,647	4,417	51,972	1,935	106,598																
Gross total		30,939	21,647	4,417	51,972	1,935	116,997																

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GENERAL FUND CAPITAL PROGRAMME - S106 ESTIMATED EXPENDITURE 2014-15 to 2019-20

APPENDIX 8

Ref	Service Units / Capital Schemes	Gross estimate approved by Executive (a) £000	Cumulative spend at 31-03-14 (b) £000	2014-15				2015-16 Est for year (i) £000	2016-17 Est for year (ii) £000	2017-18 Est for year (iii) £000	2018-19 Est for year (iv) £000	2019-20 Est for year (v) £000	Future years estimated expenditure (g) £000	Projected expenditure total (b)+(g) = (h) £000	Grants or Contributions towards cost of scheme (i) £000	Net total cost of scheme to the Council (h)-(i) = (j) £000
				Estimate approved by Council in February (c) £000	Revised estimate plus budget adj (d)	Expenditure as at 24-11-14 (e) £000	Projected expenditure estimated by project officer (f) £000									
APPROVED SCHEMES (fully funded from S106 contributions)																
PARKS & LEISURE																
S-PL1	Woodbridge Meadow Artwork	34	28	-	6	-	6	-	-	-	-	-	-	34	(34)	-
S-PL2	G Live Artwork	34	32	-	2	-	2	-	-	-	-	-	-	34	(34)	-
S-PL3	Art Print Hse Sq (Sculpture Martyr Rd)	36	25	-	11	0	11	-	-	-	-	-	-	36	(36)	-
S-PL5	Woking Road - willow screen	4	1	-	3	-	3	-	-	-	-	-	-	4	(4)	-
S-PL6	Stoke Park Skate park - replace existing facility	235	229	-	6	(10)	6	-	-	-	-	-	-	235	(235)	-
S-PL7	Tilehouse Open Space - Playground Refurbishment & Fitness Equipment	100	84	-	16	9	16	-	-	-	-	-	-	100	(100)	-
S-PL8	Briars Playground Refurb	10	-	-	10	-	10	-	-	-	-	-	-	10	(10)	-
S-PL9	Parks Civic - New trees & landscaping	57	27	-	30	4	30	-	-	-	-	-	-	57	(57)	-
S-PL11	Foxenden Quarry replace playground Equip	29	28	-	29	-	29	-	-	-	-	-	-	29	(29)	-
S-PL13	Stoke Recreation Ground play area	37	33	-	4	(4)	4	-	-	-	-	-	-	37	(37)	-
S-PL16	Torch legacy sculpture	12	9	-	3	8	8	-	-	-	-	-	-	12	(12)	-
S-PL17	Bushy Hill Facilities	27	-	-	27	16	27	-	-	-	-	-	-	27	(27)	-
S-PL18	West Horsley Village Hall Playground	8	-	-	8	8	8	-	-	-	-	-	-	8	(8)	-
S-PL19	Blackwater close play facilities	12	-	-	12	11	12	-	-	-	-	-	-	12	(12)	-
S-PL20	Grace and Flavour community garden	21	-	-	21	-	21	-	-	-	-	-	-	21	(21)	-
S-PL21	Shalford Parish Childrens Playgrounds	24	-	-	24	15	24	-	-	-	-	-	-	24	(24)	-
S-PL22	Millmead Island improvements	32	-	-	32	13	32	-	-	-	-	-	-	32	(32)	-
S-PL23	75-78 Woodbridge Rd	15	1	-	14	3	14	-	-	-	-	-	-	15	(15)	-
S-PL24	Woodbridge Meadow Public Art	70	-	-	70	-	70	-	-	-	-	-	-	70	(70)	-
S-PL25	Lakeside Nature Reserve replacement and new fish swim platforms and boardwalks	6	-	-	6	6	6	-	-	-	-	-	-	6	(6)	-
S-PL26	Shackleford Village Centre roof Upper Edgeborough Road	5	-	-	5	-	5	-	-	-	-	-	-	5	(5)	-
PARKS & COUNTRYSIDE SERVICES S106 - Totals		807	496	-	339	78	344	-	-	-	-	-	-	840	(840)	-
APPROVED SCHEMES continued (fully funded from S106 contributions)																
PLANNING SERVICES																
S-P1	Haydon Place / Martyr Road	75	64	-	3	0	3	-	-	-	-	-	-	67	(67)	-
S-P2	Frenchland Hatch Footpath Works	20	19	-	1	-	1	-	-	-	-	-	-	20	(20)	-
S-P3	North Street Rejuvenation Project	489	207	175	282	6	282	-	-	-	-	-	-	489	(489)	-
S-P4	Grove Road Effingham	16	15	-	1	-	1	-	-	-	-	-	-	16	(16)	-
S-P5	Falcon Rd Guildford	6	-	-	6	-	6	-	-	-	-	-	-	6	(6)	-
S-P7	Woodbridge meadows	243	23	60	200	-	200	20	-	-	-	20	20	243	(243)	-
S-P8	Woodbridge Hill environmental improvements	72	4	-	68	5	68	-	-	-	-	-	-	72	(72)	-
S-P9	G Live Environmental Improvements	163	153	-	11	11	11	-	-	-	-	-	-	163	(163)	-
S-P10	G Live Lighting and Signage	32	-	-	32	-	32	-	-	-	-	-	-	32	(32)	-
S-P11	G Live Bus stop/drop off point	11	4	-	7	-	7	-	-	-	-	-	-	11	(11)	-
S-P12	Espom Rd/Boxgrove Road	150	1	30	149	1	149	-	-	-	-	-	-	150	(150)	-
S-P13	Kingpost Parade car park	20	18	-	2	0	2	-	-	-	-	-	-	20	(20)	-
S-P14	Bridge Street Waymarking	5	1	-	4	-	4	-	-	-	-	-	-	5	(5)	-
S-P15	Stoke Grove	42	-	-	42	-	42	-	-	-	-	-	-	42	(42)	-
PLANNING SERVICES S106 - Totals		1,344	507	265	808	24	808	20	-	-	-	-	20	1,335	(1,335)	-
APPROVED S106 SCHEMES TOTAL		2,347	1,196	265	1,147	102	1,152	20	-	-	-	-	20	2,371	(2,371)	-

Ref	Service Units / Capital Schemes	Gross estimate approved by Executive (a) £000	Cumulative spend at 31-03-14 (b) £000	2014-15			Projected expenditure estimated by project officer (f) £000	2015-16 Est for year (i) £000	2016-17 Est for year (ii) £000	2017-18 Est for year (iii) £000	2018-19 Est for year (iv) £000	2019-20 Est for year (v) £000	Future years estimated expenditure (g) £000	Projected expenditure total (b)+(g) = (h) £000	Grants or Contributions towards cost of scheme (i) £000	Net total cost of scheme to the Council (h)-(i) = (j) £000
				Estimate approved by Council in February (c) £000	Revised estimate plus budget adj (d)	Expenditure as at 24-11-14 (e) £000										
	PROVISIONAL SCHEMES (fully funded from S106 contributions)															
	PROVISIONAL S106 SCHEMES TOTAL		-	-	-	-	-	-	-	-	-	-	-	-	-	-

SUMMARY
APPROVED S106 SCHEMES - TOTAL
PROVISIONAL S106 SCHEMES - TOTAL
GRAND TOTAL

1,196	265	1,147	102	1,152	20	-	-	-	-	20	2,371	(2,371)	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
1,196	265	1,147	102	1,152	20	-	-	-	-	20	2,371	(2,371)	-

FINANCED BY - S106 CONTRIBUTIONS

(1,196)	(265)	(1,147)	(102)	(1,152)	(20)	-	-	-	-	(20)	(2,371)	2,371	-
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COUNCIL TAX IMPACT ON PROPOSED CAPITAL EXPENDITURE

BID	SCHEME	NET CAPITAL COST	INTEREST	REVENUE COST/(INC)	TOTAL IMPACT	FULL YEAR IMPACT ON COUNCIL TAX (Band D)
		£	(full year) £ (a)	(full year) £ (b)	(full year) £ (a + b)	£
1	Woking Road Depot Roof	180,000	2,160	0	2,160	0.04
2	Clay Lane Link Road	100,000	1,200	0	1,200	0.02
3	Slyfield, Foundation Units Forecourt	27,000	324	0	324	0.01
4	Guildford Riverside Route - Ph 1 (SPA)	0	0	0	0	0.00
5	Replacement Vehicles	630,000	7,560	0	7,560	0.14
6	Electric Theatre-New boilers	120,000	1,440	2,000	3,440	0.06
7	Flood resilience measures	100,000	1,200	0	1,200	0.02
8	Replacement roundabout planters	50,000	600	(1,800)	(1,200)	(0.02)
9	Stoke Park Glasshouses	26,000	312	0	312	0.01
10	Electric Theatre- new projector and screen	14,500	174	(2,500)	(2,326)	(0.04)
11	Bay construction at Stoke Cemetery	15,000	180	0	180	0.00
12	Woking Road Depot energy reduction (Salix)	0	0	(18,000)	(18,000)	(0.34)
13	Lighting upgrade (car parks maintenance)	0	0	4,500	4,500	0.08
14	Housing Enabling (HRA capital receipts)	0	0	0	0	0.00
15	PV Projects (GBC invest to save)	0	0	(20,000)	(20,000)	(0.37)
16	Housing Renewal and Disabled Facilities Grants	0	0	0	0	0.00
17	IT Renewals (IT renewals)	0	0	0	0	0.00
18	Lift Replacement (car parks maintenance)	0	0	0	0	0.00
	2 Clay Lane Link Road	6,335,000	76,020	0	76,020	1.42
19	Guildford Gyrotory package - replacement pedestrian and cycle bridge	950,000	11,400	0	11,400	0.21
20	Guildford Heart of Heritage - delivery phase	2,131,500	25,578	294,000	319,578	5.98
21	Woodbridge Road	150,000	1,800	(56,000)	(54,200)	(1.01)
22	Playgrounds 5 year	120,000	1,440	0	1,440	0.03
23	Guildford Riverside Route - Ph 2 & 3 (Millmead to Artington P&R, A32)	600,000	7,200	0	7,200	0.13
24	Local contribution to transport schemes for future Local Growth Fund	500,000	6,000	0	6,000	0.11
	5 Replacement Vehicles	4,400,000	52,800	0	52,800	0.99
25	Acquisition and Development of new burial ground	1,750,000	21,000	(20,000)	1,000	0.02
26	Renewables Projects	65,000	780	(7,000)	(6,220)	(0.12)
27	Void investment property refurbishment works	200,000	2,400	0	2,400	0.04
28	Provision of a single gypsy pitch at Wyke Avenue	138,000	1,656	0	1,656	0.03
29	Spectrum Roof replacement & steel repairs	4,000,000	48,000	0	48,000	0.90
30	Home Farm - Stoke Park	675,000	8,100	0	8,100	0.15
31	Northside Drainage scheme	50,000	600	0	600	0.01
32	Stoke Park Bowls Club	35,000	420	0	420	0.01
33	Surface water management plan	200,000	2,400	0	2,400	0.04
34	Litter Bins	200,000	2,400	0	2,400	0.04
	Approximate Minimum Revenue Provision for above projects			1,730,292	1,730,292	32.40
	TOTALS	23,762,000	285,144	1,905,492	2,190,636	41.02

Note: The calculations assume interest at the rate of 1.2% (the current estimated weighted average interest return for investments for 2015-16), and use the 2013-14 Band D property base (i.e. 53,401.22 properties). The property base for 2014-15 has not yet been finalised.

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GENERAL FUND HOUSING CAPITAL PROGRAMME

		Approved Project Budget £000	Cumulative Spend at 31-03-14 £000	2014-15 Original Estimate £000	2014-15 Revised Estimate £000	2014-15 Actual @ 04-07-14 £000	2014-15 Projected Outturn £000	2015-16 Estimate £000	2016-17 Estimate £000	2017-18 Estimate £000	2018-19 Estimate £000	2019-20 Estimate £000
EXPENDITURE - APPROVED PROGRAMME												
Grants												
N51008	Disabled Facilities Grants - mandatory	annual	annual	430	430	46	430	430	430	480	480	480
N51020	Home Improvement Assistance	annual	annual	120	120	10	120	120	120	80	80	80
N51021	Solar energy loans	annual	annual	30	30	0	30	30	30	30	30	30
N51030/32	SHIP Scheme	annual	annual	20	20	0	20	20	20	0	0	0
Total Disabled Facilities Grants				600	600	56	600	600	600	590	590	590
Affordable Housing												
Acquisition of Land & Buildings				0	0	0	0	0	0	0	0	0
<u>Feasibility/Site Preparation (incl. decommission costs and home loss & disturbance payments):</u>												
N55016	- Garage and infill Sites Ph 1	0	27	60	60	5	28	0	0	0	0	0
	- Garage and infill Sites Ph 2	0	0	0	0	0	0	40	0	0	0	0
N55004	- Lakeside Close, Ash	0	304	0	0	4	0	0	0	0	0	0
N55009	- New Road Gomshall	0	217	0	0	0	0	0	0	0	0	0
N55015	- Guildford Corporation Club	0	2	38	185	(1)	42	0	0	0	0	0
N55013	- Ladymead / Fire station	0	4	0	0	5	50	0	0	0	0	0
N55017	- Guildford Park Car Park	0	32	0	165	9	240	0	0	0	0	0
	General	annual	0	110	610	0	110	100	50	50	50	50
Total In-house affordable housing expenditure				208	1,020	21	470	140	50	50	50	50
Affordable Housing - Grants:												
N56041	Willow Way	326	20	120	120	0	120	0	0	0	0	0
	- Willow Way roadway	41	0	41	41	0	41	0	0	0	0	0
	White Hart Court	1,790	269	1,050	1,050	350	1,050	0	0	0	0	0
	General Grants	annual	0	162	162	0	162	250	100	100	100	100
Total housing association affordable housing expenditure				1,373	1,373	350	1,373	250	100	100	100	100
Total Expenditure to be financed				2,181	2,993	427	2,443	990	750	740	740	740

Note 1: Funding for development of these sites is included in the HRA statement

GENERAL FUND HOUSING CAPITAL PROGRAMME

FINANCING OF PROGRAMME

Specific Grants
Housing Grant repayments
Capital Receipts Reserve - pre 13-14
Capital Receipts Reserve - post 13-14
Total Financing (= Total Expenditure)

2014-15 Original Estimate £000	2014-15 Revised Estimate £000	2014-15 Actual @ 04-07-14 £000	2014-15 Projected Outturn £000
240	240	252	254
30	30	0	30
330	330	(196)	316
1,581	2,393	371	1,843
2,181	2,993	427	2,443

2015-16 Estimate £000	2016-17 Estimate £000	2017-18 Estimate £000	2018-19 Estimate £000	2019-20 Estimate £000
240	240	240	240	240
30	30	30	30	30
330	330	320	320	320
390	150	150	150	150
990	750	740	740	740

BALANCES

Usable Capital Receipts (T01008) pre 13-14

Balance b/f
Estimated receipts - sale of dwellings
Applied re DFG's capital programme (above)
Applied re HRA capital Programme
Repaid re General Fund capital programme
Balance c/f

2013-14 Actuals £000
17,934
0
(210)
0
0
17,724

2014-15 Original Estimate £000	2014-15 Revised Estimate £000	2014-15 Actual @ Outturn £000	2014-15 Projected Outturn £000
17,608	17,724	0	17,724
0	0	0	0
(330)	(330)	196	(316)
0	0	0	0
0	0	0	0
17,278	17,394	196	17,408

2015-16 Estimate £000	2016-17 Estimate £000	2017-18 Estimate £000	2018-19 Estimate £000	2019-20 Estimate £000
17,408	17,078	16,748	16,428	16,108
0	0	0	0	0
(330)	(330)	(320)	(320)	(320)
0	0	0	0	0
0	0	0	0	0
17,078	16,748	16,428	16,108	15,788

BALANCES

Usable Capital Receipts (T01012) post 13-14 (can be used for: HRA, affordable housing & regeneration)

Balance b/f
Estimated receipts - sale of dwellings
Repaid re General Fund capital programme
Applied re General Fund Housing capital programme (above)
Applied re HRA capital Programme
Balance c/f

2013-14 Actuals £000
0
447
3,127
0
(446)
3,128

2014-15 Original Estimate £000	2014-15 Revised Estimate £000	2014-15 Actual @ Outturn £000	2014-15 Projected Outturn £000
5,561	3,128	0	3,128
200	200	0	200
0	0	0	0
(1,581)	(2,393)	(371)	(1,843)
(250)	(250)	0	(250)
3,930	685	(371)	1,235

2015-16 Estimate £000	2016-17 Estimate £000	2017-18 Estimate £000	2018-19 Estimate £000	2019-20 Estimate £000
1,235	795	595	395	195
200	200	200	200	200
0	0	0	0	0
(390)	(150)	(150)	(150)	(150)
(250)	(250)	(250)	(250)	(250)
795	595	395	195	(5)

Housing Grant Repayments

Balance b/f
Repayments in year
Used in Year
Balance c/f

0
54
(54)
0

0	0	0	0
30	30	0	30
(30)	(30)	0	(30)
0	0	0	0

0	0	0	0	0
30	30	30	30	30
(30)	(30)	(30)	(30)	(30)
0	0	0	0	0

Total scheme cost £000
0
55
40
304
217
44
54
272
140
41
1,319
2,486

Appendix 11

REVENUE IMPLICATIONS OF NEW CAPITAL BIDS

Bid No.	Bid description	2015-16	2016-17	2017-18	2018-19	2019-20
6	Electric Theatre-New boilers	2,000	2,000	2,000	2,000	2,000
8	Replacement roundabout planters	(9,000)	0	0	0	0
10	Electric Theatre- new projector and screen	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
12	Woking Road Depot energy reduction (Salix)	0	0	0	0	(2,000)
13	Lighting upgrade (car parks maintenance)	0	45,000	0	0	0
15	PV Projects (GBC invest to save)	0	0	0	0	0
20	Guildford Heart of Heritage - delivery phase	0	0	8,400	75,300	138,600
21	Woodbridge Road	70,000	0	(106,000)	(20,000)	0
25	Acquisition and Development of new burial ground	0	0	20,000	0	(20,000)
26	Renewables Projects	0	(3,000)	(7,000)	(7,000)	(7,000)
29	Spectrum Roof replacement & steel repairs	0	1,000,000	600,000	0	0
	Total	60,500	1,041,500	514,900	47,800	109,100

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Affordable Housing – in context

Context

- 1.1 Following the HRA reforms which took effect in 2012, we began investing in the direct provision of new affordable homes. We have just taken handover of the first three new Council rented homes, and we are on track to meet our Corporate Plan target of 80 new Council homes being provided by March 2016.
- 1.2 The economic situation improved significantly last year and developers remain positive about bringing developments forward. Planning permissions are in place for over 500 affordable homes. Over 300 of these have a proposed timetable and funding.
- 1.3 Our housing association partners are in discussion with developers to acquire affordable housing on s106 sites, but have been unable to identify land for sites of 100% affordable development for future years. This is due to the shortage of available land in the borough generally, and because what land there is has already been acquired by developers for market housing. Once we have built out the sites identified in our asset review and garage sites review we will be in a similar position and will have to compete for sites on the open market.
- 1.4 There has been significant progress with the Local Plan, however, it is unlikely that the Plan will be adopted until well into the next financial year, so for the immediate future, delivery will be from sites which have already gained planning permission, and some sites which are awaiting the outcome of planning appeals.

Local strategic context

- 2.1 The draft housing strategy 2015-20 was published in November 2014, and we are now finalising the strategy in the light of comments received during consultation. The strategy will be submitted to Executive on 24 February 2015. It concentrates on affordable housing and the use and quality of existing homes, with a focus on what can be achieved in the next five years.

Key delivery target (KDT) for affordable housing

- 3.1 We have a KDT “to enable the provision of affordable homes to address identified housing needs”. Developer led schemes and Housing Associations delivered only about 75% of affordable of what we had expected in the period 2012 to 2015. However, this year, as a result of the Council’s direct build programme and schemes being brought forward by our partners, we predict a higher than average delivery of affordable housing which will go some way to meeting the backlog. We still have concern over the likelihood the need identified in the draft Strategic Market Housing Assessment (SHMA) will be met, and for the reasons discussed above, this will be dependent on the amount of affordable housing that can be delivered by s106 obligations.

Estimated completions

- 4.1 It is estimated that 110 affordable homes will be completed in 2014-15 (of which 34 will be a direct provision by the Council).

Assessment of need

- 5.1 Since 2009, the number of households on the housing register has remained consistently between 3,600 to 3,800 apart from the large drop in Band D-E applicants in 2013-14. This was largely due to a policy change whereby reminders to renew applications were no longer sent to these applicants. Further changes to the allocations scheme in August 2014 have tightened requirements to have a long and substantial local connection to Guildford. There are also changes to requirements on tenant behaviour, housing debt and limits to income/savings for those permitted to register. These changes may affect the total number on the register, but the pressure on social housing from those in housing need and with a strong local connection remains very high.
- 5.2 The need for new affordable homes is well documented and despite the controversy over housing development generally, there appears to be a consensus in the borough that new more affordable homes are needed. The draft West Surrey SHMA has identified a net need for affordable housing of 542 new homes per annum between 2011 and 2031. This takes into account vacancies arising in the existing stock, and the role of the private sector in meeting housing need.

Priority sites owned by the Council

- 6.1 Guildford Corporation Club – we have a submitted planning application for 12 units
- 6.2 Garage sites / small sites:
- Pond Meadow – planning permission granted for three houses
 - The Homestead – planning permission granted for four houses
 - Great Goodwin Drive – planning submitted for six houses
- 6.3 Opportunities are being explored on other small sites in our ownership, but the scale of any potential development will only be small against the level of need we have identified.

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

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Executive Report

Report of Chief Finance Officer

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Treasury management annual strategy report 2015-16 and treasury prudential indicators 2015-16 to 2017-18

Executive Summary

Treasury management is the control and management of all the Council's cash, regardless of its source. It covers management of the daily cash position, investments and borrowing. Our cash balances have built up over a number of years, and reflect our strong balance sheet, with considerable reserves. Officers carry out the treasury management function within the parameters set by the Council each year in the treasury management strategy statement (TMSS).

The Chartered Institute of Public Finance and Accountancy's (CIPFA) code of practice on treasury management and the CIPFA Prudential Code requires local authorities to determine a TMSS and set prudential indicators, on an annual basis. The Department for Communities and Local Government also requires an investment strategy to be included in the TMSS.

This report covers those key reporting requirements.

Treasury management is defined as "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".

The Council considers security, liquidity and yield when making investment decisions. The most important part of making investments is the security of capital – ensuring we get our money back. Next, we consider liquidity – getting our money back when we need it. Once we are comfortable with both security and liquidity of the investment, we review the return on the investment.

The Council has an underlying need to borrow for capital expenditure. For the current capital programme, this is £60.85 million for 2014-15 to 2019-20, excluding the new bids

put forward as part of the General Fund capital programme report elsewhere on this agenda. The net cost of the capital bids is £88.36 million, taking the revised underlying need to borrow to £149.21 million.

The Council has defined its minimum credit rating as a high quality investment for specified investments as A- for a counterparty and AA- for a sovereign. These credit ratings are explained in **Appendix 4**.

The key changes from the 2014-15 approved strategy are:

- increased diversification in the portfolio by introducing more secured investment types
- setting different limits for banks for secured and non-secured investments:
 - reduction in the maximum limit for non-secured investments from £8 million in the current strategy to £6 million for 2015-16
 - introduction of a £10 million limit for secured investments
- setting longer duration limits for secured bank investments
- introduction of a non-specified investment category for investments in wholly owned subsidiaries, if we were to set one up.
- inclusion of £20 million in the liability benchmark as the minimum liquidity

Recommendation to Council (11 February 2015)

The Executive is asked to recommend to Council that the Treasury Management Strategy for 2015-16 contained within **Appendix 1** of the report be approved, specifically:

- a) the investment strategy contained in section 4; and
- b) the treasury prudential indicators and limits for 2015-16 to 2017-18

Reasons for Recommendation:

To enable the Council to set the Budget Requirement, Council Tax and Prudential Indicators for the 2015-16 financial year, and to agree the treasury management strategy.

1. Purpose of Report

1.1 This report covers the operation of the treasury management function for 2015-16 and incorporates the following key reporting requirements:

- the treasury management strategy for 2015-16 in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management (attached at **Appendix 1**);
- the investment strategy, in accordance with Government investment guidance (section 4 within **Appendix 1**);
- the reporting of the treasury prudential indicators for 2015-16 to 2017-18 in accordance with the requirements of the CIPFA Prudential Code for Capital Finance in Local Authorities, contained within **Appendix 1**.

- 1.2 The Executive is asked to recommend to Council adoption of the treasury management strategy for 2015-16, treasury prudential indicators for the period, the borrowing strategy (**Appendix 1**, section 3), and the investment strategy (**Appendix 1**, section 4).

2. Strategic Framework

- 2.1 Treasury management is a key function in enabling the Council to achieve financial excellence and value for money. This report, the strategy and the prudential indicators are designed to help the Council achieve the best use of its resources therefore supporting all of the Corporate Plan.

3. Background

Introduction

- 3.1 CIPFA's code of practice for treasury management in the public services (the CIPFA TM Code) and the prudential code, require local authorities to determine a treasury management strategy statement (TMSS) and set treasury prudential indicators on an annual basis. The TMSS also includes the investment strategy as required under the Department for Communities and Local Government (CLG's) Investment Guidance.

- 3.2 This report covers the operation of the treasury management function for 2014-15 and incorporates the following key reporting requirements

- the Treasury Management Strategy for 2014-15 in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management (attached at **Appendix 1**);
- the investment strategy, in accordance with the Government investment guidance (section 4 within **Appendix 1**);
- the reporting of the treasury prudential indicators for 2015-16 to 2017-18 in accordance with the requirements of the CIPFA Prudential Code for Capital Finance in Local Authorities (contained within **Appendix 1**)

- 3.3 The Executive is asked to consider the Treasury Management Strategy for 2015-16, treasury prudential indicators for the period and the investment strategy (**Appendix 1**, section 4) and recommend their approval to the Council at its meeting on 11 February 2015. The Corporate Improvement Scrutiny Committee also considered this report at its meeting on 8 January 2015. In supporting the recommendations in the report, the Committee specifically agreed that the Council should renew its credit rating and the inclusion of £20 million in the liability benchmark as the minimum liquidity.

Main considerations

- 3.4 The CIPFA definition of treasury management is:

“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”.

- 3.5 Overall responsibility for treasury management remains with the Council. Treasury management activity involves risk. The effective identification and management of risks are integral to the Council’s treasury management objectives as is ensuring that borrowing activity is prudent, affordable and sustainable.
- 3.6 The strategy takes into account the impact of the Council’s revenue budget and capital programme on the balance sheet position, the current and projected treasury position, the investment strategy and treasury prudential indicators (**Appendix 1**) and the outlook for interest rates (**Appendix 5**).
- 3.7 The main change to the strategy from last year is
- increased diversification in the portfolio by introducing more secured investment types
 - setting different limits for banks for secured and non-secured investments:
 - reduction in the maximum limit for non-secured investments from £8 million in the current strategy to £6 million for 2015-16
 - introduction of a £10 million limit for secured investments
 - setting longer duration limits for secured bank investments
 - introduction of a non-specified investment category for investments in wholly owned subsidiaries, if we were to set one up
 - inclusion of £20 million in the liability benchmark as the minimum liquidity

Credit rating

- 3.8 The Council’s current credit rating with Moody’s credit rating agency is Aa1 (see **Appendix 4** for credit rating definitions). Having a rating gives us the flexibility and greater access to a range of funding, such as capital markets, which will enable us to borrow for capital projects more cheaply.
- 3.9 Moody’s undertake an annual review of credit ratings. Ours is due for renewal in March 2015.

4. Financial Implications

- 4.1 Interest earnings are an important source of revenue for the Council and the cost of servicing our external debt is a big part of the HRA budget. It is important that we manage the portfolio as to maximise our investment income and reduce our debt interest, whilst maintaining our exposure to risk and maintaining appropriate liquidity to meet our needs.
- 4.2 The financial implications of the treasury management strategy and treasury prudential indicators are detailed in the appendices to the report.

- 4.3 The budget for investment income in 2015-16 is £1.065 million, based on an average investment portfolio of £89 million, at an average interest rate of 1.22%. The budget for debt interest paid is £5.489 million, of which £5.2 million relates to the HRA. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different.

5. Legal Implications

- 5.1 A variety of professional codes, statutes and guidance regulate the Council's treasury management activities. These are:
- the Local Government Act 2003 ("The Act") provides the powers to borrow and invest. It also imposes controls and limits on these activities
 - the 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. The HRA debt cap is the only restriction that applied in 2014-15
 - Statutory instrument (SI) 3146 2003 ("the SI"), as amended, develops the controls and powers within the Act
 - the SI requires the Council to undertake any borrowing activity with regard to the Prudential Code. The Prudential Code requires indicators to be set – some of which are 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 treasury management code of practice
 - under the terms of the Act, the Government issued "Investment Guidance" to structure and regulate the Council's investment activities. The emphasis of the guidance is on the security and liquidity of investments
- 5.2 The Council has a statutory requirement under the Local Government Act 2003 to adopt the CIPFA Prudential Code and produce prudential indicators. A requirement of the prudential code is the adoption of the CIPFA code of practice on treasury management (by Council on 13 June 2002) and the treasury management policy statement (by Council on 9 February 2012).
- 5.3 All treasury activity will comply with relevant statute, guidance and accounting standards.

6. Human Resource Implications

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

7. Conclusion

- 7.1 The information included in this report shows the Council has adopted the principles of best practice and complied with relevant statute, guidance and

accounting standards and as such the strategy and prudential indicators should be approved.

8. Background Papers

None

9. Appendices

Appendix 1 – Treasury management strategy statement, annual investment strategy, and treasury management prudential indicators 2015-16 to 2017-19

Appendix 2 – Glossary

Appendix 3 – Current investment portfolio

Appendix 4 – Credit rating definitions

Appendix 5 – Arlingclose economic and interest rate forecast

Treasury management strategy statement, annual investment strategy and treasury prudential indicators 2015-16 to 2017-18

1. Introduction

- 1.1 The treasury management service is an important part of the overall management of the Council's financial affairs. Councils may borrow or invest for any purpose relevant to its functions, under any enactment, or for the purpose of the prudent management of its financial affairs.
- 1.2 Statutory requirements and the CIPFA TM Code regulate the Council's treasury activities. We adopted the CIPFA TM Code on 13 June 2002 which requires the Council to approve a treasury management strategy before the start of each financial year. We also approved the revised treasury management policy statement on 9 February 2012. This adoption meets the requirement of one of the treasury prudential indicators.
- 1.3 In addition, the Department for Communities and Local Government (CLG) issued revised 'Guidance on Local Authority Investments' in March 2010 that requires the Council to approve an investment strategy before the start of each financial year.
- 1.4 This report fulfils the legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Guidance.
- 1.5 A key requirement of this report is to explain the risks associated with the treasury management service and the management of those risks.
- 1.6 This strategy covers:
 - the balance sheet and treasury position
 - the borrowing strategy
 - the investment strategy
 - other items
- 1.7 As part of the above regulations, we are required to set Prudential Indicators for assessing the prudence, affordability and sustainability of capital expenditure and treasury management decisions. Prudential Indicators are split into treasury and non-treasury indicators. The non-treasury indicators are included in the capital programme report, detailed elsewhere on this agenda, and are derived primarily from capital expenditure.
- 1.8 The treasury prudential indicators are related to the treasury management activity of the Council, and are presented within this report. There is a link between the two sets of indicators. For example, unfinanced capital expenditure increases the Capital Financing Requirement (CFR) and then treasury management decisions need to focus on how the CFR can be financed.

Economic background (detail in appendix 5)

- 1.9 There is momentum in the UK economy, with a continued period of growth through domestically-driven activity and strong household consumption. There are signs that growth is becoming more balanced. The greater contribution from business investments should support continued, albeit slower, expansion of GDP. However, inflationary pressure is benign and is likely to remain low in the short-term. There have been large falls in unemployment but levels of part-time working, self-employment and underemployment are significant and nominal earnings growth remains weak and below inflation.
- 1.10 The Monetary Policy Committee (MPC) focus is on both the degree of spare capacity in the economy and the rate at which this will be used up, factors prompting some debate on the Committee. Despite two MPC members having voted for a 0.25% increase in rates at each of the meetings from August 2014 onwards, some Committee members have become more concerned that the economic outlook is less optimistic than at the time of the August Inflation Report.

Credit outlook

- 1.11 The transposition of two European Union directives into UK legislation in the coming months will place the burden of rescuing failing EU banks disproportionately onto unsecured local authority investors. The 'Bank Recovery and Resolution Directive' promotes the interests of individual and small businesses covered by the Financial Services Compensation Scheme and similar European schemes, while the recast 'Directive Guarantee Schemes Directive' includes large companies into these schemes. The combined effect of these two changes is to leave public authorities and financial organisations (including pension funds) as the only senior creditors likely to incur losses in a failing bank after July 2015.
- 1.12 The continued global economic recovery has led to a general improvement in credit conditions since last year. This is evidenced by a fall in the credit default swap spreads of banks and companies around the world. However, due to the above legislative changes, the credit risk associated with making unsecured bank deposits will increase relative to the risk of other investment options available to the Council. This means that we will need to consider other forms of investment to maintain the security of our portfolio.

Interest rate forecast

- 1.13 Our treasury management advisors, Arlingclose, forecast the first rise in official interest rates in August 2015 and a gradual pace of increases thereafter, with the average for 2015-16 being around 0.75%. They believe the normalised level of the Bank Rate post-crisis to range between 2.5% and 3.5%. The risk to the upside (interest rates being higher) is weighted more towards the end of the forecast horizon. On the downside, Eurozone weakness and the threat of deflation have increased the risks to the durability of UK growth. If the negative indicators from the Eurozone become more entrenched, the Bank of England will likely defer rate rises to later in the year. Arlingclose projects gilt yields on an

upward path in the medium term, taking the forecast average 10-year PWLB loan rate for 2015-16 to 3.40%.

- 1.14 A more detailed economic and interest rate forecast provided by Arlingclose is attached at **Appendix 5**.

2. Balance sheet and treasury position

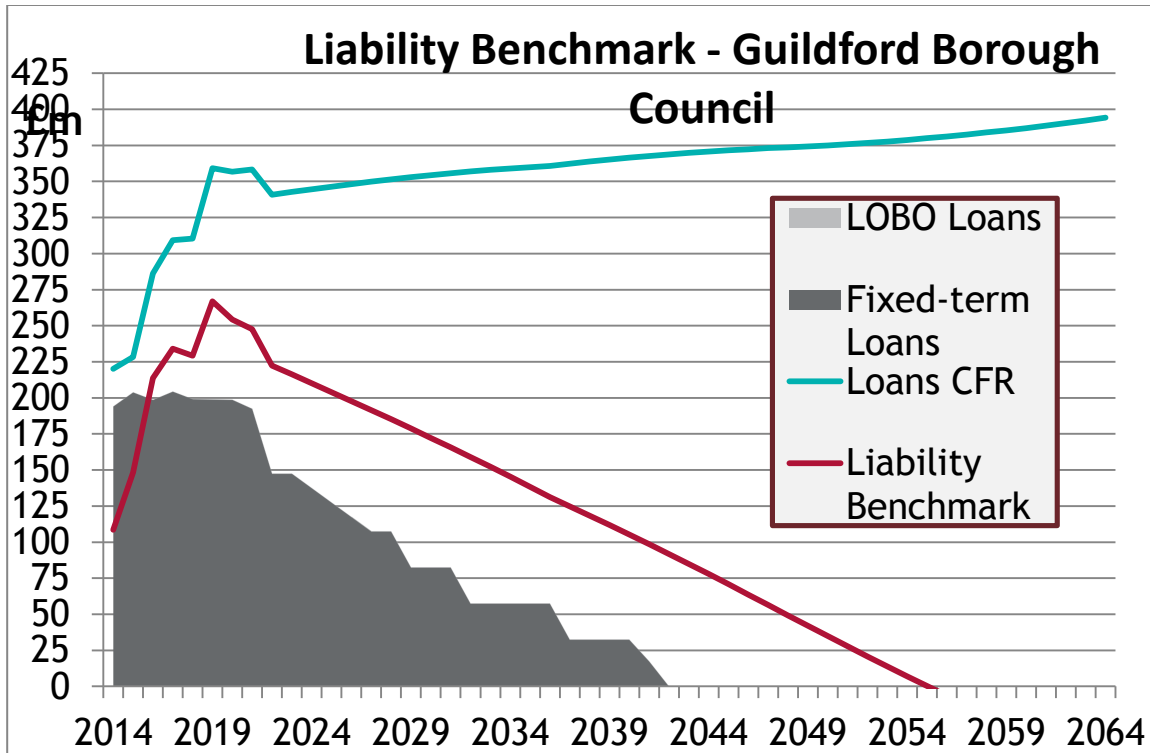
- 2.1 The following table shows the extent of the Council's need to borrow for capital purposes, what we have borrowed and is split between the GF and the HRA.
- 2.2 The CFR measures the Council's underlying need to borrow for a capital purpose. The Council's investments are made up of usable reserves and working capital and are the underlying resources available for investment. Our current strategy is to maintain external borrowing below the level of the CFR – known as internal borrowing.
- 2.3 We are assuming a minimum liquidity requirement of £20 million. This is the first time we have included this in the figures, and it represents the minimum level of cash / investments we will maintain to cover the Council's cash movements, at any point in time.
- 2.4 Our current liabilities at the end of the financial years ending March 2013 and March 2014 had current liabilities of £17.868 million and £24.456 million respectively, so by including £20 million we are using a mid-point between those two years. We will update this annually, but have included an inflationary increase moving forward in the table.

Guildford Borough Council					
Balance Sheet Summary and Projections - last updated 12 Jan 2015					
31st March:	2014	2015	2016	2017	2018
	£000	£000	£000	£000	£000
Loans Capital Financing Requirement	220,150	228,226	286,312	309,348	310,431
Less: External Borrowing	(194,045)	(203,815)	(198,585)	(204,355)	(199,125)
Internal / (Over) Borrowing	26,105	24,411	87,727	104,993	111,306
Less: Usable Reserves/Working Capital	(111,504)	(99,878)	(93,029)	(96,166)	(102,777)
Investments / (New Borrowing)	85,399	75,467	5,302	(8,827)	(8,529)
Net Borrowing Requirement	108,646	128,348	193,283	213,182	207,654
Minimum Liquidity	0	20,000	20,500	21,013	21,538
Liability Benchmark	108,646	148,348	213,783	234,194	229,192

Housing Revenue Account - Summary and Projections					
31st March:	2014	2015	2016	2017	2018
	£000	£000	£000	£000	£000
HRA CFR	196,664	196,664	196,664	196,664	196,664
HRA Reserves	(64,274)	(70,531)	(63,278)	(67,492)	(73,750)
HRA Working Capital	0	0	0	0	0
HRA Borrowing	(194,045)	(193,815)	(193,585)	(193,355)	(188,125)
HRA Cash Balance	61,655	67,682	60,199	64,183	65,211
General Fund - Summary and Projections					
31st March:	2014	2015	2016	2017	2018
	£000	£000	£000	£000	£000
GF Loans CFR	23,486	31,562	89,648	112,684	113,767
GF Reserves	(47,230)	(29,347)	(29,751)	(28,674)	(29,027)
GF Working Capital	(17)	(10)	(10)	(10)	(10)
GF Borrowing	0	(10,000)	(5,000)	(11,000)	(11,000)
GF Cash Balance	23,761	7,795	(54,887)	(73,000)	(73,730)
Less borrowing = GF borrowing need	23,761	(2,205)	(59,887)	(84,000)	(84,730)

- 2.5 The table above shows the Council has an increasing CFR due to the underlying need to borrow for the General Fund (GF) capital programme. The cash balance of the Council is projected to reduce significantly over the period shown in the table.
- 2.6 Housing Revenue Account (HRA) reserves are increasing over the period, whilst the HRA CFR remains the same because we are operating at our debt cap. Our priority continues to be to build homes rather than reduce the level of debt. HRA debt is reducing slightly, due to the Equal Instalments of Principal (EIP) loan we hold. The above figures exclude an allowance for future development projects, for example the potential to spend £50 million on the redevelopment at Slyfield (as referred to in the HRA business plan).
- 2.7 GF reserves are projected to remain stable, but the CFR is increasing sharply due to the capital programme. We are projecting a need to borrow for the GF from 31 March 2015, based on the profile of the current capital programme. To overcome this, we took out a 3-year £5 million loan from another Local Authority. The rate was very good, and we took the opportunity to start some borrowing whilst it was cost effective to do so to meet the liquidity requirement. We have also taken out £5 million of short-term loans maturing in April and June 2015 to cover cash-flow.
- 2.8 Working capital is the net debtors and creditors we have at the end of the financial 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).
- 2.9 We will not automatically borrow externally for the GF when the cash balance is negative, although we will review the position in line with our borrowing strategy.

- 2.10 There are a number of options we can consider, alongside externalising our internal borrowing including internally borrowing from the HRA or transferring loans from the HRA (both of which depend on HRA reserve availability).
- 2.11 If some of the larger HRA redevelopment projects move forward, for example SARP, the HRA will spend its reserves and they will no longer be available for the GF to internally borrow from. In that case, we will have no choice but to externalise the GF borrowing.
- 2.12 We are currently negotiating with our development partner on the redevelopment of North Street and the outcome of this could impact on our capital programme and borrowing strategy and therefore the figures in the above table.
- 2.13 CIPFA's prudential code recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. The above table shows that the Council expects to comply with this recommendation during 2015-16.
- 2.14 To assist with the long-term treasury management strategy, the Council and its advisors have created a liability benchmark. This forecasts our need to borrow over the longer term. Following on from the medium term forecasts in the table above, the benchmark assumes:
- an allowance for currently known capital expenditure, until 2019-20, will be funded by internal borrowing, initially, and then an assumed level of capital expenditure moving forward, adjusted with a 2.5% adjustment each year
 - minimum revenue provision (MRP) has been allowed for based on the underlying need to borrow for the GF capital programme until 2019-20, and then projected forward based on the assumed level of capital expenditure with MRP over 25 years repayment period
 - income, expenditure and reserves are updated until 2019-20, based on estimated income and expenditure and then projected forward by using a 2.5% adjustment each year



- 2.15 The liability benchmark (the red line) shows our net debt position (the minimum amount of borrowing we would need to have zero investments). If the liability benchmark line rises above the amount of loans we have (the shaded area), we need to borrow externally and no longer have any internal borrowing capacity. Within the liability benchmark figure, we are assuming we will have a minimum level of cash investments of £20 million at any time moving forward to cover our cash flows.
- 2.16 The loans CFR, in the above graph, (blue line) is continuing to increase in line with the assumptions made around capital expenditure being financed from borrowing. We do not currently have any plans to reduce the HRA CFR because our priority is to use our reserves to build houses.
- 2.17 When making decisions about borrowing, we will review the liability benchmark 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.
- 2.18 We will undertake some modelling taking into account the projects listed in the Corporate Plan, for example, which will tell us the potential impact on our borrowing requirement.
- 2.19 To ensure we ultimately finance the GF CFR, we are required to make a Minimum Revenue Provision (MRP) charge each year to the revenue account. There is no requirement to make MRP on the HRA CFR.

- 2.20 The Government has set a debt cap for the HRA CFR. This stands at £196.6 million, although we have approval to increase this to £197.205 million in 2016-17. As can be seen above, we are operating at our debt cap so are unable to take out any more external borrowing for the HRA.
- 2.21 The table in paragraph 2.4 shows our gross debt position against our CFR. This is one of the prudential indicators.

3. Borrowing

- 3.1 Borrowing can be for short-term (for cash flow purposes) and long-term (for funding the capital programme).
- 3.2 The Council currently has £199 million of long-term external loans, an increase of £5 million from the previous year. The £5 million relates to the GF and a 3-year loan was taken out to meet the liability benchmark need to borrow. £194 million relates to the HRA.
- 3.3 The balance sheet forecast, in para 2.4, shows the Council has a net GF external borrowing need of up to £53.6 million in 2015-16, including the new capital bids for 2015-16 to 2019-20. The net cost of these new schemes is £88.36 million. We may also borrow to externalise our current internal borrowing, or to pre-fund future year's requirements, providing this does not exceed the authorised borrowing limit and the highest level of the CFR in the next three years.

Objective

- 3.4 Our primary objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should our long-term plans change is a secondary option.

Strategy

- 3.5 Given the significant cuts to public expenditure and in particular to local government funding, the Council's 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 use internal borrowing or to borrow short-term loans instead.
- 3.6 By doing this, we are able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.
- 3.7 The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise. Arlingclose will assist us with this 'cost of carry' and breakeven analysis. Its output may determine whether we borrow additional sums at long-term fixed rates in 2015-16 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

- 3.8 We may borrow short-term loans for cash flow purposes.
- 3.9 In deciding when we externally borrow for the GF capital programme, we will also review other options. For instance, we have the flexibility to transfer PWLB loans from the HRA to the GF, if the HRA has enough resources to allow this.

Sources of borrowing

- 3.10 Sources of long and short-term borrowing we will consider are;
- Public Works Loans Board (PWLB)
 - any institution approved for investments (see below)
 - any other bank or building society authorised to operate in the UK
 - UK public and private sector pension funds
 - capital market bond investors
 - Local Capital Finance Company or other special purpose companies created to enable local authority bond issues
- 3.11 We may also raise capital finance by using the following methods that are not borrowing, but may be classes as other debt liabilities:
- operating and finance leases
 - hire purchase
 - Private Finance Initiative
 - sale and leaseback
- 3.12 The Council has previously raised the majority of our long-term loans from the PWLB, but we will continue to investigate other sources of finance, such as local authority loans and bank loans, that may be available at more favourable rates.

LGA Bond Agency

- 3.13 The Local Government Association (LGA) established Local Capital Finance Company in 2014 as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB, for three reasons
- a) borrowing authorities may be required to provide bond investors with a joint and several guarantee over the very small risk that other local authority borrowers default on their loans
 - b) there will be a lead time of several months between committing to borrow and knowing the interest rate payable
 - c) up to 5% of the loan proceeds will be withheld from the Council and used to bolster the Agency's capital strength instead.

Debt Rescheduling

- 3.14 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

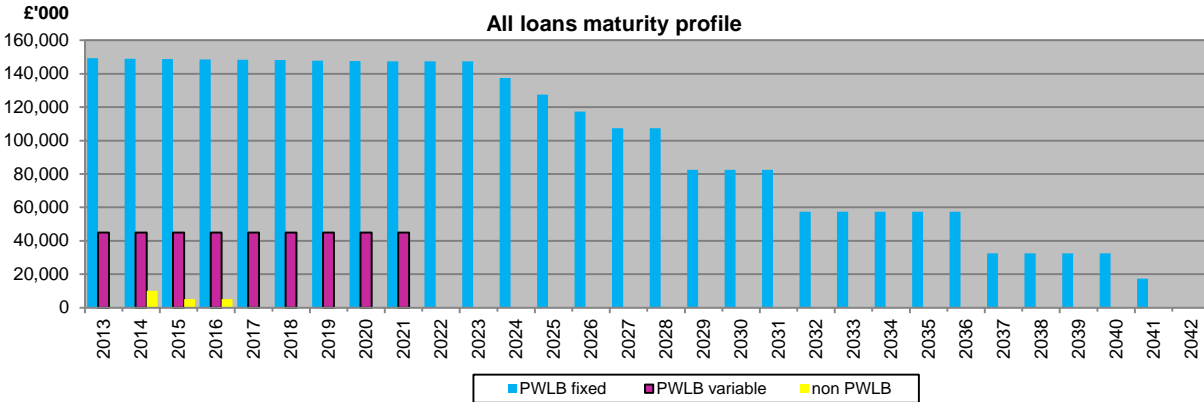
interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk, and where we have enough in reserves to fund the repayment.

Maturity structure of fixed rate borrowing treasury indicator

3.15 This indicator is set to control the Council’s exposure to refinancing risk. It is calculated as the amount of fixed rate borrowing we can have maturing in each period as a percentage of total projected borrowing that is at a fixed rate. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

Maturity Structure of fixed borrowing		
	2015-16	
	Lower	Upper
Under 12 months	0%	15.00%
1 year to 2 years	0%	20.00%
3 years to 5 years	0%	25.00%
6 years to 10 years	0%	50.00%
11 years and above	0%	100.00%

- 3.16 Time periods start on the first day of each financial year. The maturity of borrowing is the earliest date on which the lender can demand repayment.
- 3.17 This indicator gives us flexibility to have the above percentage of borrowing maturing in each time period shown, taking into account of our current debt profile, and providing an allowance for new borrowing.
- 3.18 The maturity profile, showing the outstanding level of loans each year is shown in the graph, and also illustrated as a summary in a table below:



Maturity Structure of fixed borrowing as at 30 November 2014	
Under 12 months	£ 7,000,000
1 year to 2 years	£ 5,000,000
3 years to 5 years	£ -
6 years to 10 years	£ 66,495,000
11 years and above	£ 127,435,000
	£ 205,930,000

Interest rate exposures treasury indicator

3.19 This indicator is set to control the Council’s exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures are shown in the table below expressed as absolute figures as the amount of net principal borrowed (investments counts as negative borrowing). We base these limits on our current position, with allowances for known changes. They are operational working limits not absolute limits.

Limits expressed as figures	2014-15 Approved	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate
Net Debt / (investments):				
Limits on fixed interest rates (£000)	259,030	312,340	378,490	395,630
Limits on variable interest rates (£000)	(13,740)	(22,790)	8,010	19,120

3.20 Where the net debt is a negative figure, it means our investments are greater than our level of debt. For 2015-16, the table shows we are expecting our variable rate investments to be higher than our variable rate debt. We are allowing ourselves to have all of our debt to be at a fixed rate. This includes our current variable rate debt, which we can transfer to fixed rate at any of the re-set dates (six-monthly in September and March).

3.21 For the purposes of this indicator, where we place a fixed rate deposit, or take out a loan for a fixed rate for less than one-year, we class this as fixed rather than variable.

- 3.22 Future years' estimates are linked to the current debt portfolio, adjusted for any potential borrowing linked to the CFR projections. Investment limits are based on the maximum level of cash the Council may have during the year.
- 3.23 The following two Prudential Indicators are also detailed in the capital programme report, elsewhere in this agenda. The level of debt calculated is directly linked to the capital programme and treasury management activity.

Operational boundary for external debt

- 3.24 This is a monitoring indicator that shows the most likely (prudent) but not worst case scenario for external debt. It directly links to the Council's capital expenditure plans, the CFR and cash-flow requirements. It is a key management tool for in-year monitoring. Other long-term liabilities include finance leases, private finance initiatives and other long-term liabilities that are not borrowing but form part of the Council's debt.

Operational Boundary of External Debt	2014-15	2015-16	2016-17	2017-18
	Approved £000	Estimate £000	Estimate £000	Estimate £000
Borrowing - General Fund	74,595	181,605	280,165	206,635
Borrowing - HRA	196,665	196,665	197,025	197,025
Other Long Term Liabilities	0	26,000	26,000	26,000
Total	271,260	404,270	503,190	429,660

- 3.25 It represents the current debt portfolio and a maximum amount of temporary borrowing that may be required in the year. It is not a limit of total borrowing for the Council. It is calculated by taking the estimated CFR plus an allowance of headroom for cash movements. The HRA operational boundary is limited to the HRA debt cap set by the Government.

Authorised limit for external debt

- 3.26 The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003, and is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for any unusual cash movements.

Authorised Limit for External Debt	2014-15	2015-16	2016-17	2017-18
	Approved £000	Estimate £000	Estimate £000	Estimate £000
Borrowing - General Fund	178,795	213,205	239,265	242,935
Borrowing - HRA	196,665	196,665	197,025	197,025
Other Long Term Liabilities	26,000	26,000	26,000	26,000
Total	401,460	435,870	462,290	465,960

- 3.27 The GF authorised debt level gives headroom for significant cash-flow movements, over the operational boundary, for example if we do not receive

Council Tax on the correct day. The HRA limit is set at the debt cap imposed by the Government.

- 3.28 We are required to set a limit for other long-term liabilities, for example finance leases. £26 million has been included in the authorised limit for investment property purchases and fleet purchases that could be classed as finance leases.
- 3.29 Officers monitor the authorised limit on a daily basis against all external debt items on the balance sheet (long and short-term borrowing, overdrawn bank balances and long-term liabilities).

4. Investments

- 4.1 As at 30 November, the Council has £109 million invested, representing surplus income plus balances and reserves held. Our average balance for the year to date is £104 million. We expect these balances to reduce in line with our capital expenditure plans, as highlighted in section 2 of this report and the General Fund Capital Programme report, elsewhere on this agenda.

Objectives

- 4.2 Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of our 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 receiving unsuitably low investment income.

Strategy

- 4.3 Given the increasing risk (lower rated counterparties and the risk of bail-in), explained throughout the report, and continued low returns from short-term unsecured bank investments, the Council aims to further diversify into more secure and / or higher yielding asset classes during 2015-16. This is especially the case for our longer-term investments.
- 4.4 The majority of our cash is currently invested in short-term unsecured bank deposits, certificates of deposit and money market funds. This move to more secured investments represents a substantial change in strategy over the coming year. This change was first introduced to Councillors in the revised Treasury Management Strategy mid-year update in November 2014.
- 4.5 We are required to classify investments as specified or non-specified by the investment guidance issued by CLG.

Specified investments

- 4.6 The CLG Guidance defines specified investments as those:
- denominated in pound sterling
 - due to be repaid within 12 months of the arrangement

- not defined as capital expenditure by legislation and
- invested with one of:
 - the UK Government
 - a UK local authority, parish council or community council, or
 - a body or investment scheme of “high credit quality”

4.7 The Council defines high credit quality organisations as those having a long-term credit rating of A- or higher that are domiciled in the UK or a foreign country with a long-term sovereign rating of AA+ or higher. Money market funds do not need to be domiciled in a country with an AA+ rating.

Non-specified investments

- 4.8 Any investment not meeting the definition of a specified investment is classed as non-specified.
- 4.9 The Council will not make any investments denominated in foreign currencies.
- 4.10 We may make an investment that is defined as capital expenditure by legislation, such as company shares.
- 4.11 Non-specified investments will, therefore, be limited to long-term investments (those that are due to mature 12 months or longer from the date of the arrangement), and investments with bodies and schemes not meeting our definition of higher credit quality. This may include investments with banks that do not meet our credit criteria following the implementation of the two EU directives mentioned in 1.11.
- 4.12 Limits on non-specified investments are shown in the table below:

Non-specified investments	Cash limit (£ million)
Items currently in the strategy	
Total long-term investments	50
Total investments in institutions without credit ratings or rated below (A-)	45
Pooled funds without credit ratings or rated below (A-)	25
Money Market Funds, if new regulations are introduced and the funds are no longer rated	40
New items to the strategy	
Total investments with institutions domiciled in foreign countries rated below AA+	20
Investments in wholly owned subsidiaries of the Council (if we have one)	100
Maximum level of non-specified investments (% of portfolio)	100%

4.13 We may invest in institutions without credit ratings, or rated below A- to ensure we have diversification in our portfolio. We currently invest in some non-rated building societies, and if some of the banks on our lending list are downgraded following the introduction of the new bail-in legislation, they may no longer meet our minimum A- criteria. We need to ensure we have flexibility in our portfolio, whilst ensuring there is an appropriate mix with the security of our portfolio.

Approved counterparties

4.14 The Council may invest its surplus funds with any of the counterparty types in the following table, subject to the limits shown, and subject to other limits (**paragraph 4.15**) in this policy.

Credit Rating	Banks - unsecured	Banks - secured	Government (incl LAs)	Corporates	Registered Providers
Specified investments					
UK Government	n/a	n/a	£unlimited, 50 yrs	n/a	n/a
AAA	£6m, 5 yrs	£10m, 20 yrs	£10m, 50 yrs	£6m, 20 yrs	£6m, 20 yrs
AA+	£6m, 5 yrs	£10m, 10 yrs	£10m, 25 yrs	£6m, 10 yrs	£6m, 10 yrs
AA	£6m, 4 yrs	£10m, 5 yrs	£10m, 15 yrs	£6m, 5 yrs	£6m, 10 yrs
AA-	£6m, 3 yrs	£10m, 4 yrs	£10m, 10 yrs	£6m, 4 yrs	£6m, 10 yrs
A+	£6m, 2 yrs	£10m, 3 yrs	£6m, 5 yrs	£6m, 3 yrs	£6m, 5 yrs
A	£6m, 2 yrs	£10m, 3 yrs	£6m, 5 yrs	£6m, 2 yrs	£6m, 5 yrs
A-	£6m, 1yr	£10m, 2 yrs	£6m, 5 yrs	£6m, 18 mths	£6m, 5 yrs
Non Specified investments					
BBB+	£4m, 6 months	£6m, 1 yr	£4m, 2yrs	£4m 1 year	£4m, 2yrs
BBB or BBB-	£4m, 100 days	£6m, 6 months	n/a	n/a	n/a
None	£1m, 6 months	n/a	£4m, 25yrs	£500k, 5yrs	£6m, 5yrs
Pooled funds			£10m per fund		

4.15 These limits are per counterparty and the higher level is the maximum. For instance, we will not invest more than £10 million with a bank or group of banks, which can all be secured or a maximum of £6 million unsecured with £4 million secured. We propose to allow ourselves to invest in secured investments for longer periods of time than unsecured deposits. An example of a counterparty with no credit rating is a non-rated building society, where we can invest £1 million per counterparty. These time limits are the maximum for the year, and operationally we could have a shorter duration – these are reviewed throughout the year with Arlingclose.

4.16 Credit rating: Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody’s or Standard & Poor’s. Where available, the credit rating relevant to the specific investment or class or investment is used, otherwise the counterparty credit rating is used.

4.17 Banks 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. Unsecured investment with banks rated BBB or BBB- are restricted to overnight deposits at our current bank account.

4.18 Banks secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank’s assets, which limits the potential losses in the unlikely event of insolvency, and means that they 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 highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.
- 4.19 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. Investments with the UK Central Government may be made in unlimited amounts for up to 50-years.
- 4.20 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. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.
- 4.21 Registered Providers: Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formally known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain a high likelihood of receiving government support if needed.
- 4.22 Pooled Funds: Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Money market funds that offer same-day liquidity and aim for a constant net asset value will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
- 4.23 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 the Council's investment objectives will be monitored regularly.
- Investment limits*
- 4.24 In order to ensure that no more than 10% of available reserves will be out at risk in the case of a single default, the maximum that will be lent to any one organisation or group (other than the UK government) will be £10 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes.

Treasury management risk and Credit Ratings

- 4.25 Credit ratings are obtained and monitored by the Council's treasury advisors, Arlingclose, who notify changes 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
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 4.26 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") and 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.
- 4.27 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 organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.
- 4.28 We will not make investments with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.
- 4.29 When deteriorating financial market conditions affect the credit worthiness of all organisations, as happened in 2008 and 2011, 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 its 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 invest with the Councils 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 a reduction in the level of investment income earned, but will protect the principal sum invested.
- 4.30 The Council measures and manages its exposure to treasury management risk by using the following indicators.
- 4.31 Security: We have adopted a voluntary measure of our exposure to credit risk by monitoring the value-weighted average credit rating of the investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc) and taking the arithmetic average, weighted by the size of each investment.
- 4.32 The average portfolio credit rating target is set at A- for 2015-16.

- 4.33 Liquidity: We monitor our liquidity by using a cash flow system called TreasuryNet. We project forward for the financial year, and enter all known cash flows 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 length and value of investments made. We have set £20 million as our minimum liquidity requirement.

- Principal sums to be invested for periods longer than 364 days*
- 4.34 The purpose of this indicator is to control the Council's exposure to the risk of incurring glosses by seeking early repayment of our investments. The limits on the total principal sum invested to final maturity beyond the end period will be:

	2014-15 Approved	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate
Upper Limit for total principal sums invested for longer than 364 days	£9m	£50m	£30m	£20m

- 4.35 The large increase in the 2015-16 estimate reflects the increasing size of our cash and investment portfolio. It also reflects the change in our investment strategy of some of the types of new investments we have introduced that may require us to invest longer-term. This is just a limit and does not mean we will invest £50 million longer than 364 days.

5. Other items

- 5.1 There are a number of additional items that the Council is obliged by CIPFA or CLG to include in our treasury management strategy.

The Council's banker

- 5.2 Following a competitive tender exercise held in 2009 (with effect from 1 January 2010), the Council's current accounts are held with HSBC Bank plc, which is currently rated above our minimum credit criteria. Should the credit rating fall below the minimum credit rating, the Council may continue to deposit surplus cash with HSBC Bank plc providing that investments can be withdrawn on the next working day, and that the bank maintains a credit rating no lower than BBB- (the lowest investment grade rating).

Policy on the use of Financial Derivatives

- 5.3 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (for example interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (for example LOBO loans and callable deposits). 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 (those that are not embedded into a loan or investment).

- 5.4 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of 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, will not be subject to this policy, although the risk they present will be managed in line with the overall treasury risk management strategy.
- 5.5 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

Policy on apportioning interest to the HRA

- 5.6 The Council operates a two-pooled approach to its loans portfolio, which means we separate long-term HRA and GF loans.
- 5.7 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 revenue account. Differences between the value of the HRA loans pool and the HRA's 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. We will calculate an average balance for the year and interest transferred between the GF and HRA at the Council's weighted average return on its investments, adjusted for credit risk.
- 5.8 This credit risk adjustment reflects the risk to the GF that any investment default will be a charge to the GF, even if it is HRA cash that is lost.

Training

- 5.9 The needs of the Council's treasury management staff for training in investment management are assessed regularly throughout the year, and additionally when the responsibilities of individual members of staff change.
- 5.10 Staff regularly attend training courses, seminars and conferences provided by Arlingclose, CIFPA and other bodies. Relevant staff are also encouraged to study professional qualifications from CIPFA, the Association of Corporate Treasurers and other appropriate organisations.
- 5.11 Councillors undertake training as and when required, for example when there is a change in committee membership, and on an ad-hoc basis as required. The Lead Councillor for Finance and Asset Management attends the quarterly strategy meetings with Arlingclose and is briefed and updated on treasury management matters as and when required.
- 5.12 We will organise training for councillors after the election, particularly for those new to the Treasury Management Panel.

Investment consultants

- 5.13 Arlingclose are the Council's appointed treasury management advisors, with the contract running until 31 March 2015. We receive specific advice on investments, debt and capital finance issues. We have regular contact with the advisors and hold quarterly meetings with them to discuss changes on all aspects on treasury management and specifically in relation to the changing requirements of the Council.
- 5.14 Officers are currently preparing the specification documents to invite tenders for a new contract with effect from 1 April 2015.
- 5.15 The Council has access to five brokers to gather information and place deals where it is financially advantageous compared to direct dealing and where we are unable to access counterparties directly. The information received will be compared with information from other service providers in the market to gauge its applicability within the Council's strategy.

Investment of money borrowed in advance of need

- 5.16 The Council may, from time to time, borrow externally in advance of need, where this is expected to provide the best long-term value for money. Since we will invest the amounts borrowed until spent, the Council is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing rates may change in the intervening period. These risks will be managed as part of the Council's overall management of its treasury risks.
- 5.17 The total amount borrowed will not exceed the authorised borrowing limit.

Other options considered

- 5.18 The CLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Financial Officer, having consulted with the Lead Councillor for Finance and Asset Management, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications are:

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or shorter times	Interest income will be lower	Lower change of losses from credit related defaults, but any such losses will 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 will be smaller

Alternative	Impact on income and expenditure	Impact on risk management
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 leaving to a higher impact in the event of default; however long-term interest costs will be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs 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 will be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs will be less certain

Treasury management performance monitoring

- 5.19 CIPFA advocates the principle that Council’s should create appropriate methods by which the performance of their treasury management activities can be measured and recommend the selection of appropriate measures and setting of benchmarks.

- 5.20 Officers monitor the treasury management activity and prudential indicators on a monthly basis. Reports are made to Councillors quarterly via the Wey Ahead and half-yearly to scrutiny committee. Other monitoring includes:
 - the Council will produce an outturn report on its treasury activity no later than 30 September after the end of the financial year
 - the treasury management panel will meet at key stages during the financial year to review compliance of indicators and performance of treasury activity in the year, review the annual strategy and the annual report
 - the Corporate Improvement Scrutiny Committee is responsible for the scrutiny of the Council’s treasury management activity and practices

- 5.21 The Council sets performance indicators to assess the return against the Bank of England base rate on treasury activities over the year. These include the separate monitoring of in-house investments (both longer-term and for cash flow purposes) and externally managed funds.

- 5.22 We also monitor performance through benchmarking with both CIPFA and other Arlingclose clients. The Council is a member of the Surrey treasury management officers group who meet twice a year to discuss treasury management issues and share practices.

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 of 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)

Investment portfolio at 30 November 2014

At 30-11-14	Category in TMSS (para 4.12)	Limit in 15-16 TMSS
Specified Investments		
Call accounts	4,016,395 Banks unsecured	
Notice accounts	18,051,902 Banks unsecured	
Money Market Funds	2,926,000 Pooled fund	
Corporate Bonds	935,993 Corporates	
Certificates of Deposit	12,000,000 Banks unsecured	
Fixed Deposits		
Banks	33,500,000 Banks unsecured	
Building Societies	8,000,000 Banks unsecured	
Local Authorities	7,000,000 Government	
	86,430,290	
Non-specified investments		
Investments >1year	2,000,000 Banks Secured / Long term investment	20,000,000
Non-rated building societies	5,000,000 Institution without credit rating or rated below A-	45,000,000
Pooled Funds	15,801,506 Pooled funds without rating or below A-	25,000,000
Money Market Funds	0 MMF with new regulations	40,000,000
	22,801,506	
Total investments	109,231,796	

Credit Rating Equivalents and Definitions

	Fitch	Moody's	Standard & Poor's	Fitch	Moody's	Standard & Poor's
Long Term Investment Grade	AAA	Aaa	AAA	AAA 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.	Aaa Obligations rated Aaa are judged to be of the highest quality, with minimal credit risk.	AAA An obligator rated 'AAA' has extremely strong capacity to meet its financial commitments. 'AAA' is the highest issuer credit rating assigned by Standard & Pools.
	AA+	Aa1	AA+	AA 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.	Aa Obligations rated Aa are judged to be of high quality and are subject to very low credit risk.	AA 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.
	AA	Aa2	AA			
AA-	Aa3	AA-				
Sub Investment Grade	A+	A1	A+	A 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.	A Obligations rated A are considered upper-medium grade and are subject to low credit risk.	A 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.
	A	A2	A			
	A-	A3	A-			
Sub Investment Grade	BBB+	Baa1	BBB+	BBB 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.	Baa Obligations rated Baa are subject to moderate credit risk. They are considered medium-grade and as such may possess certain speculative characteristics.	BBB 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.
	BBB	Baa2	BBB			
	BBB-	Baa3	BBB-			
Sub Investment Grade	BB+	Ba1	BB+	BBB 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.	Baa Obligations rated Baa are subject to moderate credit risk. They are considered medium-grade and as such may possess certain speculative characteristics.	BBB 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.
	BB	Ba2	BB			
	BB-	Ba3	BB-			
Sub Investment Grade	B+	B1	B+	BBB 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.	Baa Obligations rated Baa are subject to moderate credit risk. They are considered medium-grade and as such may possess certain speculative characteristics.	BBB 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.
	B	B2	B			
	B-	B3	B-			
Sub Investment Grade	CCC+	Caa1	CCC+	BBB 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.	Baa Obligations rated Baa are subject to moderate credit risk. They are considered medium-grade and as such may possess certain speculative characteristics.	BBB 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.
	CCC	Caa2	CCC			
	CCC-	Caa3	CCC-			
Sub Investment Grade	CC+	Ca1	CC+	BBB 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.	Baa Obligations rated Baa are subject to moderate credit risk. They are considered medium-grade and as such may possess certain speculative characteristics.	BBB 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.
	CC	Ca2	CC			
	CC-	Ca3	CC-			
Sub Investment Grade	C+	C1	C+	BBB 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.	Baa Obligations rated Baa are subject to moderate credit risk. They are considered medium-grade and as such may possess certain speculative characteristics.	BBB 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.
	C	C2	C			
	C-	C3	C-			
	D		D or SD			

Arlingclose Economic & Interest Rate Forecast October 2014

Underlying assumptions

- The UK economic recovery has continued. Household consumption remains a significant driver, but there are signs that growth is becoming more balanced. The greater contribution from business investment should support continued, albeit slower, expansion of GDP throughout this year.
- We expect consumption growth to slow, given softening housing market activity, the muted outlook for wage growth and slower employment growth. The subdued global environment suggests there is little prospect of significant contribution from external demand.
- Inflationary pressure is currently low and is likely to remain so in the short-term. Despite a correction in the appreciation of sterling against the US dollar, imported inflation remains limited. We expect commodity prices will remain subdued given the weak outlook for global growth.
- The MPC's focus is on both the degree of spare capacity in the economy and the rate at which this will be used up, factors prompting some debate on the Committee.
- Nominal earnings growth remains weak and below inflation, despite large falls in unemployment, which poses a dilemma for the MPC. Our view is that spare capacity remains extensive. The levels of part-time, self-employment and underemployment are significant and indicate capacity within the employed workforce, in addition to the still large unemployed pool. Productivity growth can therefore remain weak in the short term without creating undue inflationary pressure.
- However, we also expect employment growth to slow as economic growth decelerates. This is likely to boost productivity, which will bear down on unit labour costs and inflationary pressure.
- In addition to the lack of wage and inflationary pressures, policymakers are evidently concerned about the bleak prospects for the Eurozone. These factors will maintain the dovish stance of the MPC in the medium term.
- The continuing repair of public and private sector balance sheets leave them sensitive to higher interest rates. The MPC clearly believes the appropriate level for Bank Rate for the post-crisis UK economy is significantly lower than the previous norm. We would suggest this is between 2.5 and 3.5%.
- While the ECB is likely to introduce outright QE, fears for the Eurozone are likely to maintain a safe haven bid for UK government debt, keeping gilt yields artificially low in the short term.
- The probability of potential upside risks crystallising have waned a little over the past two months. The primary upside risk is a swifter recovery in the Eurozone.

Forecast:

- We continue to forecast the first rise in official interest rates in Q3 2015; general market sentiment is now close to this forecast. There is momentum in the economy, but inflationary pressure is benign and external risks have increased, reducing the likelihood of immediate monetary tightening.
- We project a slow rise in Bank Rate. The pace of interest rate rises will be gradual and the extent of rises limited; we believe the normalised level of Bank Rate post-crisis to range between 2.5% and 3.5%.
- The short run path for gilt yields is flatter due to the deteriorating Eurozone situation. We project gilt yields on an upward path in the medium term.

	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Dec-17
Official Bank Rate												
Upside risk		0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.50	0.50	0.50	0.75	0.75	1.00	1.00	1.25	1.25	1.50	1.50	1.75
Downside risk				0.25	0.25	0.50	0.50	0.75	0.75	1.00	1.00	1.00
3-month LIBID rate												
Upside risk	0.05	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.55	0.60	0.65	0.85	1.00	1.15	1.30	1.45	1.60	1.75	1.85	2.05
Downside risk	0.10	0.15	0.20	0.30	0.40	0.55	0.65	0.75	0.85	-0.95	-0.95	-0.95
1-yr LIBID rate												
Upside risk	0.10	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.95	1.00	1.05	1.20	1.35	1.50	1.65	1.80	1.95	2.10	2.20	2.40
Downside risk	-0.30	-0.35	-0.40	-0.45	-0.50	-0.55	-0.60	-0.65	-0.70	-0.75	-0.80	-0.80
5-yr gilt yield												
Upside risk	0.30	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.55	0.55
Arlingclose Central Case	1.70	1.75	1.90	2.00	2.10	2.20	2.30	2.40	2.50	2.60	2.70	2.90
Downside risk	-0.30	-0.35	-0.35	-0.35	-0.40	-0.45	-0.50	-0.55	-0.60	-0.65	-0.70	-0.70
10-yr gilt yield												
Upside risk	0.30	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.55	0.55
Arlingclose Central Case	2.40	2.45	2.55	2.60	2.65	2.70	2.75	2.80	2.85	2.90	2.95	3.05
Downside risk	-0.30	-0.35	-0.35	-0.35	-0.40	-0.45	-0.50	-0.55	-0.55	-0.55	-0.60	-0.60
20-yr gilt yield												
Upside risk	0.30	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.55	0.55
Arlingclose Central Case	2.90	2.95	3.05	3.10	3.15	3.20	3.25	3.30	3.35	3.40	3.45	3.50
Downside risk	-0.30	-0.35	-0.35	-0.35	-0.40	-0.45	-0.50	-0.50	-0.55	-0.55	-0.60	-0.60
50-yr gilt yield												
Upside risk	0.30	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.55	0.55
Arlingclose Central Case	3.00	3.05	3.10	3.15	3.20	3.25	3.30	3.35	3.40	3.45	3.50	3.55
Downside risk	-0.30	-0.35	-0.35	-0.35	-0.40	-0.45	-0.50	-0.55	-0.55	-0.55	-0.60	-0.60

Executive Report

Report of Executive Head of Housing and Health

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Date: 20 January 2015

Housing Revenue Account 2015–16 Budget

Executive Summary

The updated Housing Revenue Account (HRA) Business Plan, approved by the Executive on 25 November 2014 sets the framework for the proposed budget outlined in this report for recommendation to Council on the 11 February 2015.

The report includes detailed HRA revenue budgets for 2015-16, a ten-year revenue budget projection and the Housing Investment Capital Programme. These are based on the assumptions set out in the approved business plan.

The ten-year projection indicates the revenue account is consistently able to generate around £11 million per annum in contributions for future capital investment, in either the existing stock or the provision of new units. The ten-year budget projection reflects the current Business Plan, attaching a lower priority to the repayment of debt principal inherited as part of the self-financing HRA settlement.

We are proposing that weekly rents are increased by 2.2% and that we implement a local rent convergence scheme. Agreement is also sought to a capital investment programme totalling £12.5 million. The report includes details of the various fees and charges proposed for other HRA services.

Recommendation to Council

The Executive is asked to recommend to Council:

- (1) That the HRA revenue budget, as set out in **Appendix 1**, be approved.
- (2) That the rent of Council owned dwellings be increased by 2.2% with effect from 6 April 2015, to be adjusted so as to comply with the local rent convergence policy by applying locally specified caps and limits.

- (3) That the fees and charges for HRA services specified in **Appendix 2** be approved.
- (4) That the Housing Investment Programme set out in **Appendix 5** (current approved and provisional schemes), and as amended to include such new bids as may be approved by the Executive at its meeting on 20 January 2015, be approved.

Recommendation to Executive

Subject to Council approving the budget on 11 February 2015:

- (1) That the projects forming the HRA major repair and improvement programme set out in **Appendix 3** be approved.
- (2) That the new capital proposals in respect of the new build schemes at Willow Way (NB01), various garage sites (NB02) and The Homestead (NB03) set out in **Appendix 4** to this report be added to the Housing Investment approved programme, and that the Executive Head of Housing and Health be authorised to implement the schemes.
- (3) That the transfer of £1.9 million in respect of the Slyfield Green scheme (Corporation Club) from the provisional Housing Investment capital programme to the approved capital programme be approved, and that the site be appropriated to the HRA from the General Fund.
- (4) That a capital supplementary estimate of £250,000 be approved in respect of the Slyfield Green scheme to enable the new build scheme to be progressed.
- (5) That the equity share repurchase and cash incentive schemes in **Appendix 5** be approved.
- (6) That the Executive Head of Housing and Health be authorised in respect of the approved schemes set out in **Appendix 3, 4 and 5**:
 - (i) to make all necessary arrangements to implement all the schemes, including acquisitions and disposals for assembling sites and obtaining all necessary consents (including planning permission where appropriate), and procurement of contractors and development partners;
 - (ii) to agree provision for decommissioning and preparation of sites; and
 - (iii) in consultation with the Lead Councillor for Housing and Social Welfare to reallocate funding between approved schemes to make best use of the available resources

Reasons for Recommendation:

To enable the Council to set the rent increase for HRA property and associated fees and charges, along with authorising the necessary expenditure to implement the HRA Business Plan approved by the Executive on the 25 November 2014.

1. Purpose of Report

- 1.1 This report provides a position statement on the 2015-16 draft budget and makes recommendations to the Executive on the budget and proposed rent increase.

2. Corporate Plan

- 2.1 The budget underpins the delivery of our Corporate Plan.

3. Background

- 3.1 The self-financing arrangements introduced in 2012, enable the Council to manage its social housing service in the broadest sense. The Executive agreed at its meeting on 25 November 2014 an updated HRA Business Plan. This sets out our ambitions and priorities for the service.
- 3.2 The Executive reaffirmed its view that the provision of more affordable homes is a greater priority than the repayment of the outstanding HRA debt. In making this decision, it took account of any effect this would have on the long-term viability of the HRA. The proposed revenue and capital budgets will enable us to deliver on the priorities set out in the plan.
- 3.3 The total HRA debt stands at £197.2 million. It is projected that the interest charge for 2015-16 will be approximately £5,250,000. No provision is included in the budget for the repayment of debt during 2015-16 in line with the Executive’s decision that debt repayment is not a priority.
- 3.4 The HRA continues to operate in a challenging environment. The national picture, influenced by events in Europe and other world economies remains uncertain.
- 3.5 The pressure to address the national deficit continues with the government seeking to achieve significant reductions in public sector expenditure. This will affect our tenants as a number of Welfare Reform changes are introduced. It seems inevitable that this will not be the last round of public spending cuts, whichever party wins the next general election.

4. HRA Revenue Budget 2015-16

Assumptions

- 4.1 The revenue budget for 2015-16 is constructed around a number of key assumptions. The most important are set out in the table below:

Item	Assumption
Opening stock	5,070 units of accommodation
HRA Debt	£197.2 million
Borrowing rate 2015-16	2.70%
Rent increase (based on CPI)	Rising incrementally to 3.3% by 2018-19
Rent increase mechanism	DCLG formula with local rent convergence policy
Garage income increase	1%

Item	Assumption
Bad debt provision 2015-16	£150,000 increasing to £300,000 by 2018-19
Void rate	1%
Service charge increases	Linked to inflation on repair/maintenance headings
Housing units lost through Right to Buy (RTB)	15 per annum
Retained receipts	Held in reserves
HRA ring fence	Policy of strong ring fence continues
Debt repayment	No provision made for the repayment of debt
Operating balance	£2.5 million

Summary of Revenue Account Budget 2015-16

- 4.2 The table below summarises the proposed 2015-16 revenue budget, which reflects our current Treasury Management Strategy – in effect an interest only mortgage rather than a repayment mortgage. The timing of debt repayment will largely be a treasury management decision taking into account the overarching objectives of the Business Plan.

Expenditure	£
Management and maintenance	10,202,260
Interest payments	5,250,000
Depreciation	5,678,000
Contribution to reserves from surplus	10,954,730
Other items	550,760
	32,635,750
Income	
Rents – dwellings	(29,950,000)
Rents – other	(1,108,930)
Service charges	(967,690)
Supporting people funding	(300,000)
Miscellaneous income	(309,130)
	(32,635,750)

- 4.3 Based on the assumptions contained in the approved Business Plan and detailed in paragraph 4.1, the HRA will have an operating surplus of £10.95 million for 2015-16. The size of the surplus reflects a number of factors:

- the prevailing borrowing rate
- the decision not to make debt repayments
- the impact of historically high levels of investment in the stock over past years maintaining stock condition
- low void rates and good income collection performance
- strong rental stream with many properties at or close to target rent levels

Expenditure

- 4.4 The main headings are summarised below:

Subjective Heading	2014-15 Budget	2015-16 Budget
	£	£
General Management	5,139,540	5,130,370
Responsive and planned maintenance	4,944,090	5,071,890
Interest payable	5,100,000	5,250,000
Depreciation	5,293,520	5,678,000
Cost of democracy	229,460	239,340
Rent Rebate Subsidy Limitation charge	30,000	0

- 4.5 **General Management:** Budgeted expenditure on delivering continuing HRA services is approximately 0.2% lower in cash terms following a restructuring in Housing Advice. The implications of the pay and grading review are included in the draft estimate.
- 4.6 **Repairs and maintenance:** Budgeted expenditure on revenue-funded works is approximately 2.6% higher in cash terms. The headline increase is modest, as the budget has been reviewed to reflect historic levels of expenditure. Consequently, it masks the inflationary pressure that has developed in construction industry tender prices. There are growing skilled labour shortages coupled with above inflation increases in the materials supply chain. At the same time, demand for construction related services is growing. This price pressure is acknowledged in the assumptions used in the ten-year budget projection detailed in **Table 1**.
- 4.7 **Interest payable:** Approximately 75% of the loan portfolio consists of fixed interest loans, whilst the remaining portfolio is on a variable rate arrangement. Although the variable rate loans are subject to prevailing market conditions, it is likely that interest rates will remain stable in the short to medium term. The table below sets out our current loan portfolio.

Loan Type	Principal	Remaining years	Rate
Variable	£45,000,000	7	0.85% (projected 2015-16)
Fixed	£2,070,000	6	3.60%
Fixed	£10,000,000	9	2.70%
Fixed	£10,000,000	10	2.80%
Fixed	£10,000,000	11	2.92%
Fixed	£10,000,000	12	3.01%
Fixed	£25,000,000	14	3.15%
Fixed	£25,000,000	17	3.30%
Fixed	£25,000,000	22	3.44%
Fixed	£15,000,000	26	3.49%
Fixed	£17,435,000	27	3.50%

- 4.8 **Depreciation:** To safeguard future rental streams, we need to ensure our properties and assets are properly maintained. This will involve the replacement of ageing components at the appropriate time.

In order to do so, it is important that we set aside adequate funds each year to meet future liabilities. The depreciation charge is one of the key mechanisms we use to do this. The proposed 2015-16 charge represents, in officers' view, a realistic amount having regard to the outcome of the stock condition survey.

The charge of £5,678,000 is considered both appropriate and affordable.

- 4.9 **Revenue growth bid:** One new revenue initiative totalling £25,000 is included in the 2015-16 estimates. The bid would provide an increased mechanical and electrical engineering capacity to respond to an increasingly complex regulatory regime, where the technology employed has become more sophisticated at an ever-increasing rate.

The existing team, whilst very experienced are having difficulty supporting in a timely way our capital investment programme. They cannot monitor the performance of our contractors working on our extensive property portfolio held in both the General Fund and the HRA. The team is closely involved in critical mitigation programmes covering Legionella, fire protection, mechanical handling and lifting equipment.

Their capacity to respond comprehensively to these issues has been identified in a review carried out by Internal Audit as insufficient. To reduce our risk exposure and ensure service continuity we are proposing to appoint an additional engineer to be funded jointly by the General Fund.

Income

Proposed rent increase

- 4.10 In accordance with the Business Plan approved by the Executive on 25 November 2014, we propose to use the national rent increase formulae to generate the 2015-16 rent increase. This uses the September CPI measure of inflation and produces a headline rent increase of 2.2% (CPI + 1%)
- 4.11 The Executive, in response to a request from the Joint Scrutiny committee, asked the HRA review group to consider whether we should introduce a local rent convergence policy to replace the national scheme. The government ended the national rent convergence policy in April 2014 earlier than originally planned, partly to reduce the pressure on its Housing Benefit budget.
- 4.12 The rent convergence policy established a target rent for each of our properties by reference to a national formula. This took into account factors such as property size and its location. The policy established an equitable and transparent framework to calculate social housing rents. In common with all other local authority landlords, existing and target rents for individual properties did not align.
- 4.13 A convergence process has been underway since 2002-03 to align individual property rents. The government has changed the date for completing the process on a number of occasions and decided earlier this year to halt the process completely for existing tenancies.

- 4.14 This means the inequalities that exist across our stock will now continue unless we implement a local scheme. We are in a better position than many councils with the majority of our rents close to the respective target rent.
- 4.15 The national scheme incorporates a damping mechanism to limit the maximum increase an individual tenant faces. However, a small number of tenants, purely for historic reasons, benefit from significantly lower rents than a neighbour in an identical property. It is hard to justify that this should continue over a long period or until the property is re-let. Conversely, other tenants are paying more than the target rent for their property and that is equally hard to justify.
- 4.16 The example below, based on identical two bedroom adjoining properties in Merrow demonstrates how the process of rent convergence has failed to completely address historic anomalies, and as a consequence the tenants are paying materially differing rents.



Current weekly rent
£93.38

Target rent
£127.35

Current weekly rent
£122.33

- 4.17 The HRA review group met on 1 December to examine the inequalities that remain, because of the decision to end the national rent restructuring policy early, or that result from historic anomalies that the national policy had not fully addressed.
- 4.18 The HRA review group indicated its support for the introduction of a local rent convergence policy based on the national rent convergence policy, but amended to reflect local circumstances. The review group proposed a set of overarching principles that a new local rent policy will adhere to:
- a local rent convergence date of March 2019
 - a system of locally implemented caps and limits would continue to be in place to protect tenants from large increases
 - tenants currently paying more than the target rent will, over the convergence period, see a reduction in rent mirroring the speed of increase to tenants currently below target rent

- the local rent policy will remain consistent with the objectives of the national rent restructuring policy.

4.19 The indicative graphs below demonstrate what the local rent convergence will seek to achieve over the four-year convergence period:

Figure 1: Current rent distribution

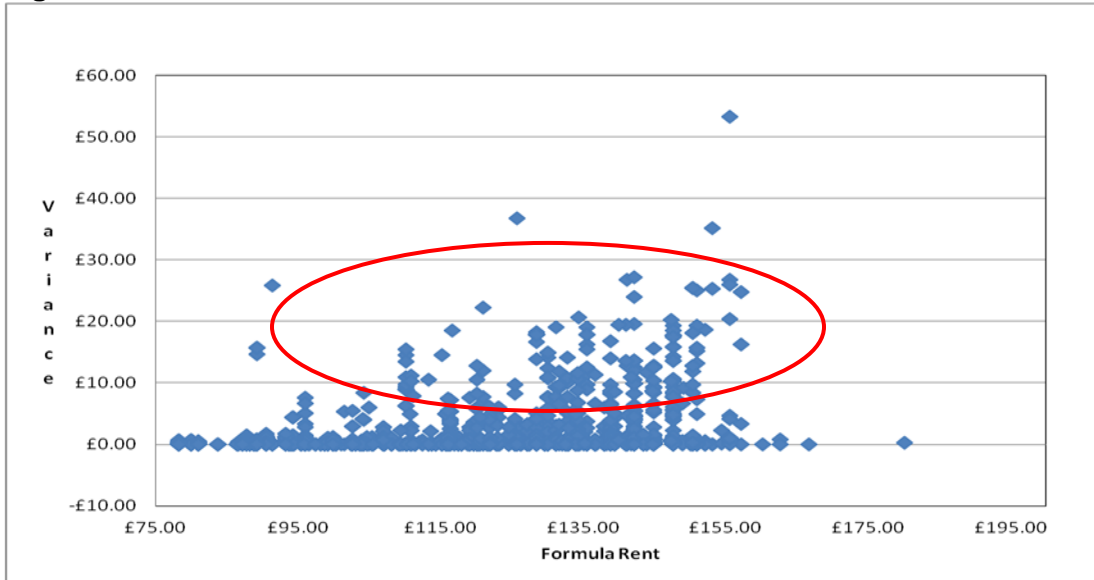
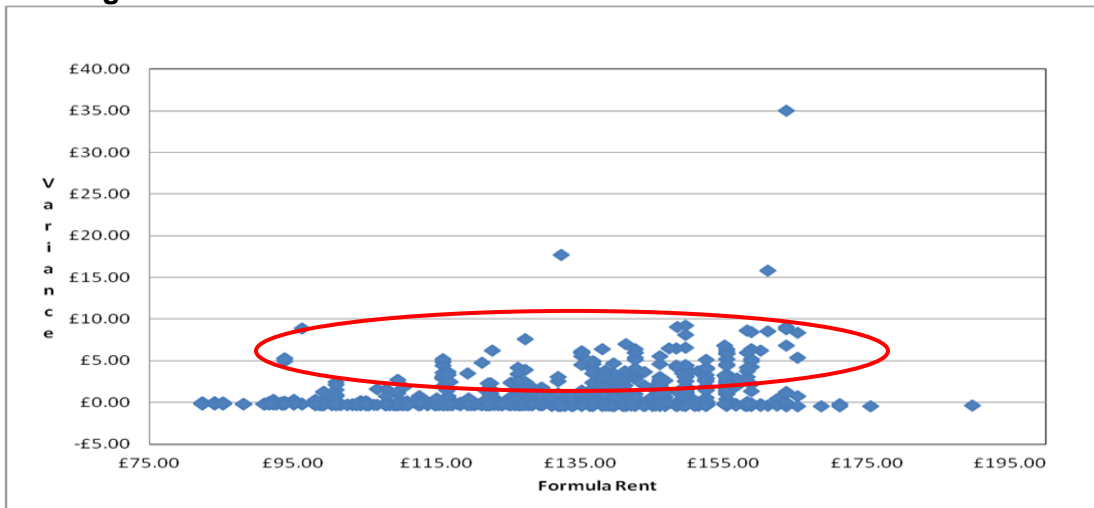


Figure 2: Anticipated rent distribution after four-year policy of local rent convergence



4.20 **Figure 1** shows the current distribution of our rents and highlights a number of tenancies (shown in the red oval) that are currently paying a rent which is significantly out of line with the target rent for the property. These outliers would over a period of four years move towards target rent as demonstrated graphically in **Figure 2** by the flattened oval.

- 4.21 The implementation of a local rent convergence policy in 2015-16 will generate a small increase in rental income of 0.2% (£60,000 per annum). A small number of tenants will see larger increases in order to bring them in line with the majority of tenants who are already paying rents closer to target rent for their property.
- 4.22 The tables below shows a breakdown of the increases that will result in an actual average rent increase of 2.43%. 50% of tenants will see increases of no more than the national rent increase formula of CPI + 1% = 2.2%.

RENT INCREASE DISTRIBUTION £/p

No. of Tenants

2	Less than £0.00
3	Between £0.00 and £1.00
1037	Between £1.01 and £2.00
3041	Between £2.01 and £3.00
605	Between £3.01 and £4.00
134	Between £4.01 and £5.00
22	Between £5.01 and £6.00
127	Between £6.01 and £7.00
11	Between £7.01 and £8.00
46	Between £8.01 and £9.00

RENT INCREASE DISTRIBUTION %

No. of Tenants

2	Less than 0%
3	Between 0% and 1%
2543	Between 1.01% and 2.2%
2096	Between 2.21% and 3%
152	Between 3.01% and 4%
43	Between 4.01% and 5%
112	Between 5.01% and 6%
21	Between 6.01% and 7%
36	Between 7.01% and 8%
12	Between 8.01% and 9%
2	Between 9.01% and 10%
6	Greater than 10%

Housing Benefit and Limit Rent

- 4.23 The proposed rent increase will not affect approximately 25% who are currently in receipt of full Housing Benefit. A further 30% are currently in receipt of partial Housing Benefit.
- 4.24 The government reimburses housing benefit costs up to and including a specific level. The cost of any housing benefit above this level falls back onto the HRA and, in effect, other tenants. This cap is referred to as the 'limit rent' and is designed to protect the government against large increases in the bill for housing benefit arising from local decisions. In 2015-16, our actual average rent is projected to be below the limit rent, so we will be able to recover all of the housing benefit costs incurred.
- 4.25 The limit rent set by the Department for Communities and Local Government (DCLG) is now uplifted annually by reference to the CPI index. The introduction of a local rent convergence policy will mean that the gap between our actual average rent and limit rent will narrow. Sufficient headroom exists for us to pursue this policy without a Rent Rebate Subsidy Limitation (RRSL) charge being incurred.

Welfare Reform

- 4.26 The first significant Welfare Reform was introduced in April 2013, when tenants of working age, who were considered to be under-occupying their accommodation saw a reduction in their housing benefit of either 14% for the under-occupation of one

bedroom, or 25% for the under-occupation of two or more bedrooms. The introduction of this benefit change has seen cumulative rent arrears for this group rise increase both nationwide and locally. We are not seeing arrears build at the same rate as many social landlords. There are, however, a relatively small number of households who are having difficulty responding to the changes.

	Number of tenants impacted by under-occupation	Number of tenants in rent arrears	Percentage of tenants impacted by under-occupation in rent arrears
At 1 April 2013	344	89	26%
At end Sept 2014	272	123	45%

- 4.27 The Department for Work and Pensions have revised their original roll-out programme for the introduction of Universal Credit. The new benefit rolls a number of existing benefits into a single monthly payment. Key elements are being delayed by around two years. Under the latest schedule, implementation will start across all local authority areas during 2016 for new claimants. The majority of the remaining claimants will be migrated to Universal Credit during 2018 and 2019. There remains considerable uncertainty around the programme. We anticipate further revisions to the programme and await details on how it will be implemented in practice.
- 4.28 Whilst it is difficult to predict with accuracy what the impact will be, early indications are that a sizeable proportion of tenants may struggle under Universal Credit to either manage their financial affairs or to engage with the new system. The changes coupled with the general economic situation will be particularly challenging for our more vulnerable tenants. Consequently, collection costs and arrears are likely to increase across the sector.
- 4.29 A provision for bad debt charge of £150,000 is included in the estimates. This charge will be kept under review with the ten-year projection shown in **Table 1** assuming that this will rise to £300,000 by 2018-19. The additional income collection resource agreed as part of the 2014-15 revenue budget has yet to be utilised, but remains available to respond to any changing or evolving requirements.

Right to Buy sales (RTB)

- 4.30 RTB activity has increased significantly over the last six months. Contributory factors include easier access to loan finance and the increase in the maximum discount allowance to £75,000.
- 4.31 The table below outlines activity as of 8 January 2015.

Activity	Number
Properties – sold since 1 April 2014	31
Properties – offers issued following valuation	34
Properties – applications being processed	12

- 4.32 Under the government's one-for-one replacement scheme, we are able to retain the majority of the capital receipt provided it is re-invested in additional affordable housing or regeneration schemes within three years. Only a third of the cost can be financed from this source – we must finance the balance from capital receipts or other sources including reserves accruing from the appropriation of revenue account surpluses. Our current development plan fully commits the one-for-one retained receipts we have accumulated to date. The ambitions we have to increase the stock will fully utilise the receipts we are anticipating in future years.
- 4.33 On current levels of activity, we project a net loss of units to be in the region of 15 units per year. Our new build programme is mitigating the impact of the on-going Right to Buy programme.
- 4.34 Increasing sales has three negative impacts. It:
- reduces the number of affordable homes
 - removes the long term positive contribution each property makes to our annual surplus
 - increases the unit costs of managing and maintaining properties. Invariably tenants buy the better properties.

HRA Borrowing Cap

- 4.35 As part of the self-financing settlement, the government set each individual local authority Housing Revenue Account a debt cap. The difference between this debt cap and the actual debt held by the HRA is referred to as "headroom".
- 4.36 Guildford's was one of a few HRAs whose debt cap offered no "headroom"; this means that we are unable to borrow additional monies to support housing investment without specific government consent. Consequently, we are currently financing our new build schemes from rental streams, qualifying capital receipts, revenue savings or HRA reserves.
- 4.37 The Chancellor announced last year a new HCA scheme that allows the overall local authority Housing Revenue Account borrowing limits (debt cap) to be increased by £300 million. We successfully bid against this fund for the scheme at the old Corporation Club site at Slyfield Green and we can increase our debt cap by £360,000 in 2016-17.
- 4.38 Unfortunately, the HCA scheme unhelpfully limits the average contribution through this scheme to around £30,000 per unit with the balance having to be funded from reserves. We cannot use right to buy receipts generated under the one for one replacement scheme to fund a project which is also funded through the HRA Borrowing scheme. Unless the government relaxes the rules, the scheme is of limited value to us.

Ten-year revenue budget projection

- 4.39 The following key assumptions form the basis of the ten-year projection of revenue surplus shown below in **Table 1**. These assumptions reflect the emerging issues identified earlier in the report.

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Rental income	+2.5%	+3.0%	+3.3%	+3.3%	+3.3%	+3.3%	+3.3%	+3.3%	+3.3%
Non-Rental income	+1.0%	+1.0%	+1.0%	+1.0%	+1.0%	+1.0%	+1.0%	+1.0%	+1.0%
Management Expenditure	+3.5%	+3.5%	+3.5%	+3.5%	+3.5%	+3.5%	+3.5%	+3.5%	+3.5%
Responsive and cyclical repair	+4.5%	+4.5%	+5.0%	+5.0%	+5.0%	+5.0%	+5.0%	+5.0%	+5.0%
Movement in stock numbers (net)	+60 units	-15 units	-15 units	-15 units	-15 units	-15 units	-15 units	-15 units	-15 units

HOUSING REVENUE ACCOUNT PROJECTIONS 2015-16 to 2024-25 (includes approved new build schemes)
Guildford Borough Council

TABLE 1

Year	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
£'000										
INCOME:										
Rental Income	-29,950	-30,600	-31,820	-32,770	-33,750	-34,760	-35,810	-36,890	-38,010	-39,160
Service Charges	-968	-1,000	-1,030	-1,060	-1,090	-1,120	-1,150	-1,180	-1,220	-1,260
Non-Dwelling Income	-1,109	-1,120	-1,130	-1,140	-1,150	-1,160	-1,170	-1,180	-1,190	-1,200
Grants & Other Income	-608	-510	-510	-430	-430	-360	-360	-300	-300	-250
Total Income	-32,635	-33,230	-34,490	-35,400	-36,420	-37,400	-38,490	-39,550	-40,720	-41,870
EXPENDITURE:										
General Management	3,232	3,350	3,470	3,590	3,720	3,850	3,980	4,120	4,260	4,410
Special Management	2,138	2,210	2,290	2,370	2,450	2,540	2,630	2,720	2,820	2,920
Other Management	420	430	450	470	490	510	530	550	570	590
Bad Debt Provision	150	150	275	300	300	300	300	300	300	300
Responsive & Cyclical Repairs	5,071	5,300	5,540	5,820	6,110	6,420	6,740	7,080	7,430	7,800
Total Revenue Expenditure	11,011	11,440	12,025	12,550	13,070	13,620	14,180	14,770	15,380	16,020
Interest Paid & Administration	5,250	5,350	5,375	5,400	5,450	5,500	5,500	5,500	6,000	6,000
Interest Received	-259	-275	-330	-400	-500	-500	-500	-500	-500	-500
Depreciation	5,678	5,930	6,260	6,570	6,900	7,250	7,610	7,990	8,390	8,810
Net Operating Income	-10,955	-10,785	-11,160	-11,280	-11,500	-11,530	-11,700	-11,790	-11,450	-11,540
APPROPRIATIONS:	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Reserves	10,880	10,710	11,085	11,205	11,425	11,455	11,625	11,715	11,375	11,465
Revenue Contribution to Capital	75	75	75	75	75	75	75	75	75	75
Total Appropriations	10,955	10,785	11,160	11,280	11,500	11,530	11,700	11,790	11,450	11,540

- 4.40 The table above shows that projected operating surpluses remain constant over the medium term, financing a substantial development programme. However, this needs balancing against a rapidly changing financial environment and the changes likely to flow from Welfare Reform, right-to-buy and other changes, which pose a real threat to our income.

The business plan is most sensitive to the following assumptions:

- income trends
- inflation rates
- cost of debt
- capital investment
- right to buy sales.

The table below sets out the impact of changes to these key assumptions.

Assumption	Change	Impact – 10 year cashflow
Rent inflation rate	+1%	£16.8 million increase
	-1%	£16.0 million decrease
Revenue cost inflation	+1%	£6.3 million decrease
	-1%	£5.9 million increase
Borrow rate	+1%	£4.5 million increase
	-1%	£4.5 million decrease
Right to Buy sales	+ 15/yr	£4.5 million decrease
Income from rent foregone	+ 30/yr	£9.0 million decrease

- 4.41 The degree to which a development programme can be financed will largely be determined by a continued willingness to attach a lower priority to debt repayment coupled with a proactive policy to release land for such purposes.

HRA Capital Programme and Reserves

- 4.42 There are four potential strands forming our HRA capital programme under the self-financing regime. In the past, not all have been viable options but that position has changed. The four strands are:
- replacing ageing components such as roofs and kitchens
 - improving and enhancing existing properties – for example, installing double glazing
 - stock rationalisation – the most common example to date being the decommissioning of outdated sheltered units
 - expansion – the provision of new additional affordable homes.
- 4.43 The funding sources enabling us to deliver a capital programme are as follows:
- HRA rental stream
 - Capital receipts generated from the disposal of HRA assets including land
 - HRA reserves
 - HRA approved borrowing.

- 4.44 The HRA has built up significant revenue reserves and, as at 31 March 2015, are estimated to be in the region of £45.7 million – excluding capital receipts. These can be used for any HRA related purpose. It is proposed that these reserves are set aside to support the major repairs and improvements and new build programme. The HRA also has useable capital receipts, generated from the sale of HRA land and housing assets. The balance of useable capital receipts is expected to be over £21 million as at 31 March 2015. These funds can only be used to support capital expenditure.
- 4.45 A combination of useable one-for-one receipts and the new build reserve are funding the existing approved new build schemes at Lakeside Close, Ash Vale- New Road Gomshall and the recently completed scheme at Wyke Avenue, Normandy.
- 4.46 The table below shows the cumulative reserves that can support the business plan – they reflect only approved new build projects and the decision not to repay debt:

Year ending	Reserve for future capital works	New Build Reserve	Total	Usable capital receipts	Usable Capital Receipts (one-for-one receipts) 1	Usable Capital Receipts (HRA debt repayment)	Total usable capital receipts	Total reserves/r receipts
	£000	£000	£000	£000	£000	£000	£000	£000
31-Mar-15	24,614	21,161	45,775	18,643	2,004	1,608	22,255	68,030
31-Mar-16	20,352	22,705	43,057	17,887	-2,194	2,027	17,720	60,777
31-Mar-17	21,165	26,936	48,101	17,371	-2,946	2,465	16,890	64,991
31-Mar-18	21,978	32,686	54,664	16,855	-3,184	2,914	16,585	71,249
31-Mar-19	22,791	41,216	64,007	16,339	-2,259	3,375	17,455	81,462
31-Mar-20	23,604	50,141	73,745	15,828	-1,236	3,848	18,440	92,185

- 4.47 One-for-one receipts are being applied to current and proposed new build schemes to minimise the risk of repayment. By March 2016, we will hold a negative one-for-one reserve. This will enable the retention of future one-for-one receipts, with a reduced risk of repayment, pending the identification of new sites ¹
- 4.48 Future development projects will be funded from the useable capital receipts and new build reserve totalling £68.5 million. This includes £50 million in respect of the redevelopment of the Slyfield site.
- 4.49 Based on an analysis of our stock condition data and taking into account our tenants' priorities, we are proposing to maintain investment on repairing and maintaining our existing properties broadly at 2014-15 levels.
- 4.50 Much of our planned investment focuses on maintaining our asset base in good condition. Appendix 3 details a draft programme.

¹ The Council has entered into an agreement with the Secretary of State whereby it is allowed to retain an element of the capital receipts that it receives from Right to Buy sales. Under the terms of the agreement these receipts must be used to finance up to 30% of the cost of replacement social housing within three years, otherwise the retained receipts must be repaid to the Department for Communities & Local Government (DCLG) with interest.

- 4.51 **Appendix 5** details three additional new affordable homes developments at Willow Way, Guildford – The Homestead, Guildford and a number of small garage sites. These schemes are to be transferred to the approved capital programme. Planning permission is in place for the Homestead along with the majority of garage sites, whilst a planning application has been submitted for the proposed Willow Way development.
- 4.52 Authority is sought to transfer the equity share repurchase and cash incentives schemes for 2015-16 currently shown on the provisional capital scheme list of **Appendix 6** to the approved programme list.

5. Robustness of the Budget and Adequacy of Reserves

- 5.1 Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report on the robustness of the budget and adequacy of the proposed financial reserves.
- 5.2 The budget process started in May 2014. Paragraph 4.1 details the assumptions used in the preparation of the 2015-16 budget.
- 5.3 Staffing costs have been included based on the Full Time Equivalents (FTEs) included in the approved establishment of 74.51.
- 5.4 Throughout the budget process, the Manager Director, Executive Heads of Service, the Leader and relevant Lead Councillors have been involved in what is considered to be a deliverable budget.
- 5.5 A prudent assessment of income has been made and only income that has a high level of certainty of being received is included within the budget. The 2015-16 budget includes a bad debt provision of £150,000 reflecting the economic climate and welfare reform. The level of operating balance remains unchanged at £2.5 million.
- 5.6 Service level risk assessments have been undertaken for both existing major areas of the budget and changes arising from the self-financing regime.
- 5.7 The corporate risks will be included in the corporate risk register, whilst service risk registers are available along with comprehensive guidance about how to identify and score risks.
- 5.8 The overarching HRA business plan is reviewed annually to reflect the changing financial environment in which it needs to operate and to ensure the business plan remains fit for purpose. The HRA will continue to need to balance tenant needs and expectations in the context of its financial situation.
- 5.9 The value of all housing related reserves as at 1 April 2015 is projected to be around £68 million. The estimated value of all HRA reserves for the period up to 31 March 2020 is shown in paragraph 4.46. The HRA has a significant level of reserves and working balance.

6. Legal Implications

- 6.1 The HRA is a separate account that all local authorities with housing stock are required to maintain. This account contains all transactions relating to local authority-owned housing. The Local Government and Housing Act 1989 prohibits the Council operating its HRA at a deficit. The proposed balanced budget meets this obligation.
- 6.2 Notices of any increase in rent have to be sent to tenants at least 28 days in advance of the new charges coming into effect.

7. Human Resource Implications

- 7.1 An additional post arising from the revenue growth bid outlined in paragraph 4.9.

8. Conclusion

- 8.1 The proposed HRA revenue budget not only meets our obligation to deliver a balanced budget but also delivers opportunities to improve services to tenants. It also enables the Council to provide new affordable homes at a time when access to housing is increasingly difficult.
- 8.2 The proposed HRA capital programme sets out to maintain and improve our existing assets. It is essential we do so, not only to meet our regulatory obligations but also to safeguard future income streams.

9. Background Papers

- Outline budget book 2014-15
- HRA Business Plan 2015 – 2045
- HRA Business Plan 2015 – 2045 - Executive Report: 25 November 2014

10. Appendices

- Appendix 1: HRA Revenue Budget
Appendix 2: HRA Fees and Charges
Appendix 3: HRA Investment Programme
Appendix 4: Asset management plan – major investments – Projects
Appendix 5: Housing investment programme, resources and funding statement

HOUSING REVENUE ACCOUNT SUMMARY - DRAFT ESTIMATE 2015-16

Appendix 1

2012-13 Actual £	2013-14 Actual £	Analysis	2014-15 Estimate £	2015-16 Estimate £
		Borough Housing Services		
568,592	619,866	Income Collection	648,040	661,790
785,286	843,093	Tenants Services	931,670	939,630
102,278	113,767	Tenant Participation	137,660	142,050
87,713	97,703	Garage Management	87,370	70,560
77,587	65,759	Elderly Persons Dwellings	74,930	70,720
517,059	580,019	Flats Communal Services	424,750	435,160
478,318	467,195	Environmental Works to Estates	516,460	504,530
4,421,766	4,652,110	Responsive and Planned Maintenance	4,944,090	5,071,890
92,577	112,036	SOCH and Equity Share Administration	113,620	117,950
7,131,176	7,551,548		7,878,590	8,014,280
		Strategic Housing Services		
263,323	353,591	Advice, Registers & Tenant Selection	357,350	355,550
178,117	192,029	Void Property Management & Lettings	201,360	194,780
5,478	5,284	Homelessness Hostels	8,340	7,630
214,507	207,779	Supported Housing Management	221,200	209,350
249,768	363,684	Strategic Support to the HRA	524,370	473,310
911,192	1,122,367		1,312,620	1,240,620
		Community Services		
833,169	869,297	Sheltered Housing	892,420	947,360
		Other Items		
5,312,572	5,678,019	Depreciation	5,293,520	5,678,000
(927,364)	(8,698,062)	Impairment	0	0
93,391	98,512	Debt Management	99,800	105,110
85,686	43,550	Rent Rebates	30,000	0
17,712	0	Negative Subsidy (Housing Element)	0	0
0	0	Proposed Growth Bid	0	25,000
99,960	104,418	Other Items	411,090	440,480
13,557,494	6,769,649	Total Expenditure	15,918,040	16,450,850
(30,098,893)	(31,114,850)	Income	(31,980,700)	(32,635,750)
(16,541,399)	(24,345,201)	Net Cost of Services(per inc & exp a/c)	(16,062,660)	(16,184,900)
233,656	243,784	HRA share of CDC	229,460	239,340
(16,307,743)	(24,101,417)	Net Cost of HRA Services	(15,833,200)	(15,945,560)
(109,343)	(146,990)	Investment Income	(113,190)	(259,170)
5,117,458	5,034,635	Interest Payable	5,100,000	5,250,000
(11,299,628)	(19,213,772)	Deficit for Year on HRA Services	(10,846,390)	(10,954,730)
0	0	Amortised Premiums and Discounts	0	0
0	0	REFCUS - Revenue expenditure funded	75,000	75,000
17,400	0	VRP - Voluntary Revenue Provision (grav	0	0
2,500,000	2,500,000	Contrib to/(Use of) RFFC	2,500,000	2,500,000
7,693,094	7,923,234	Contrib to/(Use of) New Build Reserve	8,271,390	8,379,730
0	0	Government Grants deferred re Dep'n	0	0
161,770	99,140	Tfr (fr) to Pensions Reserve	0	0
927,364	8,698,062	Tfr (from)/to CAA re: Impairment/Revalua	0	0
	(3,664)	Tfr (from)/to CAA re: Intangible assets	0	0
	0	Tfr (from)/to CAA re: Debt settlement	0	0
	(3,000)	Tfr (from)/to CAA re: rev. inc. from sale of	0	0
0	0	Tfr (from)/to Other reserves	0	0
0	0	HRA Balance	0	0
(2,500,000)	(2,500,000)	Balance Brought Forward	(2,500,000)	(2,500,000)
(2,500,000)	(2,500,000)	Balance Carried Forward	(2,500,000)	(2,500,000)

2012-13 Actual £	2013-14 Draft Actual £	Analysis	2014-15 Estimate £	2015-16 Estimate £
		Income		
(27,476,381)	(28,421,590)	Rent Income - Dwellings	(29,219,600)	(29,950,000)
(200,065)	(196,591)	Rent Income - Rosebery Hsg Assoc	(203,870)	(228,000)
(276,477)	(167,382)	Rents - Shops, Buildings etc	(168,930)	(168,930)
(664,778)	(683,196)	Rents - Garages	(705,000)	(712,000)
(28,617,701)	(29,468,759)	Total Rent Income	(30,297,400)	(31,058,930)
0	0	Major Repairs Allowance	0	0
(364,761)	(356,395)	Supporting People Grant	(340,710)	(300,000)
(902,571)	(924,438)	Service Charges	(1,005,790)	(967,690)
(621)	0	Contributions	(9,990)	0
(11,955)	(13,532)	Legal Fees Recovered	(14,160)	(14,000)
(1,164)	(1,188)	Council Tax Recovered	(1,250)	(1,250)
(38,403)	(60,160)	Service Charges Recovered	(58,250)	(57,050)
(161,718)	(290,377)	Miscellaneous Income	(253,150)	(236,830)
(30,098,893)	(31,114,850)	Total Income	(31,980,700)	(32,635,750)

Housing Revenue Account - Fees and Charges

Appendix 2

	2014-15	2015-16	Increase
	£	£	
	From 1 April 2014	From 1 April 2015	%
To be approved by Council			
Sheltered Units			
<u>Guest Room Fees:</u>			
Dray Court	16.20	16.90	4.3%
Japonica Court	17.80	18.50	3.9%
St Martin's Court	20.00	20.80	4.0%
St Martha's Court	19.70	20.50	4.1%
Tarragon Court	19.20	20.00	4.2%
Millmead Court	17.10	17.80	4.1%
Per subsequent night	At rate applicable for each court		
<u>Function Room Hire</u>			
Voluntary /Charity Organisations	- Per Hour 11.65	12.10	3.9%
	- Per Day 58.26	60.60	4.0%
Adult Education/Social Services	- Per Hour 13.99	14.50	3.7%
	- Per Day 87.40	91.00	4.1%
Social/Private Hire	- Per Hour 17.48	18.20	4.1%
	- Per Day 93.23	97.00	4.0%
<u>Total charge</u>			
Dray Court	62.43	65.53	5.0%
Japonica Court	67.21	65.98	-1.8%
St Martha's Court	61.38	63.59	3.6%
Millmead Court	60.85	61.21	0.6%
St Martin's Court	61.58	62.75	1.9%
Tarragon Court	56.63	60.25	6.4%
Friary House (61 flats)			
Heating, Electricity, Cleaning, Caretaking and Security Services	21.01	18.66	-11.2%
Garages (on Housing Estates) (VAT is applied at the standard rate on private lets only)			
High demand area (non residents)	17.40	17.57	1.0%
High demand area	10.60	10.70	0.9%
Elsewhere	8.70	8.78	0.9%
Castle Cliffe			
Gas and Electricity Charges - per week	13.80	12.82	-7.1%
Malthouse Court			
Caretaking, Cleaning, Gas and Electricity Charges - per week	13.03	12.82	-1.6%
Pound Court			
Electricity; Grounds Maintenance; Cleaning	7.20	5.41	-24.9%
Flats			
<u>Where cleaning provided to communal areas:</u>			
Three times per week	6.42	6.42	0.0%
Once per week	2.14	2.14	0.0%
Sandmore (Laundry and Communal Facilities)	5.35	4.47	-16.4%
Decorating charge (Note: charge is per room)	1.49	1.49	0.0%
Supported Housing			
William Swayne House;			
- Shared Accommodation	92.31	97.85	6.0%
- Self Contained bedsits	92.68	97.85	5.6%
- Self Contained flat	95.22	100.21	5.2%
William Swayne Place	29.47	30.23	2.6%
Dene Road	70.88	71.02	0.2%
79 York Road	28.59	28.72	0.5%
Caxtons	49.86	51.85	4.0%
Dene Court	65.76	66.67	1.4%
Sold Flats Service Charges - Solicitors' Enquiry			
Sales/purchases	117.00	121.50	3.8%
Remortgages	60.00	62.50	4.2%
Service Charge Management Fee	160.00	165.00	3.1%

2015-16 Asset Management Plan – Major Investments

Appendix 3

Category	DHS	Project	Estimate
Schemes			
Retentions & Minor carry-forward		Retentions due together with minor carry forward from projects in progress up to 31 March 2015.	£35,000
Modern Homes			
Kitchens & Bathrooms <i>Various locations</i>	#	This area-based programme to provide modern kitchens, bathrooms and electrical installations is drawing to a close. This provision is targeted towards completing properties not included, for a variety of reasons, in the large-scale estate programmes. The works includes minor structural alterations to facilitate an improved layout. The main constraint will be achieving access to properties which did not participate in the main scheme.	£900,000
Void properties <i>Various locations</i>	#	The upgrading of kitchens, bathrooms and electrical installations in properties being re-let. This includes minor structural alterations where necessary.	£175,000
Doors & Windows			
Replacement windows <i>Various locations</i>	#	Replacement of single glazed windows with high efficiency units to properties largely in conservation areas.	£340,000
Structural			
Refurbishment of individual dwellings <i>Various locations</i>	#	Refurbishment and/or conversion of dwellings on an individual basis to enable them to be re-let, along with minor improvements.	£200,000
Repairs associated with structural movement <i>Various locations</i>	#	Provision to repair properties suffering from structural movement – a number will require partial underpinning.	£420,000
Roof Renewal <i>Various locations</i>	#	Ongoing programme to replace roof coverings that are reaching the end of their design life.	£750,000

Category	DHS	Project	Estimate
Energy Efficiency			
Boiler upgrade and associated works <i>Milmead Court, Guildford</i>	#	The replacement of the boilers with high efficiency units, improved heating controls and associated upgrade works to the heating and hot water system.	£95,000
Central heating upgrades <i>Various locations</i>	#	Upgrading existing central heating installations with high efficiency systems and improved cavity/wall insulation. Includes the phased renewal of storage heaters which are more than 20 years old.	£900,000
First Time Central Heating <i>Various locations</i>	#	One-off installation of first time central heating.	£15,000
Insulation upgrade to solid walled properties <i>Guildford Park and Westborough</i>	#	Improving the thermal efficiency of external, solid rendered walls by applying external insulating system.	£300,000
General			
Communal lighting upgrade <i>Various locations</i>		Upgrade the communal lighting due to the age of fittings.	£80,000
Disabled adaptations <i>Various locations</i>		Works to alter and/or adapt Council owned dwellings for the benefit of people with disabilities.	£600,000
Environmental improvements <i>Various locations</i>		General environmental improvements at sites to be agreed. All subject to resident consultation.	£100,000
External works programme		Initial phase of a programme to upgrade and repair external works – including boundary treatments, retaining walls and paths.	£150,000
Garage forecourts		Resurfacing of garage forecourts that are worn and presenting a user hazard, or run down appearance that detracts from our ability to let units.	£15,000
Improve fire detection and protection <i>Various locations</i>		Ongoing programme to deal with matters arising from fire risk assessments. This can include improved signage, lighting and enhanced levels of fire resistance.	£20,000

Category	DHS	Project	Estimate
Lift refurbishment <i>Sheltered units</i>		Continuation of a phased programme to replace older lifts at St Martin's Court, West Horsley and Dray Court, Guildford.	£130,000
Replacement of battery operated smoke detectors <i>Various</i>		Replacing battery operated smoke detectors with units hard wired into the dwelling and/or developments' electrical installation.	£60,000
Replacement of external soffits, fascias and gutters <i>Kingston Avenue, East Horsley and Hornhatch, Chilworth.</i>		Replacement of external soffits, fascias and gutters where asbestos containing materials make ongoing maintenance increasingly difficult.	£100,000
Water main renewal <i>North Road & Derwent Avenue Ash Vale</i>	#	Renewal of degrading water mains.	£30,000
Programme support		Programme support and development to support delivery of the HRA Business Plan. Includes allowance to fund design works necessary to address water penetration issues at our two high-rise blocks of flats.	£125,000
		Sub-total	£5,540,000
Stock condition allowance		Provisional allowance to fund works identified by the 2014 stock condition survey in consultation with the Lead Member for Housing and Social Welfare.	£460,000
		Total	£6,000,000

Notes:

- i DHS – Decent Homes Standard.
- ii # Works associated with the achievement of the Decent Homes Standard.
- iii Subject to detailed site surveys and prevailing market conditions.
- iv Slippage on 2014-15 programme is used to support the 2015-16 programme.

Appendix 4

HRA CAPITAL PROGRAMME – FUNDING BID

Scheme title	Willow Way, Bellfields – New affordable homes development (HRA – NB01)
---------------------	--

Officer responsible for project	Philip O'Dwyer
Service Unit responsible for project	Neighbourhood and Housing Management Services
Project champion/Councillor (if applicable)	Cllr Creedy
Ward	Stoke

Description of project.
An affordable housing development on the site used as a garage site but no longer required. Location plan attached.
The site had outline planning consent for five dwellings and is currently being renewed. The bid will add the project to the list of Housing Revenue Account (HRA) provisional schemes.

Justification for project.
The existing garage site has reached the end of its useful life. A decision had been made prior to the HRA debt settlement to sell the site to a Housing Association, but for a number of operational reasons they did not proceed with the development. The new HRA financial arrangements now allow the Council to carry out the development itself.
The site is accessed through an area of social housing and if redeveloped for residential purposes, would provide a valuable addition to our housing stock.
The Council's Housing Needs Survey and Strategic Housing Market Assessment identifies a significant need for additional housing in the borough. The greatest need is for affordable housing. Completion rates of new homes in the borough has been very low.
We continue to lose around 15-20 units through the Right to Buy scheme.
The HRA Business Plan has, as one of its key objectives, the provision of more affordable homes. This project meets the investment criteria set out in the associated HRA development strategy.
This is a sustainable location for residential use. Providing affordable housing on this site will contribute towards the Council's key objectives, including those relating to development and society.
If the site is sold for residential purposes it is unlikely that any affordable housing would be provided on the site because of its size.

Implications if project not undertaken.
There are a number of implications should the project not be undertaken – these include:
<ul style="list-style-type: none"> • the site is underused and is unsightly • the opportunity to provide additional residential units, particularly affordable housing in this area will be lost. The Council owns the site and therefore delivery of any scheme is more certain

- being less reliant on commercial investment criteria
- delivery on a number of the our key objectives will be less certain – for example those relating to development and society
 - greater pressure on land that has not previously been developed.

Options.

If used for affordable housing the main options are:

- direct development by the Council, funded through the Housing Revenue Account
- development through an investment vehicle and funded through the General Fund. The vehicle can take a number of forms with the Council having more or less control over it
- sale of the site to either a developer and/or a housing association with a contractual obligation to provide a specified number of affordable housing units. Any capital receipt will reflect the number of affordable housing units required, their tenure and the level of receipt sought. The housing association may seek grant funding from the Council.

Based on the available information, the HRA is best placed to carry out the affordable housing development directly.

Consents required:	Yes/no		Yes/no
Planning Permission required?	Yes	Building Regulations required?	Yes
Any other consent required? (provide details)	The project will require a number of other consents from various statutory agencies, utilities and possibly adjoining land owners.		

Estimated Gross Cost 2015-16 to 2019-20:

The capital programme covers five financial years. You must provide estimates on a realistic basis, allowing for lead-in time, procurement issues etc, in the financial years as appropriate.

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
		800	175	25		
This is a very much an initial outline estimate and more detailed design work is needed to increase its accuracy. Initial estimate is for 5 units - £1 million. The feasibility study work will need to be funded ahead of the final decision on the scheme and will initially be met from the approved Housing capital programme.						

Expected useful life of the asset

Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) you must estimate both the useful lives and cost of replacing each component part (please add additional components where applicable). Please only include major components.

	Basis of Estimate	Estimated Value (£)	Estimated Life (yrs)
Dwellings	Current costs		75
Infrastructure	Current costs		60

HRA CAPITAL PROGRAMME – FUNDING BID

Scheme title	Various garage sites – New affordable homes development (HRA – NB02)
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Officer responsible for project	Philip O’Dwyer
Service Unit responsible for project	Neighbourhood and Housing Management Services
Project champion/Councillor (if applicable)	Cllr Creedy
Ward	Various

Description of project.

Small affordable housing developments on a number of sites used as a garage sites but no longer required. Included within this are garage blocks at Great Goodwin Drive, Merrow, Pond Meadow, Park Barn and Rowan Close, Bellfields.

The sites are the subject of a planning application or shortly will be. The bid will add the projects to the list of Housing Revenue Account (HRA) provisional schemes.

Justification for project.

The existing garage sites have reached the end of their useful life. The sites are accessed through areas of social housing and if redeveloped for residential purposes will provide a valuable addition to our housing stock.

The Council’s Housing Needs Survey and Strategic Housing Market Assessment identifies a significant need for additional housing in the borough. The greatest need is for affordable housing. Completion rates of new homes in the borough has been very low.

We continue to lose around 15-20 units through the Right to Buy scheme.

The HRA Business Plan has as one of its key objectives the provision of more affordable homes. This project meets the investment criteria set out in the associated HRA development strategy.

The sites are considered to be sustainable locations for residential use. Providing affordable housing on this site will contribute towards the Councils key objectives, including those relating to development and society.

If the sites are sold for residential purposes, it is unlikely that any affordable housing would be provided on the sites because of its size.

Implications if project not undertaken.

There are a number of implications should the project not be undertaken – these include:

- the sites are underused and some are unsightly
- the opportunity to provide additional residential units, particularly affordable housing in this area will be lost. The Council own the sites and therefore delivery of any scheme is more certain being less reliant on commercial investment criteria
- delivery on a number of the our key objectives will be less certain – for example, those relating to

- development and society
- greater pressure on land that has not previously been developed

Options.

If used for affordable housing the main options are:

- direct development by the Council, funded through the Housing Revenue Account
- development through an investment vehicle and funded through the General Fund. The vehicle can take a number of forms with the Council having more or less control over it
- sale of the sites to either a developer and/or a housing association with a contractual obligation to provide a specified number of affordable housing units. Any capital receipt will reflect the number of affordable housing units required, their tenure and the level of receipt sought. The housing association may seek grant funding from the Council.

Based on the available information, the HRA is best placed to carry out the affordable housing development directly.

Consents required:	Yes/no		Yes/no
Planning Permission required?	Yes	Building Regulations required?	Yes
Any other consent required? (provide details)	The project will require a number of other consents from various statutory agencies, utilities and possibly adjoining land owners.		

Estimated Gross Cost 2015-16 to 2019-20:

The capital programme covers five financial years. You must provide estimates on a realistic basis, allowing for lead-in time, procurement issues etc, in the financial years as appropriate.

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
		1000	1350	150		
This is a very much an initial outline estimate and more detailed design work is needed to increase its accuracy. The feasibility study work will be needed to be funded ahead of the final decision on the scheme and will initially be met from the approved Housing capital programme.						

Expected useful life of the asset

Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof), you must estimate both the useful lives and cost of replacing each component part (please add additional components where applicable). Please only include major components.

	Basis of Estimate	Estimated Value (£)	Estimated Life (yrs)
Dwellings	Current costs		75
Infrastructure	Current costs		60

HRA CAPITAL PROGRAMME – FUNDING BID

Scheme title	The Homestead, Guildford – New affordable homes development (HRA – NB03)
Officer responsible for project	Philip O’Dwyer
Service Unit responsible for project	Neighbourhood and Housing Management Services
Project champion/Councillor (if applicable)	Cllr Creedy
Ward	Holy Trinity

Description of project.

A small affordable housing development within the grounds of The Homestead, an old Victorian house converted into self-contained flats.

The site is the subject of a planning application made in September 2014. The bid will add the projects to the list of Housing Revenue Account (HRA) provisional schemes.

Justification for project.

The extensive grounds are surplus to requirements and offer the potential for a small development of three houses. The site is accessed through the existing social housing site and a small residential development will provide a valuable addition to our housing stock.

The Council’s Housing Needs Survey and Strategic Housing Market Assessment identifies a significant need for additional housing in the borough. The greatest need is for affordable housing. Completion rates of new homes in the borough has been very low.

We continue to lose around 15-20 units through the Right to Buy scheme.

The HRA Business Plan has as one of its key objectives the provision of more affordable homes. This project meets the investment criteria set out in the associated HRA development strategy.

The site is a sustainable locations for residential use. Providing affordable housing on this site will contribute towards the Council’s key objectives, including those relating to development and society.

If the site is sold for residential purposes, it is unlikely that any affordable housing would be provided on the site because of its size.

Implications if project not undertaken.

There are a number of implications should the project not be undertaken – these include:

- the site is underused
- the opportunity to provide additional residential units, particularly affordable housing in this area will be lost. The Council own the sites and therefore delivery of any scheme is more certain being less reliant on commercial investment criteria
- delivery on a number of the our key objectives will be less certain – for example, those relating to development and society
- greater pressure on land that has not previously been developed.

Options.
<p>If used for affordable housing the main options are:</p> <ul style="list-style-type: none"> • direct development by the Council, funded through the Housing Revenue Account • development through an investment vehicle and funded through the General Fund. The vehicle can take a number of forms with the Council having more or less control over it • sale of the sites to either a developer and/or a housing association with a contractual obligation to provide a specified number of affordable housing units. Any capital receipt will reflect the number of affordable housing units required, their tenure and the level of receipt sought. The housing association may seek grant funding from the Council. <p>Based on the available information, the HRA is best placed to carry out the affordable housing development directly.</p>

Consents required:	Yes/no		Yes/no
Planning Permission required?	Yes	Building Regulations required?	Yes
Any other consent required? (provide details)	The project will require a number of other consents from various statutory agencies, utilities and possibly adjoining land owners.		

Estimated Gross Cost 2015-16 to 2019-20:						
The capital programme covers five financial years. You must provide estimates on a realistic basis, allowing for lead-in time, procurement issues etc, in the financial years as appropriate.						
	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
	250	235	15			
This is a very much an initial outline estimate and more detailed design work is needed to increase its accuracy. The feasibility study work will need to be funded ahead of the final decision on the scheme and will initially be met from the approved Housing capital programme.						

Expected useful life of the asset			
Where the expected lives of each significant component of the asset are different (for example buying a property with a flat roof) you must estimate both the useful lives and cost of replacing each component part (please add additional components where applicable). Please only include major components.			
	Basis of Estimate	Estimated Value (£)	Estimated Life (yrs)
Dwellings	Current costs		75
Infrastructure	Current costs		60

GUILDFORD B.C. - HOUSING INVESTMENT PROGRAMME 2014-15 to 2019-20: HRA APPROVED PROGRAMME

APPENDIX 5

	Project Budget	2013-14 Actual	Project Spend at 31-03-14	2014-15 Estimate	2014-15 Projected Outturn	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate	2019-20 Estimate	Total Project Exp
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Acquisition of Land & Buildings	0	0	0	2,500	0	4,000					4,000
New Build											
Lakeside Close, Ash	5,100	376	381	1,775	1,844	2,747	128	0	0	0	5,100
New Road, Gomshall	4,250	728	744	1,475	1,475	1,925	106	0	0	0	4,250
Wyke Avenue	505	74	76	305	429	0	0	0	0	0	505
Guildford Park	75	0	0	75	0	75	0	0	0	0	75
Slyfield Green	100	0	0	100	100	0	0	0	0	0	100
Various small sites & feasibility/Site preparation	1,000	0	0	1,000	1,000	0	0	0	0	0	1,000
Schemes to promote Home-Ownership											
Equity Share Re-purchases	annual	464	annual	250	250						annual
Major Repairs & Improvements											
Retentions & minor carry forwards	annual	0	annual	30	30						annual
Kitchens & Bathrooms	annual	4,692	annual	3,000	3,000						annual
Doors and Windows	annual	244	annual	250	250						annual
Structural	annual	89	annual	900	900						annual
Energy efficiency: Central heating	annual	1,501	annual	1,815	1,815						annual
General	annual	8	annual	1,005	5						annual
Grants											
Cash Incentive Scheme	annual	0	annual	75	75						annual
TOTAL APPROVED SCHEMES	0	8,176	1,201	14,555	11,173	8,747	234	0	0	0	15,030

GUILDFORD B.C. - HOUSING INVESTMENT PROGRAMME 2014-14 to 2017-18: HRA PROVISIONAL PROGRAMME

APPENDIX 5

	Project Budget	2013-14 Actual	Project Spend at 31-03-14	2014-15 Estimate	2014-15 Budget Changes	2014-15 Projected Outturn	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate	2019-20 Estimate	Total Project Exp
	£000	£000	£000	£000		£000	£000	£000	£000	£000	£000	£000
Acquisition of Land & Buildings	3,000	0	0	6,000	0	0	6,000	0	0	0	0	6,000
New Build												
Fire Station/Ladymead	1,195	0	0	1,155		0	1,195	0	0	0	0	1,195
Guildford Park	8,925	0	0	0		0	675	4,000	4,000	250	0	8,675
Slyfield Green	1,900	0	0	0		0	400	1,450	50	0	0	1,900
Schemes to promote Home-Ownership												
Equity Share Re-purchases	annual		annual				250	250	250	250	250	annual
Major Repairs & Improvements												
Major Repairs & Improvements			annual				7,000	7,000	7,000	7,000	7,000	annual
Retentions & minor carry forwards			annual									annual
Modern Homes: Kitchens and bathrooms			annual									annual
Doors and Windows			annual									annual
Structural			annual									annual
Energy efficiency: Central heating			annual									annual
General			annual									annual
Grants												
Cash Incentive Scheme	annual		annual				75	75	75	75	75	annual
Total Expenditure to be financed	15,020	0	0	7,155	0	0	15,595	12,775	11,375	7,575	7,325	17,770

GUILDFORD B.C. - HOUSING INVESTMENT PROGRAMME 2014-15 to 2018-19: HRA RESOURCES AND FUNDING STATEMENT **APPENDIX 5**

	2013-14 Actual	2014-15 Estimate	2014-15 Projected Outturn	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate	2019-20 Estimate
	£000	£000	£000	£000	£000	£000	£000	£000
EXPENDITURE								
Approved programme	8,176	14,555	11,173	8,747	234	0	0	0
Provisional programme	0	7,155	0	15,595	12,775	11,375	7,575	7,325
Total Expenditure	8,176	21,710	11,173	24,342	13,009	11,375	7,575	7,325
FINANCING OF PROGRAMME								
Capital Receipts	404	250	250	250	250	250	250	250
Contribution from Housing Revenue a/c (re cash incentives)	0	75	75	75	75	75	75	75
Future Capital Programme reserve	1,428	1,706	0	6,762	1,687	1,687	1,687	1,687
Major Repairs Reserve	4,071	5,294	6,000	5,313	5,313	5,313	5,313	5,313
New Build Reserve	0	13,648	3,394	6,837	3,979	2,835	175	0
1-4-1 receipts	487	737	1,454	5,105	1,705	1,215	75	0
Grants and Contributions	4	0	0	0	0	0	0	0
Total Financing (= Total Expenditure)	6,394	21,710	11,173	24,342	13,009	11,375	7,575	7,325
RESERVES - BALANCES								
	2013-14 Actual	2014-15 Estimate	2014-15 Projected Outturn	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate	2019-20 Estimate
	£000	£000	£000	£000	£000	£000	£000	£000
Reserve for Future Capital Programme (U01035)								
Balance b/f	18,329	19,142	20,829	23,329	19,067	19,880	20,693	21,506
Contribution in year	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Used in year	0	(1,706)	0	(6,762)	(1,687)	(1,687)	(1,687)	(1,687)
Balance c/f	20,829	19,936	23,329	19,067	19,880	20,693	21,506	22,319
Major Repairs Reserve (U01036)								
Balance b/f	0	0	1,607	1,285	1,285	1,285	1,285	1,285
Contribution in year	5,678	5,294	5,678	5,930	6,260	6,570	6,900	7,100
Used in Year	(4,071)	(5,294)	(6,000)	(5,930)	(6,260)	(6,570)	(6,900)	(7,100)
Balance c/f	1,607	0	1,285	1,285	1,285	1,285	1,285	1,285
New Build Reserve (U01069)								
Balance b/f	7,670	13,474	15,593	21,161	22,705	26,936	32,686	41,216
Contribution in year	7,923	8,177	8,962	8,380	8,210	8,585	8,705	8,925
Used in Year	0	(13,648)	(3,394)	(6,837)	(3,979)	(2,835)	(175)	0
Balance c/f	15,593	8,003	21,161	22,705	26,936	32,686	41,216	50,141
Usable Capital Receipts: 1-4-1 receipts (T01011)								
Balance b/f	490	737	1,831	2,004	(2,194)	(2,946)	(3,184)	(2,259)
Contribution in year	1,828	0	1,627	908	953	977	1,000	1,023
Used in Year	(487)	(737)	(1,454)	(5,105)	(1,705)	(1,215)	(75)	0
Balance c/f	1,831	0	2,004	(2,194)	(2,946)	(3,184)	(2,259)	(1,236)
<p>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</p>								
Usable Capital Receipts - HRA Debt Repayment (T01010)								
Balance b/f	319	716	1,061	1,608	2,027	2,465	2,914	3,375
Contribution in year	742	100	547	419	438	449	461	473
Used in Year	0	0	0	0	0	0	0	0
Balance c/f	1,061	816	1,608	2,027	2,465	2,914	3,375	3,848
<p>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.</p>								

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Executive Report

Report of Chief Finance Officer

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Lead Councillor responsible: Nigel Manning

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Date: 20 January 2015

Business planning – General Fund budget 2015-16

Executive Summary

The report outlines the proposed budget for 2015-16, which includes a Council Tax requirement of £8,356,540 (excluding parish precepts) and a Council Tax increase of 1.9% (£2.84 per year), resulting in a band D charge of £152.42. Subject to actions outlined in paragraphs 10.3 to 10.7, the Council will achieve a balanced budget. The increase in Council Tax is below inflation, as measured by RPI(X), despite a cut in our Government Settlement Funding Assessment (SFA) of 15%.

The budget includes previously reported¹ additional investment in our services of £1.7 million to meet our corporate plan priorities. The principal areas of additional investment in services included in the budget relate to:-

- Investment in our waste and recycling services
- Investment to support improvement in our customer services
- Continued investment in the family support programme
- Further infrastructure modelling and consultation relating to the Local Plan
- Investment in upgrading facilities at Woodbridge Road sports ground
- Investment in our parks

To help finance the investment in services and balance our budget, we have identified efficiency savings of £932,000 and additional income of £1 million.

The Chief Finance Officer's (CFO) report is included at **Appendix 1**. This gives information about the strategic context within which our budget has been prepared, the medium term financial plan, the robustness of the estimates, adequacy of reserves and budget risks.

The CFO report outlines that, since 2010-11, the Council has achieved a total of £6million efficiency savings and £3.6million in additional income. In addition to the savings and additional income for 2015-16, the medium term financial plan includes further savings and additional income totalling £2.4million to be achieved in the period

¹ Joint Scrutiny Committee 13 November 2014 and Executive 25 November 2014

leading up to 2018-19. However, our medium term financial position presents the Council with a significant challenge due to continuing reductions in government grant, increasing demand for our services, unavoidable operating cost increases and an increasing capital programme.

The projected outturn for 2014-15 based on eight months' actual expenditure and income is £738,110 less than the original budget for 2014-15. The Executive will decide the treatment of the final balance in June 2015. Any ongoing variances between actual expenditure and budget identified in 2014-15 have been taken into account when preparing the budget for 2015-16.

Appendix 4 contains a list of fees and charges for approval as part of the budget. The target increase given to service managers was 4%, subject to market conditions.

Recommendation to Council (11 February 2015)

The Executive is asked to recommend to Council:

- (1) That the Council Tax requirement (excluding parish precepts) for 2015-16 be set at £8,356,540
- (2) That the Band D Council Tax for 2015-16 (excluding parish precepts) be set at £152.42, an increase of 1.9%.
- (3) That the proposed fees and charges for 2015-16 relating to General Fund, are attached at **Appendix 4** to be adopted with effect from 1 April 2015.

Recommendation to Executive:

The Executive is asked to agree:

- (1) That a supplementary estimate in 2014-15 of £85,600 to meet the additional costs of preparing the Local Plan be approved (para 9.5).
- (2) That £35,000 be released from the town centre masterplan reserve to fund the preparation of a masterplan for the Slyfield Area (para 9.7).
- (3) That the sums included in the proposed budget at **Appendix 2**, plus any additional transfers to or from reserves set out in section 10 of this report, be transferred to reserves.

Reason for Recommendation:

To enable the council to set the Council Tax requirement and council tax for the 2015-16 financial year.

1. Purpose of report

- 1.1 This is the final report in the 2015-16 budget process. The Executive is asked to approve a budget for presentation to Council, incorporating a number of associated decisions. The report takes into account the implications of the General Fund Capital Programme report, the Treasury Management report and

the Car Parks Business Plan report, all of which councillors can find elsewhere on this agenda.

2. Strategic Framework

- 2.1 The budget underpins the Council's strategic framework and delivery of the corporate plan.

3. Background

- 3.1 At its meeting on 25 November 2014, the Executive received a report on the outline budget that indicated a projected gap of approximately £922,000 between predicted expenditure and income before growth, savings and additional income items were included.

- 3.2 The Executive accepted all the growth, savings and additional income items suggested by officers, leaving a reduced gap of approximately £309,000.

- 3.3 The report indicated that within these figures there were still some areas of uncertainty, where the figures could change significantly before the budget was finalised. It also suggested some ways in which a balanced budget could be presented to Council in February

- 3.4 A 1.9% increase in Council Tax was assumed in the November 2014 report and was accepted by the Executive as a working assumption.

- 3.5 The November Executive report also included the comments of Joint Scrutiny Committee, which considered the outline budget at its meeting on 13 November 2014.

- 3.6 This report will cover the changes since we presented the outline budget to the Executive and suggests a way in which a balanced budget can be recommended to Council. Specifically it will cover the following areas:

- Chief Finance Officer's statutory report – attached at **Appendix 1**
- the parameters within which the budget has been prepared
- Business Rates Retention Scheme (BRRS) and assumptions on the level of Government Grant
- Council Tax, tax base and collection fund
- capital expenditure and minimum revenue provision
- reserves and interest earnings
- projected outturn for 2014-15
- proposed budget for 2015-16
- fees and changes

- 3.7 The Chief Finance Officer's report on the budget is contained at **Appendix 1** and covers the strategic context within which the budget is prepared, the medium term financial strategy, the robustness of estimates, the adequacy of reserves and budget risks.

4. Budget parameters

4.1 The figures are based on the factors approved by the Executive at its meeting on 22 July 2014.

- General Inflation – 1.5% (we have included a £232,000 inflation budget to be kept centrally and bid against)
- Payroll – 1.5% (plus increments where appropriate)
- Income – 4% increase wherever possible
- Council Tax – 1.9% increase

5. Business Rates Retention Scheme (BRRS) and Government grant

5.1 We received the provisional Local Government Finance Settlement for 2015-16 on 18 December. The figures largely confirmed those already included in the outline budget, with a small increase in net income of £3,849. This is a reduction of 15% in our Settlement Funding Assessment (SFA) from 2014-15.

5.2 We have included the net income at the SFA level; that is without any allowance for additional income from Business Rates or associated levy payment.

5.3 Officers are currently working on our NNDR1 business rates return to central government, which estimates our business rate income and our share in any business rates growth (known as the business rates levy). We have to send the return to the Government by 31 January 2015.

5.4 If we maintain our current practice of putting the equivalent of any levy amount (i.e. our share of any additional income) to a Business Rates Equalisation reserve it will not affect our budget. Building up the Business Rates Equalisation reserve will help us manage the fluctuations in our business rate income that will occur as we carry out our development plans for the town centre. However, we could use additional retained income for the benefit of the General Fund if necessary.

5.5 The government has notified us of the additional New Homes Bonus (NHB) payment for 2015-16. This is £268,415 and the proposed budget assumes that this is transferred to the New Homes Bonus reserve. The total NHB payment that we will receive in the year is £1,779,365. We are currently consulting with residents on how the NHB reserve should be spent and will orally report the findings from the consultation to councillors at the Executive meeting.

6. Council Tax, tax base and collection fund²

6.1 The proposed budget assumes that our council tax will increase by 1.9%. This means that the band D tax would go up from £149.58 to £152.42; an increase of

² The collection fund is a separate account that we must keep that collects all the income from council tax and business rates and pays it out to other bodies. For council tax, the recipients are Surrey County Council, Surrey Police and Crime Commissioner and Guildford Borough Council. For business rates, the recipients are the Government, Surrey County Council and Guildford Borough Council. We have to predict the surplus or deficit on each part of the fund and that is paid out to (or recovered from) the relevant beneficiaries in proportion to their original share. The surplus or deficit arises because of movements in the amount collectable (i.e. the total amount of the bills we have sent out) and provisions for bad debts and business rates appeals.

£2.84 per year or five pence a week. The increase would generate approximately £156,000 based on the 2015-16 tax base.

- 6.2 The Council has a policy of keeping council tax increases below inflation, using the RPI(X) measure. In November 2014, the latest published month, RPI(X) was 2%. In addition, the government set a limit each year above which increases in council tax have to be supported by a referendum. The Government has confirmed the limit for 2015-16 at 2%.
- 6.3 The government is again offering a grant equivalent to a 1% increase in Council Tax for those authorities that freeze their Council Tax for 2015-16. Councillors are aware of the argument against freezing Council Tax, and the implications for our ongoing tax income. With the severe financial pressure that the Council will face from 2016-17, as set out in **Appendix 1**, officers recommend that Council Tax is increased by 1.9%, as included in the proposed budget.
- 6.4 Officers have set the 2015-16 tax base at 54,825.76. This is a 3.1% increase on the previous year, which benefits the General Fund by approximately £249,000 by allowing a higher council tax requirement for a given level of council tax.
- 6.5 We must declare the 2014-15 expected surplus or deficit on the Council Tax element of the collection fund by 15 January 2015. This is shared between ourselves, Surrey County Council and the Police and Crime Commissioner for Surrey in proportion to the 2014-15 precepts. The estimated surplus for 2014-15 is £2,343,761 and this Council's share is £256,915. This has been included in the proposed budget.
- 6.6 The expected surplus or deficit on the business rates element of the collection fund forms part of the NNDR1 return mentioned in paragraph 5.3. We will therefore not know the position on this element of the fund until that return is completed. However, in year monitoring indicates that it could be a substantial surplus, which is split between the government (50%), Surrey County Council (10%) and this council (40%). Officers recommend that any surplus is transferred to the Business Rates Equalisation reserve to repay the amounts taken out of the reserve in 2013-14 and 2014-15 due to paying a higher than expected business rates levy to government in those years.

7. Capital expenditure and minimum revenue provision

- 7.1 The Council has a single capital programme for the General Fund that we finance from the Capital Schemes reserve, capital receipts and revenue contributions towards specific schemes. Unless we generate significant capital receipts, the Council needs to borrow from either its own resources (earmarked for other uses) or from the market; at the current time borrowing is internal as it is more financially advantageous.
- 7.2 Because the capital programme shows an underlying need to borrow, represented at the year-end by the capital financing requirement (CFR), we must make a charge to the revenue account called the minimum revenue provision (MRP). This charge is based on the value and life of the assets funded by borrowing (internal or external). The minimum revenue provision for 2014-15 will

be £493,837, which is based on a General Fund CFR at 31 March 2014 of £23.495 million. Officers currently estimate that the CFR at 31 March 2015 will be £31.578 million and the MRP for 2015-16 will be £676,680. This figure is included in the proposed budget.

- 7.3 There is a separate report on this agenda relating to the General Fund capital programme. As this relates to schemes to start from 1 April 2015 it will not affect the 31 March 2015 CFR or MRP for 2015-16 but will affect MRP from 2016-17. However, if councillors make any changes to the 2014-15 capital programme, then the MRP figure included in the draft budget may change.

8. Reserves and interest earnings

- 8.1 An important element of the Council's budget is the income it receives from investment of the cash held in reserves. The balances held at the end of the 2013-14 and 2014-15 (estimated) financial years are shown below:

	31.3.2014	31.3.2015
	£m	£m (Est)
General Fund revenue account balance	3.7	3.7
Earmarked reserves - General Fund	20.3	15.2
Useable Capital Receipts (general)	5.8	0.0
	<u>29.8</u>	<u>18.9</u>

- 8.2 We do not use reserves to support ongoing expenditure but do use them as a mechanism to release funding in a controlled way to even out the impact of spending on the General Fund (for example the car parks maintenance or invest to save reserves). The revenue reserves also include some earmarked reserves that are not available for spending, because they are of a contingency nature (for example the insurance reserve).
- 8.3 Officers manage the investment of cash backed reserves, together with day-to-day balances, in accordance with the Treasury Management Strategy. A report on the proposed strategy for 2015-16 is included elsewhere on this agenda.
- 8.4 In the current year's budget, we anticipated net interest earnings to be approximately £483,000. The estimate for net interest included in the proposed budget for 2015-16 is £592,170; an increase of around £109,000. Base rate, which has been at 0.5% since 5 March 2009, is not expected to rise until September 2015 when we have assumed a 0.25% increase with a further 0.25% in March 2016.
- 8.5 As a borough election will be held in 2015-16, the proposed estimates include a withdrawal of £129,000 from the elections reserve to finance the estimated expenditure, which has been included in the service unit figures. This withdrawal and contributions to and from other reserves are included in the proposed budget as shown in **Appendix 2** (the General Fund summary).

9. Projected outturn for 2014-15

- 9.1 The outline budget report to the Executive on 25 November 2014 included details of the projected outturn based on six months data, which was £798,522 less than the original estimate.
- 9.2 The projected outturn for 2014-15 based on eight months' actual expenditure and income is £738,110 less than the original estimate and therefore approximately £60,000 less than the figure based on six months data. The Executive will decide the treatment of the final balance in June 2015.
- 9.3 Although there are movements in the projected outturn of many services, the major change between periods six and eight is an increase in the expected expenditure on the Planning Policy service of £91,000 of which £85,600 relates to the Local Plan (see paragraphs 9.4 and 9.5 below).

Supplementary estimate for Local Plan

- 9.4 The Council consulted on a draft Local Plan in the summer of 2014. It is now undertaking further work, particularly on infrastructure requirements. We are commissioning extensive traffic and transport studies to support the Local Plan and to develop a programme of interventions that can form the basis of future bids to the M3 Local Enterprise Partnership. The Council works with the Highways Authorities in developing the strategy for servicing the Local Plan and in identifying the priority schemes which otherwise would not be scoped and costed in a timely fashion for submission to Control Period 5³ for implementation in the next few years.
- 9.5 The result of the additional costs outlined is additional expenditure of £85,600, which is included in the period eight budget monitor mentioned above. The Executive is asked to approve a supplementary estimate for this expenditure.

Release of funds from the Town Centre Master plan Reserve

- 9.6 At its meeting on 26 June 2014, the Executive approved the transfer of £350,000 to the Town Centre Masterplan reserve in respect of masterplanning. The Executive meeting on 25 November 2014 approved the release of £290,000 for the Town Centre Masterplanning.
- 9.7 Officers propose that a further £35,000 is used from the reserve to supplement an estimate of £25,000⁴ that is included in the draft budget (thus giving total of £60,000) to prepare a masterplan for the Slyfield Industrial Estate. This plan is required to provide clear targets and objectives for the management of the council's property interest in the development site and ensuring that there is a growth and development strategy in place for the area. The Executive is asked to approve the release of £35,000 from the town centre masterplan reserve.

³ The Treasury control period within which we aim to submit funding bids for transport schemes

⁴ The original £25,000 budget is financed from the Invest to Save reserve

10. Proposed budget 2015-16

10.1 At the time the officers presented the outline budget, there was a gap of approximately £922,000. The Executive agreed to the inclusion of additional growth totalling approximately £940,000 and savings/additional income of approximately £1.553 million (net of a 20% non-achievement allowance). At that stage, therefore, the gap was £307,601, assuming a 1.9% increase in Council Tax.

10.2 Since that time several changes have occurred, which are summarised in the table below. The current General Fund summary is shown at **Appendix 2**

Item	£	£	Comment
Gap at 25 November report		307,600	After inclusion of growth, savings and additional income
<u>Service changes</u>			
Refuse and recycling	233,730		Correction to recycling credit income
Housing benefits	28,000		We have now received notification of our 2015-16 housing benefit administration grant
Council Tax collection	(20,610)		New burdens grant to assist with the implementation of the Local Council Tax Support Scheme, notified with the SFA settlement
Treasury Management	14,220		Adjustment to the brokers' fee budget to reflect the Treasury Management Strategy
Corporate Services	30,000		Reinstatement of the management development training budget, omitted in error
Other minor changes to service budgets totalling	(310)	285,030	
		592,630	
Local Government Finance Settlement		(3,849)	Increase in net income due to the SFA announcement
Net interest and MRP cost		(49,220)	We have reviewed our interest and MRP calculations in the light of updated information on cash flows and the proposed capital programme.
Pay and grading review and establishment changes		(25,170)	Officers have amended the salaries estimates to reflect the implementation of the pay and grading review from 1 March 2015, together with any establishment changes approved since

Item	£	£	Comment
Collection Fund surplus re Council Tax		(256,915)	the outline budget was prepared. As at 30 November – subject to confirmation
Revised gap per Appendix 2		257,476	
<u>Items subject to Executive approval</u>			
Parking Business plan	(130,100)		The Parking Business Plan is reported elsewhere on this agenda. It includes suggested tariff increases that will generate £5,100 additional income above the figure already included in the proposed budget. It also suggests that the contribution to the Car Parks Maintenance reserve is reduced by £125,000.
Audit growth bid	42,600		The Council's CFO has identified that the Internal Audit service is under-resourced and the Executive Head of Service has therefore submitted a late growth bid. This is attached at Appendix 3 . Officers recommend that this bid is approved.
Heritage growth bid re Access to collections	(4,700)	(92,200)	At the joint scrutiny committee meeting, officers undertook to review the growth bid for access to collections. Because of the review, they have reduced the bid by £4,700 to £15,300.
Remaining gap		165,276	

Balancing the budget

10.3 We are carrying out a consultation on the use of the New Homes Bonus reserve that will finish on 16 January. Officers will report the outcome of the consultation to the Executive at the meeting on 20 January. Pending the consultation results officers recommend that the budget is balanced by:

- financing the growth bid for a SANGS⁵ officer from the new homes bonus reserve (£48,150).
- Financing part of the costs of the Local Plan growth bid of £288,500 from the new homes bonus reserve (£117,126)

⁵ SANGS is an abbreviation for Suitable Alternative Natural Green Space

- 10.4 Joint Scrutiny committee supported the use of the NHB reserve for these two items when it considered the outline budget at its meeting on 13 November.
- 10.5 An alternative way of balancing the budget is to use of BRRS income and/or our share of the business rates surplus on the collection fund rather than transferring to the business rates equalisation reserve.
- 10.6 **Appendix 2** shows the General Fund summary without the items subject to Executive approval (from the table in 10.2) or the balancing items. The council tax requirement (excluding parish precepts) at that point is £8,614,016. The items subject to Executive approval and the balancing items reduce the requirement to £8,356,540.
- 10.7 Parish councils will send us their precept figures by 22 January and we will incorporate these in the report to the budget meeting of the Council on 11 February. The parish precepts do not affect our band D council tax but do form part of our overall budget.

11. Fees and charges

- 11.1 **Appendix 4** shows the proposed fees and charges for 2015-16. The Joint Scrutiny committee considered these at its meeting on 13 November and did not make any comments. The Executive is asked to recommend these to Council, except for those fees and charges identified as being agreed under delegated authority.

12. Financial implications

- 12.1 The financial implications are considered throughout the report.

13. Legal implications

- 13.1 The Council is required by legislation to set a balanced budget.

14. Human Resources implications

- 14.1 There are no immediate human resources implications because of this report. Officers will address any changes in the level of resources because of growth or savings initiatives as the changes are implemented.

15. Conclusion

- 15.1 The proposed budget includes a Council Tax requirement (excluding parish precepts) of £8,356,540 resulting in a Council Tax increase of 1.9%. This is below inflation, as measured by RPI (X), despite a 15% reduction in our Government SFA.
- 15.2 The budget includes significant investment in our services together with savings and additional income, which were all reported in detail to the Joint Scrutiny Committee on 13 November and the Executive on 25 November. The Chief Finance Officer's report, attached at **Appendix 1**, covers the medium term

financial plan, the robustness of the estimates, adequacy of reserves and budget risks.

16. Background Papers

None

17. Appendices

Appendix 1: Chief Finance Officer's statutory report

Appendix 2: General Fund summary

Appendix 3: Internal Audit growth bid

Appendix 4: Fees and Charges

CHIEF FINANCE OFFICER'S STATUTORY REPORT

1. Introduction

- 1.1 The Local Government Act 2003 requires the Chief Finance Officer to report on the robustness of the estimates and adequacy of proposed financial reserves. The report below provides a strategic overview of the Council's financial position before making specific considerations on the 2015/16 budget.

2. Strategic Overview

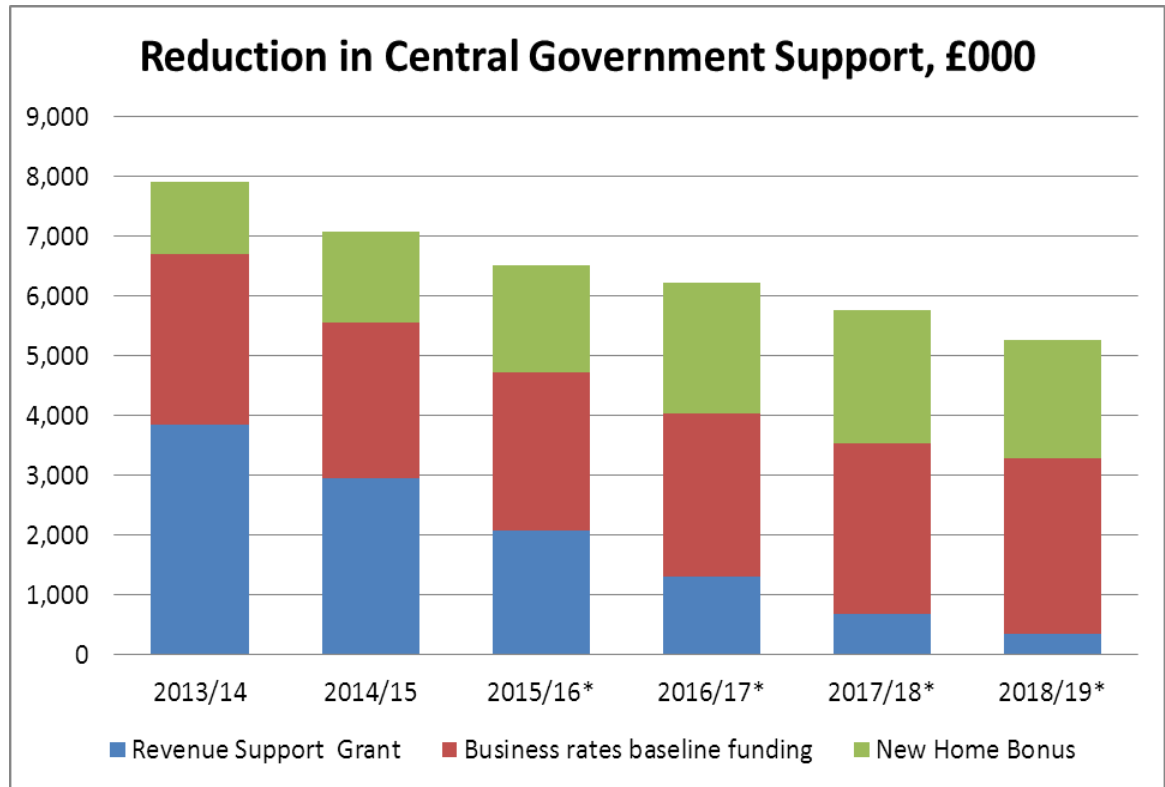
Local Government Funding

- 2.1 The overall financial climate continues to be severe and is expected to remain so for a number of years. Local Government will continue to play its part in helping to address the national funding deficit, and each Council will be required to contribute accordingly by continuing to deliver services with fewer resources.
- 2.2 Since 2013/14, the Council has experienced a reduction in government grants and has taken on significant responsibilities in relation to council tax benefits and business rates (explained below). Both these changes placed more resource demands on the Council and increased risks. The Business Rates Retention Scheme moved local government funding away from formula grant to a combination of retained business rates and revenue support grant. In addition, many specific grants were merged with the formula grant to provide a rolled up resource position known as *Start-Up Funding*.
- 2.3 The autumn statement made by the Chancellor on 3 December 2014, announced that while there would be further savings for government departments, local government would be protected for 2015-16 (i.e. the provisional settlement would be as already indicated). This was to encourage councils to take up the council tax freeze grant offer. The statement also revealed that:
- the 2% cap on the increase in business rates, introduced in 2014-15, will continue in to 2015-16
 - the doubling of small business rate relief (SBRR) will be extended to April 2016
 - there will be a discount against business rate bills for certain shops, food and drink premises
 - transitional relief will be extended for certain small businesses to delay business rate increases introduced following the 2010 revaluation
 - there will be a review of the structure of business rates in time for the 2016 budget
 - the chancellor has committed to providing local government with multi year budgets in future
 - real term public sector spending reductions are to continue until 2018 at the same rate as reductions were made between 2010 and 2015
 - public sector pay restraint is expected to continue until 2018

- 2.4 The government outlined that local Councils will be fully funded for the loss in revenue resulting from the business rates changes announced in the autumn statement through a specific grant, known as a section 31 grant, as happened in 2014-15. However, it is expected that the section 31 grant will be rolled into the Revenue Support Grant (RSG) from 2016-17 onwards.
- 3. Localisation of Business rates, Revenue Support Grant and New Homes Bonus**
- 3.1 From 2013-14 local authorities have retained a proportion of their collected Business Rates, based on central shares (a proportion returned to the Government) and local shares (retained by the authority). As an incentive the Government allows local authorities to retain a proportion of any increase in business rates collected as a result of increased growth. The Council will benefit by 25p in the £1 on any net growth but will be liable for 50p in the £1 on any net reduction.
- 3.2 As outlined in paragraph 2.3, the autumn statement announced some changes to the scheme but the Government has stated that local authorities will be fully funded for the loss in revenue.
- 3.3 The draft local government finance settlement for 2015-16 issued on 18 December 2014 reduced funding to local authorities in cash terms. Guildford's settlement funding assessment (SFA) reduction was 15%, which is higher than the national average reduction of 13.9%. However, due to the variable nature of the business rates element of local authority funding, the draft settlement no longer sets the absolute funding level for local authorities. The actual level of funding the Council receives will depend on the business rate income for the year. At the start of the year, we estimate the business rate income, but the actual amount is unknown until after the year ends. For 2015-16 we estimate our net business rate income will be a 2% increase on 2014-15.
- 3.4 The revenue support grant element of the SFA has reduced by 30% between 2014-15 and 2015-16. Due to an increase in the number of properties on the council tax system, the Council's new homes bonus (NHB) in 2015-16 has increased by £268,404 or 18% from 2014-15. However, the funding is only guaranteed for six years and so will fall out of the budget in the future.
- 3.5 Taken together, the settlement funding assessment (business rates and RSG) and new homes bonus are the key elements of Central Government support the Council receives. In total, the three elements have reduced by 8% (£564,338) since 2014-15, and a cumulative reduction of 14.5% since 2013-14.. When comparing local authorities in the local government finance settlement the government uses a term *spending power*; this includes the council tax that the government expects the Council to raise and some specific grants. The government states that Guildford's spending power has reduced by 3.8% between 2014-15 and 2015-16 however, I feel that this does not properly reflect the true reduction in Central Government Support.

4. Changes in Government Support

4.1 Over recent years, the level of Central Government support to Guildford Borough Council has been reducing as the Government addresses the national deficit. The chart below shows the change in Central Government funding since 2013-14 and our projections to 2018-19.



* Projection

4.2 Our medium term projections show a continuing reduction in Central Government support to 2018-19. The 2014 Autumn Statement projected further cuts to departmental expenditure limits beyond 2015-16. Analysis shows that this is likely to have a cumulative impact of around 10.6% between April 2016 and March 2019.

4.3 The income we receive from business rates is also projected to fall in the medium term due to the redevelopment of North Street (see below).

4.4 We expect a moderate increase in New Homes Bonus (NHB) in the medium term. This is based on expected completions and hard commitments⁶ generated in 2014/15, however, our budget and medium term financial plan assumes that any increase in NHB is transferred to reserves to finance one off short to medium

⁶ Hard Commitment is a term used to describe sites where planning permission has been granted and it is known that the building work has started, ie a commitment to build out the planning permission is in place

term revenue projects or capital projects and therefore does not affect the council tax calculation or the budget gap identified below. This is because NHB funding is only available for 6 years and so it would not be prudent to rely on the income to finance on-going revenue expenditure. We also foresee a risk that NHB will cease to exist as a separate grant in the future depending on which political party wins power at the general election in May 2015. We expect that our NHB income will start to fall in 2018/19 unless any new developments are identified however, as the Local Plan is developed we anticipate being able to change this assumption.

5. Economic Outlook

- 5.1 The economic situation continues to pose a risk. As the government's austerity measures impact on residents, then our income streams could be affected.
- 5.2 Interest earnings, whilst no longer form a significant source of income, are still estimated to be approximately £592,170 (net) and the preservation of our capital whilst maximising our income is of paramount importance. The adoption of the Treasury Management Strategy elsewhere on the agenda is designed to mitigate this risk.

6. Guildford Borough Council Medium Term Financial Plan

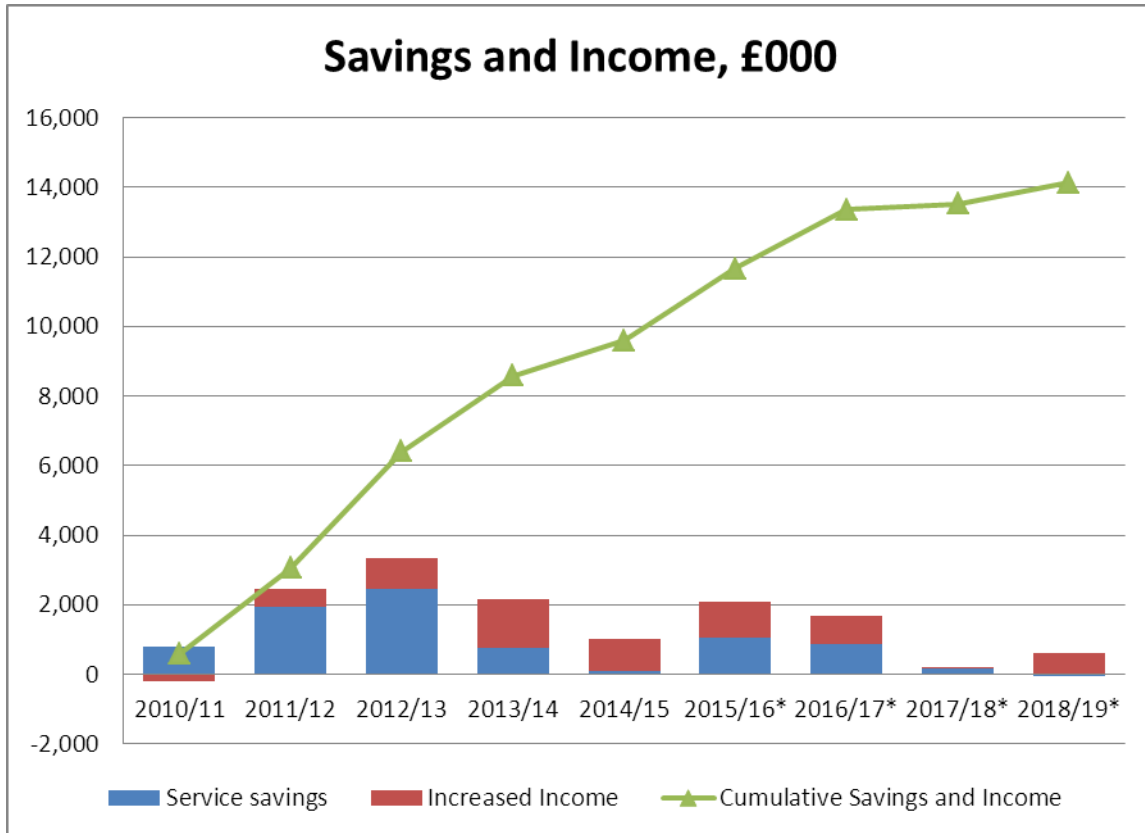
Corporate Plan

- 6.1 The Council's Corporate Plan was developed for the 3 year period April 2013 to March 2016 and includes bold ambitions for service delivery for the future. Many of the priorities within the plan involve significant investment in services, infrastructure and housing to deliver the outcomes.
- 6.2 A 10-year capital strategy is being developed with the aims of realising the Council's Corporate Plan, raising the quality of life for residents and improving the long term financial planning process. The first five years of the capital strategy are effectively the capital programme, which is subject to a separate report on the agenda. The capital programme is significant but includes investment in key projects to support our corporate plan such as:-
- Redevelopment of North Street
 - Investment in affordable houses
 - Investment in new social housing (HRA)
 - A new link road at Clay Lane, Slyfield
 - Pedestrian and cycling routes around the town
 - Funding for transport schemes
 - Development of Guildford castle and museum
 - Replacement of the roof at the Spectrum
 - Upgrading of Woodbridge road sports ground
 - Acquisition of new burial ground
 - Investment in property under the asset investment strategy
 - Increasing the car parking provision in the town
 - Rebuilding the crematorium

- 6.3 To finance the capital strategy, a variety of funding sources, such as capital receipts, capital reserves, revenue contributions, S106 contributions and borrowing will be required. Unless the Council is able to generate capital receipts it will need to borrow from its own internal resources, or the market. Any borrowing will have a direct impact on the revenue budget, as there is a requirement to charge a minimum revenue provision (MRP) for the use of borrowing. The impact of MRP is included within the revenue budget outlined in this report.
- 6.4 Growth included within the revenue budget for 2015-16 supports the delivery of the Corporate Plan. The growth arising from investment in services to meet the Corporate Plan for 2016-17 to 2018-19 has been included in the medium term financial plan. The main areas of investment to support our corporate plan include:
- Investment in our waste and recycling services
 - Investment to support improvement in our customer services
 - Continued investment in the family support programme
 - Further infrastructure modelling and consultation relating to the local plan
 - Investment in upgrading facilities at Woodbridge Road sports ground
 - Investment in our parks

7. Savings and Income

- 7.1 As part of the drive to continue to deliver services with fewer resources, the Council is undertaking a transformation programme to remodel services, achieve savings and increase income to achieve a sustainable financial future. In addition, we undertook a business planning exercise in 2015-16 to identify transformation and other savings for the medium term. Since 2010-11, the Council has generated a total of £6.0 million in savings and £3.6 million in additional income.
- 7.2 The budget includes further savings and additional income proposals of £2million for 2015/16 and the medium term financial plan assumes a further £2.4 million savings and additional income can be achieved between 2016/17 and 2018/19 which were identified from the business planning process undertaken in 2015/16.



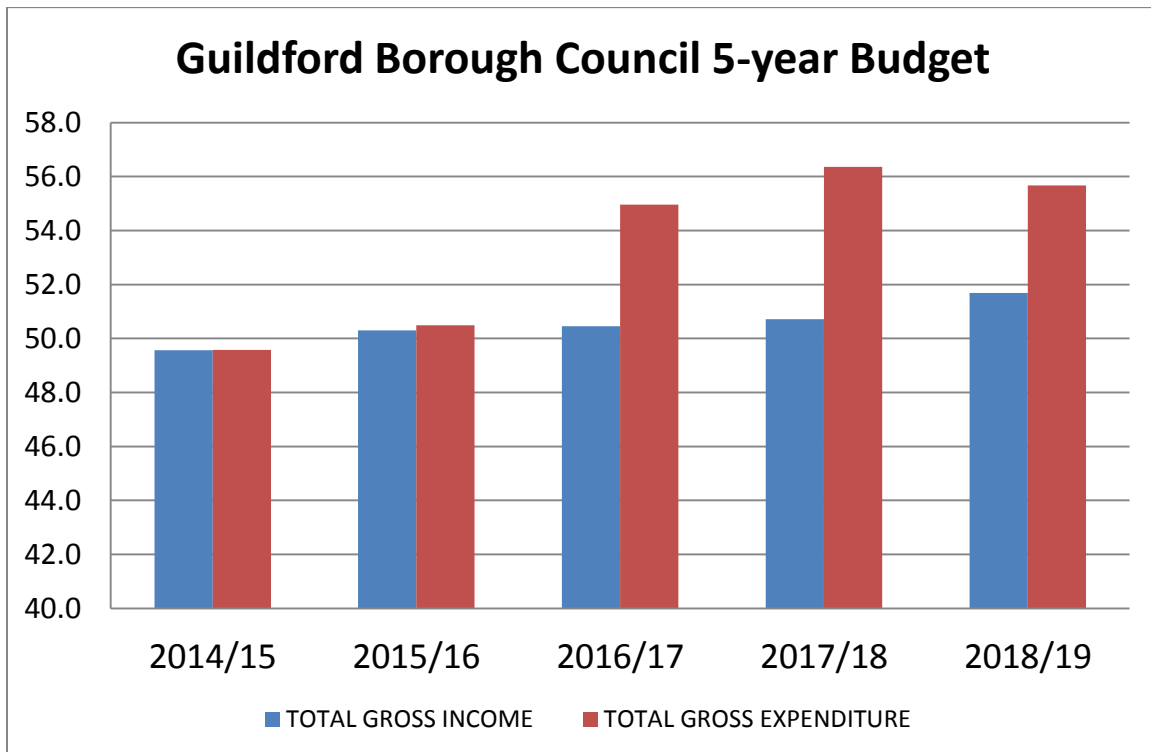
8. Medium Term Financial Strategy

- 8.1 The medium term financial strategy (MTFS) (attached at **Appendix 1A**) provides a framework within which we will prepare annual spending plans. In essence, it sets a framework for our spending plans and use of resources over the medium term, ensuring that we have a sustainable financial future. Adopted by the Executive for the first time for the 2009-10 financial year, it has provided a framework that has enabled officers to focus on the delivery of savings without impacting on service levels or quality.
- 8.2 We have reworked the financial projections to 2018-19 at a summary level, but many of the assumptions (for example, interest rate movements) could in reality be significantly different. We will review the MTFS at a more detailed level once the budget for the year is approved by the Council and we will include it in the final budget book.
- 8.3 Officers prepared the medium term figures using the assumptions in the table below. The Executive approved the first six assumptions at its meeting on 22nd July 2014. These assumptions are for outline planning purposes only and will be reviewed and updated before detailed estimates are prepared for each financial year.

	2015-16	2016-17	2017-18	2018-19
General Inflation	1.5%	1.5%	2.0%	2.0%
Payroll	1.5%	1.5%	2.0%	2.0%
Income	4%	4%	3.6%	3.8%
Council Tax increase	1.9%	1.9%	1.9%	1.9%
Business Rates Inflation	2.76%	3.3%	3.6%	3.8%
Revenue Support Grant (RSG)	-30%	-37%	-47%	-50%
Average interest rate	1.22%	1.69%	2.20%	2.33%

8.4 Approved capital expenditure is built into the cash flow projections. The statutory MRP relating to the capital financing requirement (the underlying need to borrow) has been built in with reference to the life of the assets involved, in accordance with the MRP policy within the Treasury Management Strategy.

8.5 There is a gap between projected income and expenditure over the period 2015-16 to 2018-19 as demonstrated below.



8.6 We estimate that the funding gap totals approximately £4 million over the plan period (to 2018-19), the majority of which relates to 2016-17. The exact gap is

hard to identify due to the Government's next Comprehensive Spending Review, which will impact from 2015.

- 8.7 The principal causes of the budget gap are follows:

	£million
RSG Reduction	£0.775
Inflation	£0.890
Employers National Insurance increase	£0.675
Net growth in services	£0.260
<u>Increase in provision for debt repayment (MRP)</u>	<u>£1.400</u>
Total	£4.000

- 8.8 As part of our Corporate Plan, it is likely that we will undertake the redevelopment of North Street in the next 3-5 years. During the redevelopment scheme, we expect that our income from business rates will fall. We have planned to mitigate the loss and spread the impact of the reduction in income over time. As a result, our medium term financial plan assumes that we will contribute our share of business rate levy into a business rate equalisation reserve in 2015-16 to offset future reductions. During the development phase of the project, we will transfer funds from the reserve to support the revenue budget. Once development is completed, we should experience a growth in business rates.

- 8.9 As outlined in paragraph 7.2, the medium term budget gap already assumes that £2.4million savings and additional income proposals (put forward as part of the 2015/16 business planning process) identified for 2016-17 to 2018-19 can be achieved. There is a risk that if the savings and income proposals are not achieved then the budget gap will be higher.

- 8.10 The Council is continuing to pursue a programme of transformation to address the budget gap and ensure a financially sustainable future. The transformation programme has three strands:

- i. Commercial / traded services
- ii. Asset investment
- iii. Fundamental service reviews.

- 8.11 All of these figures are subject to further scrutiny and will be revised as the budget process for 2016-17 to 2019-20 proceeds and further information becomes available. Any action taken to close the gap in one year will benefit future years (assuming that it is not a one-off saving).

9. Robustness of Estimates

- 9.1 The budget process was started in July 2014 and the inflation assumptions outlined in paragraph 8.3 above were used in the preparation of the 2015-16 estimates outlined in the budget report.

- 9.2 Staffing costs have been included on the basis of the Full Time Equivalents (FTEs) included within the establishment and charged to the General Fund (approximately 703).
- 9.3 A composite loss allowance of 1.5% has been assumed for the council tax base, the same as used in 2014-15.
- 9.4 The effects of the capital programmes have been taken into account both in the revenue budget and in predicting cash flow for investment purposes. For the purposes of calculating interest on balances, the average base rate has been assumed to be 0.5%. The impact of longer term investments made in order to protect the Council’s investment income means that an average rate for in-house investments of 0.79% has been assumed and a weighted average return of 3.32% has been assumed on externally managed investments. Interest rate predictions remain extremely uncertain.
- 9.5 Service level risk assessments are in place for major areas. The corporate risks are included in the corporate risk register, whilst service risk registers are available on the intranet along with comprehensive guidance about how to identify and score risks. For the first time in 2015-16 we have compiled a financial risk register which will be reported as part of the final budget book. This will outline the main financial risks the Council will face in terms of operating within its budget for 2015-16.
- 9.6 The outline budget was considered by the Joint Scrutiny Committee at its meeting on 13 November and the Executive at its meeting on 25 November 2014.
- 9.7 The assets review programme currently underway may identify some assets that could be disposed of, but none are expected to be of significant value individually to generate capital receipts
- 9.8 Looking forward, based on our current assumptions, we predict a significant budget deficit over the outline period (to March 2019) as outlined in paragraphs 8.6 to 8.9. Action to address the deficit is underway as outlined in paragraph 8.10; however, this remains a significant challenge for the Council.
- 10. Adequacy of reserves and balances**
- 10.1 The value of General Fund revenue reserves as at 1 April 2014 was £20.3 million. The estimated value of all revenue reserves over the plan period is:

	GF revenue reserves (£m)
31 March 2015	15.2
31 March 2016	15.6
31 March 2017	14.5
31 March 2018	14.8
31 March 2019	16.2
31 March 2020	16.5

- 10.2 The figures include some earmarked reserves held for specific purposes (for example, Insurance) which cannot be used to support the council tax or capital schemes. This approach, which enables the Council to even out the impact of significant costs, is considered prudent.
- 10.3 The General Fund revenue balance is maintained at £3.75 million, which is considered an adequate level.

11. Budget risks

- 11.1 The Council faces many risks to the successful delivery of a balanced budget. The major ones are explained below.
- 11.2 **The economic situation.** Particular consideration will need to be given to the following in the budget proposals:
- Loss of interest from investments arising from bank base rates remaining at a low level for longer than expected
 - Increase in housing benefit claimants and bad debts
 - Potential increase in homelessness
 - Loss of income from Fees and Charges
 - Loss of rental income on investment properties
 - Higher than expected cuts in central government support following the 2015 general election
- 11.3 **Delivery of savings and income.** The Council has embarked on transformation programme to deliver savings and income generation required to balance the budget. There is a risk that the programme will not be delivered on target.
- 11.4 **Welfare Reform.** We have retained the Local Council Tax Support Scheme (LCTSS) of 2014-15 for 2015-16, with a minor amendment. Although we did not make any changes to the LCTSS for 2015-16, some residents may find themselves in financial difficulty as a delayed reaction to the savings in the national welfare budget. In addition, there will be further welfare reforms in the future, which are likely to influence the support we are able to offer council tax payers. Although the number of claims is currently stable, any increase in take-up of the scheme is a direct cost to the General Fund as we no longer receive a direct grant linked to expenditure levels.
- 11.5 Universal credit, which will replace housing benefit, is still expected to come into effect. Key staff may decide to look for other jobs and leave whilst the Council is managing the run down to 2017 (when housing welfare costs are earmarked for removal from Council business). It is possible that new burdens grant funding will not cover all of the Council's run-down expenses (for example communications strategy and redundancy costs).
- 11.6 The welfare changes will also affect the Council through their effects on vulnerable people where there is likely to be an increase in demand for services such as homelessness and housing advice.

- 11.7 Businesses and Council Tax payers now have the right to request payment of their bill by 12 instalments instead of 10. If large numbers of payers take this option it will adversely affect cash flow and therefore interest receipts.
- 11.8 **Business rates retention scheme.** There continues to be volatility in our business rate income due to voids, appeals, revaluations and bad debts. This uncertainty makes it difficult to accurately budget for business rate income and close monitoring through the year is crucial to identify any shortfalls at an early stage. If a large business chose to close or relocate away from Guildford, it would adversely affect our income.
- 11.9 **CSR 2015.** It is clear from the continued economic difficulties experienced in the UK, Europe and the USA and the statements made by the Chancellor of the Exchequer in the 2013 Autumn Statement that the 2015 CSR will bring further government funding reductions for local authorities.
- 11.10 The Council is likely to embark on two major regeneration schemes during the medium term budget period; North Street and Slyfield. Taking both schemes forward will have significant financial risks for the Council. Officers are currently looking at alternative legal structures to help us manage those risks.
- 12. Conclusion**
- 12.1 The Council faces many challenges over the medium term. We have an exciting and ambitious corporate plan and will continue to have a high demand for some of our services, particularly relating to welfare and environmental services. Continued significant reductions in Government funding mean that we have a gap between projected expenditure and funding that we will have to address, which we intend to do through projects such as commercialisation and traded services, asset investment and fundamental service reviews.

Sue Sturgeon, Managing Director and Chief Finance Officer

Medium Term Financial Strategy

Revenue

1. To set an annual revenue budget and a council tax that is increased by less than the prevailing rate of inflation.
2. The detailed budget will be prepared with an allowance for a pay award, but with no allowance for general inflation unless there is a contractual agreement. Each year, members will determine a guideline increase for fees and charges.
3. To conduct a business planning exercise to direct resources to meet council priorities and to consider bids for growth with reference to the strategic priorities.
4. To produce an outline budget for a rolling 4 year period, and in doing so seek to identify a package of measures to balance the budget over the medium term.
5. To review charging policies for all service areas, to ensure that those who can pay the full cost of a service do so.
6. Supplementary estimates will only be approved in exceptional circumstances; we will firstly seek to identify savings as a means of meeting additional costs or bids for additional expenditure.
7. A working balance, currently £3.748 million, will be retained and will be assessed for reasonableness on a regular basis as part of the final accounts process.
8. All items of expenditure, even if funded by a grant from a third party must have an approved capital or revenue budget. Where a specific grant is received, the expenditure must be approved; any under spending is returned to the general reserve and not left as a contingency in the service budget.
9. Any under spending on grants will be treated as an under spending and not carried forward for spending in the following year.
10. The principle of having a special works budget will be discontinued, these items need to be submitted as growth bids and considered alongside other growth bids.

Capital

11. A single capital programme will be prepared each year over a 4/5 year rolling period as part of the detailed budget process, so that the impact of decisions on the capital programme will be considered as part of the budget process. The capital programme will include both approved and provisional schemes so that we can clearly see the impact of our future capital requirements.
12. A 10-year capital strategy or vision will be prepared to include the impact of some of our long term strategic projects.
13. We will review each year how the capital programme is to be funded in relation to capital receipts, revenue or earmarked reserves.
14. The council will consider whether it is appropriate to borrow to fund large capital schemes: in doing so it will consider the impact on the budget and the cost of early repayment.
15. In planning our capital expenditure we will only take account of future capital receipts where there is a reasonable degree of certainty about their receipt.

Medium Term Financial Strategy

16. We will undertake a periodic review of our property portfolio to determine whether they are still required to meet our strategic priorities; and dispose of assets that are not required in accordance with our disposals policy.

Reserves

17. We will identify a level of earmarked reserves to be held which support our service delivery (for example, insurance, spectrum, and car parks maintenance reserve) such that annual contributions from the general fund can be evened out.
18. We will retain an invest to save fund which will be used to fund the upfront costs of new initiatives or one off costs not of an ongoing nature.
19. We will review the level of reserves which need to be retained to support the council tax by way of interest earnings.

Actual excl RCCO and Parishes	GENERAL FUND SUMMARY	Estimate excl RCCO and Parishes	Estimate
2013-14 £		2014-15 £	2015-16 £
	Service Units - Net Expenditure		
	<i>Development</i>		
(1,328,218)	Economic Development	(2,237,790)	(2,848,080)
2,967,628	Planning Services	2,977,860	3,206,380
	<i>Environment</i>		
1,635,814	Operational Services	1,847,080	1,584,960
4,799,777	Parks and Leisure Services	5,334,490	5,734,640
	<i>Financial Services</i>		
337,941	Financial Services	2,854,370	3,189,640
647,530	Revenue and Payments	621,530	787,040
	<i>Governance and Monitoring</i>		
1,915,342	Legal and Democratic Services	1,774,400	1,960,630
	<i>Housing and Health</i>		
3,268,934	Health and Community Care	3,098,610	3,350,700
1,762,456	Housing Advice Services	1,386,330	1,358,110
533,894	Neighbourhood and Housing Management	370,180	475,000
	<i>Organisational Development</i>		
206,911	Business Systems	73,930	227,540
1,899,685	Corporate Development	1,824,520	1,829,320
(11,544)	Human Resources	16,530	13,240
	Changes not yet allocated to service unit	0	(300,000)
18,636,150	Total Service Unit Level	19,942,040	20,569,120
(6,678,471)	Depreciation (contra to Service Unit Budgets)	(5,790,750)	(6,952,020)
11,957,679	Service Unit Level excluding depreciation	14,151,290	13,617,100
(906,887)	External interest receivable (net)	(706,350)	(851,340)
174,790	Minimum Revenue Provision	449,870	676,680
(31,724)	Revenue income from sale of assets	0	0
	Revenue Contributions to Capital Outlay (RCCO)		
0	Met from: Capital Schemes reserve	0	0
0	Other reserves	0	0
541,000	General Fund	0	0
11,734,858	Total before transfers to and from reserves	13,894,810	13,442,440
	Transfers to and from reserves		
	Capital Schemes reserve		
0	Funding of Revenue Contribution to Capital Outlay	0	0
0	Contribution in year	0	0
542,729	Business Rates Equalisation reserve	915,065	0
0	Car Park Income Equalisation reserve	0	0
623,130	Car Park Maintenance reserve	(276,780)	716,590
0	Credit Crunch fund	0	0
15,000	Election Costs reserve	15,000	(114,170)
23,334	Energy Management Schemes reserve	0	17,580
146,990	Housing Revenue Account	223,110	259,170
(32,667)	Insurance reserve	10,110	0

Actual excl RCCO and Parishes	GENERAL FUND SUMMARY	Estimate excl RCCO and Parishes	Estimate
2013-14 £		2014-15 £	2015-16 £
311,342	IT Renewals reserve	301,510	427,580
(90,128)	Invest to Save reserve	250,000	195,000
(42,747)	Local Authority Business Growth Incentive reserve	0	(60,000)
1,077,060	New Homes Bonus reserve	510,396	778,815
105,490	On Street Parking reserve	29,090	(18,650)
123,860	Pensions Reserve (Statutory)	0	0
0	Pensions Reserve (Guildford Borough Council)	0	0
146,659	Spectrum reserve	169,340	171,880
1,182,038	Other reserves	(108,540)	(428,760)
15,866,948	Total after transfers to and from reserves	15,933,111	15,387,475
	Business Rates Retention Scheme payments		
27,007,513	Business Rates tariff payment	27,533,633	28,059,754
531,453	Business Rates levy payment	554,571	0
0	Non specific government grants		
(323,105)	s31 grant re BRR scheme	(682,566)	0
(1,214,587)	New Homes Bonus grant	(1,510,950)	(1,779,365)
41,868,222	GUILDFORD BOROUGH COUNCIL NET BUDGET	41,827,799	41,667,864
0	Parish Council Precepts		0
41,868,222	TOTAL NET BUDGET	41,827,799	41,667,864
(30,153,137)	Business Rates - retained income	(30,977,434)	(30,717,746)
(3,845,515)	Revenue support grant	(2,962,530)	(2,079,187)
0	Collection Fund Deficit - Business Rates	216,660	0
(30,802)	Collection Fund Surplus - Council Tax	(148,615)	(256,915)
7,838,768	COUNCIL TAX REQUIREMENT	7,955,880	8,614,016
53,401.22	Tax base	53,188.10	54,825.76
	Target % increase		1.90%
	Council tax @ target increase		152.42
	Borough Council demand for target tax rise (1.9%)		8,356,540
	Current demand		8,614,016
	Over/(Under) target		257,476

2014-15 to 2017-18

Growth Bid Proposal

Service	Executive Head of Service	Managing Director	
Organisational Development	Martyn Brake	Sue Sturgeon	
Title/Description of Bid Proposal			
New Internal Auditor Post			
Outline Details of the Bid Proposal			
<p>This bid sets out the financial implications and justification for an additional permanent internal auditor post.</p> <p>Internal Audit currently has 2.8 FTE. The current audit resources are very light given the size and complexity of the Council. We have a mixed economy and have considered increasing the use of our contractor but we need a permanent presence to provide the coverage that a contractor cannot deliver. If we do not increase our audit resources there is a significant risk that we will not be able to provide the right level of audit cover</p> <p>The post will be at a senior auditor level and will be aimed at part qualified or newly qualified candidates. We will carry out a full Job Evaluation to establish the appropriate grade, but the estimate is based on current market values.</p>			
Financial Details			
2015-2016 amount of bid proposal			£42,600
Are the costs the result of a capital project?			No
Will the proposal result in a continuing financial commitment to the Council? If yes, please provide a spending profile below			Yes
2015-2016	2016-2017	2017-2018	2018-2019
£	£	£	£
42,600	45,000	46,500	48,000
Which theme within the corporate plan (may still relate to strategic objective, key target or performance indicator) does this bid proposal support?			
Governance and value for money			

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**GUILDFORD BOROUGH COUNCIL
GENERAL FUND BUDGET 2015-16**

FEES AND CHARGES

**GUILDFORD BOROUGH COUNCIL
GENERAL FUND BUDGET 2015-16**

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GUILDFORD BOROUGH COUNCIL GENERAL FUND BUDGET 2015-2016

FEES AND CHARGES

Contents

Service Unit

Development	Economic Development Planning Services
Environment	Operational Services Parks and Leisure Services
Financial Services	Revenues and Payments
Governance and Monitoring	Legal and Democratic Services
Housing and Health	Health and Community Care Neighbourhood and Housing Management Services
Organisational Development	Business Systems

Guildford Borough Council - General Fund Budget 2015-16

Economic Development

	2014-2015 From 1 April 2014 £	2015-16 From 1 April 2015 £	Increase %
To be approved by Council			
Education Sessions, 39.5 Castle Street			
Cost per child ¹			
Victorian schoolroom	6.70	6.70	0.0%
Victorian playroom	6.40	6.40	0.0%
¹ A minimum charge equivalent to 25 child places is payable for all bookings			
Exhibition Space Hire, Heritage Buildings			
Guildford House			
Brew House - one week hire	165.00	165.00	0.0%
Main House - three week hire	360.00	360.00	0.0%
Main House - First Floor: Pine Room, Study, Landing, Powell Room - three week hire	810.00	810.00	0.0%
Main House exhibitions are open to the public for a minimum of three weeks, with the first and last day of the exhibition normally being on a Saturday.			
Private View of Exhibitions			
Main House, Daytime 12.00pm - 2.00pm	200.00	200.00	0.0%
Main House, Evening 7.00pm - 9.00pm	320.00	320.00	0.0%
Brew House, Saturdays 12.00pm - 2.00pm	80.00	80.00	0.0%
Private views are normally held on the Friday prior to the Saturday opening, although this is negotiable. These prices include a service charge for the use of the Gallery which includes the cost of staffing for Guildford House and staff to serve drinks.			

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

Economic Development

	2014-2015 From 1 April 2014 £	2015-16 From 1 April 2015 £	Increase %
Venue Hire, Heritage Buildings			
The Brew House, Guildford House			
These rates include use of VCR, OHP, slide projector, etc			
Weekdays and Saturdays			
Half Day, 9.00am -12.00pm or 1.00pm - 4.00pm	98.00	100.00	2.0%
Full Day, 9.00am - 4.00pm	180.00	180.00	0.0%
Guildford Castle			
<u>Day Hire</u>			
(a) Weekdays			
Half day, 9.00am - 1.00pm or 1.00pm - 5.00pm	190.00	190.00	0.0%
Full day, 9.00am - 5.00pm	350.00	350.00	0.0%
Evenings, 5.00pm - 9.30pm	380.00	380.00	0.0%
Available October - March			
(b) Weekends			
Saturday or Sunday, 9.00am - 5.00pm	400.00	400.00	0.0%
Evenings, 5.00pm - 9.30pm	400.00	400.00	0.0%
Available November - March			
Guildford Museum			
<u>Daily rates (Museum Classroom)</u>			
Half Day 9.00am -12.00pm or 1.00pm - 4.00pm	45.00	45.00	0.0%
Full day 9.00am - 4.00pm	75.00	75.00	0.0%

Guildford Borough Council - General Fund Budget 2015-16

Economic Development

	2014-2015 From 1 April 2014 £	2015-16 From 1 April 2015 £	Increase %
Guildhall			
<u>Guildhall whole building</u>			
(a) Weekdays			
Morning, 9.00am - 1.00pm	280.00	290.00	3.6%
Afternoon, 1.00pm - 5.00pm	280.00	290.00	3.6%
Whole Day, 9.00am - 5.00pm	460.00	470.00	2.2%
Evening, 5.00pm - 9.30 pm	365.00	380.00	4.1%
(b) Weekends			
Saturday 9.00am - 5.00pm	520.00	530.00	1.9%
Saturday 5.00pm - 12.00am	520.00	530.00	1.9%
Sunday 9.00am - 5.00pm	550.00	560.00	1.8%
Sunday 5.00pm - 12.00am	550.00	560.00	1.8%
<u>Guildhall Court Room</u>			
Weekdays			
Morning, 9.00am - 1.00pm	200.00	200.00	0.0%
Afternoon, 1.00pm - 5.00pm	200.00	200.00	0.0%
Whole Day, 9.00am - 5.00pm	360.00	370.00	2.8%
Evening, 5.00pm - 9.30pm	270.00	280.00	3.7%
<u>Guildhall Council Chamber</u>			
Weekdays			
Morning, 9.00am - 1.00pm	190.00	190.00	0.0%
Afternoon, 1.00pm - 5.00pm	190.00	190.00	0.0%
Whole Day, 9.00am - 5.00pm	340.00	350.00	2.9%
Evening, 5.00pm - 9.30 pm	250.00	260.00	4.0%
All rooms excess charge for evening hire after 9.30 pm (per hour)	90.00	90.00	0.0%

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

Economic Development

	2014-2015	2015-16	Increase
	From 1 April 2014	From 1 April 2015	
	£	£	%

Note:

(i) Charities, local voluntary organisations, local branches of national organisations, amenity societies and similar organisations will pay 50% of any sessional charge at the Guildhall for meetings up to 9.30 pm.

(ii) After 9.30pm the excess hourly charge will apply.

Sessional and excess hourly charges for the Guildhall may be remitted in respect of those charities or local voluntary organisations which have traditionally held their meetings in Council accommodation.

Bookings for commercial use of Heritage Buildings

Subject to negotiation dependant upon day of the week and preparation involved.

Admission Charges, Guildhall (new)

Adult admission	0.00 *	2.00 *	n/a
Child admission	0.00 *	1.00 *	n/a

Admission Charges, Guildford Castle

Adult admission	3.00 *	3.00 *	0.0%
Child admission	1.50 *	1.50 *	0.0%

Farmers Market

Stall Charge (per market, per linear metre of frontage)	8.67	8.67	0.0%
Fee Supplement	3.50	3.50	0.0%
Car Parking	9.00 *	9.00 *	0.0%

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

Economic Development

	2014-2015 From 1 April 2014 £	2015-16 From 1 April 2015 £	Increase %
Electric Theatre (in consultation with the Head of Financial Services and Lead Councillor)			
Guildford Amateur Theatre Assoc (G.A.T.A.) Members			
Per Week	1,415.00	n/a	0.0%
Per Day	355.00	n/a	0.0%
Plus 13% of ticket sales			
Amateur Arts			
Sun - Sat	0.00	1,960.00	0.0%
Mon - Sat **	0.00	1,790.00	0.0%
Sun 6-11pm 'add on'	0.00	170.00	0.0%
Thurs/Fri daytime 'add on' per day	0.00	255.00	0.0%
Mon - Fri ***	0.00	1,475.00	0.0%
Daily fee	505.00	525.00	4.0%
Sun 2-11pm	0.00	POA	0.0%
Thurs/Fri 6-11pm	0.00	POA	0.0%
Per Week	1,885.00	n/a	0.0%
Plus 13% of ticket sales			
GATA			
Sun - Sat	0.00	1,472.00	0.0%
Mon - Sat **	0.00	1,345.00	0.0%
Sun 6-11pm 'add on'	0.00	125.00	0.0%
Thurs/Fri daytime 'add on' per day	0.00	190.00	0.0%
Daily fee	0.00	369.00	0.0%
Sun 2-11pm	0.00	POA	0.0%
Thurs/Fri 6-11pm	0.00	POA	0.0%
Plus 13% of ticket sales			
Commercial			
Sun - Sat	0.00	3,219.00	0.0%
Mon - Sat **	0.00	2,940.00	0.0%
Sun 6-11pm 'add on'	0.00	280.00	0.0%
Thurs/Fri daytime 'add on' per day	0.00	420.00	0.0%
Mon - Fri ***	0.00	2,425.00	0.0%
Daily fee	0.00	1,186.00	0.0%
Sun 2-11pm	0.00	POA	0.0%
Thurs/Fri 6-11pm	0.00	POA	0.0%

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

Economic Development

	2014-2015	2015-16	Increase
	From 1 April 2014	From 1 April 2015	
	£	£	%
Hourly fee	0.00	265.00	0.0%
Plus 13% of ticket sales			
Auditorium, per week	3,095.00	n/a	0.0%
Auditorium, per hour	255.00	n/a	0.0%
Auditorium, per day	1,140.00	n/a	0.0%
Auditorium, per day - ACM	0.00	562.00	0.0%
Café Bar, per hour	185.00	35.00	-81.1%
Café Bar, per day	850.00	POA	0.0%
Farley Room, per day	435.00	n/a	0.0%
Farley Room - Per hour (GATA)	16.50	17.00	3.0%
Farley Room - per hour (standard)	25.00	26.00	4.0%

Guildford Borough Council - General Fund Budget 2015-16

Economic Development

	2014-2015 From 1 April 2014 £	2015-16 From 1 April 2015 £	Increase %
Approved under Delegated Authority			
Standard charges:			
Poster Boards			
All poster boards are A4 sheet poster size			
- Rental per space - Rental per week	20.40 *	21.60 *	5.9%
Banner Boards			
- Rental per space - Rental per week			
Large 9ft banners	58.80 *	61.20 *	4.1%
A0 & A1	50.40 *	52.80 *	4.8%
A2 & A3	21.60 *	22.80 *	5.6%
Concessionary charges:			
Poster Boards			
All poster boards are A4 sheet poster size			
- Rental per space - Rental per week	15.60 *	16.80 *	7.7%
Banner Boards			
- Rental per space - Rental per week			
Large 9ft banners	46.80 *	49.20 *	5.1%
A0 & A1	39.60 *	41.40 *	4.5%
A2 & A3	16.80 *	18.00 *	7.1%
High Street Banner			
- Rental per space - Rental per week	312.00 *	336.00 *	7.7%
- Rental per space - Rental subsequent weeks (maximum rental 3 weeks)	72.00 *	75.60 *	5.0%

* = inclusive of VAT at relevant rate

	2014-2015 From 1 April 2014 £		2015-16 From 1 April 2015 £		Increase %
To be approved by Council					
Statutory Planning fees are charged under:- The Town and Country Planning (Fees for Applications and Deemed Applications) (Amendment) (England) Regulations 2008 http://www.legislation.gov.uk/ukdsi/2008/9780110809892/contents - the Government have announced a 15% fee increase from 22 November 2012.					
Decision Notices					
Planning Decisions (TP3s) - post 2005 on website	16.30	*	17.00	*	4.3%
Planning Appeal Decisions - post 2005 on website	16.30	*	17.00	*	4.3%
Planning Legal agreements (Section 106 etc) - if available on website (New)	16.30	*	17.00	*	4.3%
Tree Preservation Orders (if available on website)	16.30	*	17.00	*	4.3%
BC Completion Certificate pre 2001	16.30	*	17.00	*	4.3%
BC Completion Letter pre 1991	16.30	*	17.00	*	4.3%
All charges are per document					
If the above information is not available on our website the photocopying charges listed below will apply:-					
Photocopy Charges					
Plan Copying(A2-A0)	9.65		10.00		3.6%
Photocopying Charges (black and white A4)	0.20	*	0.25	*	25.0%
Photocopying Charges (black and white A3)	0.20	*	0.25	*	25.0%
Photocopying Charges (colour A4)	0.40	*	0.45	*	12.5%
Photocopying Charges (colour A3)	0.40	*	0.45	*	12.5%
Supply of information to professional organisations					
General enquiries (one off charge)	55.00		60.00		9.1%
Tables A,B, C, (domestic) D and E (commercial) for Building Control fees are available on the web site or from the Building Control office					
Pre Application Advice					
Residential					
Householder - site visit and written response	80.00		85.00		6.3%
Housing: Small					
1-4 dwellings - site visit, meeting and meeting note	180.00		190.00		5.6%
5-9 dwellings - site visit, meeting and meeting note	360.00		380.00		5.6%
Housing: Medium					

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

Planning Services

	2014-2015 From 1 April 2014 £	2015-16 From 1 April 2015 £	Increase %
10-24 dwellings - site visit, meeting and meeting note	625.00	650.00	4.0%
25-49 dwellings - site visit, meeting and meeting note	910.00	950.00	4.4%
Housing: Large			
25-49 dwellings - site visit, meeting and meeting note (fees to be advised on case-by-case basis)			
Non-Residential			
Commercial: Small			
Under 500sqm - site visit, meeting and meeting note	360.00	380.00	5.6%
Commercial: Medium			
500sqm - 2000sqm - site visit, meeting and meeting note	625.00	650.00	4.0%
Commercial: Large			
over 2500sqm - site visit, meeting and meeting note (fees to be advised on case-by-case basis)			
Other (examples of these include Listed Building (non-householder, changes of use, advertisements, shop fronts, agricultural, telecommunications - site visit, meeting and meeting note)			
Guildford Borough Local Plan 2003			
Sale to residents	19.75	21.00	6.3%
Sale to others	46.00	48.00	4.3%
Sale to students	19.75	21.00	6.3%
Postage and packing for each document	6.55	7.00	6.9%
Conservation Area Character Appraisals			
Chilworth Character Appraisal	5.70	6.00	5.3%
Chilworth conservation area map boundary	5.70	6.00	5.3%
St Catherine's Conservation Aea Character appraisal (new)	5.70	6.00	n/a
Onslow Village Character Appraisal	5.70	6.00	5.3%
Shere Character Appraisal	5.70	6.00	5.3%
Shere Map	5.70	6.00	5.3%
Shere Conservation Area Character appraisal	10.40	11.00	5.8%
Ripley Conservation Area Character appraisal	10.40	11.00	5.8%
East Clandon Character Appraisal	5.70	6.00	5.3%
East Clandon Map	5.70	6.00	5.3%
Bridge Street Character Appraisal	5.70	6.00	5.3%
Bridge Street Map	5.70	6.00	5.3%
Charlottesville Warren Road Appraisal (Sections 1-4)	8.30	9.00	8.4%
Charlottesville Warren Road Maps 1-4	8.30	9.00	8.4%
Waterden Road Area Appraisal	12.50	13.00	4.0%

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	2014-2015 From 1 April 2014 £	2015-16 From 1 April 2015 £	Increase %
Pirbright Area Appraisal (full set of documents)	12.50	13.00	4.0%
Abbotswood Area Appraisal (full set of documents)	12.50	13.00	4.0%
Town Centre Conservation Area Appraisal	14.60	16.00	9.6%
Littleton Conservation Area Appraisal	14.60	16.00	9.6%
Local Plan documents			
Community Involvement in Planning	7.80	8.00	2.6%
Infrastructure baseline - black and white	9.60	10.00	4.2%
Infrastructure baseline - colour	23.20	24.00	3.4%
Settlement hierarchy - colour only	21.20	22.00	3.8%
Settlement profiles - black and white	8.00	8.50	6.3%
Settlement profiles - colour	18.60	20.00	7.5%
Strategic Housing Land Availability Assessment (SHLAA) black and white	25.35	27.00	6.5%
Strategic Housing Land Availability Assessment (SHLAA) colour	67.00	70.00	4.5%
Green Belt and Countryside Study - full set	312.00	325.00	4.2%
Green Belt and Countryside Study - volume I	25.50	27.00	5.9%
Green Belt and Countryside Study - volume II	60.50	63.00	4.1%
Green Belt and Countryside Study - volume II appendix III	112.00	120.00	7.1%
Green Belt and Countryside Study - volume III	51.50	54.00	4.9%
Green Belt and Countryside Study - volume III appendix VI	44.70	47.00	5.1%
Green Belt and Countryside Study - volume IV	40.00	42.00	5.0%
The Green Belt and Countryside Study - full set is available in DVD for free			
Employment Land Assessment - black and white	13.65	14.20	4.0%
Employment Land Assessment - colour	32.00	33.00	3.1%
Local Plan Strategy and Sites Issues and Options (October 2013)	50.00	52.00	4.0%
Traveller Accommodation Assessment (October 2013)	5.70	6.00	5.3%
Supplementary Planning Documents			
Sustainable Development and Construction 2005	7.80	8.15	4.5%
Vehicle Parking Standards 2006	7.80	8.15	4.5%
Planning Contributions 2011 (New)	7.80	8.15	4.5%
Bellerby theatre and North Place Day Centre Planning Brief SPD2011	7.80	8.15	4.5%
Deepcut Planning guidance 2011	7.80	8.15	4.5%
Woodbridge Meadows 2008	7.80	8.15	4.5%
Supplementary Planning Guidance			
Residential Design Guide 2006, 2010 update	7.80	8.15	4.5%
Telecommunications 2004	4.40	4.60	4.5%
North St/Commercial Rd/Leapale Rd Design and Development Brief adopted as SPG 2003	4.40	4.60	4.5%
Residential Extensions 2003	4.40	4.60	4.5%
Street Cafes 1995	2.70	2.80	3.7%

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	2014-2015 From 1 April 2014 £	2015-16 From 1 April 2015 £	Increase %	
Development Briefs and Other Strategies				
Thames Basin Heath Special Protection Area Avoidance Strategy (2010-14)	7.80	8.15	4.5%	
Slyfield Industrial Estate 2004	4.40	4.60	4.5%	
UniS Manor Park 2003	7.80	8.15	4.5%	
Bedford Road 2000/2003	7.80	8.15	4.5%	
Landscape Character Assessments				
Townscape	28.10	30.00	6.8%	
Rural urban fringe	27.55	29.00	5.3%	
Rural	32.25	34.00	5.4%	
If the above documents are not available on our website then normal photocopying charges apply				
Approved under Delegated Authority (in consultation with the Lead Councillor for Finance and Resources)				
Land Charges Search Fees				
Basic Fee	90.00	90.00	0.0%	Subject to change Nov/Dec when SCC set fees
LLC1 Only	18.00	18.00	0.0%	Subject to change Nov/Dec when SCC set fees
Con29 Additional Questions	14.00	14.00	0.0%	Subject to change Nov/Dec when SCC set fees
Con 29R Only	72.00	72.00	0.0%	Subject to change Nov/Dec when SCC set fees
Assisted Personal Search	15.00	15.00	0.0%	
Assisted Con29R Search (Per Question)	1.85	1.85	0.0%	
Approved under Delegated Authority				
High Hedges	436.80	460.00	5.3%	

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

	Operational Services		
	2014-2015	2015-16	Increase
	From 1 April 2014	From 1 April 2015	
	£	£	%
To be approved by Council			
Car Parks			
Markets			
North Street - Market Stall per day per metre, stall frontage	13.60	14.10	3.7%
Weighbridge			
Tolls per weigh	8.50 *	8.90 *	4.7%
Tolls per double weigh	13.00 *	13.60 *	4.6%
Refuse Collection Service			
Special Collection of Household Refuse		price on application	
For a single item		price on application	
For 2 to 5 items		price on application	
For the collection of large quantities with charges being assessed by a Council Inspector			
Domestic Waste per hour or part thereof (Minimum charge 1 hour)			
Commercial Waste per hour or part thereof (Minimum 2 hours)		price on application	
Stray Dogs			
A £25.00 statutory fee is included within the charge.			
1st day or part of day	57.20	60.00	4.9%
2nd day or part of day	71.70	75.00	4.6%
3rd day or part of day	86.30	90.00	4.3%
4th day or part of day	100.90	105.00	4.1%
5th day or part of day	116.00	120.00	3.4%
6th day or part of day	130.50	135.00	3.4%
7th day or part of day	145.60	150.00	3.0%

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Guildford Borough Council - General Fund Budget 2015-16

	Operational Services		
	2014-2015	2015-16	Increase
	From 1 April 2014	From 1 April 2015	
	£	£	%
Approved under Delegated Authority			
Cleansing			
Recycling - Green Waste Bins			
Per Bin	30.00	30.00	0.0%
Replacement Bin	40.00	40.00	0.0%
1 Set of 4 - 60 litre sacks	30.00	30.00	0.0%
Black Sacks			
Quantity 26	3.50 *	3.50 *	0.0%
Miscellaneous for Small Businesses			
Sharps collection - service agreement for 6 months delivery and removal of 25 x 7cl Sharps boxes on monthly collection.	490.00 *	price on application	
Approved by Government			
Public			
MOT	54.80	54.80	0.0%
Re-test within 24 hours on minor items	foc	foc	
Re-test within 10 days	27.40	27.40	0.0%
Thereafter full cost			
Taxi			
MOT & Inspection	57.00	57.00	0.0%
For a full list of charges please contact the MOT bay			

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Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015 From 1 April 2014 £		2015-16 From 1 April 2015 £		Increase %
To be approved by Council					
Parks and Open Spaces					
Tennis-Stoke park and Sutherland Memorial Park					
Adult price, per court, per hour	6.00	*	6.25	*	4.2%
Junior (under 16) price, per court, per hour	5.00	*	5.20	*	4.0%
Adult Concession (over 60's NUS and unemployed) price, per court, per hour (weekdays only)	5.00	*	5.20	*	4.0%
Coaching	6.00	*	6.20	*	3.3%
Burpham Tennis Club	5.00	*	5.20	*	4.0%
Crazy Golf - Stoke Park					
Adults	4.00	*	4.20	*	5.0%
Children	2.70	*	2.80	*	3.7%
Family Ticket (2 adults and 3 under 16's)	10.00	*	10.50	*	5.0%
Cricket: Woodbridge Road Sports Ground					
Weekdays and Saturdays: Full Day	340.00	*	350.00	*	2.9%
Sundays and Bank Holidays: Full Day	495.00	*	500.00	*	1.0%
Cricket: Other Parks & Grounds					
Evening 17:00 hrs onwards	90.00	*	93.50	*	3.9%
Full Day - Adults (22 yds)	125.00	*	130.00	*	4.0%
Standard Pitch - Under 17's (22yds)	40.00	*	41.50	*	3.8%
Small Pitch - Junior teams under 15's	30.00	*	31.00	*	3.3%
Football - All sites					
Standard Pitch per game - School usage and youth (Under 16's)	41.00	*	42.50	*	3.7%
Standard Pitch per game - Adults	76.00	*	79.00	*	3.9%
Junior Pitch per game / 9 v 9	27.00	*	28.00	*	3.7%
Junior Pitch per game 5v5	0.00	*	25.00	*	0.0%

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015 From 1 April 2014 £		2015-16 From 1 April 2015 £		Increase %
Rugby: 11 a side					
Standard Pitch per game - School usage and youth (Under 16's)	41.00	*	42.50	*	3.7%
Standard Pitch per game - Adults	76.00	*	79.00	*	3.9%
Training only	26.00	*	27.00	*	3.8%
Netball - Stoke Park (All)					
Rounders - Stoke Park (All)	30.00	*	31.00	*	3.3%
	36.50	*	38.00	*	4.1%
Lacrosse:					
Stoke Park - Adults	83.00	*	86.00	*	3.6%
Stoke Park - School usage and youth (Under 16's)	42.50	*	44.00	*	3.5%
Event all Sites					
Price on application (minimum charge £50 per day)					price on application
Community events receive a 50% discount					
Charity and 100% fundraising events receive a 60% discount					
Circuses and Fun Fairs					
Per day on site including set up/dismantle (Shalford Common only)					price on application
Per day on site (all other sites) if onsite longer than 6 days receive a 5% discount					
Set up/dismantle fee per day					
Filming all Sites: -					
Per Event - Per Day on Site (Negotiable) Minimum £50 - Maximum £1,000 per day					price on application
Car Parking Only All Sites:					
Per Day on Site (not in conjunction with event hire)					price on application
Shalford Park:					
Camping and Caravanning (Club Use) - per unit per night	7.60	*	7.90	*	3.9%
Organised frisbee game per pitch / 2hrs	0.00		30.00		n/a

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Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015 From 1 April 2014 £		2015-16 From 1 April 2015 £		Increase %
Chantries Camp Site: per person per day/night	3.00	*	3.00	*	0.0%
Sutherland Memorial Park					
Astro Pitch 5-a-side					
All - per court per hour before 4pm	16.00	*	16.00	*	0.0%
5-a-side Football per court per hour including floodlights - Adults	44.00	*	45.75	*	4.0%
5-a-side Football per court per hour including floodlights - Youth (Under 16's)	22.00	*	22.75	*	3.4%
Kings College School					
Astro Pitch					
Full Pitch Football per hour - Adults	95.00	*	95.00	*	0.0%
Full Pitch Hockey per game - Adults	95.00	*	95.00	*	0.0%
Full Pitch per hour - School usage and youth (Under 16's)	47.50	*	47.50	*	0.0%
5-a-side Football per court per hour including floodlights- Adults	46.20	*	46.20	*	0.0%
5-a-side Football per court per hour including floodlights - Youth (Under 16's)	29.40	*	29.40	*	0.0%
5-a-side Football per court per hour including floodlights - Coaching	46.20	*	46.20	*	0.0%
Balloon Flights					
Seasonal annual agreement paid in advance for take off rights per site	550.00	*	575.00	*	4.5%
Burchatts Farm Barn					
<u>Monday-Thursday (excluding Bank/Public Holidays):</u>					
Each hour or part between 9am and 5pm **	67.00		67.00		0.0%
Each hour or part between 5pm and 12pm	98.00		98.00		0.0%
<u>Friday-Sunday and Bank/Public Holidays:</u>					
Each hour or part between 9am and 6pm	115.00		115.00		0.0%
Each hour or part after 6pm to 12pm	145.00		145.00		0.0%
Meeting Bookings per Hour					
Up to twenty people per hour	40.00		40.00		0.0%

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Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015 From 1 April 2014 £	2015-16 From 1 April 2015 £	Increase %
** GBC Departments 25% off scheduled rates between 9am and 5pm			
Greenark			
Commercial - Each hour or part	22.00	22.50	2.3%
Community - Each hour or part	18.50	19.00	2.7%
Guildford Crematorium			
Cremations Fees			
Cremation of the body of a stillborn child or of a child whose age at the time of death did not exceed 16 years	40.00	40.00	0.0%
Cremation of the body of a person whose age at the time of death exceeded 16 years (incl medical reference fees)	735.00	755.00	2.7%
Saturday cremation (09:00 am - 12 Noon)	955.00	990.00	3.7%
Cancellation of diary booking with less than 48 hours notice	37.00	100.00	170.3%
Service of double or additional length; per 45 minutes additional fee of:	150.00	160.00	6.7%
Service which exceeds the allocated timeslot	160.00	190.00	18.8%
Cremation of a child on a Saturday	125.00	130.00	4.0%
Cremation of Non Viable Foetus (up to 24 weeks gestation)	20.00	20.00	0.0%
Fee for exhuming ashes if not for re-interment within the grounds	90.00	95.00	5.6%
NOTE: The cremation fee includes:			
The use of the organ and the provision of a plastic urn if required or interment in the grounds.			
Use of Chapel - service time of 30 minutes, waiting room, etc. and all attendances after coffin is placed on catafalque by funeral director.			
Disposal of ashes in Garden of Remembrance			
The use of music system.			
Certificate of cremation for burial of ashes elsewhere.			
Urns and Containers			
Urns	45.00 *	50.00 *	11.1%
Plastic Urns	20.00 *	20.00 *	0.0%

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Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015		2015-16		Increase
	From 1 April		From 1 April		
	2014		2015		
	£		£		%
Wooden Casket	55.00	*	60.00	*	9.1%
Urns new range	105.00	*	105.00	*	0.0%
Urns keepsake new range	30.00	*	30.00	*	0.0%
Scatter tubes	40.00	*	40.00	*	0.0%
Child Scatter tubes	15.00	*	15.00	*	0.0%
Deposit of Ashes					
For the scattering of ashes in the Garden of Remembrance when cremation has taken place elsewhere	80.00		85.00		6.3%
Split of ashes to include 2x cremation certificate and 2x polytainers for separate scattering elsewhere.	37.00		40.00		8.1%
Memorials and Inscriptions					
Entries in the Book of Remembrance					
2 line entry	80.00	*	85.00	*	6.3%
5 line entry	100.00	*	115.00	*	15.0%
8 line entry	120.00	*	140.00	*	16.7%
Motif	60.00	*	65.00	*	8.3%
Additional Lines	6.00	*	15.00	*	150.0%
Replicas of entries in Book of Remembrance Memorial Cards					
2 line entry	30.00	*	32.00	*	6.7%
5 line entry	47.00	*	52.00	*	10.6%
8 line entry	55.00	*	60.00	*	9.1%
Motif	60.00	*	65.00	*	8.3%
Additional Lines	5.00	*	15.00	*	200.0%
Miniature Books of Remembrance					
2 line entry	70.00	*	75.00	*	7.1%
5 line entry	95.00	*	105.00	*	10.5%
8 line entry	100.00	*	115.00	*	15.0%
Motif	60.00	*	65.00	*	8.3%
Additional Lines	5.00	*	15.00	*	200.0%
Adoption of Rose Trees (including nameplate)					
Standard Roses (5 years)	410.00	*	430.00	*	4.9%

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Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015		2015-16		Increase
	From 1 April		From 1 April		
	2014		2015		
	£		£		%
Renewals after initial period:					
(a) 5 years	255.00	*	270.00	*	5.9%
(b) 1 year	80.00	*	85.00	*	6.3%
Aluminium Plaque	85.00	*	90.00	*	5.9%
Granite Plaque (6 x 4)	220.00	*	230.00	*	4.5%
Granite Plaque (7 x 5)	275.00	*	285.00	*	3.6%
Additional artwork			price on application		
Replacement plaque or added inscription	58.00	*	60.00	*	3.4%
Double plaque	72.80	*	75.00	*	3.0%
Trees and Shrubs (5 years)	635.00	*	665.00	*	4.7%
Renewals after initial period:					
(a) 5 years	450.00	*	470.00	*	4.4%
(b) 1 year	125.00	*	130.00	*	4.0%
Seats wooden 5 feet length (for a period of 10 years)	1,800.00	*	1,800.00	*	0.0%
Seats Granite Columbaria (for a period of 10 years)	1,200.00	*	1,400.00	*	16.7%
Replacement or additional seat plaque 6" x 2"	65.00	*	68.00	*	4.6%
Restaining Charge	10.00	*	15.00	*	50.0%
Wall Plaques (for 5 years)	195.00	*	220.00	*	12.8%
Wall plaque with design			price on application		
Double plaque for 5 years	390.00	*	440.00	*	12.8%
Double plaque for 5 years with design			price on application		
Replacement Wall Plaque	100.00	*	105.00	*	5.0%
Renewals after initial period:					
(a) 5 years	200.00	*	180.00	*	-10.0%
(b) 1 year	65.00	*	60.00	*	-7.7%
Wall Tablets					
Renewal of tablet for 10 years	500.00	*	520.00	*	4.0%
Renewal of tablet for 5 years		*	200.00	*	n/a
		*	200.00	*	n/a

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Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015 From 1 April 2014 £		2015-16 From 1 April 2015 £		Increase %
Memorial Vault - Sanctum					
(a) 10 years	1,100.00	*	1,150.00	*	4.5%
(b) 20 years	1,500.00	*	1,575.00	*	5.0%
(c) 30 years	1,800.00	*	1,875.00	*	4.2%
(d) 40 years	1,950.00	*	2,050.00	*	5.1%
(e) 50 years	2,200.00	*	2,300.00	*	4.5%
Per Letter after first 80 letters	2.75	*	2.85	*	3.6%
Standard motif	185.00	*	190.00	*	2.7%
Non standard motif			price on application		
Photo plaque	110.00	*	115.00	*	4.5%
Replacement Vault Tablet	295.00	*	310.00	*	5.1%
Sanctum Replacement Vault Tablet (up to 80 letters)	320.00	*	335.00	*	4.7%
Memorial Vault - Renewal 5 years		*	300.00	*	n/a
Memorial Vault - Renewal 10 years	520.00	*	600.00	*	15.4%
Memorial Vault - Renewal 20 years	1,050.00	*	1,200.00	*	14.3%
Vase Blocks - 10 years	535.00	*	560.00	*	4.7%
Standard motif	185.00	*	190.00	*	2.7%
Non standard motif			price on application		
Photo plaque	78.00	*	80.00	*	2.6%
Renewal of Vase Block for 5 years	340.00	*	250.00	*	-26.5%
Sundial Tablets Older style- Lower Tablet (when available)	538.00	*	560.00	*	4.1%
Sundial Tablets Older style- Middle Tablet (when available)	505.00	*	525.00	*	4.0%
Sundial Tablets Older style- Top Tablet (when available)	465.00	*	485.00	*	4.3%
Sundial Tablets Older style- Lower Tablet - 5 years	250.00	*	260.00	*	4.0%
Sundial Tablets Older style- Middle Tablet - 5 years	250.00	*	260.00	*	4.0%
Sundial Tablets Older style- Top Tablet - 5 years	250.00	*	260.00	*	4.0%
Replacement tablet for older style sundial tablet	205.00	*	215.00	*	4.9%
New Sundial Tablet first row for a period of 10 years	450.00	*	475.00	*	5.6%
New Sundial Tablet second row for a period of 10 years	465.00	*	490.00	*	5.4%
New Sundial Tablet third row for a period of 10 years	500.00	*	525.00	*	5.0%
New Sundial Tablet forth row for a period of 10 years	520.00	*	545.00	*	4.8%

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Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015 From 1 April 2014 £		2015-16 From 1 April 2015 £		Increase %
New Sundial Tablet fifth row for a period of 10 years	540.00	*	565.00	*	4.6%
Standard motif	185.00	*	190.00	*	2.7%
Non standard motif (New)			price on application		
Replacement vase for vaseblock. Vault	10.00		15.00		50.0%
Children's Mushroom Memorial - Perpetuity	575.00	*	n/a	*	n/a
Children's Wishing Well Plaque - 5 years	310.00	*	n/a	*	n/a
Use of Chapel for Memorial Service (no cremation)	450.00		470.00		4.4%
Certified Extract from Register of Cremations	21.00		21.00		0.0%
Depositing of Coffin in the Chapel overnight	150.00		155.00		3.3%
Assistance with bearing of a coffin into the chapel	22.00		25.00		13.6%
Cemeteries					
Guildford, Stoke New and Old Cemeteries - Interments					
For the interment in a grave in respect of which an exclusive right of burial has not been granted:-					
the body of a stillborn child or of a child whose age at the time of death did not exceed 16 years	70.00		70.00		0.0%
the body of a person whose age at the time of death exceeded 16 years	475.00		475.00		0.0%
For the interment in a grave in respect of which an exclusive right of burial has been granted:-					
To a single depth	695.00		735.00		5.8%
To a double depth	750.00		795.00		6.0%
To a treble depth	820.00		n/a		n/a
Interment of cremated remains in a grave	325.00		335.00		3.1%
Interment of cremated remains in the Garden of Remembrance	400.00		420.00		5.0%
the body of a child not exceeding 16 years					
To a single depth	325.00		340.00		4.6%
To a double depth	360.00		375.00		4.2%
To a treble depth	400.00		n/a		n/a
Interment of cremated remains in a grave	115.00		120.00		4.3%
Interment of cremated remains in the Garden of Remembrance	400.00		420.00		5.0%
Cremated Remains plot (includes exclusive right of burial, interment and casket - Single 10 years	1,450.00		1,515.00		4.5%

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015 From 1 April 2014 £	2015-16 From 1 April 2015 £	Increase %
Cremated Remains plot (includes exclusive right of burial, interment and casket - Double - 10 years	2,250.00	2,355.00	4.7%
The fees indicated above include the digging of the grave and apply only where the interment is made between the hours of 10:00 am and 3:00 pm on a weekday, or on the certificate of a coroner or registered medical practitioner that immediate interment is necessary.			
Should interment be required outside the stipulated times, then an additional fee is payable of	340.00	355.00	4.4%
Monuments, Gravestones, Tablets and Monumental Inscriptions			
For the rights to erect or place on a grave or vault in respect of which the exclusive right of burial has been granted:			
New and replacement memorial	135.00	140.00	3.7%
Additional inscription on an existing memorial	90.00	95.00	5.6%
Vase with inscription		95.00	n/a
Exclusive Rights of Burial in Earthen Graves: Traditional and Lawn Section			
In an earthen grave 7ft 6 ins x 3ft 6 ins	1,590.00	1,655.00	4.1%
In an earthen grave 6ft x 3ft	735.00	775.00	5.4%
Extension of Exclusive Right of Burial for additional five years	270.00	285.00	5.6%
The fees indicated for the various heads of this section include the Deed of Grant and all the expenses thereof for a period of 30 years.			
Miscellaneous Charges			
Exhumation of a coffin: Fees to be assessed by the Registrar:		price on application	
Certified Copy of title deed of burial	20.00	21.00	5.0%
For depositing of coffin in the Chapel during the night prior to interment	150.00	155.00	3.3%
Cemeteries - Non Residents of Guildford Borough Fees			
Guildford, Stoke New and Old Cemeteries - Interments			
For the interment in a grave in respect of which an exclusive right of burial has not been granted:-			
the body of a stillborn child or of a child whose age at the time of death did not exceed 16 years	70.00	70.00	0.0%
the body of a person whose age at the time of death exceeded 16 years	950.00	950.00	0.0%

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015 From 1 April 2014 £	2015-16 From 1 April 2015 £	Increase %
For the interment in a grave in respect of which an exclusive right of burial has been granted:-			
To a single depth	1,390.00	1,470.00	5.8%
To a double depth	1,500.00	1,590.00	6.0%
To a treble depth	1,640.00	n/a	n/a
Interment of cremated remains in a grave	650.00	750.00	15.4%
Interment of cremated remains in the Garden of Remembrance	800.00	840.00	5.0%
the body of a child not exceeding 16 years			
To a single depth	325.00	340.00	4.6%
To a double depth	360.00	375.00	4.2%
To a treble depth	400.00	n/a	n/a
Interment of cremated remains in a grave	115.00	120.00	4.3%
Interment of cremated remains in the Garden of Remembrance	400.00	420.00	5.0%
Cremated Remains plot (includes exclusive right of burial, interment and casket - Single 10 years	2,900.00	3,030.00	4.5%
Cremated Remains plot (includes exclusive right of burial, interment and casket - Double - 10 years	4,500.00	4,710.00	4.7%
Exclusive Rights of Burial in Earthen Graves:			
Traditional and Lawn Section			
In an earthen grave 7ft 6 ins x 3ft 6 ins	3,180.00	3,310.00	4.1%
In an earthen grave 6ft x 3ft	1,470.00	1,550.00	5.4%
Extension of Exclusive Right of Burial for additional five years	540.00	570.00	5.6%
The fees indicated for the various heads of this section include the Deed of Grant and all the expenses thereof for a period of 30 years.			
Miscellaneous Charges			
Exhumation of a coffin: Fees to be assessed by the Registrar:		price on application	
Certified Copy of title deed of burial	20.00	21.00	5.0%
For depositing of coffin in the Chapel during the night prior to interment	150.00	155.00	3.3%

The fees indicated above include the digging of the grave and apply only where the interment is made between the hours of 10:00 am and 3:00 pm on a weekday, or on the certificate of a coroner or registered medical practitioner that immediate interment is necessary.

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015 From 1 April 2014 £		2015-16 From 1 April 2015 £		Increase %
Guildford Spectrum - To be approved by Council					
Standard Social Charges					
Concessionary Charges - the rates shown below relate to the following groups:-					
Senior Citizens					
Income Support Recipients					
Unemployed					
Students					
Disabled					
Main Pool					
Adult swim (16 years of age and over) - Peak	4.20 *		4.30 *		2.4%
Adult swim (16 years of age and over) - Off Peak	3.90 *		4.00 *		2.6%
Junior, concessions	2.90 *		3.00 *		3.4%
Showers					
Shower (senior citizen)	2.00 *		2.00 *		0.0%
Block bookings of the Pool and Sports Hall					
Per hour					
Schools - Main Pool - per person	2.20 *		2.30 *		4.5%
Special Activities					
Badminton Court per hour - super saver	6.60 *		6.70 *		1.5%
Group Games per hour - super saver	33.00 *		33.50 *		1.5%
Squash/Racquetball, per half hour - super saver	4.70 *		4.80 *		2.1%
Table Tennis	4.70 *		4.80 *		2.1%
Off Peak Charges - Concessions					
Competition Pool	2.90 *		3.00 *		3.4%
Leisure Pool	4.00 *		4.10 *		2.5%
Ice Rink	4.00 *		4.10 *		2.5%

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015 From 1 April 2014 £		2015-16 From 1 April 2015 £		Increase %
Ten Pin (single game) - now includes shoe hire	4.80	*	4.90	*	2.1%
Health Suite: relaxation area	4.00	*	4.00	*	0.0%
Fitness Area	4.10	*	4.20	*	2.4%
Badminton per court (one hour)	6.50	*	6.50	*	0.0%
Squash per court (half hour)	4.60	*	4.60	*	0.0%
Athletics	3.20	*	3.30	*	3.1%
Guildford Lido - To be approved by Council					
Standard					
Adult	6.00	*	6.10	*	1.7%
Junior	4.60	*	4.70	*	2.2%
Concessions	4.60	*	4.70	*	2.2%
Family	19.00	*	19.10	*	0.5%
Off Peak					
Adult	4.80	*	4.90	*	2.1%
Junior	3.50	*	3.60	*	2.9%
Concessions	3.50	*	3.60	*	2.9%
Family	14.50	*	14.60	*	0.7%
Season Tickets					
Adult	125.00	*	129.00	*	3.2%
Junior	93.00	*	99.00	*	6.5%
Student	93.00	*	99.00	*	6.5%
Concessionary Groups - All Times	3.30	*	3.40	*	3.0%
The concessionary rate applies to admission for groups from registered charities, schools and non profit organisations.					
These only apply if the booking was made in advance.					
Deck Chair Hire	1.50	*	1.50	*	0.0%
Crazy Golf	2.00	*	1.00	*	-50.0%

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015 From 1 April 2014 £		2015-16 From 1 April 2015 £		Increase %
Gym					
<i>Pay as You Train - Peak</i>					
Adult Fitness Session	6.70	*	6.50	*	-3.0%
Student/Senior/Concessionary Fitness Session	4.60	*	4.50	*	-2.2%
Enhanced Induction Course	29.50		29.50		0.0%
Fast Track/Concessionary Induction	17.50		17.50		0.0%
<i>Pay as You Train - Off Peak</i>					
Adult Fitness Session	5.50	*	5.30	*	-3.6%
Student/Senior/Concessionary Fitness Session	3.40	*	3.30	*	-2.9%
Enhanced Induction Course	29.50		29.50		0.0%
Fast Track/Concessionary Induction	17.50		17.50		0.0%
<i>Membership</i>					
Annual Membership - Concessions	324.50	*	308.00	*	-5.1%
Monthly Membership - Concessions	29.50	*	27.70	*	-6.1%
Ash Manor Sports Centre - To be approved by Council					
Main Sports Hall					
Badminton per hour - peak	9.20	*	9.30	*	1.1%
Badminton per hour - off-peak	7.20	*	7.30	*	1.4%
Group Games per hour - peak	41.50	*	42.00	*	1.2%
Group Games per hour - off-peak	34.50	*	35.00	*	1.4%
Fitness & Group Exercise Classes (min price)	4.90	*	5.00	*	2.0%
Badminton - Junior	3.50	*	3.50	*	0.0%
Gymnasium					
Group Games per hour - peak	26.50	*	27.00	*	1.9%
Group Games per hour - off-peak	19.00	*	19.20	*	1.1%
Table tennis - per hour - peak and off peak	4.30	*	4.30	*	0.0%
Equipment Hire - Adults only (£10.00 deposit)					
Badminton Racquet/Table Tennis bat	2.50	*	2.50	*	0.0%

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-16

Parks and Leisure Services

	2014-2015 From 1 April 2014 £		2015-16 From 1 April 2015 £		Increase %
Football	4.00	*	4.00	*	0.0%
Outside Court (Playground) - per hour					
With floodlights	17.50	*	18.00	*	2.9%
Without floodlights	10.80	*	11.10	*	2.8%
Artificial Pitch					
1 hour without lights	64.00	*	65.00	*	1.6%
1 hour with lights	86.00	*	87.00	*	1.2%
2 hours without lights	128.00	*	130.00	*	1.6%
2 hours with lights	172.00	*	174.00	*	1.2%
1/4 with lights, per hour	34.00	*	34.50	*	1.5%
1/4 without lights, per hour	27.00	*	27.50	*	1.9%
Health & Fitness					
Annual Membership - Junior	176.00	*	176.00	*	0.0%
Annual Membership - Concessions	242.00	*	242.00	*	0.0%
Monthly Membership - Junior	16.00	*	16.00	*	0.0%
Monthly Membership - Concessions	22.00	*	22.00	*	0.0%
Pay as you Train - Peak					
Adult Fitness Session	5.90	*	6.00	*	1.7%
Student/Senior/Concessionary Fitness Session	5.90	*	6.00	*	1.7%
Enhanced Induction Course	28.00		28.00		0.0%
Concessionary Induction	17.00		17.00		0.0%
Pay as you Train - Off Peak					
Off Peak Fitness Sessions - Adult	5.20	*	5.30	*	1.9%
Off Peak Fitness Sessions - Junior & Concessions	3.90	*	3.90	*	0.0%
Enhanced Induction Course	28.00		28.00		0.0%
Induction - Juniors & Concessions	17.00		17.00		0.0%
GP Referral					
Off Peak	3.50	*	3.50	*	0.0%

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-2016

		Revenues and Payments	
	2014-2015	2015-16	Increase
	From 1 April 2014	From 1 April 2015	
	£	£	%
To be approved by Council			
Local Taxation			
Court Costs - Council Tax*	103.00	108.00	4.9%
Court Costs - Business Rates*	103.00	108.00	4.9%

*subject to magistrates approval. This forms part of business planning income proposal RP - Inc01

Guildford Borough Council - General Fund Budget 2015-2016

Legal and Democratic Services

	2014-2015 From 1 April 2014 £	2015-2016 From 1 April 2015 £	Increase %
To be approved by Council			
House Purchase Fees			
(a) Right to Buy			
Engrossment Fee	76.00	79.00	3.9%
Consent - Application in Advance	94.00	98.00	4.3%
Consent - Retrospective Application	157.00	163.00	3.8%
(b) Equity Share			
Lease Surrender	96.00	100.00	4.2%
Road Closure Application Fee	123.00	128.00	4.1%
<i>This is the minimum standard charge which includes the cost of basic laminated signage only. The actual amount payable is subject to any additional signage costs incurred.</i>			
Council Minutes Booklet and Committee Agendas - Annual Subscription			
Business organisations (per committee)	89.30	92.90	4.0%
Amenity organisations and private individuals	59.90	62.30	4.0%
Parish Councils (first copy free)	59.90	62.30	4.0%
Individual Agendas	10.10	10.50	4.0%
Constitution	32.80	34.10	4.0%
Annual Report and Statement of Accounts - supply to Borough Residents			
Annual Report and Statement of Accounts - supply to organisations and individuals outside the Borough		Head of Financial Services to assess	
Section 106 Agreements			
Suitable Access to Natural Green Space (SANGS) Section 106 agreement or Unilateral Undertaking	£650.00	£650.00	0.0%
Section 106 agreement or Unilateral Undertaking (development up to 25 dwellings)	£1,000.00	£1,000.00	0.0%
Section 106 agreement or Unilateral Undertaking (development exceeding 25 up to 50 dwellings)	£2,000.00	£2,000.00	0.0%
Section 106 agreement or Unilateral Undertaking (development exceeding 51 up to 100 dwellings)	£0	Minimum of £2,000 **	-
Section 106 agreement or Unilateral Undertaking (development exceeding 101 up to 199 dwellings)	£0	Minimum of £2,000 **	-
Section 106 agreement (Major applications, small scale, large scale)	£0	Minimum of £2,000 **	-

**Complex agreements, major applications, small scale, large scale can exceed £2,000, the Council's reasonable legal costs are payable.

Approved by the Government

Electoral Register Sales

Fees are set by Statute and are available on request.

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-2016

Health and Community Care

	2014-2015 From 1 April 2014 £	2015-2016 From 1 April 2015 £	Increase %
To be approved by Council			
Animal Businesses			
Pet animals			
-New	249.00	258.96	4.0%
-Renewal	102.75	106.86	4.0%
Animal Boarding			
-New	278.25	289.38	4.0%
-Renewal	104.75	108.94	4.0%
-Home Boarding	95.25	99.06	4.0%
Riding Establishments			
-New	365.00	379.60	4.0%
-Renewal	365.00	379.60	4.0%
Additional charge per premises for vets inspection			
Dangerous Wild Animals			
-New	304.25	316.42	4.0%
-Renewal	304.25	316.42	4.0%
Dog Breeding			
-New	249.00	258.96	4.0%
-Renewal	103.25	107.38	4.0%
Registration – Acupuncture, tattooing, etc			
Practitioner	178.00	178.00	0.0%
Premises	434.00	434.00	0.0%
Pest Control			
Commercial Premises			
(The charges shown are based on the cost of labour, transport plus materials)			
Rodents	79.60 *	82.78 *	4.0%

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-2016

Health and Community Care

	2014-2015		2015-2016		Increase
	From 1 April		From 1 April		
	2014		2015		
	£	*	£	*	%
Wasps (max 2 nests per premises)	79.60	*	82.78	*	4.0%
Wasps (extra nest at same visit)	10.15	*	10.56	*	4.0%
Other Treatments	79.60	*	82.78	*	4.0%
Pigeons	79.60	*	82.78	*	4.0%
Domestic Premises					
Wasps (max 2 nests per premises)	68.60	*	71.34	*	4.0%
Wasps (extra nest at same visit)	8.95	*	9.31	*	4.0%
Other Treatments	68.10	*	71.82	*	5.5%
Pigeons	68.10	*	70.82	*	4.0%
Domestic Premises where the main occupier is a senior citizen or registered disabled					
Wasps (max 2 nests per premises)	32.25	*	33.54	*	4.0%
Wasps (extra nest at same visit)	5.20	*	5.41	*	4.0%
Other Treatments	32.25	*	33.54	*	4.0%
Pigeons	32.25	*	33.54	*	4.0%
Domestic Premises where the main occupier is receiving income support					
Wasps (max 2 nests per premises)	20.40	*	21.22	*	4.0%
Wasps (extra nest at same visit)	5.20	*	5.41	*	4.0%
Other Treatments	20.80	*	21.63	*	4.0%
Pigeons	20.80	*	21.63	*	4.0%
Services of Environmental Health Officer					
- per hour or part thereof	91.00	*	94.64	*	4.0%
Note:					
<i>Due to the current service review within Pest Control and Special Collections, charges are subject to change under delegated authority</i>					
Miscellaneous					
Extracts from Registers - Food Safety Act, per page. Under the Freedom of Information Act 2000 the charge is waived as the cost of collecting the fee is more than the charge.	free		free		

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-2016

Health and Community Care

	2014-2015 From 1 April 2014 £		2015-2016 From 1 April 2015 £	Increase %
Sex Establishments - Fixed by Council				
Initial & Renewal Applications - basic fee	6,287.00		6,287.00	0.0%
Training Courses				
Food Hygiene – basic certificate course for food handlers (one day) – validated by CIEH	94.00		price on application	
Risk Assessment Training	46.00	*	price on application	
Contaminated Land & Air Quality				
Responding to enquiries about contaminated land – report with plan	113.50		118.04	4.0%
<i>Note: for more extensive enquiries the fee is based on the hourly rate of the EHO added to the basic fee</i>				
Copy of Contaminated Land Strategy	15.25		15.86	4.0%
Report on Air Quality Review	29.25		30.42	4.0%
Extracts from Registers				
Environmental Protection Act - per page	5.75		5.98	4.0%
Miscellaneous				
Reports to Solicitors on the circumstances relating to workplace accidents (excl. cost of photographs) - up to 2 hours, extra charged at the hourly rate	185.60	*	185.60	* 0.0%
Approved under Delegated Authority (In consultation with the Chairman)				
Street Trading	627.10		652.18	4.0%
Charges for issue of a consent under the provisions of the Local Government (Miscellaneous) Provisions Act 1982				

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-2016

Health and Community Care

	2014-2015 From 1 April 2014 £	2015-2016 From 1 April 2015 £	Increase %
Day Centres			
Price per meal:			
Member	4.10	4.10	0.0%
Non member	5.70 *	5.70 *	0.0%
Membership Fees:			
Day Centre only	12.00	12.00	0.0%
Day Centre and Dial a Ride (50% is for Community Transport)	18.00	18.00	0.0%
Day Centre Activities - Member**	3.00	3.00	0.0%
Day Centre Activities - Non Member**	4.00	4.00	0.0%
Bathing (charge per bath Shawfield)	6.00	6.00	0.0%
Bathing (charge per bath at other Day Centres, excluding Shawfield)	6.00	6.00	0.0%
Income from other services***e.g. hairdressing and chiropody (% of takings)	15%	15%	0.0%
<i>**These are activities such as Tai Chi and Line Dancing provided by external facilitators</i>			
<i>*** These charges were previously retained by the centre welfare funds</i>			
Meals on Wheels Service			
Price per meal	4.10	4.10	0.0%
Community Transport Service			
Membership Fees:			
Dial a Ride only	12.00	12.00	0.0%
Community Transport to Day Centre	12.00	12.00	0.0%
Day Centre and Dial a Ride (half this fee relates to Day Centres)	18.00	18.00	0.0%

Guildford Borough Council - General Fund Budget 2015-2016

Health and Community Care

	2014-2015 From 1 April 2014 £	2015-2016 From 1 April 2015 £	Increase %
Single Journey (Members) <i>(new pricing structure wef 1 Apr 2013)</i>			
	2.50	2.50	0.0%
	3.00	3.00	0.0%
	3.50	3.50	0.0%
	4.00	4.00	0.0%
	4.50	4.50	0.0%
	5.00	5.00	0.0%
	5.50	5.50	0.0%
	6.00	6.00	0.0%
	6.50	6.50	0.0%
	7.00	7.00	0.0%
	7.50	7.50	0.0%
	8.00	8.00	0.0%
	8.50	8.50	0.0%
	9.00	9.00	0.0%
	10.00	10.00	0.0%
Handyperson Service - Available for the over 60's, disabled and vulnerable			
General Services (per hour incl VAT)	18.00 *	18.00 *	0.0%
General Services for those on benefits (per hour incl VAT)	11.50 *	11.50 *	0.0%
Safe and Secure Works for those on benefits	free	free	

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-2016

Health and Community Care

	2014-2015 From 1 April 2014 £	2015-2016 From 1 April 2015 £	Increase %
Approved under Delegated Authority			
Private Sector Housing			
HMO Licences (Discount of £25 if applicant is a member of a recognised landlord organisation)	515.00	535.00	3.9%
Late application fee	100.00	104.00	4.0%
Careline			
Sheltered accommodation clients	0.55	0.57	3.6%
Elderly Persons dwellings clients	2.25	2.25	0.0%
Private Sector Clients (dispersed alarms)	4.25	4.25	0.0%
Caravan Licence			
New Licence Application			
Number of Pitches 1 - 5	n/a	495.00	n/a
Number of Pitches 6 - 15	n/a	533.00	n/a
Number of Pitches 16 - 45	n/a	571.00	n/a
Number of Pitches greater than 46	n/a	609.00	n/a
Transfer of Existing Licence			
Number of Pitches 1 - 5	n/a	124.00	n/a
Number of Pitches 6 - 15	n/a	124.00	n/a
Number of Pitches 16 - 45	n/a	124.00	n/a
Number of Pitches greater than 46	n/a	124.00	n/a
Application to vary a Site Licence			
Number of Pitches 1 - 5	n/a	204.00	n/a
Number of Pitches 6 - 15	n/a	255.00	n/a
Number of Pitches 16 - 45	n/a	306.00	n/a
Number of Pitches greater than 46	n/a	357.00	n/a
Annual Licence Fee			
Number of Pitches 1 - 5	n/a	80.00	n/a
Number of Pitches 6 - 15	n/a	106.00	n/a

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-2016

Health and Community Care

	2014-2015	2015-2016	Increase
	From 1 April 2014	From 1 April 2015	
	£	£	%
Number of Pitches 16 - 45	n/a	160.00	n/a
Number of Pitches greater than 46	n/a	320.00	n/a
Deposit of Site Rules			
Number of Pitches 1 - 5	n/a	30.00	n/a
Number of Pitches 6 - 15	n/a	30.00	n/a
Number of Pitches 16 - 45	n/a	30.00	n/a
Number of Pitches greater than 46	n/a	30.00	n/a

Local Authority Pollution Protection Control

Fees are set by Statute and are available on request from Alan Sergent

Guildford Borough Council - General Fund Budget 2015-2016

Health and Community Care1 Taxi

	2014-2015 From 1 April 2014 £	2015-2016 From 1 April 2015 £	Increase %
To be approved by Council			
Hackney Carriages and Private Hire Vehicles			
Hackney Vehicle Application Fee (including 2 Vehicle Tests and Licence Plate)	318.00	359.00	12.9%
Hackney Vehicle Renewal Fee (including 2 Vehicle Tests and Licence Plate)	318.00	359.00	12.9%
Hackney Licence Vehicle Change	100.50	48.00	-52.2%
Hackney Licence Vehicle Change with Test	151.00	105.00	-30.5%
Hackney Licence Plates	19.00	18.50	-2.6%
Private Hire Vehicle Application Fee (including 2 Vehicle Tests and Licence Plate)	293.00	322.00	9.9%
Private Hire Vehicle Renewal Fee (including 2 Vehicle Tests and Licence Plate)	293.00	322.00	9.9%
Private Hire Vehicle Change	100.50	48.00	-52.2%
Private Hire Vehicle Change with Test	151.00	105.00	-30.5%
Private Hire Licence Plates	19.00	18.50	-2.6%
Test Fee	57.00	57.00	0.0%
Hackney Carriage Amend Licence (Change of Operator)	10.00	11.50	15.0%
Hackney Carriage Amend Licence (Name and Address)	10.00	11.50	15.0%
Hackney Carriage Amend Licence (Other)	10.00	11.50	15.0%
Hackney Carriage Transfer of Interest	57.00	50.00	-12.3%
Private Hire Amend Licence (Operator)	10.00	11.50	15.0%
Private Hire Amend Licence (Name and Address)	10.00	11.50	15.0%
Private Hire Amend Licence (Other)	10.00	11.50	15.0%
Private Hire Transfer of Interest	57.00	50.00	-12.3%
Hackney Carriage and Private Hire Drivers			
Hackney Drivers Application Fee (3 year licence)	225.50	259.00	14.9%
Hackney Drivers Renewal Fee	225.50	259.00	14.9%
Hackney Drivers Knowledge Test	78.50	80.00	1.9%
Private Hire Drivers Application Fee (3 year licence)	225.50	259.00	14.9%
Private Hire Drivers Renewal Fee	225.50	259.00	14.9%
Private Hire Drivers Knowledge Test	43.00	47.00	9.3%
CRB Check Fees (Statutory)	44.00	44.00	0.0%

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-2016

Health and Community Care1 Taxi

	2014-2015 From 1 April 2014 £	2015-2016 From 1 April 2015 £	Increase %
To be approved by Council			
Hackney Carriage Amend Licence (Operator)	12.00	12.50	4.2%
Hackney Carriage Amend Licence (Name and Address)	12.00	12.50	4.2%
Hackney Carriage Replacement Badge	10.50	10.00	-4.8%
Private Hire Amend Licence (Operator)	12.00	12.50	4.2%
Private Hire Amend Licence (Name and Address)	12.00	12.50	4.2%
Private Hire Replacement Badge	10.50	10.00	-4.8%
Convert from Private Hire Driver to Hackney Carriage Driver	75.50	55.00	-27.2%
Private Hire Operator's Licence (1 year)			
less than 5 vehicles	181.50	160.00	-11.8%
5 - 10 vehicles	212.50	190.00	-10.6%
11-15 vehicles	225.00	210.00	-6.7%
16 - 20 vehicles	240.50	220.00	-8.5%
21 - 30 vehicles	267.00	250.00	-6.4%
31 - 40 vehicles	297.50	280.00	-5.9%
41 - 50 vehicles	330.50	320.00	-3.2%
Over 50 vehicles	382.50	380.00	-0.7%
Amend Licence	12.00	12.50	4.2%

SCHEDULE FOR INFORMATION ONLY

Table of Maximum Fees

Approved by the Government

Environmental Protection Act 1990-Fees for authorisation of industrial process

Note: these fees are prescribed nationally by regulation and are reviewed annually by DCLG.

Classes of Premises licence	Maximum non-conversion application fee in respect of other premises £	Maximum annual fee £	Maximum fee for application to vary licence £	Maximum fee for application to transfer a licence £	Maximum fee for application for reinstatement of a licence £	Maximum fee for application for provisional statement £	Maximum fee for Licence Application (provisional Statement Holders) £	Maximum fee for Copy Licence £	Maximum fee for Notification of Change £
Regional casino premises licence	15,000	15,000	7,500	6,500	6,500	15,000	8,000	25	50
Large casino premises licence	10,000	10,000	5,000	2,150	2,150	10,000	5,000	25	50
Small casino premises licence	8,000	5,000	4,000	1,800	1,800	8,000	3,000	25	50
Bingo premises licence	1,634	617	606	606	606	606	606	25	50
Adult gaming centre premises licence	1,634	617	606	606	606	606	606	25	50
Betting premises (track) licence	1,634	617	606	606	606	606	606	25	50
Family entertainment centre premises licence	1,634	617	606	606	606	606	606	25	50
Betting premises (other) licence	1,634	617	606	606	606	606	606	25	50

* = inclusive of VAT at relevant rate

Guildford Borough Council - General Fund Budget 2015-2016

Neighbourhood and Housing Management

	2014-2015 From 1 April 2014 £	2015-2016 From 1 April 2015 £	Increase %
To be approved by Council			
Gypsy Caravan Sites - Pitch Rental			
Ash Bridge & Cobbetts Close Sites (per week)	70.50	72.25	2.5%

* Subject to adjustment pending announcement of September CPI

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Business Systems

	2014-2015 From 1 April 2014 £	2015-2016 From 1 April 2015 £	Increase %
To be approved by Council			
Letting of Council Accommodation for Meetings (Charges for other uses subject to negotiation)			
<u>Council Chamber</u>			
Morning	205.00	215.00	4.9%
Afternoon	205.00	215.00	4.9%
Evening to 9.00 pm	265.00	275.00	3.8%
<u>Committee Room 1</u>			
Morning	143.00	150.00	4.9%
Afternoon	143.00	150.00	4.9%
Evening to 9.00 pm	205.00	215.00	4.9%
<u>Committee Room 2</u>			
Morning	143.00	150.00	4.9%
Afternoon	143.00	150.00	4.9%
Evening to 9.00 pm	205.00	215.00	4.9%
House Name			
House Name Change	30.00	35.00	16.7%

Approved under Delegated Authority

Other meeting rooms

May be made available for smaller groups, please direct enquiries to Office Services for details of applicable rates.

Millmead Staff Restaurant

Catering requirements to be arranged with Office Services. Menus/Tariffs available on request.

* = inclusive of VAT at relevant rate

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