

Guildford Borough Council

2023/24 Budget Book

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1. Introduction to the 2023/24 Budget Book

Full Council agreed the 2023/24 budget on 8th February 2023 and the budget forms part of the Council's Medium Term Financial Strategy (MTFS) which currently goes up to 2026/27. The budget set in February 2023 included a deficit of £3.1M and since then work has been undertaken to balance the budget. An initial paper was taken to committee in July 2023 showing a reduced budget gap of £1.6m and finally a paper to committee in September 2023 showing a balanced budget. In July, the council issues a statement expressing its concerns over its ability to balance the budget but following additional strategic support it issued a statement in September 2023 saying whilst 2023/24 had been balanced the MTFP continued to show an £18m gap.

Guildford accounts for its expenditure in three categories:

- General Fund Revenue Account – this includes day to day spending on all services. It is funded by the council taxpayer, government grant and other sources of income;
- Housing Revenue Account (HRA) – this is a ring-fenced budget for expenditure on the Council's Housing stock and is funded by council tenants' rents.
- Capital – this is the expenditure incurred to make improvements to the Council's assets or for the purchase or creation of new assets. The Council has two capital programmes, one for the General Fund and one for the Housing Revenue Account. Capital is funded by grants, contributions from developers, capital receipts (the sale of capital assets), revenue and prudential borrowing.

For 2023/24, the Council set a net revenue budget of £18.8m, a General Fund Capital Programme of £196.82m, Housing Revenue Account budget of £38.3m and HRA Capital Programme of £63.794m

Medium Term Financial Strategy 2023/24 to 2025/26

The underpinning rationale of the Council's Medium Term Financial Plan (MTFP) is to deliver a balanced and affordable budget that ensures the Council's finances are sustainable over the medium and longer term and not reliant on the unsustainable use of one-off reserves or funding.

The Council's Vision informs the MTFP: "A green, thriving town and villages where people have the homes they need, access to quality employment, with

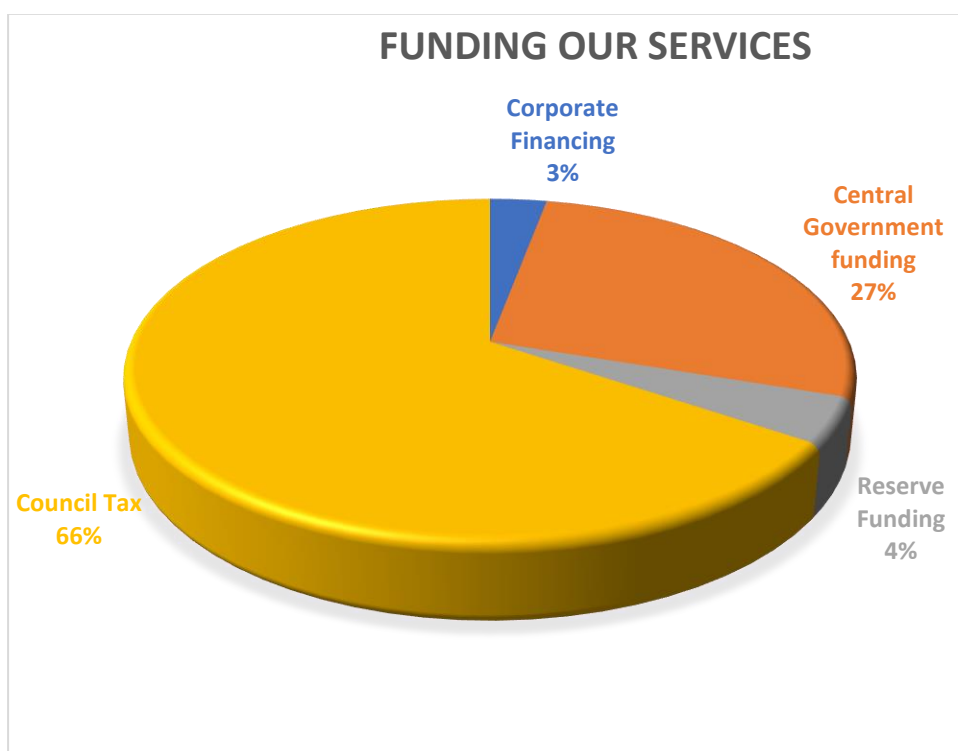
strong and safe communities that come together to support those needing help.” as well as its Corporate Priorities of:

- Homes and jobs
- Environment
- Community

2. General Fund Revenue Budget

How are the services funded?

Guildford Borough Council receives funding from a variety of sources which has reduced significantly over the past decade. Central government funding includes the services grant, retained business rates, revenue settlement grant and new homes bonus. Corporate Financing is the net income from Treasury management activities such as interest earned and paid.



How is our budget spent?

Guildford Borough Council has expenditure which is categorised in a number of ways.

Employees – This includes staffing related costs for employed staff, agency workers and casuals.

Premises – Related Expenditure – whilst Millmead House is known as the council office GBC own a number of other properties within the district and these are the costs associated with the running and maintenance of these sites.

Transport – Related Expenditure – The costs associated with the provision of the services provided.

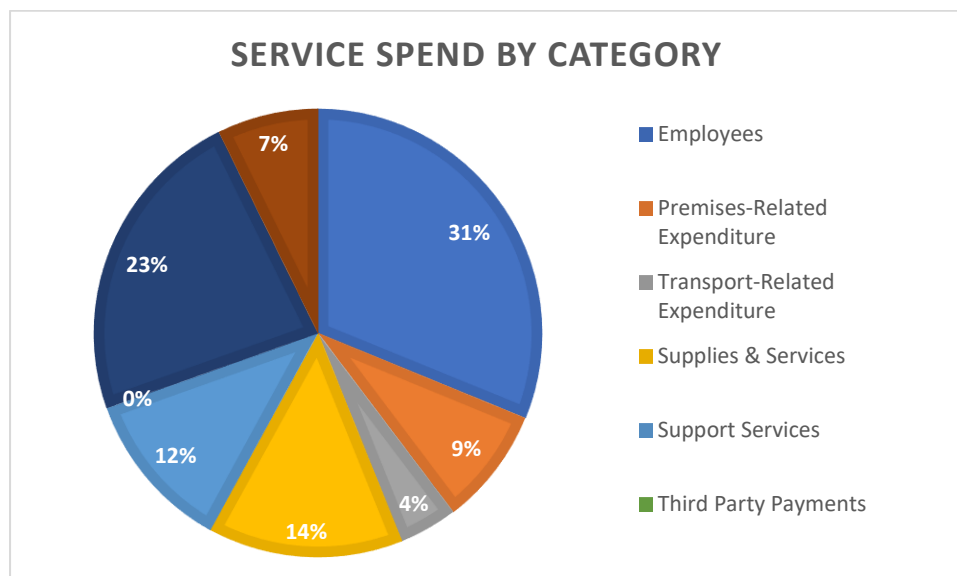
Supplies and Services – Includes the costs of contracts we may have to provide services such as IT or Housing services and any additional costs of providing services to our residents and businesses.

Support Services – Internal services such as IT, HR, Legal and Finance who support the external facing services.

Third Part Payments – Payment made to Government organisations (this is irrecoverable VAT)

Transfer Payments – these are payment made to residents for Housing Benefits

Depreciation and Impairment Losses – where assets such as land or vehicles are used by a service in the provision of services an amount is charged to the service for use of the asset.

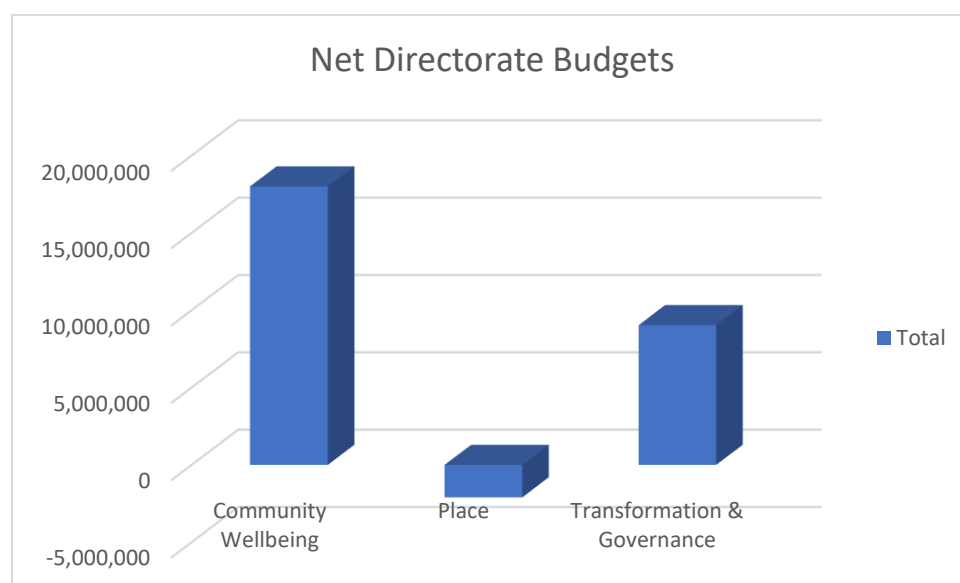


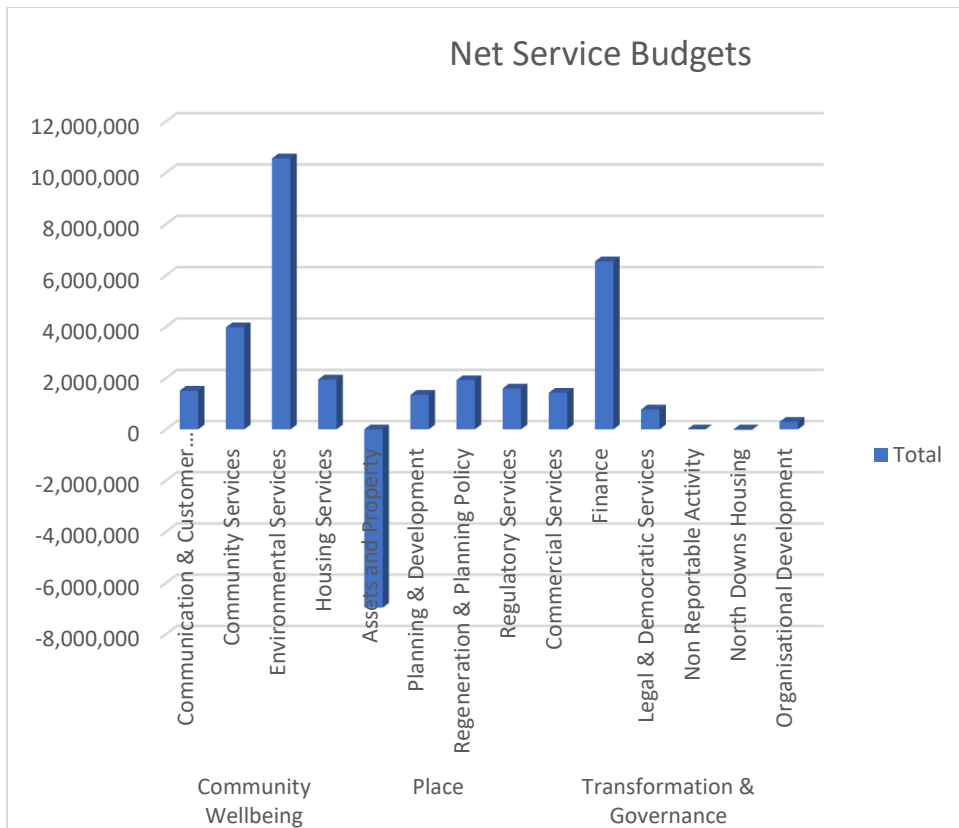
Spend Category	£
Employees	37,486,513
Premises-Related Expenditure	10,220,847
Transport-Related Expenditure	5,119,832
Supplies & Services	16,917,148
Support Services	13,954,364
Third Party Payments	14,800
Transfer Payments	27,800,000
Depreciation and Impairment Losses	<u>8,773,569</u>
Gross Expenditure	120,287,073

Guildford Borough Council also attracts income through a number of sources which are listed below. This income offsets the cost of the spend on services to give a net budget.

Income Category	£
Government Grants	(29,041,979)
Recharges	(29,305,015)
Fees and charges	(35,698,206)
Grants	<u>(1,303,662)</u>
Gross Income	(95,348,862)

Net directorate and service budgets





- Community Wellbeing
 - Community Services
 - Communications & Customer Services
 - Environmental Services
 - Housing Services
- Place
 - Assets & Property
 - Planning Development
 - Regeneration & Planning Policy
 - Regulatory Services
- Transformation & Governance
 - Finance
 - Legal & Democratic
 - Organizational Development

3. Housing Revenue Account (HRA) Budget

The Council owns and manages over 5,200 Council Houses which it rents to tenants who qualify for social housing or for which it holds the freehold. The Housing Revenue Account (HRA) is the ring-fenced account within which the Council records the income and expenditure for its operations as landlord to its

residents and for the day-to-day management, repairs and maintenance of the council housing stock.

The Direction on the Rent Standard 2019 required the Regulator of Social Housing to set a rent standard for social housing which came into effect from 2020, which would have been CPI +1% from the preceding September rate. This would have resulted in a rent cap of 11.1%. However, a new Direction was issued on 12 December 2022 which is that rents should be capped at 7%. It is proposed that rather than adopting the directed cap, the Council will adopt a 5% rent cap, This below cap level is a recognition of the challenging wider climate faced by residents and has been achievable due to the ongoing prudential management of the overall HRA Account to provide households with some additional assistance at this time.

The HRA annual budget and HRA business plan assumes that any surpluses on the HRA are used to invest in redevelopment and upgrading of the existing stock, invest in new build affordable housing to be retained and rented by the Council within the HRA and then, if sufficient monies are available, the repayment of debt taken on under HRA self-financing. The 30-year business plan shows that there are sufficient resources within the HRA to conduct the Council's investment plans as well as repay the debt over the plan period and still leave a healthy reserve balance at the end of the 30 years for further investment not yet identified.

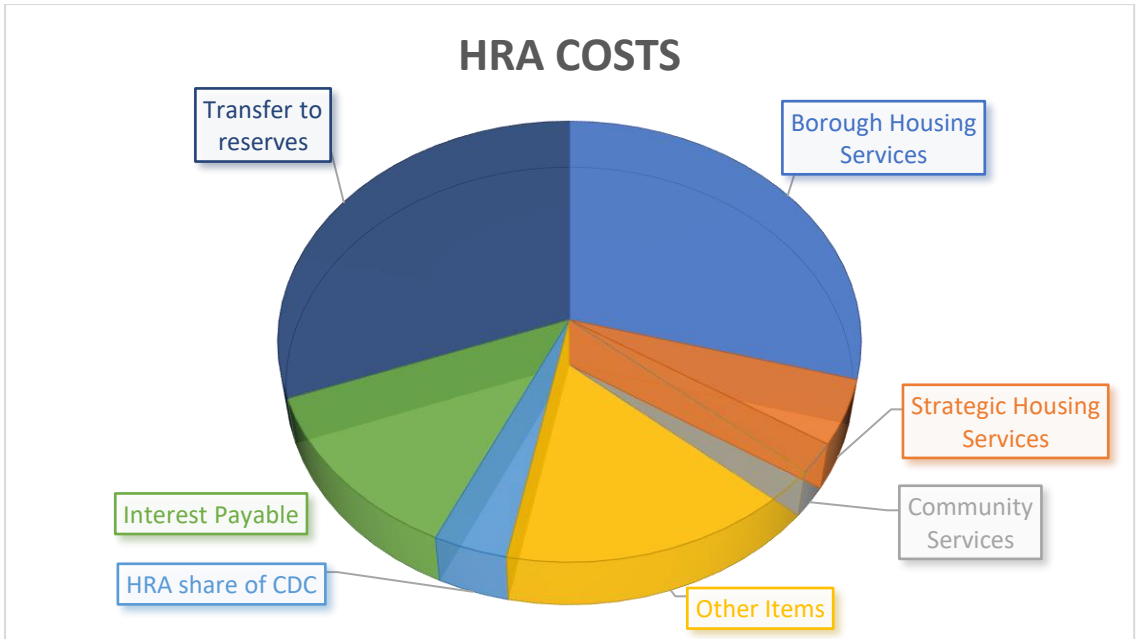
The HRA budget

Housing Revenue Account Budget 2023-24

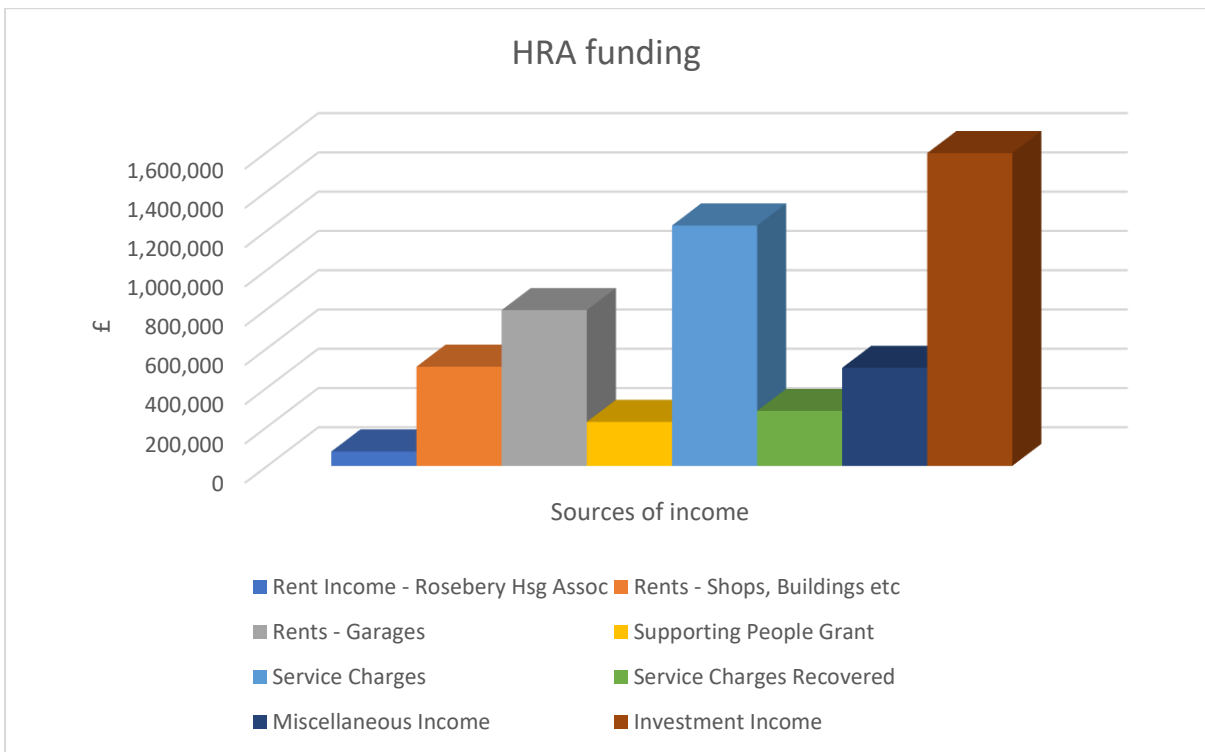
Borough Hosing Services	£
Income Collection	677,841
Tenants Services	2,390,850
Tenant Participation	171,820
Garage Management	104,797
Elderly Persons Dwellings	48,921
Flats Communal Services	502,274
Environmental Works to Estates	457,768
Responsive & Planned Maintenance	6,684,239
SOCH & Equity Share Administration	<u>170,376</u>
	11,208,886

Strategic Housing Services

Advice, Registers & Tenant Selection	765,223
Void Property Management & Lettings	250,661
Homelessness Hostels	5,383
Supported Housing Management	172,513
Strategic Support to the HRA	<u>625,443</u>
	1,819,223
Community Services	
Sheltered Housing	852,211
Depreciation	5,864,700
Debt Management	158,711
Other Items	<u>419,597</u>
Total Expenditure	20,323,328
<u>Income</u>	<u>(36,654,316)</u>
Net Cost of Services	(16,330,988)
<u>HRA share of CDC</u>	<u>(1,437,930)</u>
Net Cost of HRA Services	(14,893,058)
Investment Income	(1,593,180)
<u>Interest Payable</u>	<u>4,751,225</u>
Deficit for Year on HRA Services	(11,735,013)
REFCUS - Revenue funded from capital	75,000
Contribution to/ (Use of) RFFC	2,500,000
<u>Contribution to/ (Use of) New Build Reserve</u>	<u>9,160,013</u>
HRA Balance	0



The HRA received £36,654,366 of income of which £33,054,290 is dwelling income. In addition to dwelling income it received income from a number of activities and sources (see below for breakdown)



4. Capital Programme

Overview of the Capital Programme

Capital programme The Council has an ambitious Corporate Plan and in order to achieve the targets within that we need to invest in our assets, via capital expenditure. Capital expenditure is split into the General Fund (GF) and Housing Revenue Account (HRA). All projects, regardless of the fund, will be funded by capital receipts, grants & contributions, reserves and finally borrowing.

The HRA capital Programme

The HRA capital programme is split between expenditure on existing stock and either development of or purchase of dwellings to add to the stock. The council has in place a robust stock condition review process which provides 100% stock data over a rolling 5-year programme, which allows for effective assessment against Regulatory and legislative standards. In addition to which, the recently updated Fire Risk Assessments, allow us to plan the current and future programme to ensure compliance with the new building safety legislation and standards. This in turn is complimented by the new compliance framework that has been rolled out over the last year which provides enhanced and improved levels of assurance and up to date information and requirements to meet the requirements of other key areas of compliance including asbestos, legionella, lifts and gas. Improved building safety standards across social housing has resulted in a national drive to improve standards and safety, Guildford has responded to the recent and forthcoming changes in requirements with an extensive improvement programme. The first year of the programme required an investment at levels not previously seen in Guildford with £24.5 million invested in 2022-23, and a further £20 million planned for 2023-24 after which the extensive programme of building safety improvement will be completed and investment level will return to levels as previous seen. The capital programme will be funded from HRA capital receipts and reserves. There is also £145 million between 2022-23 and 2027-28 million included for development projects to build or acquire new housing (including WUV).

The principal areas of major repairs and improvement expenditure are:

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

5. Service Areas

Guildford Borough Council

Services	Budget £	Analysis	Budget £
Communication & Customer Service	1,509,603	Expenditure	
Community Services	3,981,603	Employees	37,486,513
Environmental Services	10,562,197	Premises-Related Expenditure	10,220,847
Housing Services	1,947,254	Transport-Related Expenditure	5,119,832
Assets and Property	(6,961,830)	Supplies & Services	16,917,148
Planning & Development	1,348,916	Support Services	13,954,364
Regen & Planning Policy	1,921,656	Third Party Payments	14,800
Regulatory Services	1,597,140	Transfer Payments	27,800,000
Commercial Services	1,431,912	Depreciation and Impairment Losses	8,773,569
Finance	1,912,037		
Legal & Democratic Services	775,705	Total Expenditure	120,287,073
North Downs Housing	(20,507)	Income	
Organisational Development	294,137	Government Grants	(29,041,979)
Corporate Management	4,638,869	Recharges	(29,305,015)
		Fees and charges	(35,698,206)
		Grants	(1,303,662)
		Total Income	(95,348,862)
Total Budget	(24,938,211)	Total Budget	24,938,211
Staffing Resources			
Total number of staff employed			602
Number of Full Time Equivalents (FTE's) incl. Vacant Posts			717
Guildford Borough Council Vision			
A green, thriving town and villages where people have the homes they need, access to quality employment, with strong and safe communities that come together to support those needing help.			
Guildford Borough Council Mission			
An efficient, innovative and transparent Council that listens and responds quickly to the needs of our community.			
Guildford Borough Council Priorities			
We will put the interests of our community first. We will listen to the views of residents and be open and accountable in our decision-making. We will deliver excellent customer service. We will follow a robust and prudent financial strategy that delivers cost-effective, value for money services.			

We will put the environment at the heart of our actions and decisions to deliver on our commitment to the climate change emergency.

We will support the most vulnerable members of our community as we believe that every person matters.

We will support our local economy.

We will work constructively with other councils, partners, businesses and communities to achieve the best outcomes for all.

We will ensure that our councillors and staff uphold the highest standards of conduct

Assets & Property Services

Teams	Budget £	Analysis	Budget £
Civic Amenities Administration	111,068	Expenditure	
Corporate Property	1,839,686	Employees	1,479,196
Engineering & Transportation Services	196,928	Premises-Related Expenditure	3,316,738
Industrial Estates	(4,440,655)	Transport-Related Expenditure	29,808
Investment Properties	(4,382,823)	Supplies & Services	538,534
Millmead House	160,099	Support Services	1,719,066
Other Property	(446,133)	Depreciation and Impairment Losses	500,320
		Total Expenditure	7,583,662
		Income	
		Recharges	(3,213,181)
		Fees and charges	(11,332,311)
		Total Income	(14,545,492)
Total Budget	(6,961,830)	Total Budget	(6,961,830)
Staffing Resources			
Total number of staff employed			22.0
Number of Full Time Equivalents (FTE's) incl. Vacant Posts			25.7
Service Description			
Assets and Property maintain and manage all of the Guildford Borough Council owned properties including Industrial Estates, Investment Property and Millmead House.			
Meeting the strategic aims of the Council			
To provide a sustainable asset base that is fit for purpose; appropriately managing liabilities on an asset base that enables the council to meet commercial and strategic outcomes.			
Strategic management of Council corporate properties – This includes ownership and development of the Strategic Property Asset Management process, which includes policy, strategy and an action plan. Management of the Council investment portfolio. Ownership of strategic business cases for major projects and programmes related to our assets except where ownership sits with other services. Effective information management of asset management data, including asset valuation and compliance data. Primary source of specialist advice and guidance on issues relating to property and assets. Including strategic development of industrial estates.			
Co-ordinated corporate landlord function – Day to day management of the function and associated work programme, including delivery of lease management activities, industrial estate programmes and asset improvement and maintenance projects (the BAU Work Programme).			
Energy management function – Day to day management of the function and associated work programme, including delivery of energy management activities and stakeholder engagement (the BAU Work Programme).			

Engineering and surveying – Provide a comprehensive and effective building, surveying and engineering service, offering a complete reactive, planned and new development professional and operational package to the Council’s housing and commercial property. This includes supporting and delivering climate change initiatives within the housing portfolio.

Commercial Services

Teams	Budget £	Analysis	Budget £
Building Control	528,873	Expenditure	
Events	217,017	Employees	2,074,975
G Live	1,632,694	Premises-Related Expenditure	5,023,218
		Transport-Related	
Guildford House	251,987	Expenditure	162,162
Guildhall	43,511	Supplies & Services	1,489,467
Leisure Management			
Contract	2,768,492	Support Services	1,542,870
		Depreciation and Impairment	
Markets	-27,383	Losses	4,929,500
Museum	649,129	Total Expenditure	15,222,192
Off Street Parking	(5,397,859)	Income	
On Street Parking	26,097	Government Grants	(25,000)
Park and Ride	715,469	Fees and charges	(13,765,280)
Tourism	23,886	Total Income	(13,790,280)
Total Budget	1,431,912	Total Budget	1,431,912
Staffing Resources			
Total number of staff employed			29.5
Number of Full Time Equivalents (FTE's) incl. Vacant Posts			32.4
Service Description			
Commercial Services include Building Control, Events, heritage, Leisure & Parking.			
Meeting the strategic aims of the Council			
Building control			
To determine Building Control applications within statutory time limits; to enforce regulations via regular site inspections; to protect the public and support the emergency services by attending dangerous structures.			
Events			
Own the corporate approach to Council events, including the delivery of high-profile events and managing the framework for all other events.			
Heritage			
Our Heritage Service cares for Guildford Borough Council's heritage buildings and collections. We will use them to enable residents and visitors to value, find connection with and be inspired by the past. We will ensure they are available for the public to enjoy now and in the future.			
Leisure			
To provide and develop community, leisure and entertainment facilities for the residents of Guildford borough and its visitors through effective monitoring, management and investment.			
Parking (off street)			

Management of all carparking within the council's ownership. This includes shopper, short and long stay.

Communication & Customer Services

Teams	Budget £	Analysis	Budget £
About Guildford	532	Expenditure	
Case Services	409,417	Employees	6,166,188
Customer Services	94,920	Premises-Related Expenditure	5,160
ICT Operation	(392,664)	Transport-Related Expenditure	4,873
Internet Site Access	538,847	Supplies & Services	1,447,612
Public Relations	594,641	Support Services	1,705,484
Reprographics	87,190	Depreciation and Impairment Losses	5,400
Resources Caseworker	(4,910)	Total Expenditure	9,334,717
Tourist Information Centre	181,629	Income	
		Recharges	(7,796,114)
		Fees and charges	(29,000)
		Total Income	(7,825,114)
Total Budget	1,509,603	Total Budget	1,509,603
Staffing Resources			
Total number of staff employed			120.1
Number of Full Time Equivalents (FTE's) incl. Vacant Posts			135.8
Service Description			
Communication & Customer services include case, digital and ICT, customer services & communications			
Meeting the strategic aims of the Council			
To deliver modern services which are of high quality and value for money to our residents, partners, and customers			
<p>Case Enabling resident & business enquiries and service requests to be resolved as efficiently as possible by our Customer Services and Case Management. To promote the use of digital channels by all customers as part of GBC's channel shift agenda.</p> <p>ICT - Deliver a secure, reliable, customer focused ICT service, enabling businesses to make the most of technologies.</p> <ul style="list-style-type: none"> • Security: Cyber-attacks are a reality of using technology today. We aim therefore to make our systems and services secure by design, using NCSC (National Cyber Security Centre) advice and industry best practice where appropriate. This includes strong authentication practices, system maintenance (regular updates) and minimising the use of legacy technologies. • Resilience: The availability and reliability of services is dependent on both solid technologies, and design considerations to mitigate the risk of failure scenarios. The resilience theme aims to 			

ensure we don't lose sight of the need to ensure mitigations are in-place to ensure services are resilient the failure scenarios, providing appropriate availability of services based on business need.

- **Customer Experience:** ICT recognises the importance of ICT services in the vast majority of Council staff roles. We aim to build a service that considers the Customer Service we are delivering in live services, as well as the way we consult and support business areas with technology advice.

Customer Service: Ensuring all Council services are efficiently, effectively, and appropriately represented online and available to our customers 24 hours a day, 365 days per year. To drive channel shift and support service transformation through the provision of effective online digital platforms, appropriate customer journeys and easy to use self-service tools.

Communications – Prioritise the needs of the borough, engaging with internal and external customers and stakeholders through the most effective channels to articulate the Council's priorities and inform its strategies and policy. Provide an effective marketing function to all Council services supporting promotion of the borough.

Community Services

Teams	Budget £	Analysis	Budget £
Citizens Advice Bureau	250,101	Expenditure	
Community Development	70,629	Employees	3,068,633
Community Lottery	(1,819)	Premises-Related Expenditure	417,025
Community Meals	878,650	Transport-Related Expenditure	275,507
Community Safety	12,861	Supplies & Services	1,469,808
Community Wellbeing	820,021	Support Services	877,652
Day Services	709,326	Depreciation	145,900
Emergency Communications	(83,515)	Total Expenditure	6,254,525
EMI Services	116,940	Income	
Family Support	393,413	Government Grants	(233,200)
Grants to Vol. Organizations	341,439	Recharges	(148,000)
Private Sector Housing Maint.	205,800	Fees and charges	(1,083,352)
Public Health	9,365	Grants	(808,852)
Refugee Support	(30,129)		
Traveller Caravan Site			
Youth and Community Centres	9,979 278,050	Total Income	(2,273,404)
Total Budget	3,981,121	Total Budget	3,981,121
Staffing Resources			
Total number of staff employed			50.4
Number of Full Time Equivalents (FTE's) incl. Vacant Posts			72.4
Service Description			
Community Services include CAB, Community development, Community safety, meals on wheels, community transport, community wellbeing, careline, private sector housing repairs, public health, refugee support, traveller sites and community centres.			
Meeting the strategic aims of the Council			
This service aims to enable people to feel empowered to care about themselves and their neighbours so that they can live well for longer, with independence and a sense of belonging to a resilient self-sustaining community. We strive to be a positive and optimistic team that has the courage to be brave with ideas and learn from every experience.			
Supporting and engaging communities that might otherwise be missed and providing outreach and support to those that need it most – the most vulnerable.			

Careline, Community Safety incl Partnership, DFGs & Adaptations, Family Support, Safeguarding, Supporting vulnerable people, community fridge and pantry.

Environmental Services

Teams	Budget	£	Analysis	Budget	£
Amenity Horticultural	1,994,506		Expenditure		
Cemeteries	261,329		Employees	9,026,413	
Countryside	1,326,469		Premises-Related Expend	1,426,352	
Crematorium	(936,645)		Transport-Related Expend	4,321,128	
Domestic Refuse & Recycling	5,329,725		Supplies & Services	3,219,378	
Fleet Management	(125,717)		Support Services	2,255,860	
Garden Waste	(819,102)		Depreciation	2,201,429	
Parks Management	745,505		Total Expenditure	22,450,560	
Public Conveniences	266,969		Income		
Snow & Ice Plan - Holding Account	(8,150)		Government Grants	(4,172)	
SPA Sites	39,337		Recharges	(5,666,120)	
Street Cleansing	2,207,394		Fees and charges	(5,988,261)	
Trade Refuse and Recycling	40,851		Grants	(229,810)	
Vehicle workshops	9,597				
Woking Road Facilities Management	230,130		Total Income	(11,888,363)	
Total Budget	10,562,197		Total Budget	10,562,197	
Staffing Resources					
Total number of staff employed				176.3	
Number of Full Time Equivalent (FTE's) incl. Vacant Posts				199.9	
Service Description					
Environmental Services include Communications & Engagement, Complaints, Ombudsman, Customer Services, case management, Digital Services, FOI, ICT and Business Systems					
Meeting the strategic aims of the Council					
<p>The provision of high quality, efficient and safe recycling and waste management services to residents and businesses within the Borough.</p> <p>Acting as custodians of our parks and countryside for our communities to enjoy and for the protection of nature and landscapes, both now and for future generations.</p> <p>Discharging council's statutory duty of care under the following legislation</p> <ul style="list-style-type: none"> · Fulfilling council's environmental duties [under the Environment Act 2021] · Working with partners to conserve and protect key habitats owned by council and neighbouring landowners. · Conserving and enhancing biodiversity · Facilitating inclusive access to nature · Furthering recognition of customer access for the benefit of parks customers · Improving and maximising customer access within budget and statutory requirements · Liaising with other services and tenants to fulfil the aims and objectives of the Parks 					

service

Act as the council's expert advisors in relation to land management and public access in the context of the wider aims.

To ensure clean streets and public conveniences, responsive cleaning services and action to detect and deter environmental crime and other ASB

To provide a compassionate and comprehensive bereavement service

To ensure that the council has an up to date, efficient, well-maintained fleet and high levels of corporate governance that aligns with the climate change agenda

Finance

Teams	Budget £	Analysis	Budget £
Audit Management	99,901	Expenditure	
Business Rates	74,088	Employees	1,864,991
Corporate Financial	297,449	Premises-Related Expenditure	(78,423)
Council Tax	518,611	Transport-Related Expenditure	8,326
Feasibility Studies	(672)	Supplies & Services	1,274,578
Housing Benefits	421,665	Support Services	1,355,681
Lead Specialist – Finance	318,642	Transfer Payments	27,800,000
Parish Liaison	182,353	Depreciation and Impairment Losses	913,900
		Total Expenditure	32,225,153
		Income	
		Government Grants	(28,334,434)
		Recharges	(1,599,307)
		Fees and charges	(395,196)
		Total Income	(30,313,116)
Total Budget	1,912,037	Total Budget	1,912,037
Staffing Resources			
Total number of staff employed			18
Number of Full Time Equivalents (FTE's) incl. Vacant Posts			22.5
Service Description			
Services include Finance for General fund, HRA, Audit, Procurement & Revenues & Benefits.			
Meeting the strategic aims of the Council			
To support the Council to run smoothly and efficiently, with a reputation for adding real value as well as ensuring the Council operates in an ethical and sustainable manner.			
To provide expert, professional advice and support to enable teams across the Council to deliver quality services for customers. Providing support and expertise in financial matters to help colleagues do their jobs well.			
Helping the Council to manage risk and stay compliant in the delivery of public services and projects.			
Deliver value for money, achieve savings target, compliance, and transparency whilst Adhering to the Public Contract Regulations 2015			
To provide the Council with an efficient and effective Revenues and Benefits Service that balances service to the Council with service to our customers.			

Corporate management

Teams	Budget	£	Analysis	Budget	£
Corporate Services	1,562,004		Expenditure		
ICT Renewals Fund	865,509		Employees	2,033,445	
Unallocated Central Overheads	1,937,278		Transport-Related Expenditure	50	
Miscellaneous Exp.	74,078		Supplies & Services	1,953,473	
			Support Services	524,958	
			Depreciation and Impairment Losses	913,900	
			Total Expenditure	5,425,826	
			Income		
			Recharges	(771,136)	
			Fees and charges	(15,821)	
			Total Income	(4,638,869)	
Total Budget	4,638,869		Total Budget	4,638,869	
Staffing Resources					
Total number of staff employed				1	
Number of Full Time Equivalents (FTE's) incl.					
Vacant Posts				2.1	
Service Description					
Services include Finance for General fund, HRA, Audit, Procurement & Revenues & Benefits.					
Meeting the strategic aims of the Council					
To support the Council to run smoothly and efficiently ensuring the Council operates in an ethical and sustainable manner.					

Housing Services

Teams	Budget £	Analysis	Budget £
Affordable Housing	260,525	Expenditure	
Building Maintenance	388,561	Staff	2,339,107
Homelessness Support	819,389	Premises	90,543
Housing Advice	159,890	Transport	213,844
Housing Outside the HRA	64,603	Supplies & Services	3,477,183
Housing Surveying	117,445	Support Services	829,096
Town Centre CCTV System	114,534	Depreciation	66,420
Woking Road Depot Stores	22,307	Total Expenditure	7,016,193
		Income	
		Government Grants	(445,173)
		Recharges	(4,558,086)
		Fees and charges	(65,680)
		Total Income	(5,068,939)
Total Budget	1,947,254	Total Budget	1,947,254
Staffing Resources			
Total number of staff employed			38.7
Number of Full Time Equivalents (FTE's) incl. Vacant Posts			41.8
Service Description			
Housing services include - homelessness, housing advice, housing maintenance and repairs, landlord services.			
Meeting the strategic aims of the Council			
<p>Housing development strategy and enabling. Monitor housing need in order to work with partners to ensure affordable housing of appropriate design, location and standards is delivered within the borough. Assessing viability of schemes and negotiating/advising on legal wording in s106 and nomination agreements.</p> <p>Rehousing and housing advice. Provide housing advice including triage of those presenting as homeless and booking appointments. Manage the Housing Needs and Transfer registers, advertise social housing vacancies and let Council homes. Market shared ownership properties and manage mutual exchanges between social housing tenants.</p> <p>Homelessness prevention. Implement the homelessness prevention strategy and commission and manage service contracts such as the Homeless Outreach and Support Team (HOST), Citizens' Advice and properties leased to Rosebery Housing Association. Deal with homelessness applications, provide emergency housing and temporary accommodation, and provide out of hours homelessness support. Manage the Home4U Rent Deposit Guarantee Scheme helping people access private rented housing.</p> <p>To provide an effective, financially stable, comprehensive, and high-quality Landlord Service to the council's tenants and leaseholders – to lead and manage the Housing Estates, Income and Debt Management teams, including supported and sheltered housing functions, ensuring best practice and achieving year on year continuous improvement across all these areas. To provide welfare benefit advice and money management to those that need it. To collect and manage Former Tenant Arrears including the use of external tracing and debt collection services. To</p>			

manage and collect debts related to the Homes4U Scheme and six months' rent in advance scheme.

Estate management – day to day management of estates, making sure they are safe places that people want to live. Making sure that we know who is living in our properties. Work with Reigate and Banstead's fraud team to prevent/deal with tenancy/right to buy fraud or sublet properties, so that our homes are going to those who need them. Work with the police to manage anti-social behaviour so that our estates remain places people want to live.

Management of Sheltered and Supported Housing – day to day management of the sheltered and supported schemes which house our most vulnerable and high need residents. Monitoring and completing support and risk plans, safeguarding residents to maximise their ability to live independently in the community. Assisting residents to move on and live independently and sustain a general needs tenancy.

Liaison with Planning colleagues to secure affordable housing contributions as determined by the GBC Local Plan POLICY H2: Affordable homes (40% Affordable) on relevant sites, as above, via Housing Comment.

Provide a comprehensive and effective building, surveying and engineering service, offering a complete reactive, planned and new development professional and operational package to the Council's housing and commercial property. This includes supporting and delivering climate change initiatives within the housing portfolio.

Legal & Democratic Services

Teams	Budget	£	Analysis	Budget	£
Civic Expenses		101,191	Expenditure		
Council and Committee Support		251,143	Employees		1,933,028
Democratic Representation		323,471	Premises-Related Expenditure		3,830
Elections		(96,566)	Transport-Related Expenditure		9,253
Electoral Registration		274,434	Supplies & Services		844,770
Lead Specialist - Information Governance		(69,645)	Support Services		840,542
Legal		(8,323)	Depreciation		1,200
			Total Expenditure		3,632,623
			Income		
			Recharges		(2,409,188)
			Fees and charges		(197,730)
			Grants		(250,000)
			Total Income		(2,856,918)
Total Budget		775,705	Total Budget		775,705
Staffing Resources					
Total number of staff employed					27.8
Number of Full Time Equivalents (FTE's) incl. Vacant Posts					30.8
Service Description					
Services include Democratic and committee services, elections, executive and civic support, GDPR, Information security, governance, legal, O&S support					
Meeting the strategic aims of the Council					
<p>To be recognised as the team that provides assurance to councillors, senior managers and residents that the council makes sound and transparent decisions based on a robust governance approach that supports the delivery of Corporate Plan priorities.</p> <p>To provide expert, professional advice and support to enable teams across the council to deliver quality services for customers.</p> <p>To assist the Council to manage risk and stay compliant in the delivery of public services and projects.</p> <p>To ensure lawful decision-making by providing specialist support and Legal advice to the Council (committees, working groups, companies, charitable trusts, Corporate Programmes team and boards) in accordance with SLAs where appropriate. Ensuring the Council is in a position to successfully defend against challenges.</p> <p>To undertake the statutory Monitoring Officer role, ensuring that the Council acts lawfully – including being an ad hoc member of CMB and advising committees.</p> <p>To undertake and complete transactions on behalf of the Council as instructed by the relevant services.</p> <p>To ensure the Council is in a position to successfully defend against challenges and to provide high quality representation to the Council in relation to court proceedings.</p> <p>In accordance with statutory requirements and best practice, to undertake and manage: the decision-making processes of the Council, including Overview and Scrutiny, the process for the registration of electors and the conduct of elections and referenda; and the support for the Mayoralty and civic events</p> <p>To ensure the Council complies with its legal obligations on data protection.</p>					

Organisational Development

Teams	Budget £	Analysis	Budget £
Business Improvement	(250,165)	Expenditure	
Climate	(16,815)	Employees	2,650,086
Community Safety Strategy	393,845	Premises-Related Expenditure	1,545
HR Services	83,752	Transport-Related Expenditure	24,141
Insurance	(297,184)	Supplies & Services	40,295
Misc. Employee Expenses	107,790	Support Services	170,359
Organisation Development	272,914	Third Party Payments	14,800
		Depreciation	9,500
		Total Expenditure	2,910,726
		Income	(2,573,590)
		Recharges)
		Fees and charges	(27,999)
		Grants	(15,000)
		Total Income	(2,616,589)
)
Total Budget	294,137	Total Budget	294,137
Staffing Resources			
Total number of staff employed			16.2
Number of Full Time Equivalents (FTE's) incl.			
Vacant Posts			17.2
Service Description			
Services include Business Transformation, climate change, HR, Learning and development, payroll, strategy, policy & performance, programme assurance, risk management, business Continuity			
Meeting the strategic aims of the Council			
A hub for change, strategy and improvement in both Councils			
Strategy and Corporate Partnerships – To articulate the Council’s priorities, develop and maintain strategies, policies, and corporate partnerships to deliver these priorities and communicate them effectively to key stakeholders. Ensure an effective strategy, risk, and policy framework that underpins the Corporate Plan. Includes business continuity.			

Performance and Project Governance – Own the corporate approach to monitoring performance against the Council’s priorities. Own the governance of strategy, service delivery and corporate projects and programmes, which are monitored and evaluated consistently in order to achieve the priorities in the Corporate Plan.

Climate Change

Own the approach to delivering our climate change emergency, including delivery of energy management activities, climate change programme, stakeholder engagement

HR, Payroll, Insurance and Learning & Development

Ensure that the Council has the right people resource, capability and culture to achieve its strategic ambitions. Create a high achieving organisational culture by reward, recognition and capability development. Deliver interventions to drive the appropriate culture, behaviour, skills and performance. Provision of a payroll service.

Business Transformation

To deliver the Guildford and Waverley Transformation and Collaboration programme.

Planning Development

Teams	Budget £	Analysis	Budget £
Development Control	1,391,471	Expenditure	
Land Charges	(50,561)	Employees	2,106,738
Street Naming and Numbering	8,006	Transport-Related Expenditure	6,750
		Supplies & Services	371,970
		Support Services	832,863
		Total Expenditure	3,318,321
		Income	
		Fees & Charges	(1,969,405)
		Total Income	(1,969,405)
Total Budget	1,348,916	Total Budget	1,348,916
Staffing Resources			
Total number of staff employed			17.9
Number of Full Time Equivalents (FTE's) incl. Vacant Posts			25.9
Service Description			
Planning applications, planning enforcement, planning integration and improvement			
Meeting the strategic aims of the Council			
To provide a high performing Development Management service that contributes to the delivery of development identified in the Local Plan.			

Regeneration & Planning

Teams	Budget £	Analysis	Budget £
Business	150,094	Expenditure	
Major Projects	624,912	Employees	1,267,788
Planning Policy	1,141,211	Premises-Related Expenditure	3,410
Town Centre Management	5,439	Transport-Related Expenditure	14,082
		Supplies & Services	452,420
		Support Services	464,762
		Total Expenditure	2,202,462
		Income	
		Recharges	(280,000)
		Fees and charges	(806)
		Total Income	(280,806)
Total Budget	1,921,656	Total Budget	1,921,656
Staffing Resources			
Total number of staff employed			20.2
Number of Full Time Equivalents (FTE's) incl. Vacant Posts			27.2
Service Description			
Corporate capital projects, economic development, housing delivery, planning policy, design conservation, transport, regeneration.			
Meeting the strategic aims of the Council			
<p>Consistent delivery of priority outcomes in the Corporate Plan; contributing to a Borough with sustainable growth, certainty for businesses and improved quality of life for residents.</p> <p>To produce and deliver a Local Plan that meets the identified growth needs of housing, employment and retail and leisure across the borough in a sustainable way which contributes to the vitality of the town centre; meeting the aspirations of the Council. To ensure all development is of a high visual and sustainable quality.</p> <p>The strategic delivery arm of the Council. The council's resource for delivering major capital projects and programmes across services and sectors. Building teams to lead and deliver projects. Providing programme/project management and support.</p> <p>To deliver and keep up to date an achievable Local Plan that responds to the objectives of the Corporate Plan, which is supported by robust Supplementary Planning Documents.</p> <p>Protect the borough's historic assets and to ensure good design for all new developments.</p> <p>Economic Development – to deliver the Council's Economic Development Strategy</p>			

Regulatory Services

Teams	Budget £	Analysis	Budget £
Civil Emergencies	120,437	Expenditure	
Compliance	585,117	Employees	1,395,908
Corporate Health and Safety	-23,508	Premises-Related Expenditure	11,449
Dog Control	38,873	Transport-Related Expenditure	49,908
Environmental Health	358,577	Supplies & Services	337,660
Food Safety	395,526	Support Services	727,361
Licensing	139,042	Total Expenditure	2,522,286
Pest Control	18,868	Income	
Private Sector Housing	10,081	Recharges	(290,293)
Taxi Licensing	(45,872)	Fees and charges	(634,853)
		Total Income	(925,146)
Total Budget	1,597,140	Total Budget	1,597,140
Staffing Resources			
Total number of staff employed			23.8
Number of Full Time Equivalents (FTE's) incl.			
Vacant Posts			26.9
Service Description			
Air quality, Corporate H&S, emergency planning, environmental health / crime, food safety, licencing, private sector housing			
Meeting the strategic aims of the Council			
<p>To protect and improve the health, safety and welfare of the residents, workers and visitors across the Borough of Guildford by working collaboratively as a team, with colleagues across the Council and external partners.</p> <p>To deliver outputs and targets and compliance in the most effective way in areas such as Private Sector Housing, Pollution, Environmental Crime, Food Safety, Licensing and Health & Safety.</p> <p>To ensure Council employees work in a safe environment. To ensure the Council is prepared and able to respond to civil emergencies within the Borough.</p>			