

Guildford Borough Council

2024/25 Budget Book

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1. Introduction to the 2024/25 Budget Book

Full Council agreed the 2024/25 budget on 7 February 2024 and it forms part of the Council's Medium Term Financial Plan which currently goes up to 2026/27. The budget set in February 2024 was a balanced budget meaning our funding equalled our costs.

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 2024/25, the Council set a balanced budget with an MTFP gap of £2.4m, a General Fund Capital Programme of £88.9 million, Housing Revenue Account budget of £38.8m and HRA Capital Programme of £16.4

Medium Term Financial Strategy 2024/25 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.

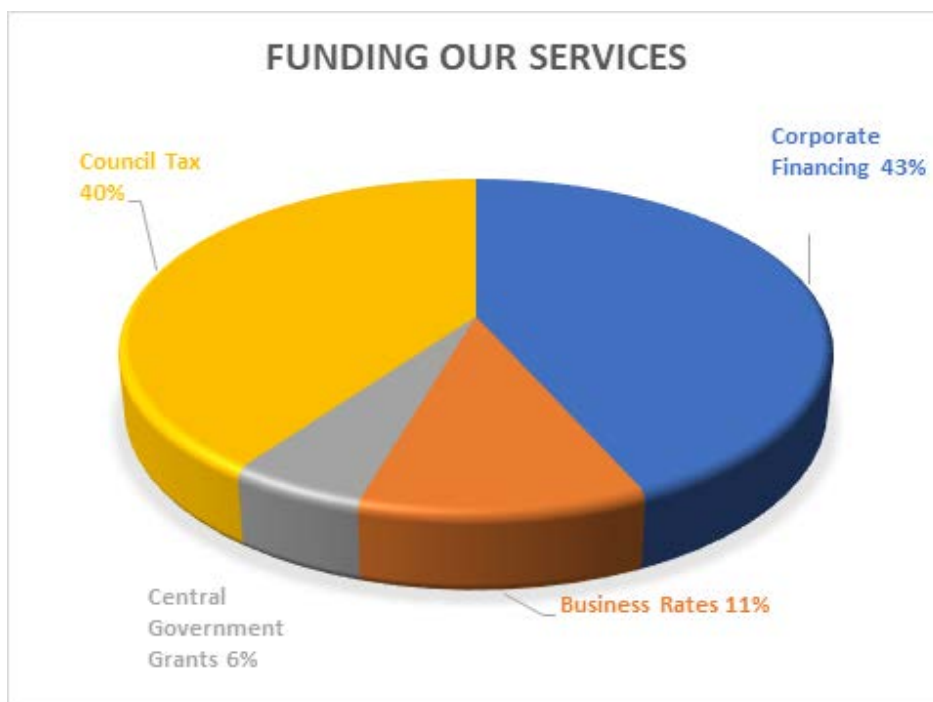
The Council's Vision informs the MTFP: "A green, thriving town and villages where people have the homes they need, access to quality employment, with strong and safe communities that come together to support those needing help." as well as its Corporate Priorities of:

- 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. Services receive some funding for specific services such as fees and charges, grants and recharges.



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 Guildford Borough Council owns 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.

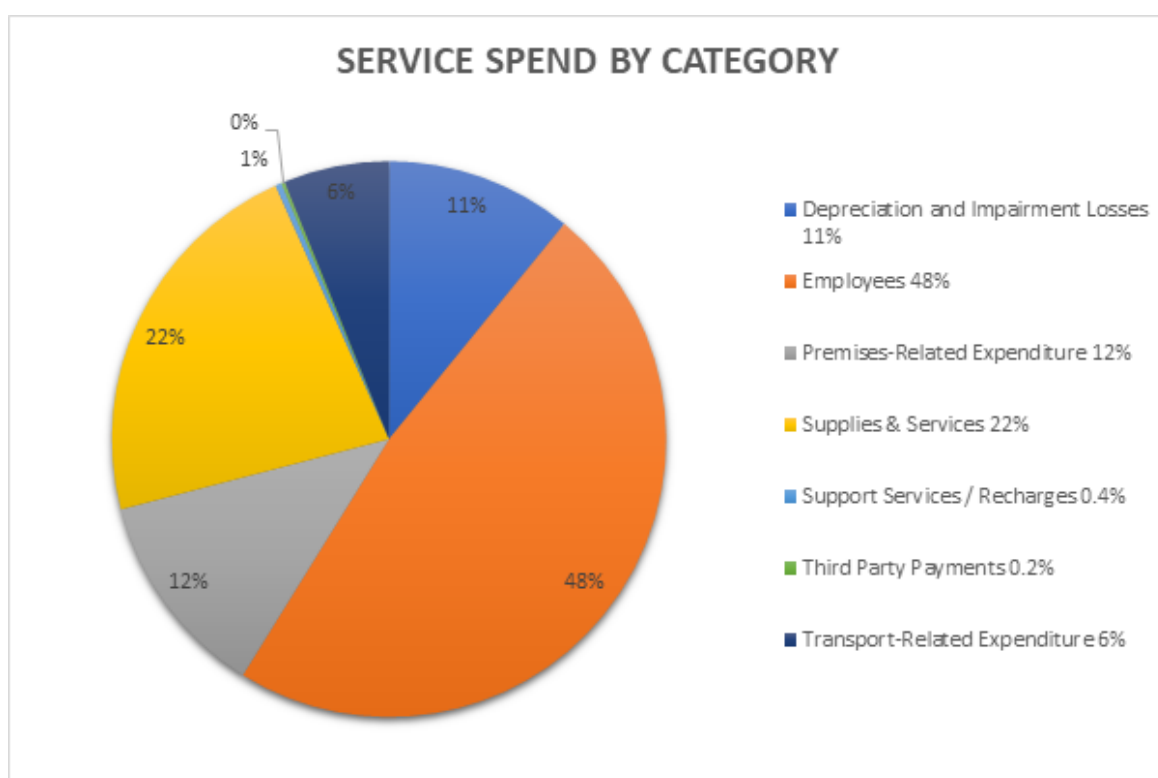
Supplies and Services: includes the costs of contracts we may have to provide services such as IT or Housing services and any additional costs of providing services to our residents and businesses.

Support Services: internal services such as IT, HR, Legal and Finance which 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.



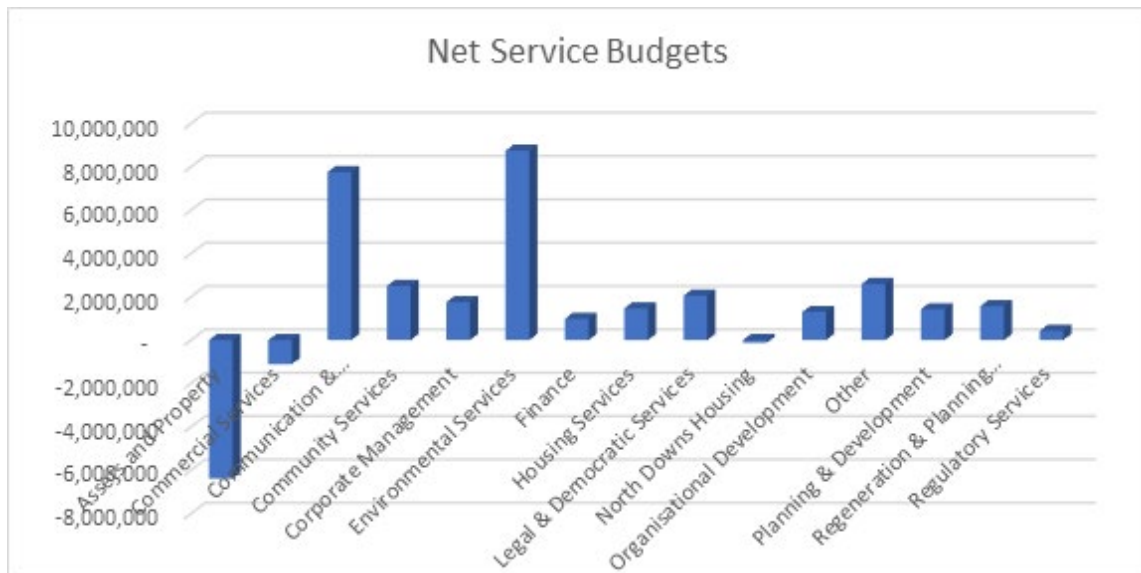
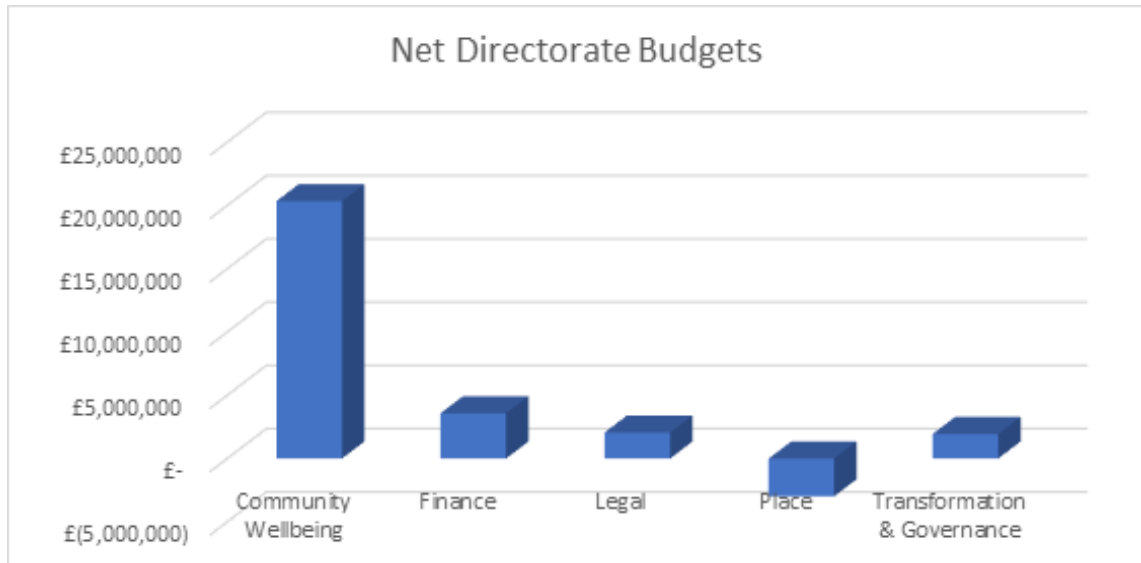
Spend Category	£
Employees	38,441,166
Premises-Related Expenditure	9,621,465
Transport-Related Expenditure	4,901,679
Supplies and Services	17,719,533
Support Services	291,550
Third Party Payments	164,666
Transfer Payments	28,340,000
Depreciation and Impairment Losses	<u>8,683,969</u>
Gross Expenditure	108,164,028

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	(18,634.249)
Recharges	(15,429,131)
Fees and charges	(34,983.066)
Grants	<u>(12.309.474)</u>
Gross Income	(83,227,371)
Net budget	(24.936.658)

The net budget is funded from a combination of council tax, central government grants, net interest and reserve movements.

Net directorate and service budgets



- Community Wellbeing
 - Community Services
 - Communications and Customer Services
 - Environmental Services
 - Housing Services
- Place
 - Assets and Property
 - Planning Development
 - Regeneration and Planning Policy
 - Regulatory Services

- Transformation and Governance
 - Commercial
 - Organisational Development
- Finance
- Legal

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 Consumer Price Inflation (CPI) +1% from the preceding September rate which has resulted in a rent cap of 7.7%. A 5% increase in garage rents is proposed which is in line with the wider Council policy on fees and charges.

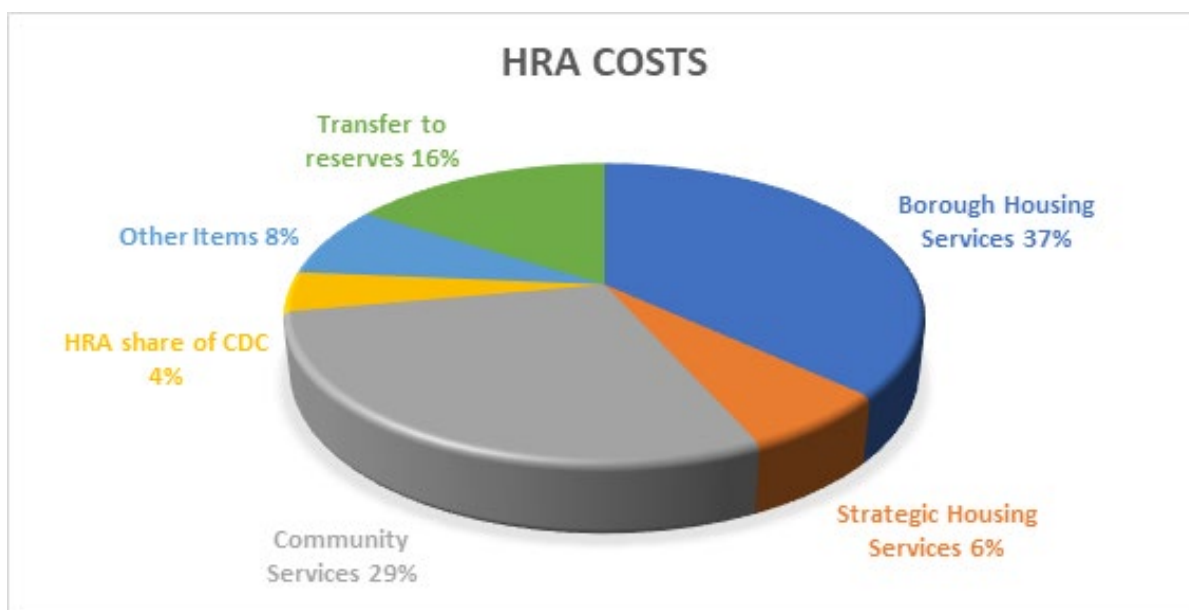
The HRA annual budget and HRA business plan assumes that any surpluses on the HRA are used to invest in redevelopment and upgrading of the existing stock, invest in new build affordable housing to be retained and rented by the Council within the HRA and then, if sufficient monies are available, the repayment 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

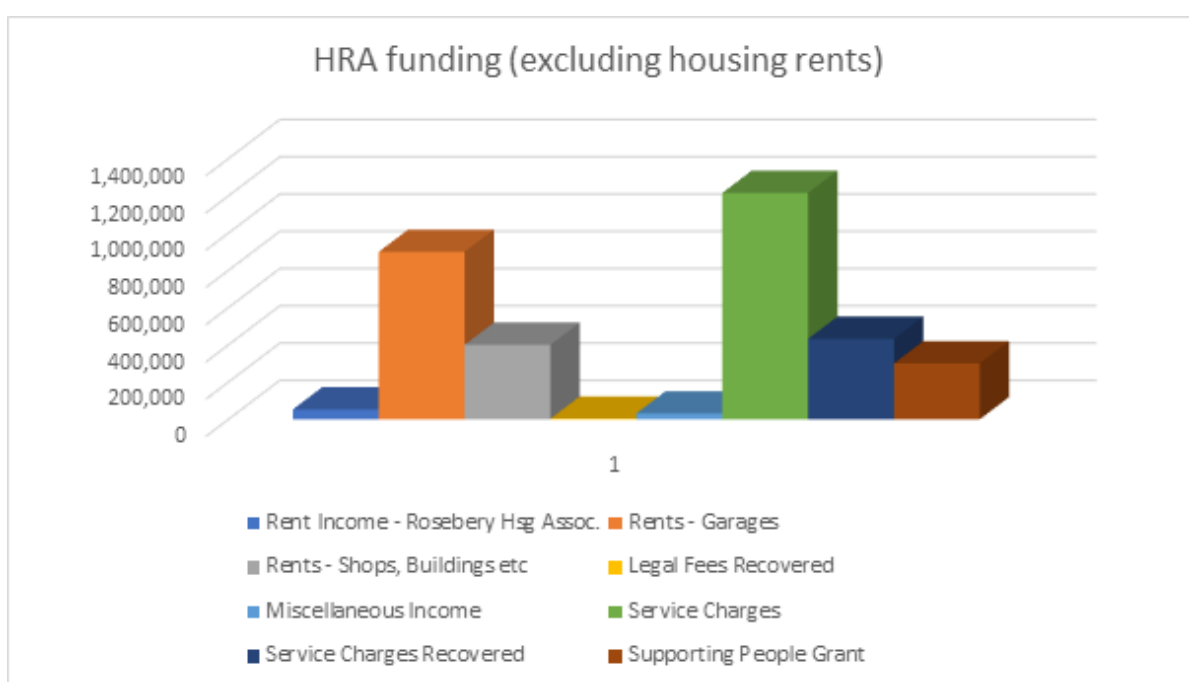
Housing Revenue Account Budget 2023-24

Borough Housing Services	£
Income Collection	564,609
Tenants Services	2,530,190
Tenant Participation	103,727
Garage Management	43,262
Elderly Persons Dwellings	56,620
Flats Communal Services	452,755
Environmental Works to Estates	235,660
Responsive and Planned Maintenance	8,145,844
SOCH and Equity Share Administration	<u>174,564</u>
	12,307,231
Strategic Housing Services	
Advice, Registers and Tenant Selection	659,850
Void Property Management and Lettings	165,997
Supported Housing Management	700,201
Strategic Support to the HRA	<u>637,967</u>
	2,164,016
Community Services	
Sheltered Housing	1,256,844
Depreciation	6,500,000
Debt Management	5,000
Other Items	<u>1,857,550</u>
Total Expenditure	24,090,641
<u>Income</u>	<u>-38,173,474</u>
Net Cost of Services	-14,082,832
<u>HRA share of CDC</u>	<u>-1,437,930</u>
Net Cost of HRA Services	-12,644,902
Investment Income	-605,570
<u>Interest Payable</u>	<u>5,359,000</u>
Deficit for Year on HRA Services	-7,891,472
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>5,316,472</u>

HRA Costs



The HRA is budgeted to receive £38,173,474 of income of which £34,840,420 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

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

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. Improved building safety standards across social housing have resulted in a national drive to improve standards and safety, Guildford has started responding to this and has spent a significant sum on its properties. The capital programme will be funded from HRA capital receipts and reserves. There is also £121 million between 2023/24 and 2028/29 included for development projects to build or acquire new housing (including Weyside Urban Village).

The principal areas of major repairs and improvement expenditure are:

- refurbishment, replacement and renewal programme of existing stock, £1.3 million, which includes kitchen and bathroom upgrades, void property refurbishment and roof works.
- works to existing stock to comply with changes to standards and legislation, £3.4 million, including replacement fire doors, electrical testing and fire protection works.
- mechanical and electrical works £0.4 million, including central heating systems.
- other works of £1.2 million including damp prevention work.

5. Service Areas

Guildford Borough Council

Teams	Budget	Analysis	Budget
	£	Expenditure	£
Assets and Property	-6,688,295	Employees	38,441,166
Commercial Services	-1,218,410	Premises-Related Expend	9,621,465
Communication & Customer Ser	7,868,608	Transport-Related Expend	4,901,679
Community Services	2,515,747	Support Services / Recharges	291,550
Corporate Management	1,694,378	Supplies and Services	17,719,533
Environmental Services	9,177,709	Third Party Payments	164,666
Finance	1,038,642	Transfer Payments	28,340,000
Housing Services	1,475,825	Depr' and Impairment Losses	8,683,969
Legal and Democratic Services	2,056,201	Total Expenditure	108,164,028
North Downs Housing	-127,065		
Organisational Development	1,254,875	Income	
Other	2,419,984	Grants	-32,815,173
Planning and Development	650,056	Recharges	-15,429,131
Regeneration Planning Policy	1,620,162	income	-34,983,066
Regulatory Services	1,198,240	Total Income	-83,227,371
Total Budget	24,936,658	Total Budget	24,936,658

Staffing Resources	
Total number of staff employed (FTE)	599.96
Number of Full Time Equivalentents (FTEs) incl. Vacant Posts	728.73

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 and Property Services

Teams	Budget	Analysis	Budget
	£	Expenditure	£
Asset Management	-6,880,128	Employees	1,540,198
Building Surveying	5,500	Premises-Related	2,563,953
Engineering	186,333	Transport-Related	25,188
		Supplies and Services	592,474
		Depreciation and Impairment Loss	500,320
		Total Expenditure	5,222,133
		Income	
		Grants	-170,357
		Income	-11,340,071
		Recharges	-400,000
		Total Income	-11,910,428
Total Budget	-6,688,295	Total Budget	-6,688,295

Staffing Resources	
Total number of staff employed (FTE)	28
Number of Full Time Equivalents (FTEs) incl. Vacant Posts	6

Service Outcomes	
1	<u>Asset Management</u> <ul style="list-style-type: none"> • Property portfolio performing in line with strategic priorities • Assets managed corporately through one team • Optimum financial return from investment portfolio • Improved leases and contracts, maximising opportunities to meet strategic/services' needs • Delivered projects and programmes in line with approved business cases • Up-to-date asset management databases • Actively providing professional advice and guidance to services and councillors • Reduction in carbon emissions and utilities spend through improved energy management activities
2	<u>Building Surveying and Engineering</u> <ul style="list-style-type: none"> • Health and safety compliant buildings • Buildings retained in good repair and condition • Repair and maintenance programmes and projects that run to time and budget • Delivered projects and programmes in line with approved business cases • Fully compliant health and safety systems in place for all projects • Reduction in carbon emissions by delivering climate change initiatives

	<ul style="list-style-type: none"> • Minimum flood incidents through effective monitoring, maintaining and management of watercourses • Actively providing professional advice and guidance to services and councillors • Optimising knowledge and opportunities to improve services by participating with external groups, such as Flood Forums
3	<p><u>Facilities management</u></p> <ul style="list-style-type: none"> • Clean, safe and secure working environment for all staff, visitors and councillors • Co-ordinated support FM service across properties for staff and services • Profitable external cleaning service • Timely response to office or accommodation requests from councillors, Mayor and staff • Supervised operation of daily and out of hours usage of council offices and depot • Fully compliant safe systems of work in place for all operational activities

Commercial Services

Teams	Budget	Analysis	Budget
	£	Expenditure	£
Building Control	162,386	Employees	2,088,800
Events	118,703	Premises-Related	4,702,646
Heritage	854,377	Transport-Related	89,312
Leisure	3,384,151	Supplies and Services	1,216,230
Parking	-5,680,860	Depreciation and Impairment Loss	4,929,500
Tourist Information Centre	-57,167	Total Expenditure	13,026,488
		Income	
		Grants	-894,960
		Income	-13,349,938
		Total Income	-14,244,898
Total Budget	-1,218,410	Total Budget	-1,218,410

Staffing Resources	
Total number of staff employed (FTE)	32.75
Number of Full Time Equivalents (FTEs) incl. Vacant Posts	36.75

Service Outcomes	
1	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
2	Events Own the corporate approach to Council events, including the delivery of high-profile events and managing the framework for all other events.
3	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.
4	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.
5	Parking (off street) Management of all carparking within the council's ownership. This includes shopper, short and long stay.

Communication and Customer Services

Teams	Budget	Analysis	Budget
	£	Expenditure	£
Case Services	3,616,983	Employees	6,051,721
Comms	534,620	Premises-Related Expenditure	2,906
Customer Services		Transport-Related Expenditure	3,143
Digital	472,001	Supplies and Services	1,722,959
ICT	12,698	Depreciation and Impairment Loss	5,400
ICT Operation	2,226,153	Total Expenditure	7,786,129
		Income	
		Recharges	-26,000
		Income	-4,000
		Total Income	-30,000
Total Budget	7,756,129	Total Budget	7,756,129

Staffing Resources	
Total number of staff employed (FTE)	120
Number of Full Time Equivalents (FTEs) incl. Vacant Posts	149

Service Outcomes	
Case Services	Enabling residents, business and internal stakeholders' enquiries and service requests to be resolved as efficiently as possible by our Case Management team. Providing strong second line customer support, ensuring that the right tasks are being done by the right teams in the council.
ICT	Deliver a secure, reliable, customer focused ICT service, enabling the business to make the most of technologies
Comms	Deliver an open and transparent communications approach. Engaging with internal and external customers and stakeholders through the most effective channels to articulate the Council's priorities and inform in line with corporate strategies. Provide effective marketing that supports the promotion of the borough.
Digital	An effective digital first offering that supports both residents and council departments. 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. Allowing residents to access the council at a time and place that is convenient for them using the devices and online services they prefer.

Customer Services

Provide an excellent service to our customers through all points of contact with the council. Ensure customer satisfaction perceptions are improved by encouraging and fostering a culture of positive customer service across all council services. Ensuring that customer complaints are embraced and handled effectively and that the council learns from them.

Community Services

Teams	Budget	Analysis	Budget
	£	Expenditure	£
Business Support	227,676	Employees	3,030,584
Care and Repair	34,158	Premises-Related	283,266
Careline	-142,996	Transport-Related	233,045
Community Grants	283,800	Supplies and Services	1,503,004
Community Safety	-13,969	Depreciation and Impairment Loss	56,300
Community Transport and meals	756,726		
Community Wellbeing	443,756	Total Expenditure	5,106,199
Community Grants	205,000	Income	
Family Support	4,816	Grants	-1,018,383
Older Peoples Care	639,923	Income	-1,384,827
Private Sector Adaptations	162,409	Recharges	-187,242
Public Gypsy and Traveller sites	-129,852		
Refugee and resettlement Support	44,299	Total Income	-2,590,452
Total Budget	2,515,747	Total Budget	2,515,747

Staffing Resources	
Total number of staff employed (FTE)	65.5
Number of Full Time Equivalents (FTEs) incl. Vacant Posts	87.5

Service Outcomes	
1	Development of a new Health and Wellbeing Partnership Board and Operation Group that consists of multiple agencies and partners to deliver projects that will address concerns around the wider determinants of health for communities.
2	Delivery of vulnerable people's support through the community wellbeing team across the borough
3	Delivery of all Community Transport and meals provision across the borough
4	Delivery older people's care hub at The Hive
5	Delivery of the Safer Guildford Partnership including appropriate domestic homicide reviews and serious adult reviews
6	A strong council wide commitment to the safeguarding our residents through sound governance
7	Delivery of Careline services to our most vulnerable

8	Support for refugees under various central government resettlement programmes
9	Delivery of care and repair services under the Homes Improvement Agency Agreement and providing equivalent services for council tenants using HRA funding
10	Delivery of Family Support to vulnerable families in Guildford

Environmental Services

Teams	Budget	Analysis	Budget
	£	Expenditure	£
Bereavement	-791,770	Employees	8,961,733
Facilities Management	754,970	Premises-Related	1,619,884
Fleet Operations	593,217	Transport-Related	4,313,556
Parks and Countryside	3,197,919	Supplies and Services	2,939,040
Parks and Street scene	2,330,317	Support Services and Recharges	291,550
Recycling and Waste Operations	3,093,056	Depreciation and Impairment Loss	2,201,429
		Total Expenditure	20,327,192
		Income	
		Grants	-330,150
		Income	-6,489,291
		Recharges	-4,330,042
		Total Income	-11,149,483
Total Budget	9,177,709	Total Budget	9,177,709

Staffing Resources	
Total number of staff employed (FTE)	184.25
Number of Full Time Equivalents (FTEs) incl. Vacant Posts	208.25

Service Outcomes	
1	The provision of high quality, efficient and safe recycling and waste management services to residents and businesses within the Borough.
2	<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. Discharging council's statutory duty of care under the following legislation</p> <ul style="list-style-type: none"> • Fulfilling council's environmental duties • 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 • Providing sports and outdoor recreation facilities to improve health, social and cultural wellbeing for all, and deliver sufficient facilities to meet local needs. • Management of Sites of Special Scientific Interest (SSSI)

	Act as the council's expert advisors in relation to land management and public access in the context of the wider aims.
3	To ensure clean streets and public conveniences, responsive cleaning services and action to detect and deter environmental crime and other anti-social behaviour
4	To provide a compassionate and comprehensive bereavement service
5	To ensure that the council has an up to date, efficient, well-maintained fleet that aligns with the climate change agenda

Finance

Teams	Budget	Analysis	Budget
	£	Expenditure	£
Audit Management	-34,371	Employees	2,027,918
Corporate Management	53,854	Premises-Related Expenditure	-78,423
Finance	1,035,793	Transport-Related Expenditure	7,676
Procurement	-11,263	Supplies and Services	772,705
Revenues and Benefits	-5,370	Third Party Payments	149,866
		Transfer Payments	28,340,000
		Total Expenditure	31,219,742
		Income	
		Grants	-29,244,410
		Income	-159,413
		Recharges	-777,276
		Total Income	-30,181,099
Total Budget	1,038,642	Total Budget	1,038,642

Staffing Resources	
Total number of staff employed (FTE)	18
Number of Full Time Equivalents (FTEs) incl. Vacant Posts	29

Service Outcomes	
1	Preparation and agreement of revenue and capital estimates and closure of the accounts
2	Provision of business partnering arrangements with monthly budget monitoring across the council, tailored to users
3	Management of cash flow, investments and borrowing
4	Processing of payments, banking services and income collection
5	Ensuring collection and recovery of business rates and council tax
6	Implementing welfare reforms and providing support to residents
7	Providing procurement advice and support across the council
8	Securing value for money through contract procurement, and contract and supplier management
9	Ensuring that the council has a robust control environment and adequate internal controls
10	Ensuring that monies owed to the council are recovered

Corporate management

Teams	Budget	Analysis	Budget
Corporate Management	£ 1,694,378	Expenditure	£
		Employees	449
		Supplies and Services	2,199,693
		Total Expenditure	2,200,143
		Income	
		Recharges	-505,765
		Total Income	-505,765
Total Budget	1,694,378	Total Budget	1,694,378

Corporate Management costs are held within the finance directorate but budgets are shown separately to ensure clarity. Corporate Management is the process of how the organisation is led and organised. The main costs in this area are the recharges for the salaries and associated costs of the Chief Executive, Strategic Directors and Executive Heads of Service.

Other

Teams	Budget	Analysis	Budget
	£	Expenditure	£
Unallocatable Central Overhead	1,554,475	Employees	1,327,078
ICT Renewals Fund	865,509	Premises-Related Expenditure	400,000
		Supplies and Services	500,000
		Depr' and Impairment Losses	913,900
		Total Expenditure	3,140,978
		Income	
		Income	688,504
		Recharges	-1,409,498
		Total Income	-720,994
Total Budget	2,419,984	Total Budget	2,419,984

Other costs are included separately. They relate to the wider council and include Pension fund strain, funding of inflation not known during budget setting capital adjustments, and recharges to HRA. These are also monitored within the finance service.

Housing Services

Teams	Budget	Analysis	Budget
	£	Expenditure	£
Affordable Housing	91,406	Employees	2,465,078
Homelessness	841,375	Premises-Related Expenditure	106,999
Housing maintenance	267,209	Transport-Related Expenditure	173,708
Insight and Improvement	172,704	Supplies and Services	4,618,265
Landlord Services	103,132	Depreciation and Impairment Losses	66,420
		Total Expenditure	7,430,470
		Income	
		Grants	-451,493
		Income	-56,107
		Recharges	-5,447,045
		Total Income	-5,954,645
Total Budget	1,475,825	Total Budget	1,475,825

Staffing Resources

Total number of staff employed (FTE)	39.44
Number of Full Time Equivalents (FTEs) incl. Vacant Posts	45.54

Service Outcomes

1	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.
2	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.
3	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.

4	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 manage and collect debts related to the Homes4U Scheme and six months' rent in advance scheme.
5	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 and 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.
6	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.

Legal and Democratic Services

Teams	Budget	Analysis	Budget
	£	Expenditure	£
Democratic and Electoral Services	932,763	Employees	1,951,576
Legal Services	1,123,437	Premises-Related Expenditure	3,830
		Transport-Related Expenditure	5,608
		Supplies and Services	634,733
		Depreciation and Impairment Losses	1,200
		Total Expenditure	2,596,947
		Income	
		Grants	-40,000
		Income	-178,700
		Recharges	-322,046
		Total Income	-540,746
Total Budget	2,056,201	Total Budget	2,056,201

Staffing Resources	
Total number of staff employed (FTE)	28
Number of Full Time Equivalents (FTEs) incl. Vacant Posts	31

1	To provide expert, professional advice and support to enable teams across the council to deliver quality services for customers.
2	To provide the council's legal function and ensure that all the council's functions and activities are undertaken in the appropriate way.
3	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 Service Level Agreements (SLAs) where appropriate. Ensuring the council is in a position to successfully defend against challenges.
4	To undertake the statutory Monitoring Officer role, ensuring that the council acts lawfully – including being a member of Corporate Management Board (CMB) and advising committees and the Executive. Ensuring councillors uphold high standards of ethics and conduct, providing training and support to Borough and Parish councillors to improve this; investigating alleged breaches by Borough and Parish councillors
5	To undertake and complete transactions on behalf of the council as instructed by the relevant services.
6	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.

7	<p>In accordance with statutory requirements and best practice, to undertake and manage:</p> <ul style="list-style-type: none"> • the decision-making processes of the council, including Overview and Scrutiny, • the smooth running of transparent decision making within the authority, • supporting, developing and providing training to elected members, • the process for the registration of electors and the conduct of elections and referenda; and • the support for the Mayoralty and civic events
8	<p>To ensure the council complies with its legal obligations on data protection and information governance.</p>
9	<p>To provide executive assistance and support to the Joint Management Team.</p>

Organisational Development

Teams	Budget	Analysis	Budget
	£	Expenditure	£
Business Transformation	3,425	Employees	2,740,387
Climate Change	86,604	Premises-Related Expenditure	1,545
HR Services	593,861	Transport-Related Expenditure	21,391
Strategy and Performance	570,984	Supplies and Services	11,920
		Depr' and Impairment Losses	9,500
		Third Party Payments	14,800
		Total Expenditure	2,799,543
		Income	
		Grants	-30,000
		Income	-10,000
		Recharges	-1,504,668
		Total Income	-1,544,668
Total Budget	1,254,875	Total Budget	1,254,875

Staffing Resources	
Total number of staff employed (FTE)	18
Number of Full Time Equivalents (FTEs) incl. Vacant Posts	20

Service Outcomes	
1	The Service supports the council to deliver its financial recovery programme and bridge future budget gaps by supporting strategic analysis and development, performance improvement, and organisational development (whole service)
2	Deliver the council's climate change reduction action plan (Climate Change)
3	The council effectively recruits, retains, rewards, develops, supports, manages, engages and motivates its staff so that they are able to deliver excellent public services (Human Resources)
4	The council delivers, in partnership with Waverley BC, the aims and objectives of the Transformation and Collaboration programme (Business Transformation)
5	The council has a clear Corporate Strategy in place and effective performance, risk and programme management arrangements and support to support the delivery of that strategy (Strategy and Performance)

Planning Development

Teams	Budget	Analysis	Budget
Development Control Land charges, Streetnaming and Numbering	£	Expenditure	£
	806,807	Employees	2,588,136
	-156,752	Transport-Related Expenditure	4,200
		Supplies and Services	160,720
		Total Expenditure	2,753,056
		Income	
	Income	-2,103,000	
	Total Income	-2,103,000	
Total Budget	650,056	Total Budget	650,056

Staffing Resources	
Total number of staff employed (FTE)	25.33
Number of Full Time Equivalents (FTEs) incl. Vacant Posts	35.33

Service Outcomes	
1	<u>Planning Applications and Development Management</u> Undertaking the council's statutory role as local planning authority, and to provide a high performing Development Management service that contributes to the delivery of development identified in the Local Plan.
2	<u>Planning Enforcement</u> To undertake an effective planning enforcement in response to breaches of planning control and unauthorised development across the borough.
3	<u>Land charges</u> To provide a high performing Local Land Charges service by continuing to respond to Local Land Charges Searches promptly and continuing to maintain an accurate Local Land Charges Register.
4	<u>Street Naming and Numbering</u> To provide the council's statutory responsibilities for street naming and numbering.

Regeneration and Planning

Teams	Budget	Analysis	Budget
Capital Projects and Regeneration	£ 475,820	Expenditure	£ 1,714,083
Economic Development	161,006	Employees	3,410
Planning Policy	983,337	Premises-Related Expenditure	7,292
		Transport-Related Expenditure	479,100
		Supplies and Services	2,203,885
		Income	
		Grants	-180,000
		Income	-15,450
		Recharges	-388,273
		Total Income	-583,723
Total Budget	1,620,162	Total Budget	1,620,162

Staffing Resources	
Total number of staff employed (FTE)	19.69
Number of Full Time Equivalents (FTEs) incl. Vacant Posts	27.69

Service Outcomes	
1	To deliver and keep up to date an achievable Local Plan, supported by robust supplementary planning documents, that responds to the objectives of the Corporate Plan. To protect the borough's historic assets and to ensure good design for all new developments.
2	To deliver major capital projects and programmes for the council including Weyside Urban Village, Guildford Park Road, and Ash Road Bridge, working within the agreed governance framework.
3	To deliver the council's adopted Economic Development Strategy and action plan

Regulatory Services

Teams	Budget	Analysis	Budget
	£	Expenditure	£
Compliance	803,591	Employees	1,652,130
Corporate Health and Safety	60,590	Premises-Related Expenditure	11,449
Emergency Planning	79,431	Transport-Related Expenditure	17,560
Environmental Control	123,579	Supplies and Services	430,901
Food Safety	95,128	Total Expenditure	2,112,040
Licensing	-145,465	Income	
Private Sector Housing	181,386	Grants	-216,750
		Income	-565,774
		Recharges	-131,276
		Total Income	-913,800
Total Budget	1,198,240	Total Budget	1,198,240

Staffing Resources	
Total number of staff employed (FTE)	20
Number of Full Time Equivalentents (FTEs) incl. Vacant Posts	22.67

Service Outcomes	
1	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 and safety.
2	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.
3	To deter environmental crime by responding to and sharing intelligence and through proactive patrols of the borough.
4	To manage Anti-social behaviour (ASB) in the town centre through Public Space Protection Order powers in partnership with the police.