Stevenage
BOROUGH COUNCIL

Part I

Meeting:	**EXECUTIVE**	**Council Agenda Item:**	**13**
Portfolio Area:	Resources		
Date:	**12 JULY 2016**		

A TEN YEAR BUSINESS PLAN FOR THE GARAGES ESTATE

KEY DECISION

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1. PURPOSE

1.1. That subject to the Executive's approval of the proposals, to request Council to approve the necessary funding for the proposed ten year Business Plan for the Garages estate to ensure its future financial and operational viability.

2 RECOMMENDATIONS

2.1 That Council be recommended to approve the funding of £9.24m over 10 years from £1.62m of capital reserves, capital receipts from the disposal of selected garage blocks (estimated at £860k, ring fenced to the investment ongoing) with the balance secured from prudential borrowing (of £6.76m).

2.2 Subject to and in anticipation of Council approving the funding in 2.1 above, that the Executive approve the following:

2.2.1 Implementation of a ten year Garage Business Plan for the Garages estate that will return the garage estate to a fit for purpose condition.

2.2.2 Approval to proceed with funding to be delegated to the Strategic Director (Environment) and the Assistant Director Finance, following consultation with Portfolio Holders for Resources, and Neighbourhoods & Co-operative Council, after satisfactory completion of the pilot schemes (identified in section 4.2.3).

2.2.3 That the Council adopts a new, demand based approach to rents for the garage stock.

2.2.4 That additional staffing costs related to the implementation of the Business Plan as identified in section 4.7 are approved and additional resources funded through a mix of capital (£30k in 2016/17, £60k in 2017/18 and £30k in year 2018/19), and an ongoing annual revenue requirement of £28k from 2017/18 with an additional one off commitment of £7k in 2016/17 and £35k in 2017/18 (Capital as detailed in sections 5.1.2, and revenue as detailed in section 5.1.3 of the Financial Implications).

2.2.5 That additional revenue budget to cover promotional costs of £2,500 in 2016/17, an ongoing £5,000 per year for the following four years (up to 2020/21), and reducing to £3,000 per year for the remainder of the Garage Business Plan (as detailed in section 5.1.3 of the Financial Implications).

2.2.6 That members note that the business plan net cost to the General Fund of £89k assumes a reduction in the General Fund contribution to the capital reserve of £175k per year in years 6-10 of the business plan.

2.2.7 Council be recommended to approve that the Treasury Management Strategy 2017/18 be updated to include the recommended supplementary estimate for prudential borrowing.

2.2.8 That the gradual rent charge for council premises let to Voluntary and Community Organisations be introduced from 2017/18 of the Garage Business Plan, until the maximum of 50% of the prevailing rent is reached, to accord with the 2012 Voluntary and Community Organisations' Garage rent in kind policy.

2.2.9 That the Overview and Scrutiny Committee (14th July 2016) report any comments on the proposed change to the Council's budget directly to the Council meeting on 20 July 2016.

3 BACKGROUND

3.1 The Council currently owns 6,668 garages throughout the Town of which 6,623 are residential and the remaining 45 being classified as commercial. The current financial position of the Garages Service[1] is gross income of around £2.83 million generating a surplus for the General Fund of £2.01 million in 2015/16.

3.2 Notwithstanding the surplus identified in 3.1 above, the estate carries a persistent number of void garages that are difficult to let for a variety of reasons. Currently 576 (8.71%) of the garage stock is void and available to let and 225 (3.4%) of the garage stock are awaiting major works and are not available to let.

3.3 It is recognised that the estate has suffered from under-investment as a result of scarce capital reserves in recent years which has led to restrictions in the amount of funding available to the broader General Fund programme.

[1] Based on 2015-16 budget and *excluding* capital recharges which are neutral throughout the data.

3.4 This investment gap is best understood through the findings of the stock condition survey that was undertaken three years ago. This showed that, after taking into account the capital invested over the past three years, there remains a funding gap of nearly £9m. This funding is required to replace or refurbish garage roofs, doors and structural elements that are likely to fail within the next ten years; this does not mean that every garage will require a new roof and door since some garages will require works beyond the 10 year period identified in the report.

3.5 The capital investment funding gap suggests that, if a sustainable investment plan is not forthcoming, one of the Council's major income streams may be at risk as more garages are taken out of service because of their condition.

3.6 Draft proposals for the Business Plan were considered by Members of the Environment & Economy Select Committee on 15 February 2016 and officers have taken cognisance of comments made. Additionally, as these proposals also include a recommendation to Council on 20 July 2016 to change budget provisions and the Overview & Scrutiny Committee to report directly to Council with any further comments.

4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

4.1 Context

4.1.1 This report proposes the establishment of a ten year Business Plan for the garages estate that will introduce a step-change in the way that the estate is managed (appendix 1 refers). The Business Plan is underpinned by a new vision which has been endorsed by the Council's Senior Management Board (SMB).

"A garages estate that, over the next ten years, maximises income in support of the Council's financial security and improves the quality of the public realm in Stevenage's neighbourhoods. These outcomes will be supported by excellent, efficient and accessible customer service, evidenced by good levels of customer satisfaction and low levels of voids."

4.1.2 To realise this vision and seek to future-proof the service both in terms of its assets and the offer, the Business Plan features a fresh approach to improving the *condition* of the stock by linking it to estate rationalisation and a new pricing strategy. It also proposes changes to the way the *service is delivered* to its customers. This new approach and the related changes will be underpinned by a new comprehensive Business Plan.

4.1.3 The Co-operative Neighbourhood Management priority of the Future Town Future Council (FTFC) programme includes an emerging Targeted Investment strand, which, over the life of the programme, will result in substantial funding within all 13 wards across a number of areas including:

- Garages
- Play Areas

- Shrub beds and trees
- Public Realm
- Housing

A business plan needs to be developed to underpin the proposed investment; this is the first business plan to be produced that will deliver visual improvements to circa 97% of our garage blocks which are at the heart of neighbourhood estates across Stevenage. This investment will have a positive impact and help improve the safety of our neighbourhoods. It will also support the FTFC Financial Security strand by helping to protect the Council's third largest income stream.

4.2 Condition

4.2.1 The Plan is underpinned by work carried out by the ARK consultancy which shows the estate falling into three broad categories:

- **Category A:** Broadly good occupancy levels with low void turnover. Comparatively low repair expenditure for these sites, so overall good profitability. **Approximately 3705 in number (55.6% of total estate)**
- **Category B:** Broadly fair occupancy levels with good demand for specific blocks. Comparatively low to medium repairs expenditure for these sites so overall reasonable profitability. **Approximately 2176 in number (32.6%)**
- **Category C:** Broadly fair to poor occupancy levels in lower demand areas. Comparatively high repair expenditure for these sites so overall poor profitability. **Approximately 787 in number (11.8%)**

4.2.2 This categorisation has been used to selectively target the investment required into the better performing garages while considering the poorer performing garage blocks for disposal. The receipts from the disposals are recommended to be ring-fenced to fund part of the business plan.

4.2.3 Notwithstanding, it is important that expectations with regard to the impact and appearance of the garages "post investment" are carefully managed. To this end the Plan includes for some pilot garage blocks to be completed during Year 1 to fully assess the impact of the investment on the neighbourhood public realm. Four pilot schemes are proposed to be completed during the first year from existing resources, and there will be an opportunity for Members to review these blocks post refurbishment. Subject to the satisfactory completion of the pilot schemes approval to proceed with the funding is delegated to the Strategic Director (Environment) following consultation with the Portfolio Holder for Resources, and Neighbourhoods & Co-operative Council.

4.3 Financial Plan

4.3.1 The financial element of the Plan has been informed by modelling three options. Taking each in turn:

4.3.1.1 Option 1 (Do Nothing)

The so called "do-nothing" option, where over time and due to continued under-investment, the stock deteriorates, management and maintenance costs increase, and maintenance budgets are stretched. With fewer serviceable garages and an increase in voids, rental income also declines. The cumulative revenue cost to the council over the period of the ten year business plan is projected to be £2million as shown below:

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
£0	£44,320	£127,867	£258,790	£434,034	£679,523	£966,276	£1,289,198	£1,634,535	£1,995,664

Key: Cost/ (Surplus)

4.3.1.2Option 2 (Limited Investment)

As Option 1 but with increased capital investment in garages awaiting major works (AMW), funded by ring-fenced disposal receipts, generated by the disposal or rationalisation of selected garages. Notwithstanding this targeted investment in AMW garages (and the expected initial increase in lettings), the remainder of the garage estate would continue to suffer from underinvestment leading to an increasing number of garages in a poor state of repair. The cumulative revenue cost to the Council over that period is estimated to be £719k as shown below:

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
£0	(£362,976)	(£374,771)	(£340,188)	(£270,439)	(£145,525)	£14,045	£208,782	£448,174	£718,655

Key: Cost/ (Surplus)

4.3.1. 3 Option 3 (Major Investment)

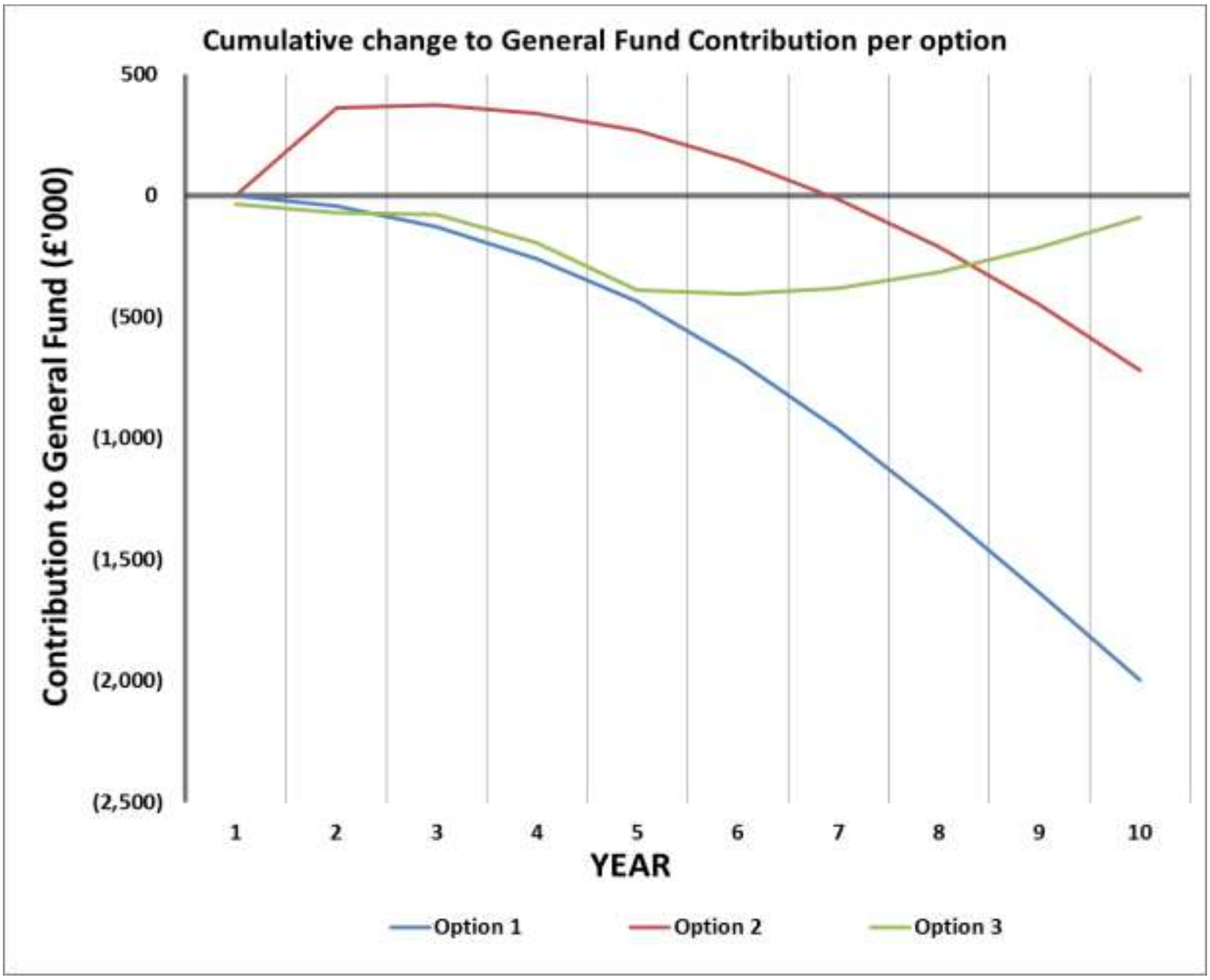
A new style, demand-led service with a ten year investment programme for the retailed stock (the result being a fit for purpose, functioning estate) following estate rationalisation, combined with new differential and dynamic pricing, and service efficiencies including sharper management information and targeted KPIs. In Option 3 it is estimated there will be a net cumulative revenue cost to the Council of £89k over the life of the 10 year business plan (as shown below), which also includes an additional cumulative income of £2.67million for the same period.

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
£33,000	£68,454	£75,669	£194,531	£387,666	£406,030	£382,333	£315,719	£213,194	£89,358

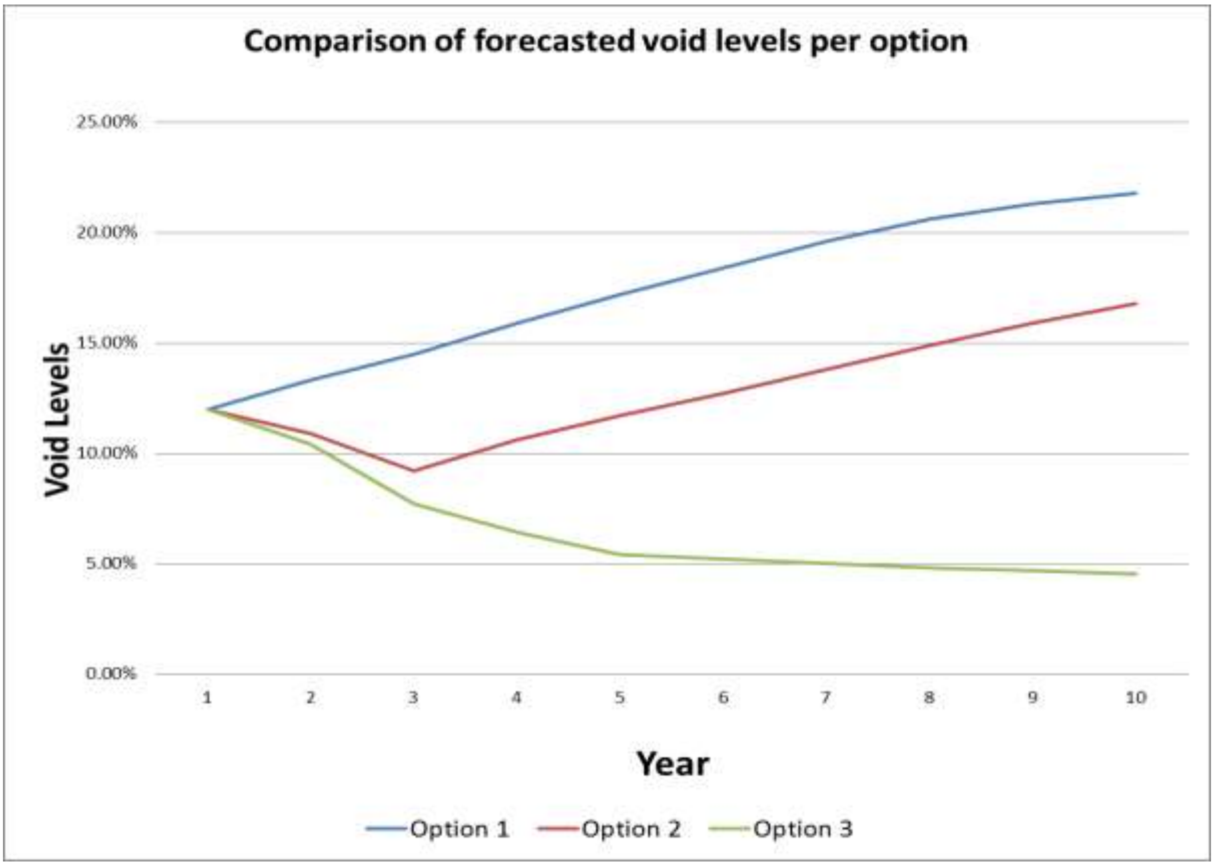
Key: Cost/ (Surplus)

4.3.2 After detailed discussions with SMB regarding each model, Option 3 as outlined above was recommended for consideration by Members.

4.3.3 The cumulative cost to the council for each of the options is shown in the graph below. Option 2 creates a net capital receipt for the Council as only a proportion of receipts are reinvested into the garage estate under this option. Over the ten year business plan, Option 3 is the least costly option to the Council.



4.3.4 One of the main aims of the business plan is to reduce the relatively high level of voids within the garage estate. The forecasted level of voids for each option over the course of the ten year business plan is shown in the graph overleaf:



4.4 <u>Option 3 (Major investment) Recommended</u>

4.4.1 Option 3 will achieve two main aims:

(i) An improved fit for purpose garage estate within the first 5 years of the plan. As physical changes occur, with renewal of garage blocks, this will no doubt have a positive impact on the local neighbourhoods, for the benefit of the community

(ii) Investing in our garage stock seeks to protect the Council's income stream and make the assets sustainable in the long term.

4.4.2 Option 3 (see Garage Business Plan - Appendix 1) includes a targeted disposal programme and the raising of sufficient capital from a mix of capital reserves and prudential borrowing to bring the retained stock back to fit for purpose condition through making targeted improvements. These elements combined will provide the justification for a new rent setting strategy based on demand and use. In addition, improvements to the service could be further enhanced by digitisation for ease of customer interaction, although financial outcomes are not dependent upon it.

4.5 Pricing – New Rents Approach for Option 3

4.5.1 A new rents and voids strategy will make smarter use of assets to reduce voids and maximise income through a more dynamic pricing structure that better responds to demand. This will introduce demand based pricing, with higher demand garages being charged for at a premium. It is proposed that the Garages Service will have the discretion to set initial rents on void garages so that the prices offered match demand i.e. low demand voids to be charged for at lower rents. Demand will be informed by waiting list lengths against garage blocks.

4.5.2 The new rent strategy is described in the Garage Business Plan (Appendix 1 and Appendix C (ten year rent model)) which includes an explanation of the anticipated void reduction, a timeline that explains the pace of both the investment and the rent changes.

4.5.3 The rent modelling for the Business Plan assumes that the Council's treatment of Voluntary and Community Organisations (VCO) in rent free garages will change. The model assumes that the Council will introduce an increasing charge with effect from year 2, 2017/18. The charge will be stepped starting at 20% of the full prevailing rent, rising to 50% of full rent in year 4 to accord with the VCO Rent in Kind Policy agreed in 2012. This rental income contributes to the new rents approach to be adopted within the Garages Business Plan.

4.6 Improved Customer Service

4.6.1 An improvement plan will be developed with the aim of future proofing the service, by changing and developing customer engagement through a provision of a digital / online service offer. This will come forward as part of the "Future Town Future Council" Equal Access to Services for All programme and is explained in more detail within the Garage Business Plan (Appendix 1).

4.7 Service Delivery – The Garage Management Service

4.7.1 As part of the planning process, the Corporate Property Manager has evaluated the resources required to ensure that it can support implementation of the Garage Business Plan.

4.7.2 As a result, some changes to the existing staff structure are proposed to ensure that the plan can be delivered successfully.

4.7.3 There are currently six members of staff within the Garages and Markets Team. The separation of markets and garages roles across the service is a key element of this re-structure, together with strengthening programme management to deliver change. This proposal is subject to staff consultation and job evaluation. The benefit will be the creation of a new single focus garage team with effect from 1st April 2017.

4.7.4 Whilst it is anticipated that these proposals will not result in redundancies, a thorough assessment can only be made once the job descriptions have been written and evaluated.

4.7.5 The new single focussed garage team will comprise of seven posts, subject to consultation. The proposed structure includes a new Programme Manager post engaged through a two year fixed term contract and reporting to the Corporate Property Manager. This new post will support the Garages Manager to deliver change linked to the Business Plan. This will include implementation of the proposed staff re-structure, managing effective co-ordination of the programme delivery including inter-dependencies with the Building surveying team and contract procurement, setting up new policies (void management including new rental strategy and differential pricing), overseeing key performance management measures, and the management of risk and associated issues. This role is crucial for maintaining focus and momentum.

4.7.6 The new proposed Programme Manager role will be funded from the capital budget (estimated cost of £120k) in the first two years of the Garage Business Plan.

4.7.7 The business plan's financial model assumes that the additional three new posts are to be funded from revenue (indicative costs of £28k per annum ongoing). The new posts are:

(i) New Assistant Market Officer post to support the existing Market Officer (part-time) to ensure correct separation of duties.
(ii) New Voids Inspection officer role (part-time).
(iii) New Garage Project Officer role who will focus on delivery of garage refurbishment and redevelopment projects.

4.7.8 The business plan model assumes a one off additional cost of £35k to fund a temporary Disposal Surveyor for one year to bring forward the garage sites for disposal. This cost will be funded through a combination of capital and revenue

4.7.9 The business model also assumes costs of £768,000 to cover the costs of Building Surveyors for 5 years who will support the existing Property and Design team to deliver the entire investment programme on time and within budget, including preparing the specifications and costings etc. and working closely with the new Programme Manager.

4.7.10 It will be important to test and demonstrate that the business model works and also to review possible exit strategies. However the advantages and disadvantages of Management Buy-outs or other models have not been considered at this point in time, but this investment is for a 10 year period, and a review will be undertaken after year 3 (see 4.8.4). It is anticipated that further investment will be needed at the end of the ten year period. It is sensible as part of the new Business Plan to review the advantages of other business models prior to further investment beyond the 10 year initial period of this plan and this will be reported to Members.

4.8 Procurement of the contract works and investment delivery plan

4.8.1 Undertaking the recommended option 3 delivery model will result in the refurbishment / replacement of the structural elements and the fabric (roofs, doors, walls etc.), and hard standings across all three garage categories (A-C) that are likely to fail within the next 10 years. The programme will also include targeted improvement works, and major works required to bring void garages back into use.

4.8.2 The table below shows the average level of spend per garage across each of the three garage categories and the percentage of the total estate, e.g. 41.3% (2,675 garages) of the total garage estate will receive spend of £1300 or more per garage, and in total more than 66% of the estate (4313 garages) will have an average spend of at least £750 per garage.

Contracted Work Expenditure	£1300 or more		£750-£1300		£400-£750		Less than £400	
Garage Category	No. of Garage blocks	No. of Garages	No. of Garage blocks	No. of Garages	No. of Garage blocks	No. of Garages	No. of Garage blocks	No. of Garages
A	90	836	118	1,221	82	806	81	758
B	111	1,148	43	386	28	326	36	276
C	70	691	4	31	0	0	0	0
TOTAL	271	2,675	165	1,638	110	1,132	117	1,034
Percentage of Total Estate	40.9%	41.3%	24.9%	25.3%	16.6%	17.4%	17.6%	16.0%

Typical examples of the type of work included within the level of spend profiles are as follows:

<u>£1300 and above</u>
Reroofing, major structural repairs and rebuilds, renew concrete hardstandings

<u>£750 - £1300</u>
Repairs/renew internal floor slabs, brick wall repairs, replacement of non-standard doors and frames.

<u>£400 - £750</u>
Repair/replacement of rain water goods and gullies, minor brickwork repairs and repointing, replacement door and frames, decorations.

Under £400
Repairs to roof, door frames and brickwork, overhaul gutters and rain water goods, decorations.

4.8.3 As detailed in 4.2.1, a number of garage blocks have been selected across all three categories as pilots to indicate the level and scope of work that will be carried out through this delivery model.

4.8.4 It is proposed that a review of the delivery model will be carried out in year 3 whereby the objectives and projections of the ongoing Business Plan will be measured against results to date.

4.8.5 A summary of the anticipated timescales and key actions for delivery of the model is:

Year 1 (Q2 2016 – Q2 2017)
- Commence recruitment and consultation process (Q2 2016/17)
- Complete Pilot garages and secure approval to proceed (Q2 2016/17)
- Programme Manager in post (Q4 2016/17)
- The Programme Manager will set the sequencing and programme of works co-ordinating and aligning this with the Co-Operative Neighbourhood management programme.
- Commence planning of the investment programme and contract procurement (Q1 2017/18)
- New service management structure in place (Q1 2017/18)
- Appoint Building Surveyors (Q2 2017/18)

Year 2 (Q2 2017 – Q2 2018)
- Undertake first tranche of disposals
- Complete specifications and contract documents (Q4 2017/18)
- Tender works (Q4 2017/18)
- Appoint contractor(s) (Q1 2018/19)
- Complete first phase tranche of Category A garage blocks (Q2 2018/19
- Plan for year 3 works and decanting programme

Year 3 (Q2 2018 – Q2 2019)
- Deliver the remaining disposals
- Complete works to Category A garage blocks
- Complete first phase quick win Category B garage blocks
- Plan for year 4 works and decanting programme.
- Carry out review and present findings (Q2 2019/20)

Year 4 (Q2 2019 – Q2 2020)
- Complete works to remaining Category B garage blocks.
- Commence work on Category C garage blocks.
- Plan for year 5 works and decanting programme.

Year 5 (Q2 2020 – 2021)

- Complete works to category C garage blocks.
- Launch work programme for targeted improvements

5 IMPLICATIONS

5.1 Financial Implications

5.1.1 To support the implementation of the Garage Business Plan, there is a requirement for capital investment of around £9.24m over the 10 year life of the Business plan, funded from Capital reserves (£1.62m), disposal receipts (assumed to realise £860k) and the remainder secured through Prudential borrowing (£6.76m).

5.1.2 The breakdown of capital costs, and sources of capital funding over the Ten Year Business Plan is included below.

	recommendation 2.2.4			As per recommendation 2.1		
Fin Year	Staff Costs (Capital)	Disposal Related Costs (Capital)	Capital Works	Capital Funding assumed (Ringfenced Disposal Receipts)	Capital Funding assumed (Reserves)	Prudential Borrowing Requirement
	£	£	£	£	£	£
2016/17	30,000	7,500	250,000	37,500	250,000	**0**
2017/18	60,000	100,000	890,133	430,000	250,000	**370,133**
2018/19	30,000	64,500	2,514,574	392,500	250,000	**1,966,574**
2019/20	0	0	2,815,721	0	250,000	**2,565,721**
2020/21	0	0	2,105,225	0	250,000	**1,855,225**
2021/22 - 2026/27	0	0	375,000	0	375,000	**0**
TOTAL	**120,000**	**172,000**	**8,950,653**	**860,000**	**1,625,000**	**6,757,653**

5.1.3 The breakdown of revenue expenditure and expected change in income over the Ten Year Business Plan is included overleaf. The net cost of £89,358 assumes that in years 2021/22- 2026/27 there will be a reduction in the General Fund contribution to the capital reserve of £175k per year. This is because the capital expenditure expected for those years is projected to be £75k per year compared to the annual base amount of £250k.

	recommendation 2.2.4	recommendation 2.2.5					
Fin Year	Additional Staff Costs (Revenue)	Additional Promotional Budget Required	Forecasted Change in Garage Maintenance Costs (Revenue)	Forecasted Change in General Fund Contribution to Capital Reserve	Cost of Borrowing (Interest and Minimum Revenue Provision)	Forecasted Change in Income from current position (Negative figure = increased income)	Net Increased Cost/(Saving) in revenue expenditure
	£	£	£	£	£	£	£
2016/17	7,000	2,500	0	0	0	0	**9,500**
2017/18	63,000	5,000	-15,000	0	7,950	-33,446	**27,504**
2018/19	28,000	5,000	-15,000	0	118,741	-129,525	**7,216**
2019/20	28,000	5,000	-25,000	0	332,446	-221,585	**118,861**
2020/21	28,000	5,000	-25,000	0	479,148	-286,063	**201,085**
2021/22 - 2026/27	161,000	15,000	-125,000	-875,000	2,553,531	-2,004,339	**(274,808)**
TOTAL	**315,000**	**37,500**	**-205,000**	**-875,000**	**3,491,816**	**-2,674,958**	**89,358**

5.1.4 The estimated borrowing costs are based on forecast PWLB (Public Works Loan Board) borrowing rates for future years, and reflect the advice of the Council's Treasury Management Advisors. It should be noted that the cost of option 3 may increase if the cost of borrowing increases.

5.1.5 If actual interest rates were 0.5% higher than assumed within the Business Plan, then the actual cost to the Council would increase by around £260k over the 10 year life of the plan. Other risk factors looked at including assumptions about future rent levels and void rates, and assumptions have been moderated to achievable annual targets.

5.1.6 It should be noted that whilst there will be an anticipated cost of £89k for Option 3 over the life of the plan moving forwards on this basis will protect the income stream going forwards and effectively addresses the "do nothing" challenge.

5.1.7 The Capital expenditure requested in the report is additional to the 2016/17 Capital Strategy and above the sums delegated to the Executive and requires Council approval. The capital expenditure recommended for approval will also require the Treasury Strategy to be updated to include the new prudential borrowing.

5.2 Legal Implications

5.2.1 Legal implications will be considered on a site by site basis as the disposal sites are brought forward during the life of the Business Plan. All disposals will be governed by section 123 of the Local Government Act 1972 (achieving best consideration) and state aid rules.

5.3 Equalities and Diversity Implications

5.3.1 An Equality Impact Assessment has been prepared (see Appendix 2). The potential impact is positive in terms of greater use of the service by a younger generation as a result of digitalisation, and negative impact in respect of potentially discouraging older people to use the service or poorer residents who have no on-line access. Mitigation will include the staff of the Customer Service Centre running through the application process with persons face to face, that don't have online access.

5.4 Risk Implications

5.4.1 The risk implications and assessment are included in more detail within the full Garage Business Plan at Appendix 1.

5.4.2 Not being able to recruit to the key posts outlined within this report would present a major risk to the £10m investment programme as well as affecting the pace of change. We will seek to mitigate this risk as far as reasonably possible working in conjunction with Human Resources team.

5.5 Policy Implications

5.5.1 The proposed Business Plan solution infers an approach to rent setting that permits increases or decreases that may fall outside of the prevailing fees and charges strategy.

5.5.2 The rent changes in the proposed Plan include the introduction of graduated charges for voluntary organisations that are currently rent free. This is consistent with the Policy "New arrangements for letting garages to voluntary and community sector groups and organisations"

5.6 Asset Management Implications

5.6.1 The proposed Plan is consistent with the Council's Asset Management Strategy. It is also consistent with the Future Town Future Council aspirations for financial security, Co-operative neighbourhood management and housing development / delivery.

5.7 Environmental Implications

5.7.1 Garage blocks are an intrinsic part of many of Stevenage's neighbourhoods and their appearance has a significant impact on the quality of the public realm in those neighbourhoods. Investing in the estate in a sustained and planned manner will undoubtedly positively contribute to residents feelings of wellbeing.

5.8 Staffing and Accommodation Implications

5.8.1 Some changes to staffing arrangements are outlined in the Plan. These will be subject to separate consultation with approval sought through the Council's policy for managing organisational change.

5.9 Service Delivery and Information Technology Implications

5.9.1 The digitisation element of this plan will be subject to the delivery timetable set for the Equal Access to Services for All project under the Future Town Future Council programme.

BACKGROUND PAPERS

BD1 - New arrangements for letting garages to voluntary and community sector groups and organisations. Executive, 10th July 2012
http://www.stevenage.gov.uk/content/committees/55185/55538/55541/Executive-10July2012-Item6-and-Appendices.pdf

APPENDICES

APPENDIX 1 - Garages Ten Year Business Plan (and associated appendices).
APPENDIX 2 - Equality Impact Assessment