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# Elmbridge Council Plan

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2017/18



Building on Excellence

Our Council Plan



**Elmbridge**  
Borough Council

*... bridging the communities ...*

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# Contents

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About our Council Plan .....	2
Introduction: Building on Excellence .....	3
Our Approach to Performance Management .....	4
Managing Our Money .....	5
Our Community .....	8
Our Flagship Activities .....	9
Our Council Objectives .....	10
Section 1: A safe, caring and healthy Elmbridge.....	12
Section 2: A vibrant and thriving Elmbridge .....	18
Section 3: A green and attractive Elmbridge .....	20
Section 4: Supporting actions to deliver quality services cost effectively .....	22
Section 5: Full Spending Summary and Capital Programme .....	27

**This document is produced by the Organisational Development Team.**

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**This document and other Council services can be accessed at [elmbridge.gov.uk](http://elmbridge.gov.uk).**

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# About our Council Plan

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The Council Plan is the Council's strategic plan. It tells us what our priorities and targets are for the 2017/18 financial year.

Throughout the year, you can use the Plan to check and monitor our performance. Are we still on track to achieve our priorities? What areas are slipping and need attention? What areas of work have we successfully completed?

Together, residents, Members (Councillors) and officers can use the Plan to ensure Elmbridge is moving forward, that we are meeting the needs of our residents, businesses and those who use our services, and that we are on track to make our Vision a reality.

As a **resident**, you can use this plan to help:

- understand what the Council is aiming to do, and the targets it has set for itself;
- challenge us to provide the services you think are important in an efficient and effective way; and
- measure whether we are doing what we have said we will do.

As a **Member**, you can use this plan to help:

- understand and challenge how the Council is doing;
- get an appreciation of all the different services the Council offers;
- agree our priorities for the year and what needs to be done; and
- plan for Elmbridge's future.

As a member of **staff**, you can use this plan to help:

- get an appreciation of all the different services the Council offers and challenge whether they offer value for money;
- understand the direction in which the Council is going;
- understand what our priorities are for the year; and
- understand how the work you do helps the Council achieve its Vision.

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# Introduction: Building on Excellence

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Elmbridge is a very good Council and we want to keep getting better. That's why we've called this section of the Council Plan 'Building on Excellence'.

The information on the following pages shows how we intend to do this. It includes our:

- **Vision** – the key principles that guide our medium/long term plans are contained within our 2013-18 Vision.
- **Top Priorities** – these are shorter term priorities that help move us nearer to our overall Vision.
- **Flagship Activities** – these are activities we will undertake this year (2017/18) to help improve Elmbridge and fulfil our Vision and Top Priorities.

## Our Five-Year Vision (2013-18)

**Elmbridge: a caring, vibrant, healthy Borough in which to live and work, for all.**

How will we measure that we are meeting our Vision by 2018?

- 80% of our residents recognise Elmbridge as a 'good place to live'
- 80% of residents believe that the Council is dealing with crime and disorder issues
- 85% customer satisfaction in our services
- 80% of local performance indicators on target
- Retain position in top quartile for the number of active businesses in the area
- Unqualified opinion on financial statements and value for money conclusion
- 80% of residents believe the Council offers value for money

## Our Top Priorities for 2017/18

Our 3 Top Priorities are reviewed every year. In 2017/18 they remain:

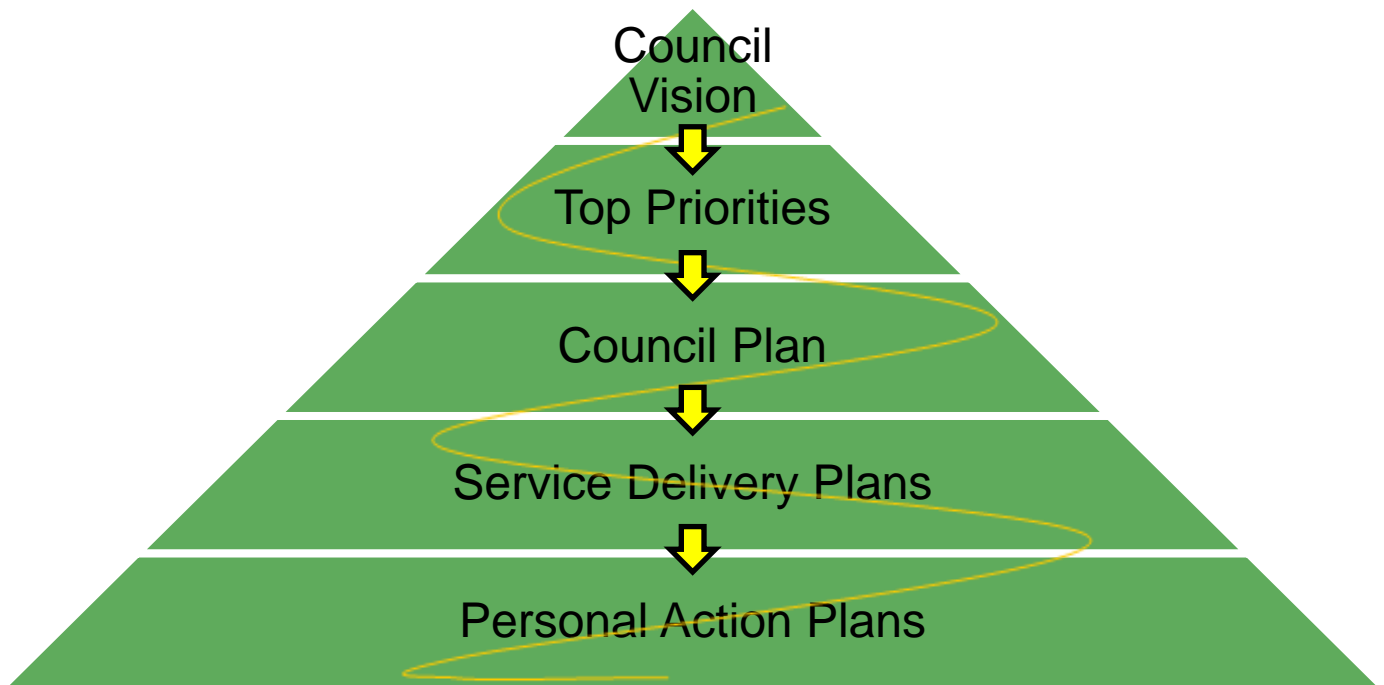
- A safe, caring and healthy Elmbridge
- A vibrant and thriving Elmbridge
- A green and attractive Elmbridge

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# Our Approach to Performance Management

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We have worked hard to significantly improve our performance management over the last few years. We have developed a system that is easy for Members and Officers to use but is also robust and transparent. The diagram below summarises the system and how the Council Plan fits in:



This approach, which we call the 'golden thread', is our way of making sure that everyone's actions are linked to the Council's overall priorities. It works as follows:

- Our overall **Council Vision** was set in 2013 for a period of five years (2013 to 2018). The Vision, together with our **Top Priorities**, sets out the actions we will be taking to ensure we meet the goals of our five-year plan. Maintaining high levels of service performance and responsiveness remains our key focus.
- From this, we develop **Flagship Activities** that we want to pursue. These are set out in the annual **Council Plan**, which also sets out objectives we want to achieve to support the Flagships.
- Then each service area in the Council draws up a **Service Delivery Plan** annually to show how they will help achieve the Council Plan objectives.
- Each member of staff has annual objectives set in their **Personal Action Plan**, agreed with their line manager at their performance review, and monitored throughout the year.

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# Managing Our Money

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The Council has developed an increasingly sound financial position over recent years, while recognising the pressure on resources, which will continue to apply in the future. Against this backdrop, we have implemented and operated a structured approach to service and financial planning. In order to do this we have established a two-year rolling Financial Strategy, which is reviewed each July in advance of preparing the following year's budget. The Council's key financial objective is to maintain a balanced revenue budget over the period of the strategy.

The Financial Strategy is based on an analysis of the factors which are likely to impact on the Council's budget over the coming two years. We take account of our Vision, our Top Priorities and significant service pressures, in order to ensure that we can best utilise resources to deliver service targets and to meet our Council objectives. It is also written in conjunction with other plans and strategies to ensure that we set priorities for future spending in line with our objectives.

The table on page 8 summarises our spending plans for the 2017/18 financial year.

We have shown figures in three separate columns:

- how much we are spending
- how much income we obtain, from fees and charges, licences, specific government grants etc.
- the net cost of services, which are financed from Council Tax and Central Government grant

Further details of our spending plans for 2017/18, together with our programme of capital expenditure in the year, are shown at the end of this Council Plan.

## Annual Audit Letter

During 2016, we were audited by Grant Thornton, our appointed external auditor, and received an unqualified opinion on the financial statements and a finding that the Council had proper arrangements to secure value for money.

If you would like more detailed information about our finances or spending plans, please contact the Finance Team by emailing [finance@elmbridge.gov.uk](mailto:finance@elmbridge.gov.uk).

# Council Spending Summary

The table below summarises our spending plans for the 2017/18 financial year.

We have shown figures in three separate columns:

- how much we are spending
- how much income we obtain, from fees and charges, licences, specific government grants etc
- the net cost of services, which are financed from Council Tax and Central Government grant

Further details of our spending plans for 2017/18, together with our programme of capital expenditure in the year, are shown at the end of this Council Plan.

	How much money we plan on spending	How much income we will obtain from fees and charges, licences and specific government grants	How much money will be financed from Council Tax and central government finances
	£	£	£
Community Development	574,340	(189,190)	385,150
Corporate Development	6,146,800	(3,526,900)	2,619,900
Environment and Economy	7,025,950	(1,678,110)	5,347,840
Highways and Transport	2,410,970	(4,013,310)	(1,602,340)
Housing	44,458,290	(41,914,130)	2,544,160
Leisure and Culture	6,002,260	(1,300,750)	4,701,510
Planning	3,708,520	(1,839,710)	1,868,810
Resources	13,044,570	(11,987,870)	1,056,700
Social Affairs	4,215,740	(1,311,650)	2,904,090
Licensing	555,890	(352,650)	203,240
	<b>88,143,330</b>	<b>(68,114,270)</b>	<b>20,029,060</b>
Asset rentals			(2,829,860)
Interest on balances			(607,000)
Contribution from interest equalisation reserve			(338,000)
(From)/to earmarked funds			75,000
Transfer from Council Tax freeze grant reserve			(306,660)
Transitional Settlement Grant			(190,310)
Capital financing			898,300
Grant to Claygate Parish Council			2,520
New Homes Bonus			(1,888,860)
Contribution to New Homes Bonus / Property Acquisition Reserve			1,521,700
<b>NET BUDGET</b>			<b><u>16,365,890</u></b>

# Capital Programme

We are obliged by law to separate our revenue spending (day-to-day running costs) from our capital spending.

Spending on schemes from our capital programme specifically covers acquiring or improving assets (for instance land, buildings and equipment) in order that we can continue to provide services.

This includes expenditure to repair and maintain our own assets, but also grants we give to others for the acquisition or improvement of assets by them (such as modifications to homes by offering Disabled Facilities Grants or building of new affordable housing for the local community).

A summary of our capital programme is shown here. Full details of spending schemes in 2017/18 are shown at the end of the Council Plan.

	Estimated spending 2017/18 £'000
Community Development	180
Environment	4,677
Highways and Transport	155
Housing	3,705
Leisure and Culture	1,379
Planning Services	25
Resources	20,917
Social Affairs	157
<b>Total</b>	<b><u>31,195</u></b>



# Our Community

132,670\* people live in Elmbridge.

Of those, 64,083 (48.3%) are male and 68,587 (51.7%) are female\*.

There are 57,021\*\* households in Elmbridge.

<b><u>How Elmbridge Compares to the Rest of England</u></b>	<b>Elmbridge</b>	<b>England</b>
Residents aged under 20*	26.8%	23.7%
Residents aged 65 and over*	17.9%	17.7%
Residents aged 75 and over*	8.7%	8%
Households who do not have access to a car or van	11.8%	25.8%
Individuals with no qualifications	13.2%	22.5%
Individuals with higher level qualifications***	59.2%	36.8%
Residents who are unemployed***	2.9%	5%
Individuals whose day-to-day activities are limited 'a lot' by poor health	5.1%	8.3%
Residents born in the UK	81.7%	86.2%
Households where no one speaks English as a main language	6.6%	8%
Households who own their own house (with or without a mortgage)	73.1%	63.3%
Households living in socially rented accommodation	9.9%	17.7%
Households living in privately rented accommodation	15.1%	16.8%
Number of homeless households in temporary accommodation as at 31 March 2016****	46	71,670

All figures are taken from the 2011 Census, unless marked:

\* ONS mid-year population estimate June 2015

\*\* Elmbridge Council Tax data, November 201

\*\*\* ONS Annual Population Survey (via Nomis), September 2016

\*\*\*\* DCLG Homelessness Statistics, 'Table 784: local authorities' action under the homelessness provisions of the Housing Acts, financial years 2004/05 to 2015/16', (September 2016) available on [parliament.uk](http://parliament.uk)

For more information on the Census and other local statistics, please visit [www.surreyi.gov.uk](http://www.surreyi.gov.uk)

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# Our Flagship Activities

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Elmbridge Borough Council is always working to maintain a full range of high quality frontline services with a focus on customer experience, backed by robust back-office systems to ensure financial efficiency and cost effectiveness for our residents. To help us streamline our focus, we have highlighted some flagship pieces of work that link to our Top Priorities. These are key commitments we want to fulfil this year (2017/18) to benefit the people of Elmbridge.

## A safe, caring and healthy Elmbridge

- Facilitate the delivery of at least 100 affordable and social rented homes.
- Move at least 50 households off or out of the Benefit Cap through effective and targeted support.
- Increase the proportion of temporary accommodation for homeless households within Elmbridge Borough.
- Increase the use of our Centres for the Community through enhanced activities, services and facilities and in addition to support the Elmbridge Voluntary Sector.

## A vibrant and thriving Elmbridge

- Generate at least £100,000 in external funding and investments into the local economy and support business start-ups.
- Deliver our Car Park Strategy to support local communities.
- Work with the new operator and sports clubs to launch the new Sports Hub and maximise community use.
- Improve Council infrastructure including our car parks, Centres, public conveniences and community facilities through delivery of Year 1 of our Capital Programme.

## A green and attractive Elmbridge

- Launch the new joint waste collection and street cleaning service.
- Work with our contractor to deliver high quality verges, green spaces and cemeteries.
- Engage our community in preparing a new Local Plan for submission to the Secretary of State which supports sustainable development across the Borough.
- Operate a high profile proactive planning compliance service.

## To support all 3 of our Top Priorities

- Develop and adopt a new Council Vision and Priorities for 2018-23.

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# Our Council Objectives

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Sections 1 to 3 describe the key actions we will be taking to achieve our Council Vision 2013-18 and the Council's Top Priorities for 2017/18. These actions are our Council Objectives and they are grouped by our Top Priorities:

**A safe, caring and healthy Elmbridge**

**A vibrant and thriving Elmbridge**

**A green and attractive Elmbridge**

For each objective, we set out activities that will show whether we are meeting the objective and when we expect to complete the objective.

Our objectives also have a reference number, linking them to the Cabinet Portfolios:

**CCD** Community & Corporate Development

**E** Environment

**HT** Highways and Transport

**H** Housing

**L** Leisure and Culture

**P** Planning Services

**R** Resources

**S** Social Affairs

Of course, our services undertake many other actions on a day-to-day basis to support our Council Objectives. We have given an outline of these supportive actions in Section 4.

In drawing up our objectives, we consider a number of factors. These include the issues our residents have identified as important, the services we must provide by law and other responsibilities such as promoting equality, preventing crime and disorder and encouraging sustainability.

We measure how well we are doing against these objectives regularly, using a traffic light system to score our performance.



We're on target



We may not achieve the target by the date and way specified



We will not achieve the target by the date and way specified

When an objective is marked as amber or red, this is reported to senior officers and elected Members, and they consider what action needs to be taken to address this.

Our performance reports are publicly available and are reported to public meetings. You can find more information on our website at [elmbridge.gov.uk](http://elmbridge.gov.uk).

# Our new Council Vision 2018 to 2023

This year we will be undertaking the development of our new Council Vision, which will be in effect from 2018 to 2023. This work will be supporting all 3 of our current Top Priorities, and therefore cannot be listed under just one in the remaining sections of this Plan.

## CCD1 – We will develop and adopt a new Council Vision and Priorities for 2018-23

### Lead Officer: Head of Organisational Development

- Facilitate stakeholder engagement by June 2017.
- Develop the Vision by August 2017.
- Adopt the Vision by November 2017.

Throughout the year there will be plenty of opportunities for residents, Members, partners and staff to get involved in the development of the new Vision.

If you would like to stay up-to-date with the latest information regarding how you can get involved, you can:

- join our Residents' Panel or sign up to our online newsletter on our website [elmbridge.gov.uk](http://elmbridge.gov.uk)
- like 'My Elmbridge' on Facebook
- follow us on Twitter @ElmbridgeBC or @EnterpriseElmb

The new Vision and Top Priorities, once they have been developed, will feed into the Council's Service Delivery Planning process for 2018/19 onwards.

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# Section 1: A safe, caring and healthy Elmbridge

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## **CCD2 – We will manage the new CCTV contract**

**Lead Officer: Head of Organisational Development**

- Review the CCTV infrastructure by June 2017.
- Monitor the contract against the service level agreement by March 2018.
- Transfer the CCTV contract and assets to Surrey Police by March 2018.

## **H1 – We will accelerate delivery of rented affordable housing and make best use of existing stock to meet need**

**Lead Officer: Head of Housing Services**

- Agree, with our partners, changes to the SEARCH Moves choice-based lettings scheme (including moving from a common housing allocations policy to a local one), in order to meet local housing need by September 2017.
- Implement the Peer Review Action Plan aimed at accelerating affordable housing delivery by December 2017.
- Bring forward at least one new proposal to use the Enabling Fund to support the provision of additional rented affordable housing (report to Cabinet) by December 2017.
- Implement the amended choice-based lettings scheme by March 2018.

## **H2 – We will improve housing conditions in all tenures but primarily in the private-rented sector to ensure a safe, healthy and energy efficient housing stock by overseeing at least 50 long-term empty homes being brought back into use**

**Lead Officer: Head of Housing Services**

- 25 long-term empty homes brought back into use by September 2017.
- 50 long-term empty homes brought back into use by March 2018.

### **H3 – We will respond to and, wherever possible, prevent homelessness amongst single people and families**

**Lead Officer: Head of Housing Services**

- Reduce the number of homeless households accommodated out of the Borough in comparison with corresponding quarter of the previous year by March 2018.
- Work with partner agencies across Housing, Health and Social Care to explore, and subject to feasibility, progress proposals to develop a multi-agency hub to improve the service offer to single homeless people by October 2017.
- Work with partners to develop proposals to increase the supply of supported accommodation in Elmbridge for people with complex needs by March 2018.

### **H4 – We will support roll-out of Universal Credit and other welfare reforms whilst delivering a high quality Benefits Service**

**Lead Officer: Head of Housing Services**

- Reduce and sustain the number of households subject to the benefit cap by March 2018.

### **H5 – We will support older, disabled and vulnerable residents to live safe, healthy and independent lives**

**Lead Officer: Head of Housing Services**

- Complete 70 major adaptations to support residents to live independently in their own homes by March 2018.

### **L1 – We will seek opportunities from the new Sports Hub to promote a healthy lifestyle**

**Lead Officer: Head of Leisure and Cultural Services**

- Organise a launch event for the opening of the Sports Hub in readiness for September opening by May 2017.
- Support the resident clubs' transition into the new Sports Hub by June 2017.
- Work with the new operator and the Sports Clubs to establish effective mobilisation of the new Sports Hub, promote sports development and facilitate sponsorship income by September 2017.
- Deliver the new open space and play areas at the Sports Hub by September 2017.
- Establish a regular monitoring and communication regime with the Sports Hub contractor by December 2017.

## **L2 – We will increase opportunities for people to lead an active and healthy lifestyle**

### **Lead Officer: Head of Leisure and Cultural Services**

- Work with Community Support Services and Public Health Physical Activity Lead to scope and submit a bid to the Sport England inactive fund, targeting inactive residents who are over 50 by April 2017.
- Promote physical activity through an innovative and broad ranging programme by December 2017.

## **P1 – We will deliver appropriate planning decisions for sustainable development that provides Elmbridge residents with a good quality of life**

### **Lead Officers: Planning Service Manager**

- Adopt and implement local validation checklist by June 2017.
- Continue to develop and apply the pre-application service to support the delivery of sustainable development by March 2018.
- Deliver an efficient and proactive planning compliance service to support sustainable development by March 2018.

## **R1 – We will develop an effective and innovative proposal for the use of rear of Cobham High Street in consultation with all relevant parties**

### **Lead Officer: Head of Asset Management and Property Services**

- Submit Planning permission by June 2017.
- Consider financial considerations for development by September 2017.
- Work towards delivering a completed scheme in September 2018.

## **R2 – We will develop a Public Convenience Strategy to ensure fit for purpose facilities**

### **Lead Officer: Head of Asset Management and Property Services**

- Consider implications for the current contract in place by June 2017.
- Continue enhancement of the Community Toilet Scheme by March 2018.
- Where insufficient facilities are available, identify opportunities to supply alternative arrangements by March 2018.

### **R3 – We will support our Housing Services team to take a more direct role in affordable housing delivery**

**Lead Officer: Head of Asset Management and Property Services**

- Identify appropriate surplus land and work with the Housing Service, the Affordable Housing Delivery Group and the Affordable and Social Housing Working Group to enable development and report on financial considerations by September 2017.
- Design and obtain planning consent along with statutory consent(s) for scheme(s) in partnership with Housing Services by November 2017.
- Work with local agents to find appropriate properties for use as affordable units by March 2018.

### **S1 – We will look at business development activities that can best support vulnerable people in our community**

**Lead Officer: Head of Community Support Services**

- Develop a minimum of 3 innovative technology and telecare solutions by March 2018.
- Take forward the 'out of Borough' service offer for the Dementia Service in terms of specialist day care provision by June 2017.
- Relaunch our Independent Living Catalogue to best support independence in the home by December 2017.
- Implement a new fees and charges structure for Dementia Services in response to Surrey County Council's budget restrictions by March 2018.
- Support the services highlighted above and undertake service remodelling in response to the Surrey County Council grant reductions seeking to ensure sustainability for the longer term by March 2018.

### **S2 – We will continue to remodel services in response to reduced funding from Surrey County Council**

**Lead Officer: Head of Community Support Services**

- Undertake service remodelling in response to budget reductions from Surrey County Council across our Centres and Dementia Services for 2017/18 by December 2017.
- Continue to work with Surrey County Council in determining the level of all future grants by March 2018.
- Determine funding reductions for 2018/19 with respect to Dial-a-Ride, carers grant and Telecare by March 2018.



### **S3 – We will action a robust partnership programme to best support vulnerable residents to maintain their independence**

**Lead Officer: Head of Community Support Services**

- Work with South Central Ambulance Service to implement the Patient Transport contract for North West Surrey for a 5-year period from April 2017, with the supply of 1 vehicle and driver to support the contract, by June 2017.
- Launch a Wellbeing Prescribing service, working with both North West and Surrey Downs Clinical Commissioning Groups by March 2018.
- Work with health partners and Surrey County Council in terms of how we can actively engage in supporting the delivery of the emerging Sustainable Transformation Plan by March 2018.
- Implement new fees and charges as agreed by Cabinet seeking where at all possible to reflect grant losses and core service costs by March 2018.

### **S4 – We will continue to roll-out a Carers Support Programme**

**Lead Officer: Head of Community Support Services**

- Look to support the Dementia Alliance Initiative by supporting town developments, working with local businesses, churches and community organisations by October 2017.
- Ensure each Centre identifies one specific action that will best support Carers during the year ahead by December 2017.
- Develop a Falls Prevention Action Programme which will be a key element in our marketing plan, as well as working in partnership with our Leisure and Cultural Services Team by December 2017.

### **S5 – We will continue with the second year of the successful Partnership Fund, undertake a voluntary sector review and continue with a review of our unique team of volunteers**

**Lead Officer: Head of Community Support Services**

- Continue to action 10 objectives in the voluntary sector and volunteering strategy by December 2017.
- Undertake a review of Council core funded organisations by December 2017.
- Recognise the financial challenges being faced by all Public Sector organisations and seek to limit the consequential impact on voluntary sector organisations in the Borough by March 2018.
- Support where we can the voluntary organisations who approach the Council due to the loss of Surrey County Council funding by March 2018.

## **S6 – We will implement the new Community Support Service Communications Strategy**

**Lead Officer: Head of Community Support Services**

- Implement the new Community Support Services Communications Strategy by June 2017.
- Develop a Borough-wide promotional and engagement campaign specifically focusing on activity with GP practices and health partners by March 2018.
- Continue a roll out of Information Points across community outlets by March 2018.

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## Section 2: A vibrant and thriving Elmbridge

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### **CCD3 – We will support local and independent businesses in the Borough**

#### **Lead Officer: Head of Organisational Development**

- Deliver the independent retailer of the year competition by August 2017.
- Generate at least £100,000 in external funding and investments into the local economy by March 2018.
- Encourage young entrepreneurs through the development of a funding programme for 5 individuals by March 2018.

### **HT1 – We will implement a Car Park Strategy that maximises the uses of the Council's public car parks**

#### **Lead Officer: Head of Environmental Services**

- Introduce free parking concessions in specific locations on Saturdays to support and improve the vibrancy of the locality by April 2017.
- Develop proposals for a 'pay-on-exit' scheme in key town centre car park(s) along with the financial implications by June 2017.
- Improve payment convenience by installing contactless pay and display machines (Phase II) by September 2017.
- Introduce an additional option to purchase a season ticket in monthly periods via a convenient permit management system by September 2017.
- Explore with Surrey County Council, the possibility of developing a comprehensive parking strategy for both on and off-street parking by March 2018.
- Review the effectiveness our Car Park Strategy and adjust as appropriate by March 2018.

### **P2 – We will support improvements to local and strategic infrastructure improvements using the Community Infrastructure Levy (CIL)**

#### **Lead Officers: Planning Service Manager**

- Cabinet to agree strategic spending allocations by April 2017.
- Convene Local Spending Boards by March 2018.
- Strategic Spending Board to consider strategic allocations for 2018/19 by March 2018.
- Create a Strategic Infrastructure Fund to support long-term priorities by March 2018.

**R4 – We will procure the schedule of works in respect of car parks and undertake works over the next 3 years**

**Lead Officer: Head of Asset Management and Property Services**

- Implement Year 1 of the schedule of works in accordance with the approved budget by March 2018.

**R5 – We will work in partnership with the newly appointed operator for the Sports Hub and manage the delivery of a multi-sports all-inclusive facility**

**Lead Officer: Head of Asset Management and Property Services**

- Work with the operating partner to ensure compliance with agreed operating performance indicators by March 2018.
- Ensure cost effective management of the facility to minimise ongoing revenue costs to the Council by March 2018.

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## Section 3: A green and attractive Elmbridge

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### **E1 – We will launch the new joint waste collection and street cleaning service**

#### **Lead Officer: Head of Environmental Services**

- Establish the new governance and shared strategic management arrangements for the mobilisation of the joint waste contract and ongoing service delivery by May 2017.
- Keep householders updated about any local service changes and improvements by June 2017.
- Implement and exploit new data management systems available as part of the new contract and vehicle in-cab technology to maintain and improve customer service by December 2017.
- Undertake a feasibility study for a shared Waste Operations Depot for 2020 by March 2018.

### **L3 – We will continue to implement and seek improvements in the delivery of the green spaces and grass verges contracts to protect, enhance and celebrate the quality of the Council's green spaces for the enjoyment of the community**

#### **Lead Officer: Head of Leisure and Cultural Services**

- Celebrate the 'Love your Parks' campaign to promote arts, culture, tennis, touch tennis, green gyms, staying healthy, through free drop in sessions and promotional campaign by July 2017.
- Design summer bedding schemes with UK India Year of Culture by July 2017.
- Develop a wild flower meadow in the national burial area in Long Ditton Cemetery by March 2018.
- Work with our contractor to deliver the green spaces and grass verges contracts to the agreed standard by March 2018.
- Work with our contractor to deliver community initiatives and projects as set out in the original tender submission by March 2018.

### **P3 – We will ensure the Council has an up to date Local Plan that supports the delivery of sustainable development**

#### **Lead Officers: Planning Service Manager**

- Consult on preferred approach to the Local Plan by July 2017.
- Publish annual Authority Monitoring Report by November 2017.
- Publication of proposed Local Plan submission by February 2018.

## **P4 – We will protect and enhance the character of Elmbridge**

### **Lead Officers: Planning Service Managers**

- Provide specialist heritage, landscape and tree advice for Planning Services by March 2018.
- Deliver the Heritage Strategy by March 2018.
- Provide Corporate Tree Risk advice by March 2018.

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## Section 4: Supporting actions to deliver quality services cost effectively

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Throughout the year, the Council provides a range of high quality services to residents, businesses and visitors. Each year we aim to improve quality, control costs and make them more accessible. All teams have a **Service Delivery Plan** setting out exactly what they will be doing for the year. It is not possible to capture all this work in one document, but set out below is a summary of what each service will be doing on a day-to-day basis in 2017/18.

If you have further queries about any of our services, you can find out more on our website [elbridge.gov.uk](http://elbridge.gov.uk).

### Asset Management and Property Services

The Asset Management and Property Services Team manages and maintains Council property, including the Civic Centre, Centres for the Community, our commercial property, maintenance of car parks as well as advising Councillors and Officers on all land holding aspects, to ensure best value for money for the Council and for the Council Tax payer. The Team also provides related support services such as document handling, surveying and facilities management. It also manages emergency planning for the Borough, as well as providing corporate health & safety advice and business continuity.

AMP 1 – Appoint a consultant for both Mechanical & Electrical (M&E) and Building Condition of all operational and relevant assets

AMP 2 – Buy and implement a fit for purpose estates management software system

AMP 3 – Maximise rental revenue income from the Council estate

AMP 4 – Provide efficient and focused facilities management services to the organisation

AMP 5 – Ensure the Council fulfils its responsibilities in terms of emergency planning for the Borough

AMP 6 – Provide effective health and safety advice and support to the Council

### Community Support Services

The Community Support Services Team provides a wide range of services to support residents in Elmbridge, designed to keep people independent in their own homes. This includes a seven day a week Meals on Wheels, teatime and breakfast service, Relief Carers' Scheme supporting people with dementia and their carers, the Community Transport, Dial a Ride, Hire a Bus, Community Cab scheme and Taxi Voucher Scheme. The Community Alarm and Telecare services now support over 1,700 residents. Seven Centres provide a wide range of facilities and services supported by 500 volunteers. The Cobham Link service supports adults with learning disabilities. The team also provides both financial and officer support to over 40 voluntary sector organisations; as well as providing a wide range of information on their services and a comprehensive directory of services available in Elmbridge for older people, people with disabilities and carers.

CSS 1 – Continue with a Borough-wide Centre refurbishment programme / enhancements to best meet the needs of the local community and ensure the Centres are fit for purpose for hire use in the evenings and at weekends

CSS 2 – Deliver the Community Alarm and Telecare / Technology programme, including the launch of at least 3 new initiatives during the year

CSS 3 – Review the Relief Carers Scheme services and team structure in response to Surrey County Council's funding reductions and the potential of further reductions in funding in future years, to ensure the service is positioned to cope with the challenging times ahead and to focus on the service areas that provide the most gain for carers and the organisation

CSS 4 – Continue to optimise activity across our transport service areas

CSS 5 – Implementation of Flexi-route

## Customer Services

The Customer Service Team is responsible for resolving telephone calls, emails and visitor enquiries on behalf of several service areas within the Council. There is an ongoing programme to centralise customer contact within the Council. The Brilliant Customer Service Every Time project team works closely with service areas to provide support and guidance with re-designing customer contact processes, focused on enhancing the customer's experience and delivering efficiency savings through improved ways of working. Innovative digital services are also being implemented to enable users to access Council services at a time convenient to them. This activity will continue into 2017/18.

CS 1 – Centralise customer contact across key frontline services

CS 2 – Provide easy access for customers across all contact channels with a focus on using digital services

CS 3 – Redesign and implement customer contact processes that are more efficient, streamlined, and deliver better value for money

CS 4 – Collaborate with services to deliver continuous improvement and enhance the customer experience

## Democratic Services

The Democratic Services Team aims to deliver fair, open and transparent elections, supports strong local governance through the Council's formal decision making and promotes the civic profile of the Council through Mayoral activities.

DS 1 – Provide progressive, timely and relevant induction, development and support to the Mayor and Deputy Mayor in their community leadership role

DS 2 – Provide progressive, timely and relevant development and support for Members in their executive, non-executive and regulatory roles, supported by the Council's Member Induction, Development and Support Programme

DS 3 – Administer open, fair and efficient Elections, By-Elections and Referenda

DS 4 – Achieve a return rate of 93% or above for 2017/18 canvass



## Environmental Services

The Environmental Services Team provides a wide variety of services to protect public health and provide a safe and pleasant environment within the Borough, including licensing services, waste collection, management of car parks and pollution control.

ES 1 – Demobilisation of current waste collection and street cleaning service contract

ES 2 – Continue to revise and improve licensing systems and policies

ES 3 – Ensure service fees and charges remain competitive, appropriate and are regularly reviewed

ES 4 – Improve air and land quality

## Finance

The Finance Team produces the Council's budget and Financial Strategy, provides professional financial advice to Members and officers, ensures that the Council's accounts are properly closed and audited, processes the Council's payments and receipts and includes the Council's taxation responsibilities in respect of the collection of Council Tax and Business Rates. The Team also ensures the Council appropriately manages risk.

F 1 – Set the Council budget and Council Tax

F 2 – Complete final accounts in accordance with statutory requirements (including compliance with International Accounting Standards)

F 3 – Other Finance objectives including effective finance support services to the Council

## Housing Services

The Housing Services Team administers Housing Benefit and Council Tax Support, manages housing need and homelessness, regulates private sector housing, assists older and vulnerable residents to remain safely in their homes and works to increase the supply of affordable housing to meet local need.

HS 1 – Accelerate delivery of rented affordable housing and make best use of existing stock to meet need

HS 2 – Improve housing conditions in all tenures but primarily in the private-rented sector to ensure a safe, healthy and energy efficient housing stock

HS 3 – Respond to and, wherever possible, prevent homelessness amongst single people and families

HS 4 – Support the roll out of Universal Credit and other welfare reforms whilst delivering a high-quality Benefits service

HS 5 – Support older, disabled and vulnerable residents to live safe, healthy and independent lives

HS 6 – Explore and implement changes to improve customer service levels and / or the Council's financial position

## Information & Communications Technology (ICT)

The Information & Communications Technology (ICT) Team maintains and develops the Council's technical infrastructure. This includes the network, telephony, servers, business software and desktops to ensure that the Council is able to deliver services to its residents. In addition, ICT works to implement new and improved technology to drive service improvement at a lower cost.

ICT 1 – Ensure that the ICT infrastructure, systems and data are stable, secure and reliable ensuring the Council is able to deliver high quality services

ICT 2 – Deliver projects as agreed with the Leadership Team, ICT Customer Focus Group and Digital Team

ICT 3 – Review internal ICT processes

## Internal Audit

The Internal Audit Team is a statutory support service responsible for auditing the Council's activities and projects, providing assurance, identifying risks and working with managers to mitigate those risks. Internal Audit also investigates any issues reported to it.

Audit 1 – Support the Council to provide quality public services that are delivered cost effectively

Audit 2 – Ensure an effective system of Internal Audit supports the Council to deliver an unqualified opinion and value for money conclusion in the Annual External Audit letter

## Legal Services

The Legal Services Team combines legal casework across all the Council's services providing advice in Council procurement, advising colleagues on legal issues, representing the Council in court and conducting prosecutions, as well as playing an important role in the governance of the authority.

Legal 1 – Provide professional, effective and timely legal support services to the Council

Legal 2 – Achieve legal outcomes that bring offenders to account and contribute to a reduction in crime and anti-social behaviour

## Leisure and Cultural Services

The Leisure and Cultural Services Team looks after the Council's green spaces, including parks, commons, playgrounds and cemeteries. It also provides play activities for children, including the Shout! holiday scheme, and supports arts and cultural activities including the Elmbridge Museum.

LCS 1 – Increase opportunities for people to lead an active and healthy lifestyle

LCS 2 – Work with partners to provide services and facilities for children and young people

LCS 3 – Protect, enhance and celebrate the quality of the Council's green spaces for the enjoyment of the community

LCS 4 – Encourage and support community involvement in the services we provide

LCS 5 – Increase opportunities for people to engage in the arts, culture and heritage of the Borough

## Organisational Development

The Organisational Development Team is responsible for driving change and making improvements across the Council enabling continuous improvement. The Team is also responsible for communications, community safety, consultation, economic development, family support, human resources, overview and scrutiny, performance monitoring and Council planning.

OD 1 – Provide a proactive and efficient communications service

OD 2 – Work with partners to improve the safety of the community and contribute to the reduction of crime and disorder

OD 3 – Support sustainable economic growth in the Borough

OD 4 – Foster and maintain an engaged, healthy and flexible workforce

OD 5 – Champion Equality and Diversity across the Council

OD 6 – Provide a family support service to families in the Borough

OD 7 – Become a leading provider of learning and development in the Public Sector

OD 8 – Provide an effective Human Resources function with a focus on continuous improvement

OD 9 – Provide a central platform for stakeholder consultation through My Elmbridge

OD 10 – Manage the Council's approach to performance and business improvement

## Planning Services

The Planning Services Team is primarily a statutory service encompassing Development Management, Heritage and Trees and Planning Policy functions plus Land Charges. Together these ensure that development is delivered in a sustainable manner in line with both national policy and local objectives identified by the Borough Council and its residents. Planning activities can be difficult and contentious and require a balanced approach taking economic, environmental and social issues into account within the decision-making process.

PS 1 – Prepare a new Local Plan

PS 2 – Review Community Infrastructure Levy (CIL) charging schedule

PS 3 – Provide effective statutory performance monitoring to support effective policy development and decision making

PS 4 – Provide high quality and timely development management decisions and planning compliance services

PS 5 – Protect and enhance the character of the Borough

PS 6 – Provide an efficient and cost effective Local Land Charges service

PS 7 – Provide an effective Member engagement and development programme

# Section 5: Full Spending Summary and Capital Programme

GENERAL FUND BUDGET SUMMARY 2017/18		
Portfolio / Committee	2016/17 Budget	2017/18 Budget
	£	£
Community Development	418,180	385,150
Corporate Development	2,640,770	2,619,900
Environment	5,842,750	5,347,840
Highways and Transport	(1,682,360)	(1,602,340)
Housing	2,361,730	2,544,160
Leisure and Culture	4,679,500	4,701,510
Planning	1,836,830	1,868,810
Resources	1,614,520	1,056,700
Social	2,700,010	2,904,090
Licensing	172,800	203,240
<b>Net Budget to Provide Services</b>	<b>20,584,730</b>	<b>20,029,060</b>
Asset Rentals (Reversal of charges included above)	(2,332,650)	(2,829,860)
Interest on Balances	(636,500)	(607,000)
Capital Financing	292,980	898,300
Grant to Claygate Parish for compensation for decrease in Council Tax Base (Localisation of Council Tax Support)	2,470	2,520
	<b>17,911,030</b>	<b>17,493,020</b>
New Homes Bonus	0	(1,888,860)
Transitional Settlement Grant	(256,220)	(190,310)
<b>Contributions To / (From) Reserves</b>		
Contribution From Interest Equalisation Reserve	(558,500)	(338,000)
(From) / To Earmarked Reserves	(111,000)	75,000
Transfer From Council Tax Freeze Grant Reserve	(306,660)	(306,660)
Contribution to New Homes Bonus / Property Acquisition Reserves	0	1,521,700
<b>NET BUDGET</b>	<b>16,678,650</b>	<b>16,365,890</b>

## General Fund Budget - Analysis by Portfolio

### 2017/18 Estimate

Portfolio/Committee	Direct Employees	Running Expenses	Directorate Admin *	Directorate Support *	Sub-Total	Capital Charges	Direct Office Expenses *	Central Support *	Total Expenditure	Recharge to Services	Income	Net Expenditure
	£	£	£	£	£	£	£	£	£		£	£
Community Development	76,560	344,660	1,190	14,850	437,260	66,020	9,370	61,690	574,340	0	(189,190)	385,150
Corporate Development	2,403,860	832,240	23,710	254,940	3,514,750	4,160	232,600	2,395,290	6,146,800	(3,478,220)	(48,680)	2,619,900
Environment and Economy	1,018,890	5,198,480	21,750	20,740	6,259,860	99,120	72,630	594,340	7,025,950	0	(1,678,110)	5,347,840
Highways and Transport	219,910	1,730,970	3,660	9,320	1,963,860	120,280	18,890	307,940	2,410,970	0	(4,013,310)	(1,602,340)
Housing	1,917,110	41,610,040	56,350	26,520	43,610,020	0	188,220	660,050	44,458,290	0	(41,914,130)	2,544,160
Leisure & Culture	1,258,260	2,473,940	67,070	9,210	3,808,480	1,298,330	91,110	804,340	6,002,260	0	(1,300,750)	4,701,510
Planning	1,997,550	376,740	262,020	39,910	2,676,220	16,440	165,330	850,530	3,708,520	0	(1,839,710)	1,868,810
Resources	5,337,750	4,058,580	35,480	108,600	9,540,410	952,430	385,250	2,166,480	13,044,570	(7,900,490)	(4,087,380)	1,056,700
Social	1,989,600	1,231,030	100,780	7,680	3,329,090	272,670	51,770	562,210	4,215,740	0	(1,311,650)	2,904,090
Licensing	344,280	23,270	8,270	2,670	378,490	0	22,830	154,570	555,890	0	(352,650)	203,240
<b>Net Cost of All Services</b>	<b>16,563,770</b>	<b>57,879,950</b>	<b>580,280</b>	<b>494,440</b>	<b>75,518,440</b>	<b>2,829,450</b>	<b>1,238,000</b>	<b>8,557,440</b>	<b>88,143,330</b>	<b>(11,378,710)</b>	<b>(56,735,560)</b>	<b>20,029,060</b>
* Reallocated Overheads												

2016/17			Elmbridge (Excluding Claygate Parish Area)			Elmbridge (Claygate Parish Area)		
			2017/18	Band 'D'		2017/18	Band 'D'	
			Total	Equivalent		Total	Equivalent	
£		£	£		£	£		
16,678,650	<b>Elmbridge B.C. Gross Budget Requirement</b>		16,365,890	258.08		16,365,890	258.08	
48,001	Claygate Parish Council					48,577	14.15	
<b>16,726,651</b>	<b>Budget Requirement</b>		<b>16,365,890</b>	<b>258.08</b>		<b>16,414,467</b>	<b>272.23</b>	
	<b>Less Government Grant :</b>	£						
2,130,854	NDR	2,174,358						
667,305	RSG	0						
2,798,159		2,174,358						
	<b>Collection Fund</b>							
250,000	Business Rate Surplus/(Deficit)	(120,000)						
450,000	Business Rates excess over Baseline	720,000						
226,045	Council Tax Surplus	210,968	2,985,326	47.08		2,985,326	47.08	
<b>13,002,447</b>	<b>Elmbridge BC Precept</b>		<b>13,380,564</b>	<b>211.00</b>	<b>11.94%</b>	<b>13,429,141</b>	<b>225.15</b>	<b>11.98%</b>
13,779,931	Surrey Police Precept		14,241,107	224.57	12.71%	14,241,107	224.57	12.70%
79,371,498	Surrey County Council Precept		84,440,243	1,331.55	75.35%	84,440,243	1,331.55	75.32%
<b>106,153,876</b>	<b>Total</b>		<b>112,061,914</b>	<b>1,767.12</b>	<b>100.00%</b>	<b>112,110,491</b>	<b>1,781.27</b>	<b>100.00%</b>
62,582	Council Tax Base (D Band Equivalents)		59,982			3,433		
	<b>Band 'D' Equivalent Tax</b>							
1,695.47	<b>Elmbridge (Excluding Claygate Parish)</b>			1,767.12				
1,709.62	<b>Elmbridge - Claygate Parish Area</b>						1,781.27	

2016/17			Elmbridge (Excluding Claygate Parish Area)			Elmbridge (Claygate Parish Area)		
			2017/18	Band 'D'		2017/18	Band 'D'	
			Total	Equivalent		Total	Equivalent	
£		£	£		£	£		
16,678,650	<b>Elmbridge B.C. Gross Budget Requirement</b>		16,365,890	258.08		16,365,890	258.08	
48,001	Claygate Parish Council					48,577	14.15	
<b>16,726,651</b>	<b>Budget Requirement</b>		<b>16,365,890</b>	<b>258.08</b>		<b>16,414,467</b>	<b>272.23</b>	
	<b>Less Government Grant :</b>	£						
2,130,854	NDR	2,174,358						
667,305	RSG	0						
2,798,159		2,174,358						
	<b>Collection Fund</b>							
250,000	Business Rate Surplus/(Deficit)	(120,000)						
450,000	Business Rates excess over Baseline	720,000						
226,045	Council Tax Surplus	210,968	2,985,326	47.08		2,985,326	47.08	
<b>13,002,447</b>	<b>Elmbridge BC Precept</b>		<b>13,380,564</b>	<b>211.00</b>	<b>11.94%</b>	<b>13,429,141</b>	<b>225.15</b>	<b>11.98%</b>
13,779,931	Surrey Police Precept		14,241,107	224.57	12.71%	14,241,107	224.57	12.70%
79,371,498	Surrey County Council Precept		84,440,243	1,331.55	75.35%	84,440,243	1,331.55	75.32%
<b>106,153,876</b>	<b>Total</b>		<b>112,061,914</b>	<b>1,767.12</b>	<b>100.00%</b>	<b>112,110,491</b>	<b>1,781.27</b>	<b>100.00%</b>
62,582	Council Tax Base (D Band Equivalents)		59,982			3,433		
	<b>Band 'D' Equivalent Tax</b>							
1,695.47	<b>Elmbridge (Excluding Claygate Parish)</b>			1,767.12				
1,709.62	<b>Elmbridge - Claygate Parish Area</b>						1,781.27	

**Council Tax Bands 2017/18**

	Elmbridge (Excluding Claygate Parish Area)					Elmbridge (Claygate Parish Area)	
<u>Property Valuation Band</u>	Surrey County Council					<u>Claygate Parish</u>	<u>TOTAL</u>
	<u>Elmbridge Borough Council</u>	<u>Standard Council Tax</u>	<u>Adult Social Care</u>	<u>Surrey Police</u>	<u>TOTAL</u>		
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
A	140.67	846.07	41.63	149.71	1,178.08	9.43	1,187.51
B	164.11	987.08	48.57	174.67	1,374.43	11.01	1,385.44
C	187.56	1,128.10	55.50	199.62	1,570.78	12.58	1,583.36
D	211.00	1,269.11	62.44	224.57	1,767.12	14.15	1,781.27
E	257.89	1,551.14	76.31	274.47	2,159.81	17.29	2,177.10
F	304.78	1,833.16	90.19	324.38	2,552.51	20.44	2,572.95
G	351.67	2,115.19	104.06	374.28	2,945.20	23.58	2,968.78
H	422.00	2,538.22	124.88	449.14	3,534.24	28.30	3,562.54



## Community Development Portfolio

### 2017/18 Estimate

Description	Direct Employees	Running Expenses	Directorate Admin	Directorate Support	Sub-Total	Capital Charges	Direct Office Expenses	Central Support	Total Expenditure	Less Income	Net Expenditure
	£	£	£	£	£	£	£	£	£	£	£
Community Safety	58,750	52,610	660	11,380	<b>123,400</b>	0	7,340	33,170	<b>163,910</b>	(58,940)	<b>104,970</b>
CCTV Scheme	9,500	259,960	260	1,850	<b>271,570</b>	66,020	1,010	24,300	<b>362,900</b>	(130,250)	<b>232,650</b>
Business Management	8,310	32,090	270	1,620	<b>42,290</b>	0	1,020	4,220	<b>47,530</b>	0	<b>47,530</b>
<b>Total - Community Development</b>	<b>76,560</b>	<b>344,660</b>	<b>1,190</b>	<b>14,850</b>	<b>437,260</b>	<b>66,020</b>	<b>9,370</b>	<b>61,690</b>	<b>574,340</b>	<b>(189,190)</b>	<b>385,150</b>

## Corporate Development Portfolio

### 2017/18 Estimate

Description	Direct	Running	Directorate	Directorate	Sub-Total	Capital	Direct	Central	Total	Less	Net
	Employees	Expenses	Admin	Support		Charges	Office	Support		Expenditure	
	£	£	£	£	£	£	£	£	£	£	£
Business Management	421,660	148,120	3,650	80,050	653,480	0	47,810	208,400	909,690	(662,660)	247,030
Committee Management	227,350	430,800	2,730	42,950	703,830	0	54,170	144,710	902,710	(902,710)	0
Mayoralty	62,790	15,360	6,500	10,630	95,280	0	8,220	20,890	124,390	(124,390)	0
Publicity	110,340	39,140	270	21,410	171,160	1,920	14,420	51,300	238,800	(238,800)	0
Electoral Registration	201,910	159,520	1,520	36,660	399,610	2,240	20,110	137,780	559,740	(27,550)	532,190
Elections	8,000	8,640	0	0	16,640	0	0	0	16,640	(16,640)	0
Cost of Democracy	0	0	0	0	0	0	29,010	1,462,730	1,491,740	0	1,491,740
Centralised Staffing Services	102,290	4,110	10	510	106,920	0	0	22,360	129,280	(129,280)	0
Staffing Policies	261,740	2,530	800	50,840	315,910	0	0	77,300	393,210	(393,210)	0
Staff Health and Safety	49,850	8,160	560	1,660	60,230	0	4,280	18,910	83,420	(83,420)	0
Data Protection	0	500	0	0	500	0	0	1,840	2,340	(2,340)	0
Emergency Planning	75,690	7,960	1,630	2,500	87,780	0	0	35,590	123,370	(21,130)	102,240
Customer Services	882,240	7,400	6,040	7,730	903,410	0	54,580	213,480	1,171,470	(924,770)	246,700
<b>Total - Corporate Development</b>	<b>2,403,860</b>	<b>832,240</b>	<b>23,710</b>	<b>254,940</b>	<b>3,514,750</b>	<b>4,160</b>	<b>232,600</b>	<b>2,395,290</b>	<b>6,146,800</b>	<b>(3,526,900)</b>	<b>2,619,900</b>

## Environment Portfolio

### 2017/18 Estimate

Description	Direct	Running	Directorate	Directorate	Sub-Total	Capital	Direct	Central	Total	Less	Net
	Employees	Expenses	Admin	Support		Charges	Office	Support		Expenditure	
	£	£	£	£	£	£	£	£	£	£	£
Environmental Enforcement	5,050	82,850	80	210	<b>88,190</b>	0	490	6,470	<b>95,150</b>	(3,000)	<b>92,150</b>
Street Cleansing Operations	83,900	1,185,560	1,400	3,550	<b>1,274,410</b>	50	6,240	95,170	<b>1,375,870</b>	(7,000)	<b>1,368,870</b>
Litter Bins	7,630	52,490	130	320	<b>60,570</b>	7,430	600	8,010	<b>76,610</b>	0	<b>76,610</b>
Litter Awareness	28,550	3,340	480	1,210	<b>33,580</b>	0	2,700	21,280	<b>57,560</b>	0	<b>57,560</b>
Drainage Function	2,850	39,140	50	120	<b>42,160</b>	0	210	4,330	<b>46,700</b>	0	<b>46,700</b>
Domestic Waste	64,830	1,049,300	1,080	2,740	<b>1,117,950</b>	0	4,760	68,580	<b>1,191,290</b>	(51,570)	<b>1,139,720</b>
Clinical Waste	1,910	28,030	30	80	<b>30,050</b>	0	140	3,710	<b>33,900</b>	0	<b>33,900</b>
Special Collections	1,450	51,800	20	60	<b>53,330</b>	0	110	3,640	<b>57,080</b>	(62,000)	<b>(4,920)</b>
Recycled Waste	87,920	1,277,200	1,470	3,720	<b>1,370,310</b>	88,270	6,920	76,670	<b>1,542,170</b>	(393,220)	<b>1,148,950</b>
Recycled Waste/Green Waste	30,240	583,320	500	1,280	<b>615,340</b>	0	2,170	52,830	<b>670,340</b>	(1,033,090)	<b>(362,750)</b>
Recycled Waste/Joint Waste	26,990	1,050	450	1,140	<b>29,630</b>	0	1,680	19,430	<b>50,740</b>		<b>50,740</b>
Recycled Waste/Kitchen Pilot	30,700	797,560	510	1,300	<b>830,070</b>	0	2,420	40,390	<b>872,880</b>	(72,000)	<b>800,880</b>
Food Control, Monitoring and Education	250,940	9,620	6,030	1,930	<b>268,520</b>	0	16,050	81,150	<b>365,720</b>	(2,500)	<b>363,220</b>
Contaminated Land	78,280	1,990	1,880	610	<b>82,760</b>	0	7,240	13,290	<b>103,290</b>	(600)	<b>102,690</b>
Environmental Protection/other	234,330	28,540	5,640	1,820	<b>270,330</b>	2,750	14,190	67,430	<b>354,700</b>	(9,600)	<b>345,100</b>
Environmental Protection/pest control	57,430	6,130	1,380	450	<b>65,390</b>	620	4,880	22,730	<b>93,620</b>	(43,530)	<b>50,090</b>
Personal Health, Monitoring and Promotion	25,890	560	620	200	<b>27,270</b>	0	1,830	9,230	<b>38,330</b>	0	<b>38,330</b>
<b>Total - Environment</b>	<b>1,018,890</b>	<b>5,198,480</b>	<b>21,750</b>	<b>20,740</b>	<b>6,259,860</b>	<b>99,120</b>	<b>72,630</b>	<b>594,340</b>	<b>7,025,950</b>	<b>(1,678,110)</b>	<b>5,347,840</b>

## Highways and Transport Portfolio

### 2017/18 Estimate

Description	Direct Employees	Running Expenses	Directorate Admin	Directorate Support	Sub-Total	Capital Charges	Direct Office Expenses	Central Support	Total Expenditure	Less Income	Net Expenditure
	£	£	£	£	£	£	£	£	£	£	£
Amenity and Environmental Improvements	62,490	200,590	1,040	2,650	<b>266,770</b>	940	5,930	61,950	<b>335,590</b>	(67,830)	<b>267,760</b>
Off Street Car Parking	80,480	888,230	1,340	3,410	<b>973,460</b>	119,340	6,480	167,100	<b>1,266,380</b>	(3,136,480)	<b>(1,870,100)</b>
On Street Parking	76,940	642,150	1,280	3,260	<b>723,630</b>	0	6,480	78,890	<b>809,000</b>	(809,000)	<b>0</b>
<b>Total - Highways and Transport</b>	<b>219,910</b>	<b>1,730,970</b>	<b>3,660</b>	<b>9,320</b>	<b>1,963,860</b>	<b>120,280</b>	<b>18,890</b>	<b>307,940</b>	<b>2,410,970</b>	<b>(4,013,310)</b>	<b>(1,602,340)</b>

## Housing Portfolio

### 2017/18 Estimate

Description	Direct	Running	Directorate	Directorate	Sub-Total	Capital	Direct	Central	Total	Less	Net
	Employees	Expenses	Admin	Support		Charges	Office	Support		Expenditure	
	£	£	£	£	£	£	£	£	£	£	£
Investment Programming	74,450	1,610	1,780	840	<b>78,680</b>	0	5,760	14,690	<b>99,130</b>	0	<b>99,130</b>
Housing Associations	42,390	1,020	980	460	<b>44,850</b>	0	3,190	10,790	<b>58,830</b>	0	<b>58,830</b>
Housing Options	447,290	57,450	13,150	6,180	<b>524,070</b>	0	41,880	131,750	<b>697,700</b>	0	<b>697,700</b>
Homeless Accommodation	49,800	277,510	1,350	640	<b>329,300</b>	0	4,390	46,410	<b>380,100</b>	(85,420)	<b>294,680</b>
Housing Renovation Grants	63,470	8,690	780	370	<b>73,310</b>	0	6,740	26,730	<b>106,780</b>	0	<b>106,780</b>
Private Sector Assistance and Advice	39,310	980	1,010	480	<b>41,780</b>	0	3,680	27,070	<b>72,530</b>	0	<b>72,530</b>
Private Sector Enforcement Powers	78,820	1,330	2,090	990	<b>83,230</b>	0	7,890	23,890	<b>115,010</b>	(6,880)	<b>108,130</b>
Private Sector Energy Conservation Assess	19,690	3,480	470	220	<b>23,860</b>	0	1,760	6,570	<b>32,190</b>	0	<b>32,190</b>
Care and Repair Agency	148,090	23,800	5,170	2,430	<b>179,490</b>	0	17,330	66,510	<b>263,330</b>	(191,910)	<b>71,420</b>
Housing Benefit Administration	740,870	29,190	23,450	11,030	<b>804,540</b>	0	75,920	240,710	<b>1,121,170</b>	(394,400)	<b>726,770</b>
Rent Allowances	0	41,059,920	0	0	<b>41,059,920</b>	0	0	0	<b>41,059,920</b>	(39,752,780)	<b>1,307,140</b>
Fraud Prevention	125,160	6,510	3,470	1,630	<b>136,770</b>	0	11,510	32,280	<b>180,560</b>	0	<b>180,560</b>
Overpayment Recovery	87,770	138,550	2,650	1,250	<b>230,220</b>	0	8,170	32,650	<b>271,040</b>	(1,482,740)	<b>(1,211,700)</b>
<b>Total - Housing</b>	<b>1,917,110</b>	<b>41,610,040</b>	<b>56,350</b>	<b>26,520</b>	<b>43,610,020</b>	<b>0</b>	<b>188,220</b>	<b>660,050</b>	<b>44,458,290</b>	<b>(41,914,130)</b>	<b>2,544,160</b>

## Leisure and Culture Portfolio

### 2017/18 Estimate

Description	Direct	Running	Directorate	Directorate	Sub-Total	Capital	Direct	Central	Total	Less	Net
	Employees	Expenses	Admin	Support		Charges	Office	Support		Expenditure	
	£	£	£	£	£	£	£	£	£	£	£
Leisure Facility Development	46,740	2,230	2,400	330	<b>51,700</b>	0	3,260	35,360	<b>90,320</b>	0	<b>90,320</b>
Elmbridge Leisure Centre	31,680	24,550	2,090	290	<b>58,610</b>	538,580	2,840	14,260	<b>614,290</b>	(355,530)	<b>258,760</b>
Synthetic Turf Pitch	8,640	30,450	540	70	<b>39,700</b>	128,440	740	3,090	<b>171,970</b>	(50,320)	<b>121,650</b>
Public Halls	18,560	164,260	1,230	170	<b>184,220</b>	48,600	1,670	41,470	<b>275,960</b>	(4,860)	<b>271,100</b>
The Hurst Pool	13,860	361,890	900	120	<b>376,770</b>	103,060	1,220	10,470	<b>491,520</b>	0	<b>491,520</b>
Arts Development	36,730	39,880	2,770	380	<b>79,760</b>	0	3,770	20,500	<b>104,030</b>	(1,030)	<b>103,000</b>
Recreational Land	55,900	475,860	4,210	580	<b>536,550</b>	154,590	5,730	181,780	<b>878,650</b>	(198,140)	<b>680,510</b>
Commons	301,200	171,610	9,960	1,370	<b>484,140</b>	11,960	13,520	99,870	<b>609,490</b>	(22,840)	<b>586,650</b>
Parks	78,790	481,770	5,700	780	<b>567,040</b>	229,540	7,750	74,980	<b>879,310</b>	0	<b>879,310</b>
Agency Grass Cutting	19,800	138,580	1,370	190	<b>159,940</b>	0	1,860	10,680	<b>172,480</b>	(153,690)	<b>18,790</b>
Allotments	4,670	2,230	290	40	<b>7,230</b>	0	390	2,910	<b>10,530</b>	(1,810)	<b>8,720</b>
Stompond Lane	8,440	66,720	510	70	<b>75,740</b>	1,670	690	6,040	<b>84,140</b>	(3,220)	<b>80,920</b>
Museum	111,920	97,930	8,350	1,150	<b>219,350</b>	23,650	11,350	67,240	<b>321,590</b>	(3,100)	<b>318,490</b>
SHOUT (Playschemes)	117,730	23,610	5,580	770	<b>147,690</b>	0	7,580	39,570	<b>194,840</b>	(53,180)	<b>141,660</b>
Special Needs	6,670	260	690	90	<b>7,710</b>	0	940	3,690	<b>12,340</b>	0	<b>12,340</b>
Sports Development	61,480	14,990	5,310	730	<b>82,510</b>	0	7,210	27,770	<b>117,490</b>	0	<b>117,490</b>
Promotion	49,960	14,910	3,790	520	<b>69,180</b>	0	5,150	25,380	<b>99,710</b>	0	<b>99,710</b>
Physical Activity Promotion	40,480	12,070	3,140	430	<b>56,120</b>	0	4,270	19,890	<b>80,280</b>	(16,660)	<b>63,620</b>
Cemeteries Service	245,010	350,140	8,240	1,130	<b>604,520</b>	58,240	11,170	119,390	<b>793,320</b>	(436,370)	<b>356,950</b>
<b>Total - Leisure and Culture</b>	<b>1,258,260</b>	<b>2,473,940</b>	<b>67,070</b>	<b>9,210</b>	<b>3,808,480</b>	<b>1,298,330</b>	<b>91,110</b>	<b>804,340</b>	<b>6,002,260</b>	<b>(1,300,750)</b>	<b>4,701,510</b>

## Planning Portfolio

### 2017/18 Estimate

Description	Direct	Running	Directorate	Directorate	Sub-Total	Capital	Direct	Central	Total	Less	Net
	Employees	Expenses	Admin	Support		Charges	Office	Support		Expenditure	
	£	£	£	£	£	£	£	£	£	£	£
Local Land Charges	79,440	128,540	10,620	1,490	<b>220,090</b>	0	8,750	97,140	<b>325,980</b>	(325,980)	<b>0</b>
Local Development Framework	272,850	51,400	36,460	5,130	<b>365,840</b>	0	20,790	61,390	<b>448,020</b>	(200)	<b>447,820</b>
Planning Advice Service	169,500	1,010	22,650	3,180	<b>196,340</b>	0	13,820	34,270	<b>244,430</b>		<b>244,430</b>
Review Circulars	18,100	100	2,420	340	<b>20,960</b>	0	1,120	4,820	<b>26,900</b>	0	<b>26,900</b>
Systems Monitoring	1,700	120	230	30	<b>2,080</b>	0	70	3,000	<b>5,150</b>	0	<b>5,150</b>
Liaison with Surrey County Council	850	50	110	20	<b>1,030</b>	0	40	1,690	<b>2,760</b>	0	<b>2,760</b>
CIL Admin	113,160	3,040	15,120	2,130	<b>133,450</b>	0	9,460	42,760	<b>185,670</b>	(185,670)	<b>0</b>
Development Control Applications	759,340	16,360	101,450	14,250	<b>891,400</b>	0	63,900	227,300	<b>1,182,600</b>	(1,167,650)	<b>14,950</b>
Development Control Appeals	96,420	15,760	12,880	1,810	<b>126,870</b>	0	7,820	28,720	<b>163,410</b>	0	<b>163,410</b>
Development Control Enforcement	172,180	6,380	18,140	2,550	<b>199,250</b>	0	12,110	99,200	<b>310,560</b>	0	<b>310,560</b>
Street Nameplates	0	11,000	0	0	<b>11,000</b>	16,440	0	0	<b>27,440</b>	(25,000)	<b>2,440</b>
Building Control Mutual - Client Cost	0	87,990	0	3,070	<b>91,060</b>	0	0	138,570	<b>229,630</b>	(135,210)	<b>94,420</b>
Conservation	54,200	10,340	7,240	1,020	<b>72,800</b>	0	4,840	16,890	<b>94,530</b>	0	<b>94,530</b>
Listed Buildings	35,950	3,720	4,800	680	<b>45,150</b>	0	2,420	29,350	<b>76,920</b>	0	<b>76,920</b>
Tree Preservation	144,210	1,530	19,270	2,710	<b>167,720</b>	0	12,630	31,620	<b>211,970</b>	0	<b>211,970</b>
Design Advice	3,690	200	490	70	<b>4,450</b>	0	260	2,350	<b>7,060</b>	0	<b>7,060</b>
Natural Heritage	960	60	130	20	<b>1,170</b>	0	70	1,530	<b>2,770</b>	0	<b>2,770</b>
Landscape	21,440	8,740	2,860	400	<b>33,440</b>	0	1,710	7,060	<b>42,210</b>	0	<b>42,210</b>
Public Consultation - Planning Applications	24,180	30,190	3,230	450	<b>58,050</b>	0	2,570	10,850	<b>71,470</b>	0	<b>71,470</b>
Public Consultation - General	28,530	160	3,810	540	<b>33,040</b>	0	2,910	9,970	<b>45,920</b>	0	<b>45,920</b>
Public Consultation - Local Development Framework	850	50	110	20	<b>1,030</b>	0	40	2,050	<b>3,120</b>	0	<b>3,120</b>
<b>Total - Planning</b>	<b>1,997,550</b>	<b>376,740</b>	<b>262,020</b>	<b>39,910</b>	<b>2,676,220</b>	<b>16,440</b>	<b>165,330</b>	<b>850,530</b>	<b>3,708,520</b>	<b>(1,839,710)</b>	<b>1,868,810</b>

## Resources Portfolio

### 2017/18 Estimate

Description	Direct	Running	Directorate	Directorate	Sub-Total	Capital	Direct	Central	Total	Less	Net
	Employees	Expenses	Admin	Support		Charges	Office	Support		Expenditure	
	£	£	£	£	£	£	£	£	£	£	£
Pensions Back-Funding	1,752,520	0	0	0	1,752,520	0	0	0	1,752,520	(286,000)	1,466,520
Telecommunications	42,850	66,220	500	1,300	110,870	0	0	44,680	155,550	(155,550)	0
Corporate Office Services	72,220	6,260	110	2,400	80,990	0	0	34,340	115,330	(115,330)	0
Public Offices	478,040	1,427,010	5,850	15,710	1,926,610	416,670	15,250	188,010	2,546,540	(2,546,540)	0
Corporate Procurement	47,200	320	0	1,570	49,090	0	4,810	20,920	74,820	(74,820)	0
Budgeting and Accounts	503,310	12,370	4,760	16,260	536,700	0	31,310	170,860	738,870	(738,870)	0
Exchequer Services	115,380	1,700	530	3,840	121,450	0	9,710	140,830	271,990	(271,990)	0
Insurance	51,110	296,550	210	1,640	349,510	0	5,580	25,640	380,730	(380,730)	0
Central Financial Services	61,280	158,650	450	2,040	222,420	0	10,320	32,830	265,570	(10,500)	255,070
Financial Audit	66,440	66,670	0	2,150	135,260	0	19,980	27,370	182,610	(182,610)	0
Land and Property Resources	156,560	2,660	4,970	5,040	169,230	0	12,820	71,410	253,460	(253,460)	0
Legal Services	409,300	45,350	9,160	13,250	477,060	0	43,860	90,230	611,150	(611,150)	0
Computer Services	793,520	668,770	5,390	24,300	1,491,980	405,910	102,900	180,210	2,181,000	(2,181,000)	0
Reprographic Services	174,640	146,630	270	5,810	327,350	5,770	85,130	92,720	510,970	(510,970)	0
Other Income and Receipts	123,730	15,350	420	4,120	143,620	0	13,090	120,940	277,650	(277,650)	0
Administration Of Local Taxation	302,790	84,190	2,860	9,170	399,010	0	30,490	634,930	1,064,430	(438,000)	626,430
Miscellaneous Finance	186,860	557,060	0	0	743,920	0	0	48,770	792,690	(34,000)	758,690
Industrial Estates	0	57,220	0	0	57,220	53,330	0	70,490	181,040	(426,310)	(245,270)
Commercial Property	0	0	0	0	0	0	0	58,520	58,520	(215,000)	(156,480)
Miscellaneous Properties	0	139,020	0	0	139,020	65,310	0	31,040	235,370	(138,790)	96,580
Investment Properties	0	20,460	0	0	20,460	0	0	31,900	52,360	(2,135,690)	(2,083,330)
Public Conveniences	0	286,120	0	0	286,120	5,440	0	49,840	341,400	(2,910)	338,490
<b>Total - Resources</b>	<b>5,337,750</b>	<b>4,058,580</b>	<b>35,480</b>	<b>108,600</b>	<b>9,540,410</b>	<b>952,430</b>	<b>385,250</b>	<b>2,166,480</b>	<b>13,044,570</b>	<b>(11,987,870)</b>	<b>1,056,700</b>



**Social Portfolio  
2017/18 Estimate**

Description	Direct Employees	Running Expenses	Directorate Admin	Directorate Support	Sub-Total	Capital Charges	Direct Office Expenses	Central Support	Total Expenditure	Less Income	Net Expenditure
	£	£	£	£	£	£	£	£	£	£	£
Centres for Retired People	892,030	552,350	34,530	2,630	1,481,540	215,630	17,730	228,420	1,943,320	(511,680)	1,431,640
Meals on Wheels	262,130	123,730	12,380	940	399,180	9,070	6,360	78,040	492,650	(196,530)	296,120
Community Transport Service	376,450	88,870	8,320	630	474,270	46,680	4,280	88,190	613,420	(136,720)	476,700
Community Alarm and Telecare	116,530	65,900	15,540	1,180	199,150	1,290	7,980	82,390	290,810	(325,000)	(34,190)
Community Services Information	77,660	1,640	7,160	550	87,010	0	3,680	20,770	111,460	(1,000)	110,460
Care for the Carers	196,450	12,080	16,350	1,250	226,130	0	8,400	42,320	276,850	(140,720)	136,130
Support for the Voluntary Sector	68,350	386,460	6,500	500	461,810	0	3,340	22,080	487,230	0	487,230
<b>Total - Social</b>	<b>1,989,600</b>	<b>1,231,030</b>	<b>100,780</b>	<b>7,680</b>	<b>3,329,090</b>	<b>272,670</b>	<b>51,770</b>	<b>562,210</b>	<b>4,215,740</b>	<b>(1,311,650)</b>	<b>2,904,090</b>

**Licensing  
2017/18 Estimate**

Description	Direct Employees	Running Expenses	Directorate Admin	Directorate Support	Sub-Total	Capital Charges	Direct Office Expenses	Central Support	Total Expenditure	Less Income	Net Expenditure
<b>Licensing</b>											
Hackney Carriages/Private Hire	169,700	18,010	4,080	1,310	193,100	0	10,650	53,540	257,290	(196,700)	60,590
Health and Safety at Work	38,170	1,180	920	300	40,570	0	2,220	12,140	54,930	(2,000)	52,930
Public Protection Licensing and Animal Welfare	136,410	4,080	3,270	1,060	144,820	0	9,960	88,890	243,670	(153,950)	89,720
<b>Total - Licensing</b>	<b>344,280</b>	<b>23,270</b>	<b>8,270</b>	<b>2,670</b>	<b>378,490</b>	<b>0</b>	<b>22,830</b>	<b>154,570</b>	<b>555,890</b>	<b>(352,650)</b>	<b>203,240</b>

**ELMBRIDGE BOROUGH COUNCIL CAPITAL PROGRAMME 2016/17 TO 2019/20**

<b>PORTFOLIO/SCHEME</b>	<b>TOTAL ESTIMATED COST £'000</b>	<b>ACTUAL EXPENDITURE TO 31.03.16 £'000</b>	<b>REVISED ESTIMATED EXPENDITURE 2016/17 £'000</b>	<b>ESTIMATED EXPENDITURE 2017/18 £'000</b>
<b><u>COMMUNITY DEVELOPMENT</u></b>				
ECIF Grants	820.0	556.1	163.9	100.0
Works at Old Church Path, Esher (Note 5: s106 Tariffs)	25.0	20.7	4.3	-
Tripartite (Community Buildings Grants) Scheme	394.4	261.1	53.3	80.0
CCTV Monitoring Hub	150.0	-	150.0	-
<b><u>RESOURCES</u></b>				
Civic Centre Alterations	558.0	400.4	56.8	100.8
Purchase of Units 1&2 Vickers Drive, Weybridge	14,810.0	-	14,810.0	-
Phase 3 Electricity for the Tennis Club at Stompond Lane	80.0	-	80.0	-
Asset Management Software	70.0	-	-	70.0
LED Lighting & Controls on Council Buildings	64.9	43.3	21.6	-
Provision for Potential Asset Investments and Other Borrowing	10,000.0	-	-	10,000.0
Website & Content Management System	90.0	36.6	53.4	-
Weybridge Hall Flat Conversion (Provisional Allocation)	220.0	15.0	-	205.0
Neilsons Bridge	131.7	58.0	73.7	-
Esher Church Wall	58.9	48.9	10.0	-
Rewire Weybridge Hall (Provisional Allocation)	80.0	-	-	80.0
Refurbishment of Civic Centre WCs	130.0	-	57.9	72.1
Refurbishment of Committee Rooms	45.0	-	22.2	22.8
Committee Rooms Microphones	14.5	13.0	1.5	-
Waterside Drive Contamination & Construction	17,896.0	1,441.6	10,972.3	5,482.1
Lower Ground Floor Improvements for Letting Alterations	25.0	-	25.0	-
Electronic Voting System	10.0	-	10.0	-
Electrical Distribution Boards	40.0	-	-	40.0
Generator Controls	25.0	-	-	25.0
Car Park Refurbishment	2,000.0	-	-	2,000.0
Drewitts Court Car Park Refurbishment	1,500.0	-	-	1,500.0
Esher Car Park Traffic Improvement	60.0	-	-	60.0
Public Buildings - Works Arising from 2012 Condition Survey	1,344.6	269.7	218.2	856.7
<b><u>IT DEVELOPMENT FUND</u></b>				
IT Development Fund	3,086.2	2,279.0	405.0	402.2
Customer Relationship Management System	325.0	253.1	71.9	-
<b><u>PLANNING</u></b>				
Planning Delivery Initiatives	554.2	550.1	4.1	-
<b><u>PLANNING SERVICES</u></b>				
Conservation Area Enhancements Phase V	10.0	3.7	6.3	-
Street Name Plate Replacement Programme	180.7	134.3	21.6	24.8
<b><u>ENVIRONMENT AND ECONOMY</u></b>				
Provision of Electric Vehicle Charger at Waterside Drive (Note 5: CIL)	40.0	-	-	40.0
Noise Monitoring Equipment	22.0	-	-	22.0
Vehicles for Joint Waste Contract	4,500.0	-	-	4,500.0
Recycling Containers New Properties / Exchanges (Notes 4: SCC & s106 Tariffs)	663.5	472.7	75.5	115.3
<b><u>HIGHWAYS AND TRANSPORT</u></b>				
Car Park - Appearance, Operational & Safety Improvements	128.7	127.1	1.6	-
Upgrade Pay & Display Machines	113.0	-	63.0	50.0
Pay & Display Machines Commuter Car Parks	40.7	-	40.7	-
Automatic Number Plate Recognition System	105.0	-	-	105.0
<b><u>HOUSING</u></b>				
Affordable Housing Grants for RSL (Note 4: s106 Tariffs & Agreements)	8,632.0	2,873.5	3,704.0	2,054.5
Empty Property & Loans Scheme	61.5	15.9	45.6	-
Private Sector Housing Grants 2014/15 Approvals (Note 6)	391.7	384.3	7.4	-
Private Sector Housing Grants 2015/16 Approvals (Note 7)	599.0	248.2	264.4	86.4
Private Sector Housing Grants 2016/17 Approvals (Note 8)	1,138.4	-	520.3	618.1
Private Sector Housing Grants 2017/18 Approvals (Note 9)	767.0	-	-	767.0
Grants & Loans for Home Improvements & Empty Properties	188.5	9.7	-	178.8

<b>LEISURE AND CULTURE</b>					
Elmbridge Museum Redevelopment		105.8	102.6	3.2	-
Additional Tree Planting (Note 5: s106 Tariffs)		84.0	75.5	8.5	-
Paddling Pool Refurbishment (Note 5: s106 Tariffs)		31.6	12.1	19.5	-
Playground Refurbishment Programme 2015/16 (Note 5: s106 Tariffs)		179.8	-	179.8	-
Repair of Ditton Slipway & Retaining Wall		98.5	94.9	3.6	-
Brooklands Community Park (Note 5: SANGS)		135.0	46.5	88.5	-
Splash Parks (Note 5: s106 Tariffs)		98.9	97.9	1.0	-
West End Rec - Hardstanding Improvements (Note 5: s106 Tariffs)		12.1	-	12.1	-
Weybridge Cricket Green Car Park Surface Replacement		84.9	84.1	0.8	-
Multi Use Games Area (Note 4: SCC Grant)		20.0	18.5	1.5	-
Sports Hub, Waterside Drive (Note 5: CIL)		3,158.0	-	2,500.0	658.0
Churchfield Tennis Court Replacement (Note 5: s106 Tariffs)		16.0	-	16.0	-
Improved Green Space Security		120.0	83.4	36.6	-
Greenline Fitness Loops (Note 5: CIL)		9.0	0.6	1.3	7.1
Museum Display Cases		39.8	-	21.6	18.2
Natural Play Area Brooklands (Note 5: s106 Tariffs)		95.0	-	95.0	-
Installation of Outdoor Gym Equipment (Note 5: CIL)		94.5	-	94.5	-
Replacement Excavator & Storage Container		52.5	-	52.5	-
Elmgrove Rec Formation of Permanent Pathway (Note 5: CIL)		8.0	-	8.0	-
Lower Green Community Improvements (Note 5: CIL)		100.0	-	-	100.0
Esher Green Seating		10.0	-	-	10.0
Hurst Park Multi-Use Games Area		35.0	-	-	35.0
Memorial Avenue Trees Cobham Tilt		12.0	-	-	12.0
Replacement Cabin for Countryside Team		60.0	-	-	60.0
Provisional Allocation - Replacement Tractor for Countryside Team		90.0	-	-	90.0
Vaux Crescent Play Area Refurbishment		40.0	-	-	40.0
West End Recreation Ground Tennis Court		35.0	-	-	35.0
Resurfacing Area Beside Weybridge Cricket Green		10.0	-	-	10.0
Esher Common Improvements		130.0	-	-	130.0
Tennis Courts Gates & Booking (Note 5: CIL, s106 Tariffs)		173.7	-	-	173.7
<b>SOCIAL</b>					
Purchase of Community Transport (Note 4: s106 Tariffs)		297.9	182.6	55.3	60.0
Weybridge Centre Refurbishment		32.0	-	32.0	-
Weybridge Centre WC Refurbishment (Note 5: CIL)		80.0	-	80.0	-
Replacement Chairs at Centres		12.0	-	12.0	-
Replacement Freezers at Centres		22.0	-	22.0	-
Purchase of Community Alarms		25.0	-	-	25.0
Purchase of Community Alarm Vehicle		11.0	-	-	11.0
Refurbishment - Centres for the Community		61.5	47.1	14.4	-
Replacement Kitchen Equipment - Centres for the Community		28.5	26.7	1.8	-
Meals on Wheels Vehicle (Note 5: SCC)		42.0	20.8	-	21.2
Community Café Thames Ditton		40.0	-	-	40.0
Public Address Systems and Induction Loop Systems		26.2	-	26.2	-
<b>PROVISIONAL FUTURE ALLOCATIONS</b>					
2018/19 - Capital Growth Bids Approved February 2016		282.3	-	-	-
2018/19 - Approved February 2016 - PwLB Potential Borrowing - Property (£30m limit)		4,000.0	-	-	-
2018/19 - Provisional Allocation - Other Projects		3,150.0	-	-	-
2019/20 - Provisional Allocation - Other Projects		2,810.0	-	-	-
<b>TOTAL GENERAL FUND CAPITAL PROGRAMME</b>		<b>88,249.6</b>	<b>11,409.3</b>	<b>35,403.2</b>	<b>31,194.8</b>
<b>FUNDING:</b>	<b>Total</b>	<b>Capital Receipts</b>	<b>Capital Grants including S106</b>	<b>Revenue and New Homes Bonus</b>	<b>Borrowing</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>2016/17</b>	<b>35,403.2</b>	1,197.0	7,391.2	5,166.1	21,648.9
<b>2017/18</b>	<b>31,194.8</b>	3,540.1	5,208.1	2,464.5	19,982.1
<b>2018/19</b>	<b>7,432.3</b>	1,750.0	1,393.3	289.0	4,000.0
<b>2019/20</b>	<b>2,810.0</b>	1,350.0	1,167.0	293.0	-

<b>NOTES</b>					
(1) The above programme covers expenditure on capital schemes, irrespective of the funding source					
(2) Schemes for which full payment had been made by 31 March 2016 have not been included within the programme					
(3) This programme excludes anything approved by external bodies					
(4) Utilisation of External Funding, leaving a reduced capital cost to be funded by the Council					
(5) Utilisation of External funding, leaving no net capital cost to be funded by the Council					
(6) Disabled Facilities Grant funding has been claimed from Central Government, leaving a net capital cost to Elmbridge in 2016/17 of £7,400 to fund the remaining grants approved from the 2014/15 Capital Programme					
(7) Disabled Facilities Grant funding is to be claimed from Central Government, leaving a maximum net capital cost to Elmbridge of £240,000 for 2015/16 grant approvals					
(8) Disabled Facilities Grant funding is to be claimed from Surrey County Council, leaving a maximum net capital cost to Elmbridge of £779,400 for 2016/17 grant approvals					
(9) Disabled Facilities Grant funding is to be claimed from Surrey County Council, and is an estimate based on 2016/17 amount, leaving a maximum net capital cost to Elmbridge of £100,000 for 2017/18 grant approvals					