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# Elmbridge Council Plan

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2019/20



Character and Environment | Quality Services | Economic Development | Community Wellbeing



**Elmbridge**  
Borough Council

*... bridging the communities ...*

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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 our strategic plan. It tells us what our priorities and targets are for the 2019/20 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?

Residents, Members 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 we are aiming to do, and the targets we have set for ourselves
- challenge us to provide the services you think are important in an efficient and effective way
- 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 we are doing
- get an appreciation of all the different services we offer
- agree our Priorities for the year and what needs to be done
- 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 we offer and challenge whether we offer value for money
- understand the direction in which we are going
- understand what our Priorities are for the year
- understand how the work you do helps us achieve our Vision

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# Introduction

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The information on the following pages presents our:

- **Vision** – what we would like Elmbridge to be in 2023 guides our medium/long-term plans.
- **Priorities** – shorter term priorities that support our Vision.
- **Objectives** – these are activities we will undertake this year to demonstrate our commitment to our Priorities.

## Our vision (2018-23)

Our vision is what we would like Elmbridge to be in 2023 and has been developed from extensive consultation with a range of stakeholders.

How will we measure that we are meeting our vision by 2023?

**A responsive and effective Council, protecting and promoting the interests of residents and businesses and safeguarding our environment, while maintaining a community for all.**

- 80% of residents see Elmbridge as a good place to live.
- 80% of residents and businesses feel the environment is safeguarded.
- 80% of residents are satisfied with the management of our parks, green spaces and common lands.
- 80% customer satisfaction in our services.
- 80% of residents and businesses believe the council offers value for money.
- 80% of residents and businesses see the council as a leader within the community and would turn to Elmbridge during a crisis.
- Residents, business and community groups feel listened to and have opportunity to influence service delivery through consultation.
- Ensure we are in the top 40 authorities in the UK league table for waste tonnages produced.
- Retain position in top quartile for the number of active businesses in the area.
- Unqualified opinion on financial statements and value for money conclusion.

## Our priorities

Our priorities support our Vision and are reviewed every year:

**Character and Environment** – We will make Elmbridge a sustainable and attractive place.

**Quality Services** – We will work in partnership to ensure services are efficient, effective and offer value for money.

**Economic Development** – We will facilitate economic growth, including improved infrastructure and housing.

**Community Wellbeing** – We will listen to all our residents and support communities to become healthier, empowered and safe.

## Our approach to performance management

Our system is easy for Members and Officers to use but 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 our overall priorities. It works as follows:

- Our overall **council vision** has been set in 2018 for a period of five years (2018 to 2023). The Vision, supported by our **priorities**, sets out how we will ensure we meet the goals of our five-year plan.
- Under each of our Priorities sit several **council objectives**. These detail the activities we will be doing in the current year.
- Each service area also develops **service objectives** for the year to show how they will help support the Council objectives and improve internal processes.
- In addition to service objectives, teams detail their **business as usual functions** to set out what core services they provide on a day-to-day basis.
- 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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We have 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. Our 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 our budget over the coming two years. We take account of our Vision, Priorities and significant service pressures, in order to ensure that we can best utilise resources to deliver service targets and to meet our 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 7 summarises our spending plans for this 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 this year, together with our programme of capital expenditure in the year, are shown at the end of this Council Plan.

## Annual Audit Letter

During 2018 we were audited by Grant Thornton, our appointed external auditor, for the 2017/18 financial year. We received an unqualified opinion on the financial statements and a finding that we 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 this 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 this year, 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	469,020	(141,080)	327,940
Corporate Development	6,954,740	(4,337,350)	2,617,390
Environment and Economy	7,298,110	(1,566,130)	5,731,980
Highways and Transport	3,196,970	(4,620,710)	(1,423,740)
Housing	44,584,910	(41,919,180)	2,665,730
Leisure and Culture	6,622,400	(1,410,360)	5,212,040
Planning	4,348,000	(1,958,210)	2,389,790
Resources	14,956,940	(11,445,200)	3,511,740
Social Affairs	5,070,530	(1,606,330)	3,464,200
Licensing	<u>582,320</u>	<u>(322,350)</u>	<u>259,970</u>
	94,083,940	(69,326,900)	24,757,040
Investment Properties			(3,849,590)
Asset rentals			(4,577,930)
Interest on balances			(1,000,000)
(From)/to earmarked funds			(166,000)
Transfer from Council Tax freeze grant reserve			(157,000)
Capital financing			2,772,120
Grant to Claygate Parish Council			2,650
New Homes Bonus			(957,930)
Contribution to New Homes Bonus / Property Acquisition Reserve			844,240
<b>Net Budget</b>			<b><u>17,667,600</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 maintain and improve 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 new affordable housing for the local community).

A summary of our capital programme is shown here. Full details of spending schemes for this financial year are shown at the end of the Council Plan.

	Estimated spending 2019/20 £'000
Community Development	200
Environment	85
Highways and Transport	154
Housing	5,483
Leisure and Culture	972
Planning Services	49
Resources	22,676
Social Affairs	165
<b>Total</b>	<b><u>29,784</u></b>



# Our community

136,400\* people live in Elmbridge.

Of those, 66,100 (48%) are male and 70,300 (52%) are female\*.

There are 55,920\*\* households in Elmbridge.

## How Elmbridge Compares to the Rest of England

	Elmbridge	England
Residents aged under 20*	27%	24%
Residents aged 65 and over*	17%	18%
Residents aged 75 and over*	8%	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%	38%
Residents who are unemployed***	2.8%	4.3%
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****	26	79,880

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

\* ONS mid-year population estimate June 2017, published 2018.

\*\* Elmbridge Council Tax data (occupied properties only), September 2018.

\*\*\* ONS Annual Population Survey (via Nomis), 17/18

\*\*\*\* DCLG Homelessness Statistics, 'Table 784: local authorities' action under the homelessness provisions of the Housing Acts, financial years 2004/05 to 2017/18', (October 2018) 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 values

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Our values reflect our organisation and where we want to be in the future. They reflect the culture of the organisation; how we work as a group of employees and how we approach our roles, our projects, our teams and our customers. Our values help propel us forward as an organisation.

Our values are:



## Respect

Being considerate, tolerant and attentive to the opinions and work practices of colleagues and customers is the backbone of this value. With the pressures of work and life it is easy to dive straight into work issues in an email, on the phone or in a meeting without taking the time to find out a little about the people we work with. Respect is also about us acknowledging differing views and working together to find the best solution for our customers.

## Quality customer service

This value places our residents and customers at the heart of everything we do. How can we develop the services and systems that best service our residents? How can we ensure that our customers are always at the forefront and in everything we do? How can we ensure we deliver value for money?

With this value, we ensure we look at our services and operations from the customers' perspective and if they are not straightforward or easily understood then we change them.

## Progressive

This value places focus on making us better as an organisation through encouraging improvement and change to enable our working lives to become better.

Being progressive is about acknowledging that change is the 'norm' and that we should all be flexible and try to be open to improvement and development for our own benefit and for that of our customers.

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# Our council objectives

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Sections 1 to 4 contain the council objectives we will be undertaking to achieve our council vision. These objectives are grouped by our Priorities:



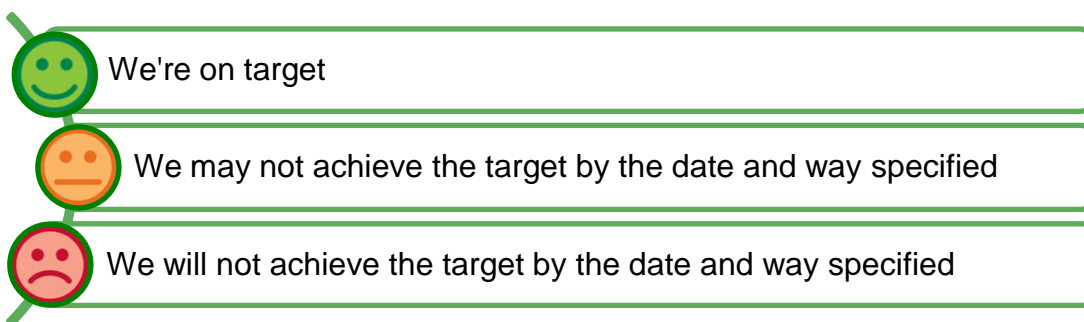
For each objective, we set out activities that will show whether we are meeting the objective and when we expect to complete the objective.

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

- |  |                              |
|--|------------------------------|
| <b>LD</b> Leader                       | <b>L</b> Leisure and Culture |
| <b>CS</b> Community and Social Affairs | <b>P</b> Planning Services   |
| <b>ET</b> Environment and Transport    | <b>R</b> Resources           |
| <b>H</b> Housing                       |                              |

When setting our objectives, we consider several factors. These include the services we must provide by law, the issues our residents have identified as important, and other responsibilities such as promoting equality, preventing crime and disorder and encouraging sustainability.

We regularly measure how well we are performing against these objectives by using a traffic light system.



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).

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# Section 1: Character and Environment

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**ET1 Deliver the Air Quality Improvement Plan to help reduce local air pollution for a healthier community.**

**Lead Officer: Head of Environmental Services**

- Raise public awareness of the impact of pollution on health, and improvements through lifestyle changes by September 2019.
- Install electric car charging points in at least two main town car parks by December 2019.
- Devise a medium-term action plan to reduce traffic emissions through a series of measures including tackling traffic congestion, in partnership with businesses, transport operators, the local transportation authority (Surrey County Council) and the local community by December 2019.
- Improve air quality at seven declared Air Quality Management Areas by targeted measures including reducing engine idling and local congestion to review and revoke the status of Areas that meet the national air quality standards by March 2020.

**LD1 Improve the Borough's energy usage to create a more sustainable environment.**

**Lead Officer: Head of Organisational Development**

- Work with Elmbridge businesses and retailers to promote the Refill Campaign and encourage participation by December 2019.
- Promote funding schemes that support residents to reduce energy usage in their homes by March 2020.
- Monitor and support delivery of the Energy and Sustainability Action Plan by March 2020.

**LD2 Promote sustainable transport modes throughout the Borough.**

**Lead Officer: Head of Organisational Development**

- Work with Surrey Highways to engage businesses and stakeholders to complete the evidence base phase for the Brooklands Business Park Accessibility feasibility study by July 2019.
- Represent the views of our residents and businesses in response to the Heathrow Airport expansion consultations by March 2020.
- Work with Surrey Highways to bring forward options for easing traffic congestion in Esher and Weybridge by March 2020.

**P1 Ensure the Council has an up to date Local Plan that supports the delivery of sustainable development.**

**Lead Officer: Head of Planning Services**

- Consult on the preferred approach to the Local Plan by September 2019.
- Publish the Authority Monitoring Report by November 2019.
- Publish the statutory proposed Local Plan prior to submission to Secretary of State by February 2020.
- Prepare the evidence base to support the Local Plan by March 2020.
- Produce a Statement of Common Ground with Housing Market Area partners and other relevant stakeholders by March 2020.

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## Section 2: Quality Services

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**ET2 Improve the quality of the Borough's car parks for ease of use and maximum utility.**

**Lead Officer: Head of Environmental Services**

- Introduce a pay-on-exit parking barrier scheme as part of the refurbishment of Hollyhedge Car Park in Cobham with the new equipment being installed June 2019.
- Launch the new scheme by September 2019.
- Introduce a parking account facility for users by September 2019.

**H1 Support the local rollout of Universal Credit while minimising any adverse impact on our residents.**

**Lead Officer: Head of Housing Services**

- Carry out six-monthly reviews (in July 2019 and March 2020) of the local impact on residents and partners, agreeing and implementing any remedial action where necessary by March 2020.

**P2 Deliver a proactive and adaptive development management service.**

**Lead Officer: Head of Planning Services**

- Monitor and implement the Action Plan for the Housing Delivery Test by March 2020.
- Review the current pre-application service and implement an updated and improved service by March 2020.
- Increase the number of planning applications determined within the statutory deadline by March 2020.

**R1 Deliver the Council's Infrastructure projects in the approved Capital Programme.**

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

- Install fit for purpose public conveniences in the three agreed locations by June 2019.
- Continue with the refurbishment programme for the pay and display car parks by September 2019.
- Ensure the planned programme of works in respect of the Council's asset infrastructure is completed by March 2020.
- Continue investigations around the creation of an alternative waste depot facility to ensure long-term service deployment by March 2020.

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## Section 3: Economic Development

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**ET3 Support local businesses with the introduction of a street trading control scheme to better control where and how street traders operate.**

**Lead Officer: Head of Environmental Services**

- Applications from new or existing traders considered under the new scheme to ensure they complement existing local businesses by 30 June 2019.

**P3 Improve local and strategic infrastructure using the Community Infrastructure Levy.**

**Lead Officer: Head of Planning Services**

- Prepare for the adoption of a new CIL charging schedule by March 2020.
- Use the Infrastructure Delivery Plan to produce a two-year programme of key infrastructure projects for the Borough to be supported through CIL funding by March 2020.

**R2 Work with stakeholders to identify land for regeneration projects.**

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

- Report on the outcome of the community consultation on the future of Hersham Hall and consider the various options for the site by July 2019.
- Undertake public engagement and consultation on strategic property priorities with all stakeholders including businesses and residents by February 2020.
- Explore with SCC, NHS and other stakeholders as part of the One Public Estate to deliver possible regeneration of Weybridge town centre by March 2020.
- Commission a plan for the regeneration of Weybridge town centre funded by One Public Estate in consultation with local traders and interest groups by March 2020.
- Support the Claygate Recreation Ground Trust in their plans to rebuild a pavilion facility on the recreation ground by March 2020.

**R3 Deliver affordable housing that will meet the needs of the local community through investment and development.**

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

- Work with EBC Homes Ltd to identify both purchase and development opportunities to increase the supply of affordable housing by March 2020.
- As part of the Local Planning process identify additional sites for the redevelopment of affordable housing in partnership with EBC Homes Ltd and local providers by March 2020.
- Deliver five residential units and identify an appropriate end user for the occupation of the ground floor of the Weybridge Hall site by March 2020.

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## Section 4: Community Wellbeing

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### **CS1 Develop and adopt an Older Person's Strategy 2019-2022.**

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

- Complete consultation by June 2019.
- Draft the strategy and action plan by December 2019.
- Strategy adopted by March 2020.

### **H2 Deliver an increase in the supply of affordable housing.**

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

- Work with EBC Homes Ltd and procure housing management services to manage the affordable homes by December 2019.
- Complete the contract and service level agreement for the housing management services by February 2020.
- Increase the provision of affordable homes in the Borough by utilising the Housing Enabling Fund to secure additional units by March 2020.

### **H3 Prevent homelessness where possible and reduce the use of nightly-paid temporary accommodation outside the Borough.**

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

- Monitor the use of the Flexible Homelessness Support Grant and have firm proposals for the use of 2020/21 grant by January 2020.
- Reduce use of out of Borough bed and breakfast by securing at least five additional units by September 2019 and ten additional units of temporary accommodation in the Borough (against a baseline set at 31 March 2019) by March 2020.

### **LD3 Ensure the voices of young people within the Borough are heard and acknowledged.**

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

- Deliver the Junior Citizen programme by June 2019.
- Explore options for the creation of a Youth Panel by September 2019.
- Provide targeted youth intervention work as required by March 2020.



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## Section 5: About our teams

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Throughout the year, the council provides a range of high quality services to residents, businesses and visitors. Each council team has specific services they are responsible for providing. It is not possible to capture all this work in one document but a summary of what each team provides is set out below.

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

### Asset Management and Property Services

Asset Management Property Services manage and maintain all assets owned by the council from both an investment and operational aspect. The team provide professional expertise on all property aspects and work with stakeholders to achieve the best outcome in respect of the public estate for the residents of the Borough. Delivery of growth within the local economy will be achieved where possible by using local contractors who can provide the council with value for money on refurbishment projects and new builds. Where appropriate, the team use our assets either through the development of land or adapting current buildings to deliver much needed affordable housing for the Borough to ensure that it meets the needs of the housing demand.

### Community Support Services

The Community Support Services team provides a wide range of services to support residents in Elmsbridge, designed to keep people independent in their own homes. Amongst other services this includes: seven Centres, 7 day a week Meals on Wheels service, Community Transport, Community Alarm and Telecare, Dementia services and support to the voluntary sector. The team offers a comprehensive directory of services available for older people, people with a disability and carers as well as service specific information.

### Customer Services

Customer Services work with services across the council to design customer contact processes that are easy and efficient to use. The team aim to resolve as many enquiries as possible at first point of contact to deliver consistently high levels of customer satisfaction. We use our customer feedback to make continuous improvements to become more effective and efficient.

### Democratic Services

The Democratic Services team compiles, publishes and maintains an annual Register of Electors as required by law and organises Elections and Referendums in accordance with statutory requirements. Democratic Services supports the council's political management structure to ensure sound, open, transparent and accountable decision-making, in delivering the council's priorities.

The team delivers a comprehensive induction, training and support programme for all councilors to enable them to discharge their duties as elected Members of the council in their community leadership, ambassadorial and representational roles. Democratic Services supports the Worshipful the Mayor of Elmbridge as First Citizen of the Borough ensuring that the Mayoralty is run in accordance with statutory requirements and Protocol.

## Environmental Services

The Environmental Services team ensure the pay-and-display car parks are well managed; convenient parking is offered to the locality and its businesses; and by working with the County council, they help keep streets smart, clean and tidy. The team additionally licence and regulate activities, such as the sale of alcohol and taxis, and assure food safety standards at food outlets to keep the public safe. Furthermore, they deal with public health and environmental nuisances such as noise and littering to protect the environment, while also working in partnership with other local authorities to oversee the joint delivery of waste and recycling services.

## 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; and 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 as well as administers Council Tax Support and Housing Benefits.

## Housing Services

The Housing Services team provides a range of high quality services to vulnerable and needy residents of Elmbridge to meet a wide range of needs and supports business and a thriving economy through enabling the provision of more affordable housing. The team responds to housing need and seeks to prevent homelessness through provision of comprehensive advice and where necessary emergency accommodation, regulates private sector housing to ensure homes are healthy and safe, assists older and vulnerable residents to remain safely in their homes and works to increase the supply of affordable housing.

## Information & Communications Technology (ICT)

The Information and Communications Technology (ICT) team maintains and develops the technical environment to enable effective delivery of the council's priorities. This includes the day-to-day management and security of the network, telephony, servers, desktops, business software and data. The team also provide first and second line support, including the logging and management of all incidents, service and access requests and take appropriate action to restore normal service as quickly as possible. The team hold responsibility for the provision of ICT training and work hard to implement new and improved technology to transform business processes and maximise service and cost efficiencies across the organisation.

## Internal Audit

Internal Audit works with key stakeholders to enhance and protect quality services by providing risk-based and objective assurance, advice and insight.

## Legal Services

The Legal Services team protects Elmbridge's environment through targeted prosecutions and regulatory enforcement; providing a quality legal service as evidenced by Lexcel accreditation; facilitating economic growth by securing Community Infrastructure Contributions (if necessary by legal action); making communities safer by taking legal measures that reduce crime and disorder (e.g. Public Spaces Protection Orders); and protecting the council's income base by effective debt recovery and by legal work that assists good property management.

## Leisure and Cultural Services

The Leisure and Cultural Services team looks after the council's green spaces, including parks, commons, playgrounds and cemeteries. They manage the leisure facilities including the Elmbridge Xcel Leisure Complex, Hurst pool the Public Halls and the Elmbridge Xcel Sports Hub. They also provide play activities for children, including the Shout! holiday scheme, and support healthy lifestyle, arts and cultural activities including the Elmbridge Museum.

## Organisational Development

The Organisational Development team is responsible for driving change and making improvements across the council enabling improved quality services. The team also supports economic development and community wellbeing through providing services in communications, community safety, consultation, economic development, family support, human resources, overview and scrutiny, performance monitoring and council service planning.

## Planning Services

The council's Planning Service delivers sound and sustainable planning decisions in a timely and transparent manner. The adoption of a new Local Plan will ensure our policies are up to date and fit for purpose to shape development in the Borough, providing homes and jobs for our residents whilst protecting and enhancing the character and appearance of Elmbridge; including its trees, Conservation Areas and Listed Buildings. The impact of new policies and proposed development on residents and existing communities will be fully explored through public consultation and engagement as set out in the council's Statement of Community Involvement.

## Section 6: Complete Spending Summary and Capital Programme

<b>GENERAL FUND BUDGET SUMMARY 2019/20</b>		
	<b>2018/19</b>	<b>2019/20</b>
<b>Portfolio / Committee</b>	<b>Budget</b>	<b>Budget</b>
	<b>£</b>	<b>£</b>
Community Development	329,840	327,940
Corporate Development	2,784,440	2,617,390
Environment	4,989,440	5,731,980
Highways and Transport	(1,551,850)	(1,423,740)
Housing	2,458,090	2,665,730
Leisure and Culture	5,002,370	5,212,040
Planning	2,026,980	2,389,790
Resources	3,494,150	3,511,740
Social	3,184,500	3,464,200
Licensing	197,070	259,970
<b>Net Budget to Provide Services</b>	<b>22,915,030</b>	<b>24,757,040</b>
Depreciation Reversal (included above)	(3,681,870)	(4,577,930)
Interest on Balances	(900,000)	(1,000,000)
Investment Properties	(3,454,720)	(3,849,590)
Capital Financing	2,207,110	2,772,120
Grant to Claygate Parish for compensation for decrease in Council Tax Base (Localisation of Council Tax Benefits)	2,600	2,650
<b>Net Budget for Use of Reserves</b>	<b>17,088,150</b>	<b>18,104,290</b>
New Homes Bonus	(1,102,440)	(957,930)
<b>Contributions To / (From) Reserves</b>		
(From) / To Earmarked Reserves	17,000	(166,000)
Transfer from Council Tax Freeze Grant Reserve	(157,000)	(157,000)
Contribution to New Homes Bonus / Property Acquisition Reserves	959,500	844,240
<b>NET BUDGET</b>	<b>16,805,210</b>	<b>17,667,600</b>

## General Fund Budget - Analysis by Portfolio

### 2019/20 Estimate

	Direct	Running	Directorate	Directorate		Capital	Direct Office	Central		Total	Recharge to		Net
Portfolio/Committee	Employees	Expenses	Admin *	Support *	Sub-Total	Charges	Expenses *	Support *	Expenditure	Services	Income	Expenditure	
	£	£	£	£	£	£	£	£	£	£	£	£	
Community Development	79,170	218,990	400	12,080	<b>310,640</b>	45,330	8,890	104,160	<b>469,020</b>		(141,080)	<b>327,940</b>	
Corporate Development	2,392,170	995,410	27,320	271,210	<b>3,686,110</b>	0	338,420	2,930,210	<b>6,954,740</b>	(4,325,550)	(11,800)	<b>2,617,390</b>	
Environment and Economy	721,750	5,208,670	38,160	11,430	<b>5,980,010</b>	810,500	40,690	466,910	<b>7,298,110</b>		(1,566,130)	<b>5,731,980</b>	
Highways and Transport	269,570	1,875,440	135,680	29,840	<b>2,310,530</b>	384,950	27,030	474,460	<b>3,196,970</b>		(4,620,710)	<b>(1,423,740)</b>	
Housing	2,232,990	41,222,260	64,990	27,260	<b>43,547,500</b>	0	246,110	791,300	<b>44,584,910</b>		(41,919,180)	<b>2,665,730</b>	
Leisure & Culture	1,335,200	2,743,950	60,210	10,970	<b>4,150,330</b>	1,647,040	78,860	746,170	<b>6,622,400</b>		(1,410,360)	<b>5,212,040</b>	
Planning	2,259,070	420,320	366,160	48,120	<b>3,093,670</b>	18,080	186,280	1,049,970	<b>4,348,000</b>		(1,958,210)	<b>2,389,790</b>	
Resources	5,757,980	4,752,050	45,570	116,700	<b>10,672,300</b>	1,343,260	382,920	2,558,460	<b>14,956,940</b>	(9,457,900)	(1,987,300)	<b>3,511,740</b>	
Social	2,266,800	1,580,200	132,070	9,250	<b>3,988,320</b>	320,380	38,100	723,730	<b>5,070,530</b>		(1,606,330)	<b>3,464,200</b>	
Licensing	370,100	26,870	7,170	3,140	<b>407,280</b>	0	20,250	154,790	<b>582,320</b>		(322,350)	<b>259,970</b>	
<b>Net Cost of All Services</b>	<b>17,684,800</b>	<b>59,044,160</b>	<b>877,730</b>	<b>540,000</b>	<b>78,146,690</b>	<b>4,569,540</b>	<b>1,367,550</b>	<b>10,000,160</b>	<b>94,083,940</b>	<b>(13,783,450)</b>	<b>(55,543,450)</b>	<b>24,757,040</b>	
* Reallocated Overheads													

		Elmbridge (Excluding Claygate Parish Area)			Elmbridge (Claygate Parish Area)		
		2019/20 Band 'D'		2019/20 Band 'D'			
2018/19		Total	Equivalent	Total	Equivalent		
£		£	£	£	£		
16,805,210	<b>Elmbridge B.C. Gross Budget Requirement</b>	17,667,600	272.99	17,667,600	272.99		
48,860	Claygate Parish Council			49,157	14.15		
<b>16,854,070</b>	<b>Budget Requirement</b>	<b>17,667,600</b>	<b>272.99</b>	<b>17,716,757</b>	<b>287.14</b>		
	<b>Less Government Grant :</b>						
		£					
2,239,682	NDR	2,291,008					
0	RSG	0					
2,239,682		2,291,008					
	<b>Collection Fund</b>						
(150,000)	Business Rate Surplus/(Deficit)	500,000					
750,000	Business Rates excess over Baseline	500,000					
175,640	Council Tax Surplus	54,031					
		3,345,039	51.68	3,345,039	51.68		
<b>13,838,748</b>	<b>Elmbridge BC Precept</b>	<b>14,322,561</b>	<b>221.30</b>	<b>14,371,718</b>	<b>235.45</b>	<b>11.47%</b>	
15,173,363	Surrey Police Precept	16,864,090	260.57	16,864,090	260.57	13.46%	
90,518,729	Surrey County Council Precept	94,070,520	1,453.50	94,070,520	1,453.50	75.07%	
<b>119,530,840</b>	<b>Total</b>	<b>125,257,171</b>	<b>1,935.37</b>	<b>125,306,328</b>	<b>1,949.52</b>	<b>100.00%</b>	
64,139	Council Tax Base (D Band Equivalents)	61,246		3,474	64,720	Total	
	<b>Band 'D' Equivalent Tax</b>						
1,862.86	Elmbridge (Excluding Claygate Parish)		1,935.37				
1,877.01	Elmbridge - Claygate Parish Area				1,949.52		

**Council Tax Bands 2019/20**

	<b>Elmbridge (Excluding Claygate Parish Area)</b>					<b>Elmbridge (Claygate Parish Area)</b>	
<b>Property Valuation Band</b>	<b>Surrey County Council</b>					<b>Claygate Parish</b>	<b>TOTAL</b>
	<b>Elmbridge Borough Council</b>	<b>Standard Council Tax</b>	<b>Adult Social Care</b>	<b>Surrey Police</b>	<b>TOTAL</b>		
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
A	147.53	900.74	68.26	173.71	1,290.24	9.43	1,299.67
B	172.12	1,050.86	79.64	202.67	1,505.29	11.01	1,516.30
C	196.71	1,200.99	91.01	231.62	1,720.33	12.58	1,732.91
D	221.30	1,351.11	102.39	260.57	1,935.37	14.15	1,949.52
E	270.48	1,651.36	125.14	318.47	2,365.45	17.29	2,382.74
F	319.66	1,951.60	147.90	376.38	2,795.54	20.44	2,815.98
G	368.83	2,251.85	170.65	434.28	3,225.61	23.58	3,249.19
H	442.60	2,702.22	204.78	521.14	3,870.74	28.30	3,899.04

**Community Development Portfolio  
2019/20 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	67,850	52,700	400	9,550	<b>130,500</b>	0	6,730	77,080	<b>214,310</b>	(62,280)	<b>152,030</b>
CCTV Scheme	8,410	122,570	0	1,880	<b>132,860</b>	45,330	1,360	23,060	<b>202,610</b>	(78,800)	<b>123,810</b>
Business Management	2,910	43,720	0	650	<b>47,280</b>	0	800	4,020	<b>52,100</b>	0	<b>52,100</b>
<b>Total - Community Development</b>	<b>79,170</b>	<b>218,990</b>	<b>400</b>	<b>12,080</b>	<b>310,640</b>	<b>45,330</b>	<b>8,890</b>	<b>104,160</b>	<b>469,020</b>	<b>(141,080)</b>	<b>327,940</b>



**Corporate Development Portfolio  
2019/20 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
	£	£	£	£	£	£	£	£	£	£	£
Business Management	390,020	145,990	3,900	89,910	<b>629,820</b>	0	56,350	258,200	<b>944,370</b>	(724,740)	<b>219,630</b>
Committee Management	241,760	449,920	2,740	52,250	<b>746,670</b>	0	71,910	162,250	<b>980,830</b>	(980,830)	<b>0</b>
Mayoralty	59,200	15,300	10,710	12,650	<b>97,860</b>	0	11,130	20,980	<b>129,970</b>	(129,970)	<b>0</b>
Publicity	122,980	36,360	870	27,430	<b>187,640</b>	0	19,950	49,470	<b>257,060</b>	(257,060)	<b>0</b>
Electoral Registration	115,560	102,770	750	20,400	<b>239,480</b>	0	15,630	109,930	<b>365,040</b>	(11,800)	<b>353,240</b>
Elections	220,270	139,220	800	22,240	<b>382,530</b>	0	16,430	42,260	<b>441,220</b>	(441,220)	<b>0</b>
Cost of Democracy	0	0	0	0	<b>0</b>	0	37,850	1,866,670	<b>1,904,520</b>	0	<b>1,904,520</b>
Centralised Staffing Services	149,210	7,460	0	5,760	<b>162,430</b>	0	3,610	25,680	<b>191,720</b>	(191,720)	<b>0</b>
Staffing Policies	117,090	82,080	1,160	25,990	<b>226,320</b>	0	18,590	102,770	<b>347,680</b>	(347,680)	<b>0</b>
Staff Health and Safety	24,880	5,550	620	5,550	<b>36,600</b>	0	9,600	15,520	<b>61,720</b>	(61,720)	<b>0</b>
Data Protection	0	2,900	0	0	<b>2,900</b>	0	0	1,460	<b>4,360</b>	(4,360)	<b>0</b>
Customer Services	951,200	7,860	5,770	9,030	<b>973,860</b>	0	77,370	275,020	<b>1,326,250</b>	(1,186,250)	<b>140,000</b>
<b>Total - Corporate Development</b>	<b>2,392,170</b>	<b>995,410</b>	<b>27,320</b>	<b>271,210</b>	<b>3,686,110</b>	<b>0</b>	<b>338,420</b>	<b>2,930,210</b>	<b>6,954,740</b>	<b>(4,337,350)</b>	<b>2,617,390</b>

**Environment Portfolio**

**2019/20 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
	£	£	£	£	£	£	£	£	£	£	£
Environmental Enforcement	6,140	102,160	3,100	680	<b>112,080</b>	0	760	11,400	<b>124,240</b>	(9,000)	<b>115,240</b>
Street Cleansing Operations	15,070	1,203,020	7,610	1,670	<b>1,227,370</b>	186,330	1,210	54,600	<b>1,469,510</b>	0	<b>1,469,510</b>
Litter Bins	0	63,080	0	0	<b>63,080</b>	10,160		1,730	<b>74,970</b>	0	<b>74,970</b>
Litter Awareness	21,530	3,800	10,870	2,390	<b>38,590</b>	0	2,380	28,810	<b>69,780</b>	0	<b>69,780</b>
Drainage Function	5,180	39,270	2,620	580	<b>47,650</b>	0	360	6,870	<b>54,880</b>	0	<b>54,880</b>
Domestic Waste	0	1,176,160	0	0	<b>1,176,160</b>	148,490	0	28,770	<b>1,353,420</b>	(209,570)	<b>1,143,850</b>
Clinical Waste	0	25,580	0	0	<b>25,580</b>	3,970	0	560	<b>30,110</b>	0	<b>30,110</b>
Special Collections	0	90,540	0	0	<b>90,540</b>	14,040	0	2,050	<b>106,630</b>	(63,200)	<b>43,430</b>
Recycled Waste	0	865,710	0	0	<b>865,710</b>	203,310	0	62,970	<b>1,131,990</b>	(256,060)	<b>875,930</b>
Recycled Waste/Green Waste	0	478,510	0	0	<b>478,510</b>	74,200	0	22,560	<b>575,270</b>	(1,016,200)	<b>(440,930)</b>
Recycled Waste/Kitchen Pilot	0	1,078,610	0	0	<b>1,078,610</b>	167,250	0	29,250	<b>1,275,110</b>	0	<b>1,275,110</b>
Food Control, Monitoring and Education	263,950	13,370	5,740	2,510	<b>285,570</b>	0	13,400	74,910	<b>373,880</b>	(2,500)	<b>371,380</b>
Contaminated Land	84,720	2,330	1,920	840	<b>89,810</b>	0	6,440	15,090	<b>111,340</b>	(600)	<b>110,740</b>
Environmental Protection/other	294,870	30,310	5,620	2,460	<b>333,260</b>	2,750	14,610	94,230	<b>444,850</b>	(9,000)	<b>435,850</b>
Environmental Protection/pest control	0	0	0	0	<b>0</b>	0	0	0	<b>0</b>	0	<b>0</b>
Personal Health - Monitoring and Promotion	24,610	850	550	240	<b>26,250</b>	0	1,380	9,180	<b>36,810</b>	0	<b>36,810</b>
Emergency Planning	5,680	35,370	130	60	<b>41,240</b>	0	150	23,930	<b>65,320</b>	0	<b>65,320</b>
<b>Total - Environment</b>	<b>721,750</b>	<b>5,208,670</b>	<b>38,160</b>	<b>11,430</b>	<b>5,980,010</b>	<b>810,500</b>	<b>40,690</b>	<b>466,910</b>	<b>7,298,110</b>	<b>(1,566,130)</b>	<b>5,731,980</b>

**Highways and Transport Portfolio**  
**2019/20 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	68,690	222,570	34,670	7,630	<b>333,560</b>	4,720	7,850	113,300	<b>459,430</b>	(67,830)	<b>391,600</b>
Off Street Car Parking	105,020	1,083,390	53,010	11,650	<b>1,253,070</b>	380,230	9,990	228,870	<b>1,872,160</b>	(3,687,500)	<b>(1,815,340)</b>
On Street Parking *	95,860	569,480	48,000	10,560	<b>723,900</b>	0	9,190	132,290	<b>865,380</b>	(865,380)	<b>0</b>
<b>Total - Highways and Transport</b>	<b>269,570</b>	<b>1,875,440</b>	<b>135,680</b>	<b>29,840</b>	<b>2,310,530</b>	<b>384,950</b>	<b>27,030</b>	<b>474,460</b>	<b>3,196,970</b>	<b>(4,620,710)</b>	<b>(1,423,740)</b>

\*The surplus which relates to Elmbridge is transferred to the Balance Sheet until permission is received from S.C.C. on how the funds can be utilised.

**Housing Portfolio  
2019/20 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
	£	£	£	£	£	£	£	£	£	£	£
Investment Programming	78,980	23,600	1,680	710	104,970	0	6,370	25,160	136,500	0	136,500
Housing Associations	45,860	1,090	950	400	48,300	0	3,610	8,890	60,800	0	60,800
Housing Options	713,140	154,000	21,480	9,010	897,630	0	81,340	165,960	1,144,930	(28,780)	1,116,150
Homeless Accommodation	30,350	431,010	810	340	462,510	0	3,070	65,910	531,490	(429,240)	102,250
Syrian Vulnerable People Resettlement Scheme - SVPRS	31,240	83,690	0	0	114,930	0	0	7,350	122,280	(122,280)	0
Housing Renovation Grants	63,750	6,360	1,930	810	72,850	0	7,310	29,910	110,070	0	110,070
Private Sector Assistance and Advice	47,080	800	1,350	570	49,800	0	5,120	25,210	80,130	0	80,130
Private Sector Enforcement Powers	85,370	1,200	2,550	1,070	90,190	0	9,650	32,320	132,160	(3,380)	128,780
Private Sector Energy Conservation Assess	12,870	3,350	360	150	16,730	0	1,360	6,170	24,260	0	24,260
Care and Repair Agency	233,730	17,010	5,650	2,360	258,750	0	21,390	88,490	368,630	(191,440)	177,190
Housing Benefit Administration	802,300	30,470	25,630	10,750	869,150	0	97,030	303,600	1,269,780	(340,530)	929,250
Rent Allowances	0	40,204,290	0	0	40,204,290	0	0	0	40,204,290	(39,082,150)	1,122,140
Overpayment Recovery	88,320	265,390	2,600	1,090	357,400		9,860	32,330	399,590	(1,721,380)	(1,321,790)
<b>Total - Housing</b>	<b>2,232,990</b>	<b>41,222,260</b>	<b>64,990</b>	<b>27,260</b>	<b>43,547,500</b>	<b>0</b>	<b>246,110</b>	<b>791,300</b>	<b>44,584,910</b>	<b>(41,919,180)</b>	<b>2,665,730</b>

## Leisure and Culture Portfolio

### 2019/20 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	48,100	52,360	1,990	360	<b>102,810</b>	0	2,580	18,320	<b>123,710</b>	0	<b>123,710</b>
Elmbridge Leisure Centre	26,590	26,870	1,430	260	<b>55,150</b>	631,170	1,860	9,830	<b>698,010</b>	(358,850)	<b>339,160</b>
Synthetic Turf Pitch	8,070	29,810	380	70	<b>38,330</b>	91,670	490	2,000	<b>132,490</b>	(45,730)	<b>86,760</b>
Public Halls	19,780	187,720	1,040	190	<b>208,730</b>	53,620	1,340	43,810	<b>307,500</b>	(4,140)	<b>303,360</b>
The Hurst Pool	15,390	404,720	790	140	<b>421,040</b>	82,670	1,020	9,190	<b>513,920</b>	0	<b>513,920</b>
Arts Development	34,070	40,020	2,040	370	<b>76,500</b>	0	2,650	13,940	<b>93,090</b>	(1,030)	<b>92,060</b>
Recreational Land	61,130	445,740	3,860	700	<b>511,430</b>	184,470	5,010	203,740	<b>904,650</b>	(203,990)	<b>700,660</b>
Commons	315,600	168,610	8,670	1,580	<b>494,460</b>	73,200	11,230	67,910	<b>646,800</b>	(24,220)	<b>622,580</b>
Parks	85,440	485,880	5,010	910	<b>577,240</b>	202,440	6,500	36,650	<b>822,830</b>	(4,800)	<b>818,030</b>
Agency Grass Cutting	15,650	142,770	1,040	190	<b>159,650</b>	0	1,340	8,540	<b>169,530</b>	(61,330)	<b>108,200</b>
Allotments	4,890	1,920	250	50	<b>7,110</b>	0	330	6,310	<b>13,750</b>	(1,650)	<b>12,100</b>
Xcel Sports Hub	11,550	264,230	0	0	<b>275,780</b>	258,870	830	13,470	<b>548,950</b>	(170,000)	<b>378,950</b>
Museum	121,990	67,770	10,100	1,840	<b>201,700</b>	20,940	13,090	103,880	<b>339,610</b>	(3,100)	<b>336,510</b>
SHOUT (Playschemes)	120,500	28,500	4,620	840	<b>154,460</b>	0	5,980	48,820	<b>209,260</b>	(52,190)	<b>157,070</b>
Special Needs	9,560	180	750	140	<b>10,630</b>	0	980	2,710	<b>14,320</b>	0	<b>14,320</b>
Sports Development	70,050	13,910	4,280	780	<b>89,020</b>	0	5,550	16,030	<b>110,600</b>	0	<b>110,600</b>
Promotion	68,840	15,130	4,590	840	<b>89,400</b>	0	5,950	16,990	<b>112,340</b>	0	<b>112,340</b>
Physical Activity Promotion	40,930	16,160	2,430	440	<b>59,960</b>	0	3,150	12,110	<b>75,220</b>	(20,200)	<b>55,020</b>
Cemeteries Service	257,070	351,650	6,940	1,270	<b>616,930</b>	47,990	8,980	111,920	<b>785,820</b>	(459,130)	<b>326,690</b>
<b>Total - Leisure and Culture</b>	<b>1,335,200</b>	<b>2,743,950</b>	<b>60,210</b>	<b>10,970</b>	<b>4,150,330</b>	<b>1,647,040</b>	<b>78,860</b>	<b>746,170</b>	<b>6,622,400</b>	<b>(1,410,360)</b>	<b>5,212,040</b>

**Planning Portfolio  
2019/20 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
	£	£	£	£	£	£	£	£	£	£	£
Local Land Charges	88,520	129,160	14,880	1,800	234,360	0	8,740	50,850	293,950	(293,950)	0
Local Plan	300,330	71,800	50,530	6,130	428,790	0	22,350	110,770	561,910	0	561,910
Planning Pre-Application Advice	212,090	3,270	35,680	4,330	255,370	0	17,320	77,870	350,560	0	350,560
Review of Planning Policies	30,200	290	5,080	620	36,190	0	2,370	11,970	50,530	0	50,530
CIL Admin	148,500	3,350	24,480	2,970	179,300	0	12,750	69,230	261,280	(261,280)	0
Development Management Applications	785,160	20,730	121,630	14,750	942,270	0	59,370	292,230	1,293,870	(1,368,980)	(75,110)
Development Management Appeals	130,690	17,030	21,570	2,620	171,910	0	10,260	75,970	258,140	0	258,140
Development Management Enforcement	178,120	10,440	29,970	3,640	222,170	0	17,040	185,080	424,290	0	424,290
Street Nameplates	0	11,000	0	0	11,000	18,080	0	0	29,080	(34,000)	(4,920)
Building Control Mutual - Client Costs	0	94,160	0	3,700	97,860	0	0	0	97,860	0	97,860
Conservation	87,310	10,060	14,690	1,780	113,840	0	8,580	38,320	160,740	0	160,740
Listed Buildings	54,410	3,730	7,470	910	66,520	0	4,410	20,880	91,810	0	91,810
Tree Preservation	95,240	2,970	15,200	1,840	115,250	0	9,190	49,780	174,220	0	174,220
Design Advice	7,210	460	1,210	150	9,030	0	410	3,110	12,550	0	12,550
Landscape	16,150	8,360	2,720	330	27,560	0	1,350	7,740	36,650	0	36,650
Public Consultation - Planning Applications	97,120	33,260	16,340	1,980	148,700	0	8,910	40,940	198,550	0	198,550
Public Consultation - General	28,020	250	4,710	570	33,550	0	3,230	15,230	52,010	0	52,010
<b>Total - Planning</b>	<b>2,259,070</b>	<b>420,320</b>	<b>366,160</b>	<b>48,120</b>	<b>3,093,670</b>	<b>18,080</b>	<b>186,280</b>	<b>1,049,970</b>	<b>4,348,000</b>	<b>(1,958,210)</b>	<b>2,389,790</b>

## Resources Portfolio

### 2019/20 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
	£	£	£	£	£	£	£	£	£	£	£
Pensions Back-Funding	1,712,860	0	0	0	1,712,860	0	0	0	1,712,860	(286,000)	1,426,860
Corporate Office Services	91,780	1,630	580	2,860	96,850	0	0	33,640	130,490	(130,490)	0
Public Offices	546,370	1,760,310	7,660	16,530	2,330,870	592,970	15,870	197,140	3,136,850	(3,136,850)	0
Corporate Procurement	52,350	380	0	1,630	54,360	0	5,160	68,140	127,660	(127,660)	0
Budgeting and Accounts	555,920	13,350	5,140	16,810	591,220	0	40,290	177,420	808,930	(808,930)	0
Exchequer Services	105,790	25,520	1,000	3,210	135,520	0	10,610	155,130	301,260	(301,260)	0
Insurance	54,510	384,480	290	1,650	440,930	0	4,120	26,690	471,740	(471,740)	0
Central Financial Services	66,850	152,720	660	2,080	222,310	0	4,710	31,570	258,590	0	258,590
Financial Audit	157,480	46,770	2,480	4,870	211,600	0	17,230	79,070	307,900	(201,810)	106,090
Land and Property Resources	310,650	87,690	4,780	8,870	411,990	0	16,730	143,130	571,850	(571,850)	0
Legal Services	421,540	50,430	8,180	12,790	492,940	0	48,660	173,340	714,940	(714,940)	0
Computer Services	949,330	945,890	11,100	28,360	1,934,680	467,990	64,470	181,630	2,648,770	(2,648,770)	0
Reprographic Services	140,900	164,370	0	4,380	309,650	5,770	99,240	152,570	567,230	(567,230)	0
Other Income and Receipts	130,890	15,670	580	4,080	151,220	0	15,000	164,840	331,060	(331,060)	0
Administration Of Local Taxation	303,220	57,860	3,120	8,580	372,780	0	40,830	653,180	1,066,790	(443,500)	623,290
Miscellaneous Finance	157,540	568,790	0	0	726,330	0	0	38,490	764,820	(33,500)	731,320
Industrial Estates	0	22,280	0	0	22,280	71,250	0	58,730	152,260	(397,390)	(245,130)
Commercial Property	0	0	0	0	0	0	0	51,270	51,270	(200,000)	(148,730)
Miscellaneous Properties	0	185,720	0	0	185,720	185,630	0	84,390	455,740	(72,220)	383,520
Public Conveniences	0	268,190	0	0	268,190	19,650	0	88,090	375,930	0	375,930
<b>Total - Resources</b>	<b>5,757,980</b>	<b>4,752,050</b>	<b>45,570</b>	<b>116,700</b>	<b>10,672,300</b>	<b>1,343,260</b>	<b>382,920</b>	<b>2,558,460</b>	<b>14,956,940</b>	<b>(11,445,200)</b>	<b>3,511,740</b>

**Social Portfolio  
2019/20 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	944,110	807,290	36,370	2,550	<b>1,790,320</b>	241,350	10,490	265,360	<b>2,307,520</b>	(626,540)	<b>1,680,980</b>
Meals on Wheels	275,850	153,370	16,810	1,180	<b>447,210</b>	930	4,850	115,190	<b>568,180</b>	(225,790)	<b>342,390</b>
Community Transport Service	529,880	163,610	5,540	390	<b>699,420</b>	75,460	1,600	129,980	<b>906,460</b>	(299,990)	<b>606,470</b>
Community Alarms and Telecare	149,190	55,210	1,490	100	<b>205,990</b>	2,640	430	78,690	<b>287,750</b>	(307,950)	<b>(20,200)</b>
Community Services Information	92,160	2,600	31,190	2,180	<b>128,130</b>	0	9,000	47,300	<b>184,430</b>	0	<b>184,430</b>
Care for the Carers	205,620	11,160	11,080	780	<b>228,640</b>	0	3,190	39,410	<b>271,240</b>	(146,060)	<b>125,180</b>
Support for the Voluntary Sector	69,990	386,960	29,590	2,070	<b>488,610</b>	0	8,540	47,800	<b>544,950</b>	0	<b>544,950</b>
<b>Total - Social</b>	<b>2,266,800</b>	<b>1,580,200</b>	<b>132,070</b>	<b>9,250</b>	<b>3,988,320</b>	<b>320,380</b>	<b>38,100</b>	<b>723,730</b>	<b>5,070,530</b>	<b>(1,606,330)</b>	<b>3,464,200</b>



**Licensing**  
**2019/20 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
Hackney Carriages/Private Hire	198,950	20,020	3,190	1,400	223,560	0	9,940	62,690	296,190	(166,400)	129,790
Health and Safety at Work	45,380	1,900	1,050	460	48,790	0	2,260	14,370	65,420	(2,000)	63,420
Public Protection Licensing and Animal Welfare	125,770	4,950	2,930	1,280	134,930	0	8,050	77,730	220,710	(153,950)	66,760
<b>Total - Licensing</b>	<b>370,100</b>	<b>26,870</b>	<b>7,170</b>	<b>3,140</b>	<b>407,280</b>	<b>0</b>	<b>20,250</b>	<b>154,790</b>	<b>582,320</b>	<b>(322,350)</b>	<b>259,970</b>

# Elmbridge Borough Council Capital Programme 2018/19 to 2021/22

PORTFOLIO/SCHEME	TOTAL ESTIMATED COST £'000	ACTUAL EXPENDITURE TO 31.03.18 £'000	REVISED ESTIMATED EXPENDITURE 2018/19 £'000	ESTIMATED EXPENDITURE 2019/20 £'000
<b>COMMUNITY DEVELOPMENT</b>				
ECIF Grants	820.0	712.8	107.2	-
Tripartite (Community Buildings Grants) Scheme	394.5	321.0	73.5	-
CCTV Monitoring Hub	105.6	95.4	10.2	-
Weybridge Street Scape (Note 5: CIL)	329.0	3.0	126.0	200.0
<b>RESOURCES</b>				
Phase 3 Electricity Works for Tennis Club at Stompond Lane	97.1	81.5	15.6	-
Asset Management Software	70.0	33.6	36.4	-
Provision for Potential Asset Investments	18,000.0	-	-	18,000.0
Website & Content Management System	90.0	59.1	3.0	27.9
Weybridge Hall Flat Conversion (Note 4: s106 Tariffs)	2,299.0	187.4	2,111.6	-
Refurbishment of Civic Centre WCs	430.0	110.5	319.5	-
Refurbishment of Committee Rooms	45.0	32.1	-	12.9
Waterside Drive (Note 4: CIL)	19,526.5	19,062.4	464.1	-
Electrical Distribution Boards	40.0	-	40.0	-
Generator Controls	25.0	-	-	25.0
Civic Centre Locally Listed Wall	350.0	-	-	350.0
Albermarle House Conversion	500.0	40.9	459.1	-
Claygate Pavilion (Note 4: Claygate Recreation Ground Trust, Insurance)	890.0	-	-	890.0
Purchase of Stompond Lane Nursery	1,777.4	-	-	1,777.4
Provision of Public Conveniences	350.0	-	350.0	-
Stompond Lane Practice Wall	75.0	-	-	75.0
Landscaping Works/Carpark Surfacing	70.0	-	70.0	-
Replacement Projectors	25.0	-	14.1	10.9
Community Transport Relocation	100.0	-	100.0	-
Weybridge Estate	18,247.4	-	18,247.4	-
Civic Centre Accommodation	50.0	-	-	50.0
Civic Centre Replacement of Audio Visual and Projectors	115.0	-	-	115.0
Increased Parking Civic Centre Car Park (Note 5: CIL)	210.0	-	-	210.0
Leg O Mutton Track Resurfacing (Note 5: CIL)	110.0	-	-	110.0
Walton Hub Reconfiguration (Note 5: CIL)	80.0	-	-	80.0
Public Conveniences Replacement of Wallgate Units	30.0	-	-	30.0
Car Park Refurbishment (Note 4: CIL)	3,420.0	425.3	2,974.7	20.0
Drewitts Court Car Park Refurbishment (Note 4: CIL)	1,667.5	297.4	1,370.1	-
Esher Car Park Traffic Improvement (Note 5: CIL)	60.0	-	60.0	-
Conditions Survey Works 2018	927.5	-	527.5	400.0
<b>IT DEVELOPMENT FUND</b>				
IT Development Fund	3,572.3	2,927.0	200.0	445.3
Customer Relationship Management System	375.1	327.5	1.0	46.6
<b>REGULATORY AFFAIRS</b>				
Street Name Plate Replacement Programme	220.7	151.9	20.0	48.8
<b>ENVIRONMENT AND ECONOMY</b>				
Noise Monitoring Equipment	22.0	-	22.0	-
Waste Vehicles	3,404.3	3,335.5	68.8	-
Street Smart Van	19.0	-	19.0	-
Electric Vehicle Charging Points (Note 5: CIL)	85.0	-	-	85.0

<b>HIGHWAYS AND TRANSPORT</b>					
Upgrade Pay & Display Machines		273.0	66.3	102.5	104.2
Automatic Number Plate Recognition System		100.0	-	50.0	50.0
<b>HOUSING</b>					
Affordable Housing Grants for RSL (Note 4: s106 Tariffs & Agreements)		11,343.0	3,447.3	3,622.6	4,273.1
Private Sector Housing Grants 2017/18 Approvals (Note 5: Better Care Funding)		811.1	221.3	227.2	362.6
Private Sector Housing Grants 2018/19 Approvals (Note 5: Better Care Funding)		764.3	-	744.0	20.3
Private Sector Housing Grants 2019/20 Approvals (Note 5: Better Care Funding)		667.0	-	-	667.0
Other Grants and Loans		228.9	9.7	59.0	160.2
<b>LEISURE AND CULTURE</b>					
Brooklands Community Park (Note 5: SANGS)		176.6	46.5	130.1	-
Sports Hub, Waterside Drive (Note 5: CIL, Note 5: s106 Tariffs)		475.5	163.2	292.3	20.0
Churchfield Tennis Court Replacement (Note 5: s106 Tariffs)		15.4	4.2	11.2	-
Improved Green Space Security		120.0	79.6	40.4	-
Museum Display Cases		20.8	17.2	3.6	-
Natural Play Area Brooklands (Note 5: s106 Tariffs)		95.0	-	95.0	-
Lower Green Community Improvements (Note 5: CIL)		100.0	-	100.0	-
Synthetic Turf Pitch Resurfacing (Note 5: s106 Agreement)		217.0	-	217.0	-
Esher Green Seating (Note 5: S106 Tariffs)		9.5	7.1	2.4	-
Hurst Park Multi-Use Games Area (Note 5: CIL)		35.0	-	35.0	-
Memorial Avenue Trees Cobham Tilt (Note 5: S106 Tariffs)		12.0	9.0	3.0	-
Replacement Cabin for Countryside Team		55.4	16.8	38.6	-
Replacement Tractor for Countryside Team		101.5	-	101.5	-
Vaux Crescent Play Area Refurbishment (Note 5: s106 Tariffs)		40.0	36.0	4.0	-
West End Recreation Ground Tennis Court (Note 5: s106 Tariffs)		80.0	-	-	80.0
Esher Common Improvements (Note 5: SANGS)		130.0	-	130.0	-
Retractable Seating Walton Playhouse (Note 5: CIL)		35.0	-	-	35.0
Tennis Courts Gates & Booking System (Note 5: CIL, S106 Tariffs)		188.7	86.4	73.7	28.6
Lower Green Community Centre		170.0	-	170.0	-
Brooklands Community Park Ditch and Flood Alleviation (Note 5: s106)		205.0	-	95.0	110.0
Brooklands Culvert Revetment/Reinstatement (Note 5: s106)		341.4	41.6	299.8	-
Brooklands Community Park Footpath (Note 5: SANGS)		60.0	-	60.0	-
Grovelands Recreation Ground Footpath (Note 5: CIL)		30.0	-	30.0	-
Hurst Park Footpath (Note 5: CIL)		4.8	-	4.8	-
Weston Green Footpath (Note 5: CIL)		4.9	-	4.9	-
Hurst Park Petanque (Note5 :CIL)		12.8	-	12.8	-
Litter Bin Replacement Programme (Note 4: s106 Tariffs)		242.0	-	0.4	241.6
Noticeboard Replacement Programme		217.0	-	-	217.0
Play Area Equipment (Note 5: s106 Tariffs)		117.0	-	117.0	-
Sports Hub Second Throwing Cage (Note 5: s106 Tariffs)		18.6	-	18.6	-
Table Tennis Programme (Note 5: CIL)		15.4	-	15.4	-
Tractor Accessories		48.0	-	48.0	-
Walton Cricket Club Security Improvements		32.0	-	32.0	-
Cowey Sale River Path Improvements (Note 5: CIL)		25.0	-	-	25.0
Old Cranleighans Access Track (Note 5: CIL)		40.0	-	-	40.0
Replacement Pick Up Truck		30.0	-	-	30.0
Tennis Courts Improvement Rolling Programme (Note 5: CIL)		144.6	-	-	144.6
<b>SOCIAL</b>					
Purchase of Community Transport		507.9	296.0	141.9	70.0
Weybridge Centre Refurbishment		32.0	8.1	23.9	-
Replacement Chairs at Centres		77.8	26.8	39.0	12.0
Replacement Freezers at Centres		70.0	10.8	33.2	26.0
Purchase of Community Alarms		50.0	-	10.0	40.0
Community Café Thames Ditton (Note 5: CIL)		40.0	-	40.0	-
Provisional Allocation - Replacement of Tills at Centres		20.0	-	15.0	5.0
Cobham Centre Improvements		20.0	-	20.0	-
Bain Marie Replacement		11.5	-	-	11.5

<b>FUTURE ALLOCATIONS</b>						
2020/21 - Provisional Allocation - Other Projects			413.0			
2020/21 - Capital Growth Bids Approved February 2018			11,486.0			
2021/22 - Provisional Allocation - Other Projects			11,808.6			
2022/23 - Future Years Approved - Joint Waste Vehicles			395.0			
<b>TOTAL GENERAL FUND CAPITAL PROGRAMME</b>			<b>121,809.9</b>	<b>32,798.2</b>	<b>35,125.6</b>	<b>29,783.5</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>External Borrowing</b>
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	2018/19	35,125.6	5,527.5	10,417.1	3,264.8	15,916.2
	2019/20	29,783.5	3,588.9	6,891.0	1,303.6	18,000.0
	2020/21	11,899.0	785.0	775.0	339.0	10,000.0
	2021/22	11,808.6	700.0	938.6	170.0	10,000.0
	2022/23	395.0	-	-	-	395.0

### Notes

(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 2018 have not been included within the programme.
(3) This programme excludes anything approved by CIL Boards for external organisations.
(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.