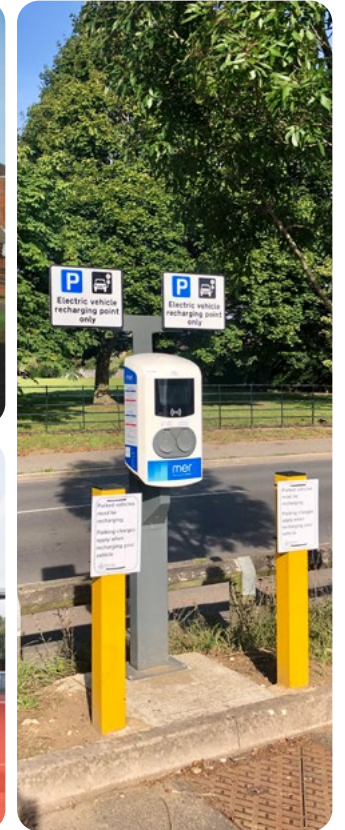




Our Council Plan

2022/23



Elmbridge
Borough Council

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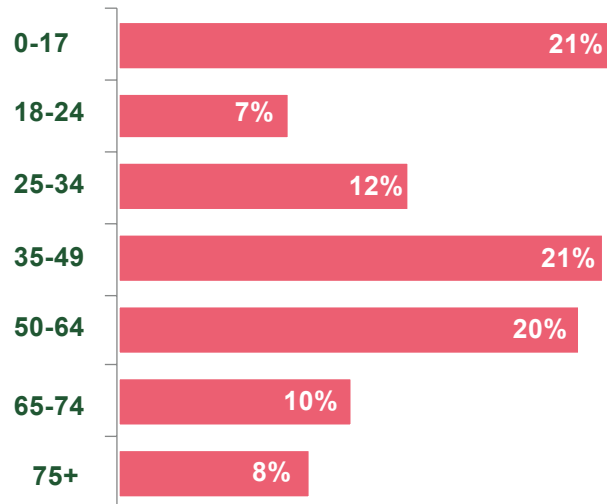


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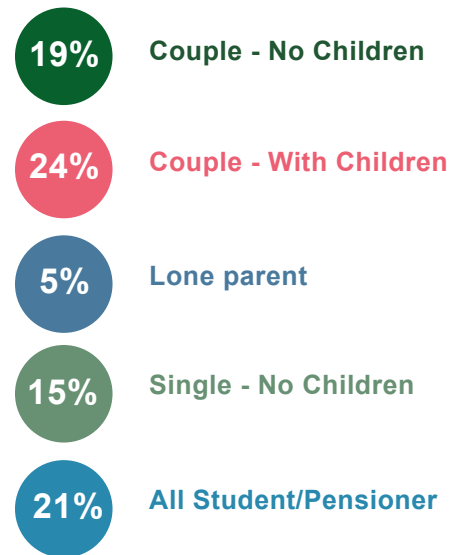
Our community



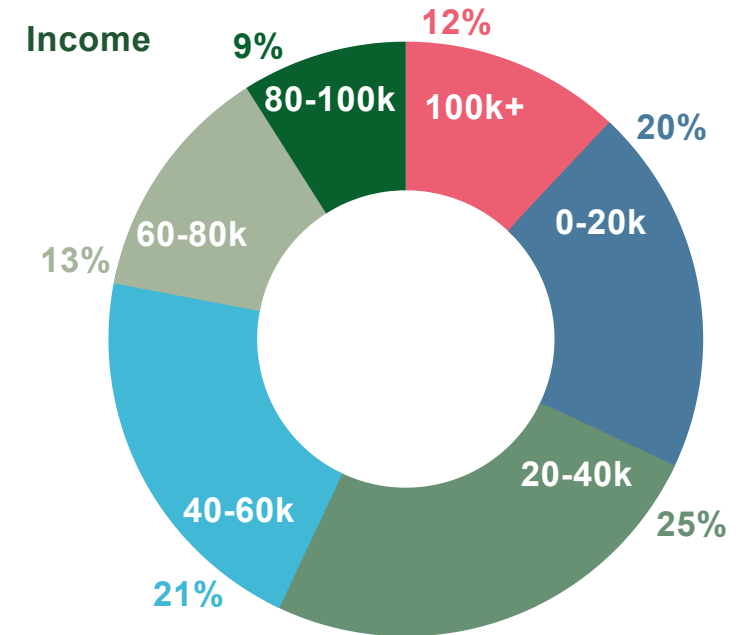
Age



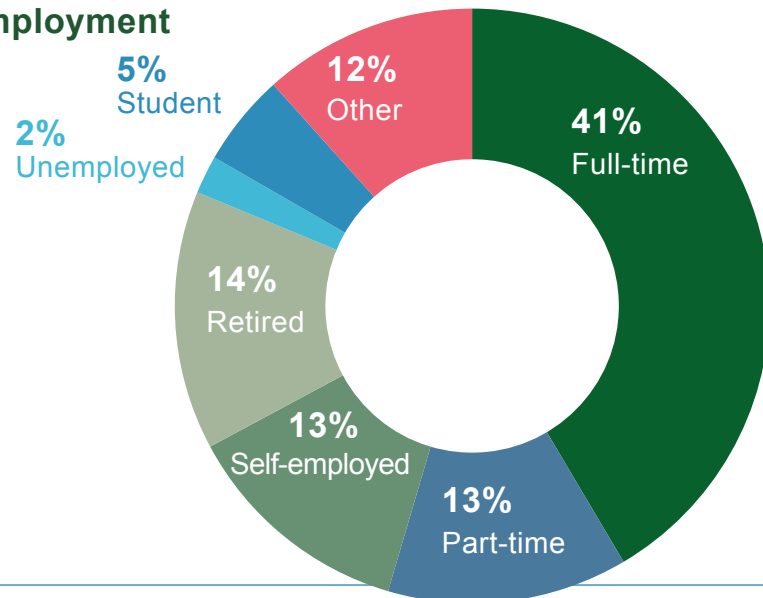
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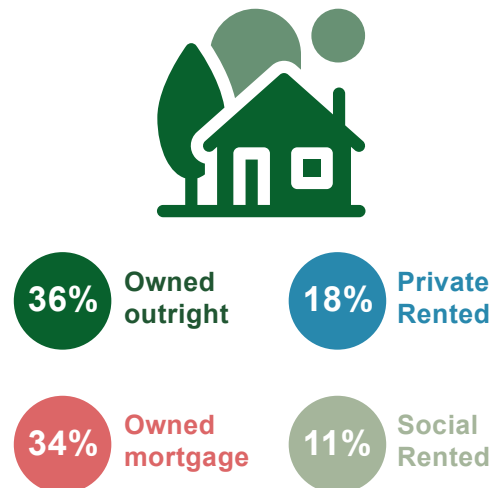
Income



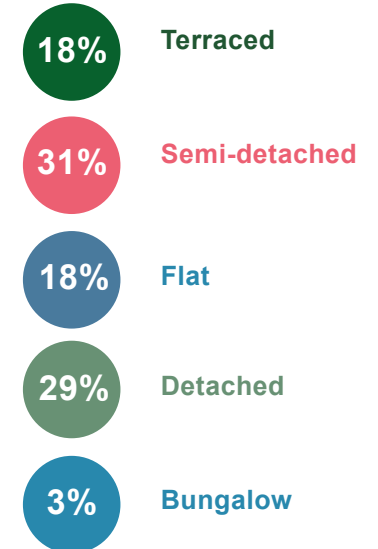
Employment



Tenure



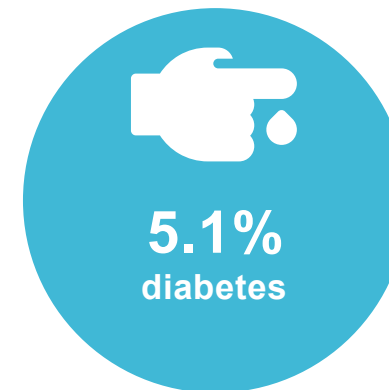
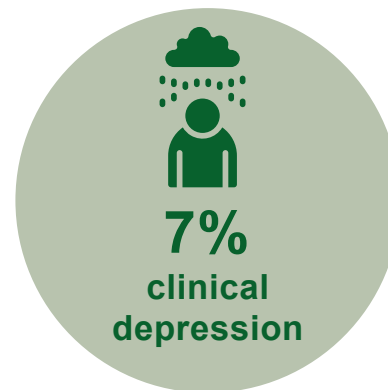
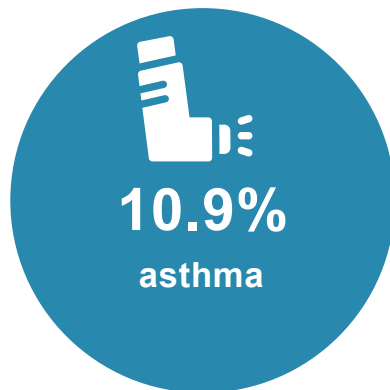
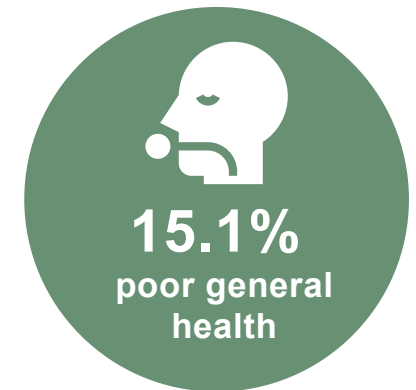
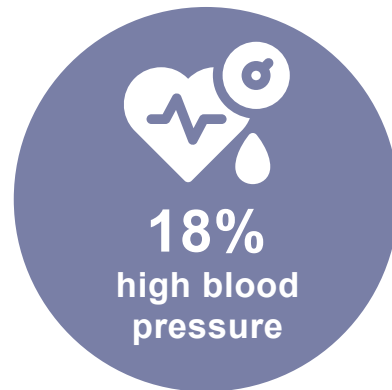
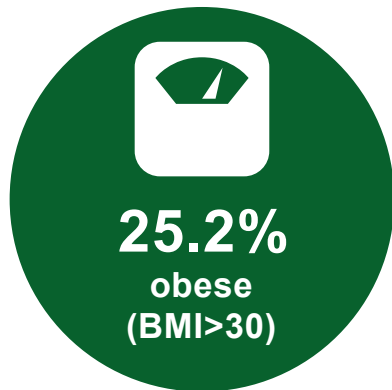
Type



Our community



Health and wellbeing



How to use this Council Plan



The Council Plan is our annual document which details our priorities and activities for this municipal year.

Together, officers and Councillors can use this plan to make sure we are meeting the needs of our stakeholders and that we are on track to make our Vision a reality.

How a councillor can use this plan

As a councillor, you can use this plan to help:

- get an appreciation of all the different services we offer;
- to agree our priorities for the year; and
- prepare you for committee meetings, particularly at the meetings where officers report progress against our council objectives.

How an employee can use this plan

As an employee, you can use this plan to help:

- get an appreciation of all the different services we offer;
- understand the direction in which we are going;
- understand what our priorities are for the year; and
- understand how the work you do helps to achieve our Vision.

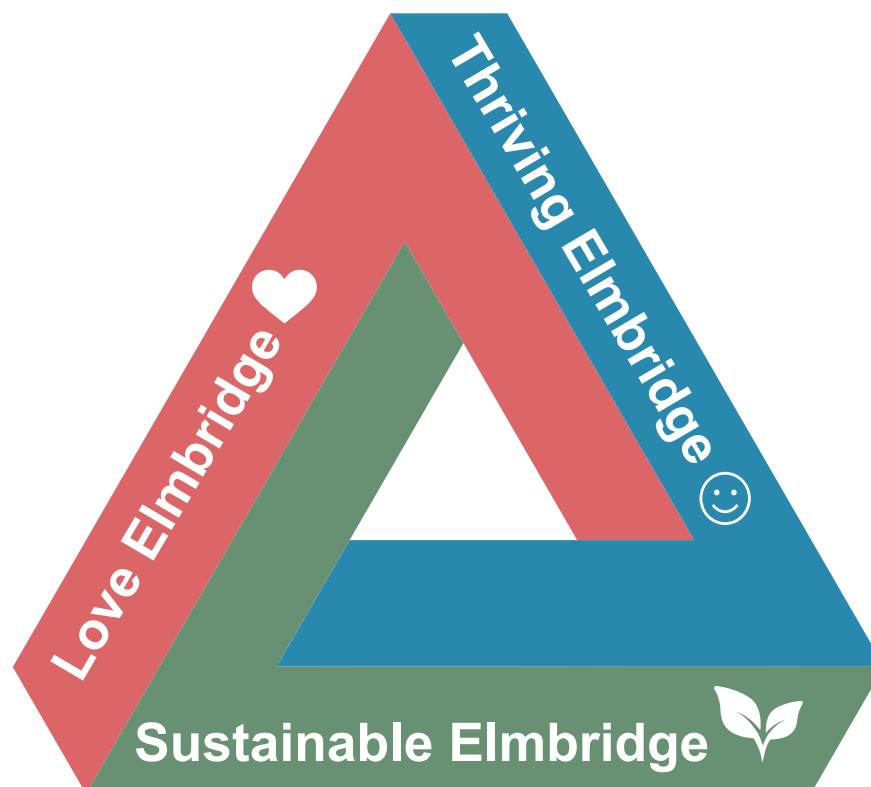
2022/23: a year of transition



This is a year of transformation and transition for Elmbridge Borough Council. The pandemic, as well as Government funding, has placed us at a crossroads. Our priority is always our residents and businesses - their safety, wellbeing and success. How we achieve that in 2022 and going forward will evolve to meet the changing needs and priorities of our community.

2022 will be the year that leads us into a new Vision for Elmbridge. We will discuss, develop and collaborate with our community, colleagues and Councillors to prepare a strategy for the borough that provides a robust and sustainable way forward.

In 2022 we are finding our way out of the COVID pandemic. As a community we continue to assess our lives, trying to find the balance that brings us mental and physical wellbeing. In Elmbridge we are welcoming new businesses to our high streets and parades, we are seeking ways to live more sustainably, and we never forget that there are too many among us struggling financially in the midst of rising food and fuel costs.



Sustainable Elmbridge



Integral to what we do,
carbon neutral by 2030

Love Elmbridge



Economy | Local high streets |
Community hubs | Support those
working from home | Entertainment,
retail and business combined

Thriving Elmbridge



Community | Wellbeing |
Progressive attitude | Enabling
groups and people | Sense of
community retained

2022/23: a year of transition



Our Council Plan for 2022/23 seeks to take this Elmbridge context and to put a programme of work in place to support the community. This programme will include:



A new Local Plan for Elmbridge, including a new Design Code



A new leisure services contract



Delivering at least 100 affordable homes



Tree planting, improving play areas and maintaining our green spaces and woodlands



Cobham's aim to be a 'business improvement district'



Investing in local, independent businesses



Installation of solar panels on civic building and more electric vehicle chargers in car parks

Sustainable Elmbridge



The climate crisis and sustainability will dominate our lives and our work for many years to come. To have a sustainable Elmbridge, we have committed to be a carbon neutral organisation by 2030, with an action plan which proposes carbon reduction actions such as solar panel installation and making sustainability and carbon considerations integral in the development of the new Local Plan.

We know mental and physical wellbeing are vitally important to our community. Providing leisure facilities and play areas, maintaining green spaces and commons, as well as supporting the numerous private sports and leisure clubs in Elmbridge, all play an important role this year and, in the future, to secure a thriving Elmbridge community.

The importance of our partners in Elmbridge's sustainable future cannot be underestimated. It is only in working with colleagues at Surrey County Council, Surrey Police and the Environment Agency for example, as well as third sector groups such as Rentstart and Walton Charity, that we will ensure our communities thrive and that no one feels abandoned in Elmbridge or forgotten within the system.

Our role in all our work is as both provider and enabler. We will provide the essential services our residents need, and we will assess how those services are delivered for a post pandemic Elmbridge, but our role is also to enable volunteering and community groups to come together for the greater good, especially in tackling isolation and loneliness.

2022/23: a year of transition



Thriving Elmbridge

Our high streets and parades continue to be crucially important to Elmbridge's economy. They too are evolving. No longer solely the domain of retailers they are becoming community hubs with shops, gyms, mental health drop-ins and cultural and entertainment activities coming together. In 2022/23 we will continue to support that evolution through the Enterprise Elmbridge Action Plan, providing grants, strategic input for Cobham's 'business improvement district' aspirations, as well as the place shaping input which ensures that large international businesses are welcomed and supported in a thriving Elmbridge economy.

Elmbridge Borough Council has a robust structure in place, as well as the work ethic and creativity to bring the Elmbridge community forward in 2022 and beyond. As a community leader everything we do will have the best interests of our residents, businesses and colleagues at its heart.



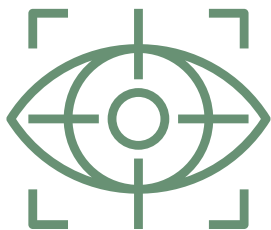
Our Vision, priorities and objectives



The information on the following pages presents our:

Vision

What we would like
Elmbridge to be in 2023.



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, priorities and objectives



Our Vision is what we would like Elmbridge to be in 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.

This is how we will know if we have met our Vision in 2023.



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 us 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 our position in the top quartile for the number of active businesses in the area



Unqualified opinion on financial statements and value for money conclusion

Our Vision, priorities and objectives



This year we have 6 priorities which support our Vision.

Climate change and a low carbon future



Deliver on the next stages of the Carbon Reduction Action Plan to ensure tangible progress towards the 2030 target and to ensure that the council accommodates the budget and service implications.

The Council declared a Climate Emergency in July 2019 and pledged to become a carbon neutral organisation by 2030. In the winter of 2019 our buildings were audited by the Carbon Trust in order to understand our carbon footprint and how this could be reduced. As a result of this audit, we published our Carbon Reduction Action Plan in September 2020, endorsed the strategic ambitions and priorities of Surrey's Climate Change Strategy and also established a Climate Change Member Advisory Panel to oversee and steer our work to tackle the Climate Emergency.

In 2021/22 we began work to deliver the extensive list actions included in the Carbon Reduction Action Plan. This included implementation of feasibility studies for solar panel installations on our own estate, switching to a renewable electricity source, working remotely and reducing business travel and staff commute. We're also installing electric vehicle charging points in key locations across the borough, and we trialled a green corridor verge along Hampton Court Way to rewild our grass verges. Visit the [Sustainable Elmbridge web pages](#) to find out more.



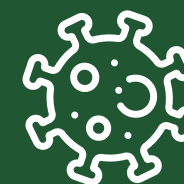
Council budgets

Implement the Elmbridge 2030 Transformation Programme to drive change over the next 3 years to address the council's budget pressures. Reconfigure the organisation's service offerings so that it is financially sustainable by maximising income, making efficiencies and savings, ensuring revenue and capital expenditure is in proportion to available funds and rebuilding the council's reserves over the medium to long term.



COVID-19 recovery and modernisation

Implement measures to mitigate the impacts of the pandemic, rebuild our budgets and plan our capacity in terms of service planning and delivery, projects and programmes. In parallel, maintain our capacity and agility around future emergency actions to support our communities.



Our Vision, priorities and objectives



The Elmbridge Local Plan

Progress the final stages towards the adoption of a new Local Plan for the borough.



Housing affordability

Continue to prioritise the delivery of more affordable housing by utilising surplus and underutilised council sites, through our planning and housing services, and working in partnership with Registered Social Landlords.



Strategic representation and community leadership

Provide community leadership in relation to long-term emergency planning, flood alleviation, airport capacity, a new depot and any devolution or local government reorganisation.



Our Vision, priorities and objectives



Our objectives for this year are:

Climate change and a low carbon future

- Deliver on the next stages of the Carbon Management and Reduction Action Plan working towards the 2030 target.

Council budgets

- Deliver year 1 of the budget action plans to ensure a balanced budget.

Housing affordability

- Continue to prioritise the delivery of more affordable housing.

The Elmbridge Local Plan

- Progress the final stages towards the adoption of a new Local Plan for the Borough.

Strategic representation and community leadership

- Implement the Elmbridge Connects Strategy working with partners to reduce loneliness and isolation.
- Provide strategic representation and community leadership for our residents when engaging with local matters.
- Undertake an options appraisal and feasibility study for a potential replacement/refurbished Hurst pool.
- Work with partner agencies to identify areas of concern for the safety of women and girls and act accordingly.
- Commission a feasibility study for master planning the Lower Green area.

COVID-19 recovery and modernisation

- Ensure that as part of its COVID-19 recovery plans the Council takes the opportunity to implement the proposals arising from the four corporate modernisation programmes overseen by the Council Management Board.
- Undertake an accommodation review to assess the operational needs of the organisation and implement the first phases of adapting the estate to the needs of hybrid working.
- Improve our digital services to support easier interaction with our community online.
- Continue to design, support and deliver services to enable residents to restore and maintain their physical and emotional capabilities while adjusting to life during and after COVID-19.
- Support local businesses and high streets to recover from the pandemic and renew in the longer term.
- Review and revise car parking and permit charges in town, local and commuter car parks to reflect the change in use and recovery of the car parks following the COVID-19 Pandemic.

Managing our money



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. The ongoing impact of COVID-19 however on the council's finances will need to be managed in the medium term.

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. As a result of the impact of COVID-19 on the council's financial position, the Council have agreed:

1. Reduce the net expenditure budget for the council so that it matches the funding available without relying on the use of significant level of reserves, by 2023/24.
2. Contribute to the General Fund balance to rebuild it to £4 million as per the Medium-Term Financial Strategy
3. Ensure the revenue reserves (General Fund and non-statutory) do not go below the £10 million level in any one year, until 1 and 2 are achieved.
4. Steadily increase reserves to pre COVID-19 levels so that the council can respond to any future challenges.



Managing our money



The strategy to achieve this will include but not limited to:

- Continuing to reduce expenditure and drive significant efficiencies through digitalisation, service improvement, innovation, alternate service delivery and collaboration.
- Set fees & charges at a level that recognises the true cost of the service.
- Drive efficiencies from the future leisure contract.

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.



Annual audit letter

During 2021 we were audited by Grant Thornton, our appointed external auditor, for the 2020/21 financial year. In November 2021 we received an unqualified opinion on the financial statements and in March 2022 the audit report was issued including 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 using the [contact form on our website](#).



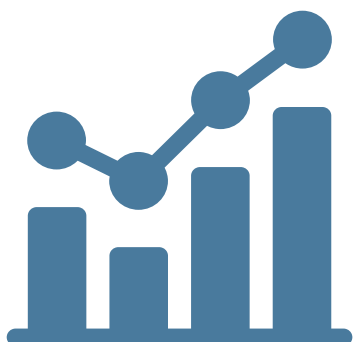
Spending summary



This table 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



	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	339,630	(60,000)	279,630
Corporate Development	7,483,050	(4,960,350)	2,522,700
Environment and Economy	9,384,770	(3,557,330)	5,827,440
Highways and Transport	2,847,990	(4,332,700)	(1,484,710)
Housing	35,451,720	(33,174,130)	2,277,590
Leisure and Culture	6,368,310	(1,158,790)	5,209,520
Planning	4,637,330	(2,075,380)	2,561,950
Resources	15,828,230	(11,727,110)	4,101,120
Social Affairs	5,691,200	(2,182,820)	3,508,380
Licensing	595,660	(308,620)	287,040
	88,627,890	(63,537,230)	25,090,660
Investment properties			(3,657,830)
Depreciation reversal (included above)			(3,155,120)
Interest on balances			(850,000)
Lower Tier Services Grant			(106,510)
Services Grant			(160,510)
Transfers from Earmarked Reserves			(225,000)
Transfer from Council Tax Freeze Grant Reserve			(150,000)



	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
	£	£	£
Capital financing			2,917,370
Grant to Claygate Parish Council			2,800
New Homes Bonus			(1,028,050)
Capital Expenditure Funded from Revenue Reserves			2,243,000
Contribution From Earmarked Reserves to Fund Capital Expenditure			(2,243,000)
New Homes Bonus Transferred to Reserves			1,028,050
NET BUDGET			19,705,860
Underlying Requirement to Produce a balanced Budget for 2022/23			(1,563,960)
Total Use of Other Reserves			(1,563,960)
Net Budget before Government Grant for Collection Fund Adjustment			18,141,900
Government Grants Collection Fund Support			(12,568,900)
Net budget after Allowing for Exceptional Support to the Collection Fund and Lower Tier Services Grant (No future funding guarantee)			5,573,000

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 2022/23 £'000
Community Development	104
Environment and Economy	1,804
Highways and Transport	162
Housing	6,960
Leisure and Culture	2,082
Planning Services	5
Resources	18,571
Social Affairs	169
Total	29,857

If you have any queries on our Council Plan please contact communications@elmbridge.gov.uk



Complete spending summary and capital programme



GENERAL FUND BUDGET SUMMARY 2022/23		
Portfolio / Committee	2021/22 Budget	2022/23 Budget
	£	£
Community Development	333,010	279,630
Corporate Development	2,584,650	2,522,700
Environment	5,617,760	5,827,440
Highways and Transport	(1,834,970)	(1,484,710)
Housing	2,388,470	2,277,590
Leisure and Culture	5,188,770	5,209,520
Planning	2,434,230	2,561,950
Resources	3,788,260	4,101,120
Social	3,685,390	3,508,380
Licensing	256,740	287,040
Net Budget to Provide Services	24,442,310	25,090,660
Depreciation Reversal (included above)	(3,610,800)	(3,155,120)
Interest on Balances	(650,000)	(850,000)
Investment Properties	(3,476,050)	(3,657,830)
Capital Financing	2,921,190	2,917,370
Grant to Claygate Parish for compensation for decrease in Council Tax Base (Localisation of Council Tax Benefits)	2,760	2,800
Net Budget before Use of Reserves	19,629,410	20,347,880
Government Grants		
Lower Tier Services Grant	(99,160)	(106,510)
Services Grant		(160,510)
Government Grants	(99,160)	(267,020)
Contributions To / (From) Reserves for Revenue Expenditure		
(From) / To Earmarked Reserves	(144,000)	(225,000)
Use of Interest Equalisation Reserve	(300,000)	0
Transfer From Council Tax Freeze Grant Reserve	(150,000)	(150,000)
Use of Revenue Contingency & Rent Risk Reserve	(525,000)	
Underlying Requirement to Produce a Balanced Budget	(1,300,310)	(1,563,960)
Total Earmarked Reserves Funding Revenue Expenditure	(2,419,310)	(1,938,960)
Net Budget	17,110,940	18,141,900

GENERAL FUND BUDGET SUMMARY 2022/23		
Portfolio / Committee	2021/22 Budget	2022/23 Budget
	£	£
New Homes Bonus and Capital Funded From Revenue Resources		
New Homes Bonus	(461,770)	(1,028,050)
Capital Expenditure Funded From Revenue Reserves		2,243,000
Contribution From Earmarked Reserves to Fund Capital Expenditure		(2,243,000)
New Homes Bonus Transferred to Reserves	261,770	1,028,050
Net Use of New Homes Bonus (2021/22)	(200,000)	0
Estimated Impact of Covid		
Additional Expenditure	450,000	Estimated Ongoing Impact of Covid included in the Portfolios etc. (Above)
Irrecoverable / Foregone Income for Sales, Fees and Charges	2,320,000	
Government Grant for Irrecoverable/Foregone Income for Sales, Fees and Charges	(400,000)	
Net Estimated Impact of Covid	2,370,000	
Use of Other Reserves		
Funding Net Impact of Covid	(2,370,000)	
Net Budget Before Government Grant for Collection Fund Adjustment	16,910,940	18,141,900
Net Budget Before Government Grant for Collection Fund Adjustment	16,910,940	18,141,900
Government Grants Collection Fund Support	(12,840,000)	(12,568,900)
Net budget after Allowing for Exceptional Support to the Collection Fund and Lower Tier Services Grant (No future funding guarantee)	4,070,940	5,573,000



General Fund Budget - Analysis by Portfolio

2022/23 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	85,110	163,310	110	12,830	261,360	14,210	9,510	54,550	339,630		(60,000)	279,630
Corporate Development	2,733,830	978,950	21,430	263,040	3,997,250	0	371,680	3,114,120	7,483,050	(4,957,950)	(2,400)	2,522,700
Environment and Economy	918,680	7,627,560	69,120	17,820	8,633,180	234,430	45,650	471,510	9,384,770		(3,557,330)	5,827,440
Highways and Transport	300,360	1,887,750	67,790	24,640	2,280,540	106,570	26,960	433,920	2,847,990		(4,332,700)	(1,484,710)
Housing	1,793,640	31,960,580	66,880	22,860	33,843,960	15,650	251,910	1,340,200	35,451,720		(33,174,130)	2,277,590
Leisure & Culture	1,293,010	2,705,650	50,400	11,490	4,060,550	1,448,200	87,460	772,100	6,368,310		(1,158,790)	5,209,520
Planning	2,204,380	718,540	689,490	45,960	3,658,370	9,190	170,600	799,170	4,637,330		(2,075,380)	2,561,950
Resources	6,332,230	5,180,390	34,690	130,590	11,677,900	1,142,320	424,710	2,583,300	15,828,230	(9,697,450)	(2,029,660)	4,101,120
Social	2,708,100	1,777,120	62,060	9,570	4,556,850	184,020	32,430	917,900	5,691,200		(2,182,820)	3,508,380
Licensing	362,590	24,380	13,840	3,490	404,300	0	26,650	164,710	595,660		(308,620)	287,040
Net Cost of All Services	18,731,930	53,024,230	1,075,810	542,290	73,374,260	3,154,590	1,447,560	10,651,480	88,627,890	(14,655,400)	(48,881,830)	25,090,660

* Reallocated Overheads



Council Tax Bands 2022/23

	Elmbridge					Elmbridge	
	(Excluding Claygate Parish Area)					(Claygate Parish Area)	
		Surrey County Council					
Property Valuation Band	Elmbridge Borough Council	Standard Council Tax	Adult Social Care	Surrey Police	TOTAL	Claygate Parish	TOTAL
	£	£	£	£	£	£	£
A	157.53	960.61	123.65	197.05	1,438.84	9.43	1,448.27
B	183.79	1,120.71	144.26	229.89	1,678.65	11.01	1,689.66
C	210.04	1,280.81	164.87	262.73	1,918.45	12.58	1,931.03
D	236.30	1,440.91	185.48	295.57	2,158.26	14.15	2,172.41
E	288.81	1,761.11	226.70	361.25	2,637.87	17.29	2,655.16
F	341.32	2,081.31	267.92	426.93	3,117.48	20.44	3,137.92
G	393.83	2,401.52	309.13	492.62	3,597.10	23.58	3,620.68
H	472.60	2,881.82	370.96	591.14	4,316.52	28.30	4,344.82



**Community Development Portfolio
2022/23 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	75,000	6,540	110	10,540	92,190	0	7,910	39,340	139,440	0	139,440
CCTV Scheme	10,110	124,650	0	2,290	137,050	14,210	1,600	13,860	166,720	(60,000)	106,720
Business Management	0	32,120	0	0	32,120	0	0	1,350	33,470	0	33,470
Total - Community Development	85,110	163,310	110	12,830	261,360	14,210	9,510	54,550	339,630	(60,000)	279,630

**Corporate Development Portfolio
2022/23 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	318,300	153,930	450	73,790	546,470	0	57,670	147,540	751,680	(574,260)	177,420
Committee Management	253,940	464,230	2,750	55,830	776,750	0	81,520	172,660	1,030,930	(1,030,930)	0
Mayoralty	64,890	15,560	10,610	14,090	105,150	0	13,060	18,380	136,590	(136,590)	0
Publicity	123,090	17,510	0	26,680	167,280	0	22,940	31,080	221,300	(221,300)	0
Electoral Registration	124,490	100,630	750	22,400	248,270	0	18,510	117,790	384,570	(2,400)	382,170
Elections	228,920	92,990	810	24,410	347,130	0	19,300	44,370	410,800	(410,800)	0
Cost of Democracy	0	0	0	0	0	0	41,540	1,921,570	1,963,110	0	1,963,110
Centralised Staffing Services	137,210	7,500	0	6,420	151,130	0	4,240	14,660	170,030	(170,030)	0
Staffing Policies	113,640	54,420	10	24,400	192,470	0	21,840	67,300	281,610	(281,610)	0
Staff Health and Safety	46,120	14,540	0	5,760	66,420	0	6,140	10,970	83,530	(83,530)	0
Data Protection	0	3,000	0	0	3,000	0	0	1,720	4,720	(4,720)	0
Customer Services	1,323,230	54,640	6,050	9,260	1,393,180	0	84,920	566,080	2,044,180	(2,044,180)	0
Total - Corporate Development	2,733,830	978,950	21,430	263,040	3,997,250	0	371,680	3,114,120	7,483,050	(4,960,350)	2,522,700

**Environment Portfolio
2022/23 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
	£	£	£	£	£	£	£	£	£	£	£
Climate Change Initiatives	182,110	51,310	16,110	6,970	256,500	0	5,500	59,970	321,970	0	321,970
Environmental Enforcement	6,640	94,370	1,580	560	103,150	0	750	21,790	125,690	(1,000)	124,690
Street Cleansing Operations	21,970	1,305,880	5,490	1,850	1,335,190	36,660	1,550	60,950	1,434,350	(3,000)	1,431,350
Litter Bins	0	69,420	0	0	69,420	1,190	0	3,250	73,860	0	73,860
Litter Awareness	22,100	2,760	6,700	1,860	33,420	0	2,310	26,840	62,570	0	62,570
Operations	5,920	40,830	1,560	500	48,810	0	440	7,920	57,170	0	57,170
Domestic Waste	0	1,355,630	0	0	1,355,630	101,000	0	31,780	1,488,410	(90,000)	1,398,410
Clinical Waste	0	22,720	0	0	22,720	1,730	0	2,330	26,780	0	26,780
Special Collections	0	130,700	0	0	130,700	1,090	0	4,870	136,660	(65,000)	71,660
Recycled Waste	0	2,686,120	0	0	2,686,120	66,110	0	14,560	2,766,790	(2,125,930)	640,860
Recycled Waste/Green Waste	0	609,310	0	0	609,310	7,300	0	23,270	639,880	(1,250,000)	(610,120)
Recycled Waste/Kitchen Pilot	0	1,188,620	0	0	1,188,620	15,590	0	26,110	1,230,320	(11,200)	1,219,120
Food Control, Monitoring and Education	272,700	4,350	13,990	2,570	293,610	0	14,650	73,780	382,040	(3,500)	378,540
Contaminated Land	86,010	620	3,130	840	90,600	0	4,250	19,350	114,200	0	114,200
Environmental Protection/other	276,690	28,310	17,920	2,240	325,160	3,760	13,720	74,870	417,510	(7,700)	409,810
Personal Health - Monitoring and Promotion	31,050	220	1,510	300	33,080	0	1,810	11,010	45,900	0	45,900
Emergency Planning	13,490	36,390	1,130	130	51,140	0	670	8,860	60,670	0	60,670
Total - Environment	918,680	7,627,560	69,120	17,820	8,633,180	234,430	45,650	471,510	9,384,770	(3,557,330)	5,827,440

**Highways and Transport Portfolio
2022/23 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	70,120	215,950	20,290	5,900	312,260	940	7,450	104,520	425,170	(23,000)	402,170
Off Street Car Parking	127,620	1,158,050	28,180	10,610	1,324,460	105,630	10,860	210,670	1,651,620	(3,538,500)	(1,886,880)
On Street Parking *	102,620	513,750	19,320	8,130	643,820	0	8,650	118,730	771,200	(771,200)	0
Total - Highways and Transport	300,360	1,887,750	67,790	24,640	2,280,540	106,570	26,960	433,920	2,847,990	(4,332,700)	(1,484,710)

*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 2021/22 Estimate

Description	Direct Employees	Running Expenses	Admin	Directorate Support	Sub-Total	Capital Charges	Direct Office Expenses	Central Support	Total Expenditure	Less Income	Net Expenditure
	£	£	£	£	£	£	£	£	£	£	£
Investment Programming	93,420	4,850	3,180	980	102,430	0	15,400	45,460	163,290	0	163,290
Housing Associations	33,840	820	1,120	350	36,130	0	5,460	8,960	50,550	0	50,550
Housing Options	732,280	994,920	28,900	8,910	1,765,010	0	151,950	185,210	2,102,170	(891,530)	1,210,640
Homeless Accommodation	68,960	445,250	2,810	870	517,890	14,160	14,730	82,320	629,100	(567,640)	61,460
Syrian Vulnerable People Resettlement Scheme - SVPRS	57,790	108,690	90	30	166,600	0	8,510	12,540	187,650	(187,650)	0
Housing Renovation Grants	20,760	6,910	2,750	850	31,270	0	2,890	15,400	49,560	0	49,560
Private Sector Assistance and Advice	44,500	1,280	2,200	680	48,660	0	7,700	22,420	78,780	0	78,780
Private Sector Enforcement Powers	79,910	1,820	3,300	1,020	86,050	0	14,450	26,270	126,770	(4,200)	122,570
Private Sector Energy Conservation Assess	17,690	3,810	610	190	22,300	0	3,180	7,740	33,220	0	33,220
Care and Repair Agency	265,010	18,770	8,070	2,490	294,340	3,930	52,010	100,420	450,700	(224,320)	226,380
Housing Benefit Administration	227,420	28,090	14,290	4,420	274,220	0	10,120	621,710	906,050	(298,700)	607,350
Rent Allowances	0	31,781,490	0	0	31,781,490	0	0	0	31,781,490	(30,805,490)	976,000
Overpayment Recovery	76,850	250,430	4,280	1,320	332,880	0	4,010	221,780	558,670	(1,750,000)	(1,191,330)
Total - Housing	1,718,430	33,647,130	71,600	22,110	35,459,270	18,090	290,410	1,350,230	37,118,000	(34,729,530)	2,388,470



**Leisure and Culture Portfolio
2022/23 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
	£	£	£	£	£	£	£	£	£	£	£
Leisure Facility Development	34,170	1,170	690	160	36,190	0	1,730	86,260	124,180	0	124,180
Elmbridge Leisure Centre	46,650	132,960	1,270	290	181,170	301,770	3,170	12,690	498,800	(410,880)	87,920
Synthetic Turf Pitch	8,820	28,930	230	50	38,030	31,860	560	1,760	72,210	(45,730)	26,480
Public Halls	7,870	179,440	160	40	187,510	29,110	390	39,350	256,360	(4,140)	252,220
The Hurst Pool	16,770	419,430	400	90	436,690	169,550	1,000	8,880	616,120	0	616,120
Arts Development	31,570	39,490	1,120	260	72,440	0	2,820	11,430	86,690	(1,030)	85,660
Recreational Land	78,190	520,690	2,830	650	602,360	250,760	7,100	83,050	943,270	(198,230)	745,040
Commons	316,860	161,410	14,110	3,210	495,590	19,600	13,780	197,440	726,410	(27,410)	699,000
Parks	98,430	530,340	3,450	790	633,010	174,660	8,650	66,420	882,740	0	882,740
Allotments	4,660	1,840	120	30	6,650	0	300	2,800	9,750	(1,430)	8,320
Xcel Sports Hub	7,710	201,750	260	60	209,780	436,990	650	7,140	654,560	(17,000)	637,560
Museum	130,280	70,830	5,540	1,260	207,910	3,180	13,920	68,030	293,040	(3,100)	289,940
SHOUT (Playschemes)	60,450	12,260	2,010	460	75,180	220	5,050	35,190	115,640	0	115,640
Safeguarding	7,070	70	260	60	7,460	0	650	2,000	10,110	0	10,110
Sports Development	68,350	11,260	2,120	480	82,210	0	5,300	11,740	99,250	0	99,250
Promotion	63,950	11,350	2,330	530	78,160	0	5,840	13,830	97,830	0	97,830
Physical Activity Promotion	38,570	9,640	1,350	310	49,870	0	3,380	8,070	61,320	0	61,320
Cemeteries Service	272,640	372,790	12,150	2,760	660,340	30,500	13,170	116,020	820,030	(449,840)	370,190
Total - Leisure and Culture	1,293,010	2,705,650	50,400	11,490	4,060,550	1,448,200	87,460	772,100	6,368,310	(1,158,790)	5,209,520



**Planning Portfolio
2022/23 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	102,640	129,460	31,810	2,150	266,060	0	9,120	50,470	325,650	(283,040)	42,610
Local Plan	355,950	409,710	111,710	7,450	884,820	0	25,250	111,020	1,021,090	0	1,021,090
Planning Pre-Application Advice	241,340	1,740	75,540	5,060	323,680	0	18,250	63,000	404,930	0	404,930
Review of Planning Policies	143,040	1,030	44,280	3,000	191,350	0	10,820	37,200	239,370	0	239,370
Regeneration	65,940	480	20,220	1,380	88,020	0	4,460	14,540	107,020	0	107,020
Development Management Applications	641,050	20,310	198,850	13,320	873,530	0	46,720	169,540	1,089,790	(1,408,000)	(318,210)
Development Management Appeals	106,450	17,750	32,580	2,180	158,960	0	7,640	36,750	203,350	0	203,350
Development Management Enforcement	149,770	1,580	50,690	3,140	205,180	0	16,850	157,840	379,870	0	379,870
CIL Admin	196,310	2,770	59,500	4,050	262,630	0	15,120	65,340	343,090	(343,090)	0
Street Nameplates	0	3,050	0	0	3,050	9,190	0	0	12,240	(41,250)	(29,010)
Building Control Mutual - Client Costs	0	97,200	0	0	97,200	0	0	0	97,200	0	97,200
Conservation	19,870	140	6,090	420	26,520	0	1,360	6,560	34,440	0	34,440
Listed Buildings	6,970	50	2,140	150	9,310	0	510	20,430	30,250	0	30,250
Tree Preservation	88,730	640	28,650	1,860	119,880	0	7,720	35,170	162,770	0	162,770
Design Advice	5,920	40	1,820	120	7,900	0	420	3,260	11,580	0	11,580
Landscape	0	7,750	0	0	7,750	0	0	1,870	9,620	0	9,620
Public Consultation - Planning Applications	77,790	24,820	24,810	1,630	129,050	0	6,150	23,610	158,810	0	158,810
Public Consultation - General	2,610	20	800	50	3,480	0	210	2,570	6,260	0	6,260
Total - Planning	2,204,380	718,540	689,490	45,960	3,658,370	9,190	170,600	799,170	4,637,330	(2,075,380)	2,561,950



Resources Portfolio 2022/23 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	1,885,000	0	0	0	1,885,000	0	0	0	1,885,000	(92,800)	1,792,200
Public Offices	601,970	1,938,060	4,370	18,760	2,563,160	580,290	16,840	215,910	3,376,200	(3,376,200)	0
Corporate Procurement	67,020	1,830	0	2,230	71,080	0	5,660	36,990	113,730	(113,730)	0
Budgeting and Accounts	646,810	12,450	3,090	20,980	683,330	0	49,580	192,670	925,580	(925,580)	0
Exchequer Services	113,760	27,720	770	3,650	145,900	0	9,490	132,790	288,180	(288,180)	0
Insurance	57,640	417,130	300	1,900	476,970	0	9,530	25,780	512,280	(512,280)	0
Central Financial Services	60,630	215,190	310	2,010	278,140	0	4,560	23,220	305,920	0	305,920
Financial Audit	96,120	93,740	2,480	3,170	195,510	0	18,920	40,230	254,660	(254,660)	0
Land and Property Resources	328,160	121,590	1,310	10,040	461,100	0	18,360	157,370	636,830	(636,830)	0
Legal Services	453,170	43,740	8,490	14,720	520,120	0	53,410	123,040	696,570	(696,570)	0
Computer Services	993,790	1,302,390	11,020	31,890	2,339,090	256,710	70,760	171,080	2,837,640	(2,837,640)	0
Reprographic Services	90,010	55,890	240	2,990	149,130	2,490	108,930	95,520	356,070	(356,070)	0
Other Income and Receipts	143,360	5,990	580	4,760	154,690	0	13,870	169,760	338,320	(338,320)	0
Administration Of Local Taxation	356,170	75,980	1,730	10,900	444,780	0	44,800	844,480	1,334,060	(469,000)	865,060
Miscellaneous Finance	438,620	356,900	0	2,590	798,110	0	0	105,920	904,030	(53,500)	850,530
Industrial Estates	0	34,800	0	0	34,800	94,560	0	40,940	170,300	(508,300)	(338,000)
Commercial Property	0	0	0	0	0	0	0	51,730	51,730	(130,000)	(78,270)
Miscellaneous Properties	0	202,290	0	0	202,290	161,650	0	120,710	484,650	(137,450)	347,200
Public Conveniences	0	274,700	0	0	274,700	46,620	0	35,160	356,480	0	356,480
Total - Resources	6,332,230	5,180,390	34,690	130,590	11,677,900	1,142,320	424,710	2,583,300	15,828,230	(11,727,110)	4,101,120



Social Portfolio 2022/23 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	992,770	882,480	24,080	3,710	1,903,040	164,550	11,470	241,800	2,320,860	(409,850)	1,911,010
Learning Disabilities	183,400	30,010	4,640	720	218,770	0	0	19,900	238,670	(404,250)	(165,580)
Meals on Wheels	328,780	193,810	7,350	1,120	531,060	260	4,420	221,070	756,810	(312,760)	444,050
Community Transport Service	479,750	180,380	11,560	1,790	673,480	14,610	790	241,280	930,160	(350,680)	579,480
Community Alarms and Telecare	182,680	93,350	4,010	620	280,660	4,600	380	110,860	396,500	(362,000)	34,500
Community Services Information	240,280	4,500	5,860	910	251,550	0	9,770	34,680	296,000	(139,830)	156,170
Care for the Carers	241,830	5,610	3,680	570	251,690	0	740	31,230	283,660	(203,450)	80,210
Support for the Voluntary Sector	58,610	386,980	880	130	446,600	0	4,860	17,080	468,540	0	468,540
Total - Social	2,708,100	1,777,120	62,060	9,570	4,556,850	184,020	32,430	917,900	5,691,200	(2,182,820)	3,508,380

Licensing 2022/23 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	176,650	19,810	5,880	1,700	204,040	0	13,920	80,380	298,340	(152,760)	145,580
Health and Safety at Work	51,280	370	2,850	500	55,000	0	2,710	15,580	73,290	(2,000)	71,290
Public Protection Licensing and Animal Welfare	134,660	4,200	5,110	1,290	145,260	0	10,020	68,750	224,030	(153,860)	70,170
Total - Licensing	362,590	24,380	13,840	3,490	404,300	0	26,650	164,710	595,660	(308,620)	287,040