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This document is produced by the Organisational Development Team.
Contact details: contactus@elmbridge.gov.uk or 01372 474 474.
This document and other Council services can be accessed at elmbridge.gov.uk.
About our Council Plan

The Council Plan is the Council’s strategic plan. It tells us what our priorities and targets are for the 2018/19 financial year.

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

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

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

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

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

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

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

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

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

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

- **Vision** – 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 (2018/19) to demonstrate our commitment to our Priorities.

**Our Five-Year 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.

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

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

- 80% of our residents recognise Elmbridge as a ‘good place to live’
- 85% customer satisfaction in our services
- 80% of residents believe the Council offers value for money
- 80% of residents feel listened to
- Retain position in top quartile for the number of active businesses in the area
- Unqualified opinion on financial statements and value for money conclusion
- Consultation related

**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 of our residents and support communities to become healthier, empowered and safe
Our Approach to Performance Management

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

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

- Our overall **Council Vision** 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 in the Council 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.
- 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.
Managing Our Money

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

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

The table on page 8 summarises our spending plans for the 2018/19 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 2018/19, together with our programme of capital expenditure in the year, are shown at the end of this Council Plan.

Annual Audit Letter

During 2017, we were audited by Grant Thornton, our appointed external auditor, and received an unqualified opinion on the financial statements and a finding that the Council had proper arrangements to secure value for money.

If you would like more detailed information about our finances or spending plans, please contact the Finance Team by emailing finance@elmbridge.gov.uk.
Council Spending Summary

The table below summarises our spending plans for the 2018/19 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 2018/19, together with our programme of capital expenditure in the year, are shown at the end of this Council Plan.

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

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

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

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

A summary of our capital programme is shown here. Full details of spending schemes in 2018/19 are shown at the end of the Council Plan.

<table>
<thead>
<tr>
<th>Estimated spending 2018/19 £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development</td>
</tr>
<tr>
<td>Environment</td>
</tr>
<tr>
<td>Highways and Transport</td>
</tr>
<tr>
<td>Housing</td>
</tr>
<tr>
<td>Leisure and Culture</td>
</tr>
<tr>
<td>Planning Services</td>
</tr>
<tr>
<td>Resources</td>
</tr>
<tr>
<td>Social Affairs</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>
Our Community

132,760* people live in Elmbridge.

Of those, 64,000 (48%) are male and 68,770 (52%) are female*.

There are 57,240** households in Elmbridge.

<table>
<thead>
<tr>
<th>How Elmbridge Compares to the Rest of England</th>
<th>Elmbridge</th>
<th>England</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents aged under 20*</td>
<td>27%</td>
<td>24%</td>
</tr>
<tr>
<td>Residents aged 65 and over*</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>Residents aged 75 and over*</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Households who do not have access to a car or van</td>
<td>11.8%</td>
<td>25.8%</td>
</tr>
<tr>
<td>Individuals with no qualifications</td>
<td>13.2%</td>
<td>22.5%</td>
</tr>
<tr>
<td>Individuals with higher level qualifications***</td>
<td>62%</td>
<td>38%</td>
</tr>
<tr>
<td>Residents who are unemployed***</td>
<td>2.7%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Individuals whose day-to-day activities are limited ‘a lot’ by poor health</td>
<td>5.1%</td>
<td>8.3%</td>
</tr>
<tr>
<td>Residents born in the UK</td>
<td>81.7%</td>
<td>86.2%</td>
</tr>
<tr>
<td>Households where no one speaks English as a main language</td>
<td>6.6%</td>
<td>8%</td>
</tr>
<tr>
<td>Households who own their own house (with or without a mortgage)</td>
<td>73.1%</td>
<td>63.3%</td>
</tr>
<tr>
<td>Households living in socially rented accommodation</td>
<td>9.9%</td>
<td>17.7%</td>
</tr>
<tr>
<td>Households living in privately rented accommodation</td>
<td>15.1%</td>
<td>16.8%</td>
</tr>
<tr>
<td>Number of homeless households in temporary accommodation as at 31 March 2016****</td>
<td>43</td>
<td>77,220</td>
</tr>
</tbody>
</table>

All figures are taken from the 2011 Census, unless marked:
* ONS mid-year population estimate June 2016
** Elmbridge Council Tax data, September 2017
*** ONS Annual Population Survey (via Nomis), 16/17
**** DCLG Homelessness Statistics, ‘Table 784: local authorities’ action under the homelessness provisions of the Housing Acts, financial years 2004/05 to 2016/17’, (September 2017) available on parliament.uk

For more information on the Census and other local statistics, please visit www.surreyi.gov.uk
Our Values

Elmbridge Borough Council is always working to maintain a full range of high quality frontline services with a focus on customer experience, backed by robust back-office systems to ensure financial efficiency and cost effectiveness for our residents.

In order to help achieve this we have x values which underpin all our activities and the way we work.

To support all 3 of our Top Priorities
Sections 1 to 4 contain the Council Objectives we will be undertaking to achieve our Council Vision 2018-23. These objectives are grouped by our Priorities:

- **Character and Environment**
- **Quality Services**
- **Economic Development**
- **Community Wellbeing**

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

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

- CCD Community & Corporate Development
- E Environment
- HT Highways and Transport
- H Housing
- L Leisure and Culture
- P Planning Services
- R Resources
- S Social Affairs

When setting our objectives, we consider a number of 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.

- **We're on target**
- **We may not achieve the target by the date and way specified**
- **We will not achieve the target by the date and way specified**

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

Our performance reports are publicly available and are reported to public meetings. You can find more information on our website at elmbridge.gov.uk.
## Section 1: Character and Environment

<table>
<thead>
<tr>
<th>P1</th>
<th>Ensure the Council has an up to date Local Plan that supports the delivery of sustainable development</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Lead Officer: Head of Planning Services</strong></td>
</tr>
<tr>
<td></td>
<td>• Consult on the preferred approach to the Local Plan by September 2018.</td>
</tr>
<tr>
<td></td>
<td>• Publish Authority Monitoring Report by November 2018.</td>
</tr>
<tr>
<td></td>
<td>• Publish statutory proposed submission Local Plan prior to submission to Secretary of State by February 2019.</td>
</tr>
<tr>
<td></td>
<td>• Prepare evidence base to support the Local Plan by March 2019.</td>
</tr>
<tr>
<td></td>
<td>• Produce a Statement of Common Ground with Housing Market Area partners and other relevant stakeholders by March 2019.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>P2</th>
<th>Deliver appropriate sustainable planning decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Lead Officer: Head of Planning Services</strong></td>
</tr>
<tr>
<td></td>
<td>• Update local validation checklist by May 2018.</td>
</tr>
<tr>
<td></td>
<td>• Review the standard conditions list for planning applications by May 2018.</td>
</tr>
<tr>
<td></td>
<td>• Continue to determine applications in accordance with current National and Local planning guidance by March 2019.</td>
</tr>
<tr>
<td></td>
<td>• Continue to develop and offer a proactive pre-application service to support the delivery of sustainable development by March 2019.</td>
</tr>
<tr>
<td></td>
<td>• Deliver an efficient and proactive planning compliance service to support sustainable development by March 2019.</td>
</tr>
<tr>
<td></td>
<td>• Continue to reduce the number of applications determined after the statutory deadline by March 2019.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E1</th>
<th>Introduce a licencing scheme to control the type and location of street trading activities in Elmbridge such as where fast food can be sold</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Lead Officer: Head of Environmental Services</strong></td>
</tr>
<tr>
<td></td>
<td>• Licensing Committee to consider outline scheme by June 2018.</td>
</tr>
<tr>
<td></td>
<td>• Approved scheme to be introduced by September 2018.</td>
</tr>
</tbody>
</table>
Section 2: Quality Services

E2 Launch an initiative to assess and increase compliance with new controls and conditions on licensed taxi and private hire drivers

Lead Officer: Head of Environmental Services

- Agree a Compliance Assessment and inspection Plan by July 2018.

E3 Introduce the pay-on-exit parking scheme in Churchfields car park in Weybridge

Lead Officer: Head of Environmental Services

- Install new equipment by May 2018.
- Launch new scheme by June 2018.

H1 Support the successful expansion of Universal Credit whilst minimising the effects of adverse impacts on our residents

Lead Officer: Head of Housing Services

- Universal Local Support offer for claimants in place by July 2018.
- Assist Jobcentre Plus to complete the launch and subsequent expansion of Universal Credit by August 2018.

R1 Improve Council infrastructure to ensure they are fit for purpose through delivery of the Capital Programme

Lead Officer: Head of Asset Management and Property Services

- Complete the maintenance work at Lower Green Community Centre so it is available for use by June 2018.
- Complete the year two car park refurbishment programme including Churchfields and Holly Hedge car parks by March 2019.
- Complete the Public Conveniences replacement programme by March 2019.
- Ensure planned programme of Conditions Survey works is completed by March 2019.
Section 3: Economic Development

CCD1  Develop an Elmbridge Skills Partnership with local education providers and local businesses

Lead Officer: Head of Organisational Development

- Scope the project ensuring wide involvement from across the Council and Partner agencies by June 2018.
- If the project is feasible implement the project by July 2018.
- Project to go live by September 2018.
- Deliver an apprenticeship programme and ensure we meet with the national apprenticeship levy requirements by March 2019.

E4  Introduce a new plan for the ongoing management of parking demand in public car parks by appropriate parking controls and charges

Lead Officer: Head of Environmental Services

- New plan developed in consultation with local Members and other agencies such as Surrey County Council by September 2018.
- Plan to be considered by Cabinet by December 2018.

P3  Improve local and strategic infrastructure using the Community Infrastructure Levy

Lead Officer: Head of Planning Services

- Cabinet to agree Strategic Spending Allocations by April 2018.
- Local Spending Boards convened by March 2019.
- Strategic allocations for 2019/20 considered by Strategic Spending Board by March 2019.
- Create a Strategic Infrastructure Fund to support long term priorities by March 2019.
- Prepare for the adoption of a new charging schedule by March 2019.

R2  Work with Surrey County Council and other stakeholders to develop ways to free up land for regeneration projects (One Public Estate)

Lead Officer: Head of Asset Management and Property Services

- Identify land resources that could be released by June 2018.
- Explore with Surrey County Council and stakeholders an integrated database of potential assets for release by December 2018.
- Explore possibilities for partnering/sharing services/facilities by March 2019.
Section 4: Community Wellbeing

**H2**  Help meet the needs for affordable housing through a housing company owned by the Council

**Lead Officer: Head of Housing Services**

- Launch a Council-owned housing company by July 2018.
- Housing company to have at least 5 homes in ownership by December 2018.
- Housing company to have at least 10 homes in ownership by March 2019.

**R3**  Deliver and provide the type of affordable housing for the Borough that will meet the needs of the local community through investment or development

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

- Work with Planning and Housing to facilitate the delivery of affordable housing by developing three Council-owned sites, Albermarle House, Weybridge Hall and the Cobham Garages by March 2019.
- Explore options to buy existing housing and street properties within the Borough by March 2019.
- Progress plans to redevelop the Hersham Centre site with the aim of providing a combined Centre and hall facility with affordable housing by March 2019.

**H3**  Successfully implement the Homelessness Reduction Act 2017 by working with partner agencies to provide improved housing advice and solutions to those in housing need in the Borough

**Lead Officer: Head of Housing Services**

- Complete a review of the local implementation of the Act through the Elmbridge Homelessness Network by October 2018.
- To deliver an increase in access to private-rented accommodation to households at risk of homelessness through initiatives run by the Council and partner agencies by March 2019.
<table>
<thead>
<tr>
<th>S1</th>
<th>Launch a community learning engagement awareness raising campaign promoting all community support services and to increase the number of residents that benefit from new products offered by the Community Alarm service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lead Officer: Head of Community Support Services</strong></td>
<td></td>
</tr>
<tr>
<td>• Raise awareness of our Technology Enabled Care and support (TECS) offer growing our customer base for our 3 technology initiatives by October 2018.</td>
<td></td>
</tr>
<tr>
<td>• Launch and develop a Community Engagement Awareness Raising Campaign focusing on residents, health partners and the voluntary sector to raise awareness by December 2018.</td>
<td></td>
</tr>
<tr>
<td>• Run a community safety event in two Centres taking a safety message to older residents working with the Police, Trading Standards, Telecare services and Fire and Rescue by December 2018.</td>
<td></td>
</tr>
<tr>
<td>• Seek to reach 400 new customers with our Community Alarm and TECS offer by March 2019.</td>
<td></td>
</tr>
<tr>
<td>• Work with Surrey and Borders Trust to establish an ongoing project following the Technology Integrated Health Management project and to look at long term initiatives in partnership with health colleagues by March 2019.</td>
<td></td>
</tr>
<tr>
<td>S2</td>
<td>Continue to support and celebrate the value of the voluntary sector in Elmbridge</td>
</tr>
<tr>
<td><strong>Lead Officer: Head of Community Support Services</strong></td>
<td></td>
</tr>
<tr>
<td>• Promote the Bi Annual Volunteers awards in partnership with Voluntary Action Elmbridge by March 2019.</td>
<td></td>
</tr>
<tr>
<td>• Engage with voluntary sector organisations and implement their feedback on issues at the annual voluntary sector forum and at the Elmbridge Older Persons Forum by March 2019.</td>
<td></td>
</tr>
<tr>
<td>S3</td>
<td>Introduce the nationally recognised Safe Places Scheme in Elmbridge to support vulnerable people when out in the community</td>
</tr>
<tr>
<td><strong>Lead Officer: Head of Community Support Services</strong></td>
<td></td>
</tr>
<tr>
<td>• Scope the project ensuring wide involvement from across the Council and Partner agencies by April 2018.</td>
<td></td>
</tr>
<tr>
<td>• If the project is feasible implement the project by June 2018.</td>
<td></td>
</tr>
<tr>
<td>• Project to go live by July 2018.</td>
<td></td>
</tr>
</tbody>
</table>
Section 5: About Our Teams

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 set out below is a summary of each team.

If you have further queries about any of our services, you can find out more on our website elmbridge.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. We will 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 we will 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 Elmbridge, designed to keep people independent in their own homes. Among other services this includes Community Transport, Community Alarm, the Council’s seven Centres and providing voluntary sector support. The team also provide a comprehensive directory of services available in Elmbridge for older people, people with disabilities and carers.

Customer Services

Customer Service works with services across the council to design contact processes that are easy and efficient to use for customers. The team aims 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 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 Councillors to enable them to discharge their duties as elected Members of the Council in their community leadership, ambassadorial and representational role.
Environmental Services

The Environmental Services Team: ensures the pay-and-display car parks are well managed, offering convenient parking to the locality and its businesses; work with the County Council to help keep streets smart, clean and tidy; licences and regulates activities, such as the sale of alcohol and taxis, and assures food safety standards at food outlets to keep the public safe; deals with public health and environmental nuisances such as noise and littering to protect the environment; and works 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, 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.

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 administers Housing Benefit and Council Tax Support to help low income residents to meet their rent payments and council tax liabilities, responds to housing need and homelessness though 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 is also responsible for the provision of ICT training and works hard to implement new and improved technology to transform business processes and maximise service and cost efficiencies across the organisation.

Internal Audit

Internal Audit will work 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; provides a quality legal service as evidenced by Lexcel accreditation; facilitates economic growth by securing Community Infrastructure Contributions (if necessary by
makes communities safer by taking legal measures that reduce crime and disorder (e.g. Public Spaces Protection Orders); and protects 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 brand-new Elmbridge Xcel Sports Hub. They also provide play activities for children, including the Shout! holiday scheme, and supports 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 will deliver 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 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: Full Spending Summary and Capital Programme