



POLICY BOOK

2016/2017



Summary Version

March 2016

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POLICY BOOK

2016/2017

This Policy Book incorporates Epsom & Ewell Borough Council's budget (revenue estimates and capital programme) with objectives and activity information for each of the Council's services. The budget was approved by the Council on 11 February 2016.

This book also includes a summary of:

- **The Council's Ambition, Key Priorities and Core Values**
- **The Medium Term Financial Strategy.**



Frances Rutter
Chief Executive



Kathryn Beldon
Director of Finance & Resources

Policy Book 2016/17

The Council's financial year runs from 1 April 2016 to 31 March 2017. Each year the Council agrees a budget and prepares a Budget Book which includes an analysis of estimates of income and expenditure. In addition a Policy Book is produced which includes summarised information for each Committee. The Budget Book, produced in January 2016, included a detailed breakdown of service budgets is available on the EEBC website.

Council Tax charges are decided by the full Council each February for the forthcoming year. The Borough Council issues bills covering charges for Surrey County Council and Surrey Policy Authority as well as its own charge. Approximately 11% of Council Tax payments are retained by the Borough Council. The rest of the income is paid over to the County Council and Police to help fund their services.

The Council also collects rates from businesses. Until 2012/13, formula grant funding, including redistributed business rates, had been fixed in the local government finance settlement and this allocation was not varied during the year. Under the local retention scheme Councils enjoy gains or suffer losses from variations to the business rates collected, whether due to changes in collection rates or more/fewer businesses.

The Council keeps a separate record of its expenditure on delivering services, its 'General Fund Revenue Account', and on its investment schemes which are included in the Capital Programme. The Council's Policy Book includes a summary of all expenditure plans. The Budget Book sets out budget and performance information for services provided to residents, businesses and visitors to the Borough.

The 2016/17 Budget has been set and includes changes to the provision of Social Centres within the Borough and the 'out of hours' service provided for residents.

The Council approved a Financial Plan for 2016-2020 in February 2016. The Financial Plan and annual service targets are revised and updated following the approval of the annual budget.

All strategies, policies, plans and performance documents are available on our web-site www.epsom-ewell.gov.uk .

KEY COMPONENTS OF THE MEDIUM TERM FINANCIAL STRATEGY 2016-2020

The Council's Medium Term Financial Strategy sets out the approach that the Council has agreed to manage its finances.
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COUNCIL TAX

- | |
|---|
| <ul style="list-style-type: none"> • Ensure that Council Tax stays below the average of the Surrey Districts |
|---|

BUDGET POSITION AND REVENUE RESERVE
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- | |
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| <ul style="list-style-type: none"> • Produce a balanced revenue budget each year |
| <ul style="list-style-type: none"> • Maintain a prudent level of strategic reserves and a minimum of £1 million in Corporate Projects Reserve |
| <ul style="list-style-type: none"> • Utilise reserves pro-actively to manage major risks to the Council's finances |
| <ul style="list-style-type: none"> • Maintain a minimum working balance of £2.5 million at 31 March 2020 |

INCOME

- | |
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| <ul style="list-style-type: none"> • Increase income from fees and charges by 6% in 2016/17 and 3% per annum thereafter |
| <ul style="list-style-type: none"> • Maintain charging policies for each service |
| <ul style="list-style-type: none"> • Manage risks to central government funding and business rate retention |
| <ul style="list-style-type: none"> • Maintain high collection rates for council tax and business rates |
| <ul style="list-style-type: none"> • Make prudent investment of reserves and cash balances |
| <ul style="list-style-type: none"> • Generate increased income from the external use of Council assets |
| <ul style="list-style-type: none"> • Optimise the use of Council assets, realise capital receipts from sale of surplus assets |
| <ul style="list-style-type: none"> • Identify new opportunities for generating income |

INVESTMENT IN SERVICES

- | |
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| <ul style="list-style-type: none"> • Use Annual Service Targets to allocate resources to deliver the Council's Priorities |
| <ul style="list-style-type: none"> • Prioritise capital investment to ensure retained property is fit for purpose |
| <ul style="list-style-type: none"> • Maximise the use of external funding opportunities to deliver improvements to the community infrastructure, including affordable housing |
| <ul style="list-style-type: none"> • Deliver the three year capital programme of £2.5 million |
| <ul style="list-style-type: none"> • Maintain a minimum uncommitted level of capital reserves of £1 million at 31 March 2020 |

EFFICIENCY

- | |
|--|
| <ul style="list-style-type: none"> • Review services to ensure they continue to provide value for money |
| <ul style="list-style-type: none"> • Achieve a reduction in operating costs through smarter working |
| <ul style="list-style-type: none"> • Reduce the subsidy of Council occupied properties |
| <ul style="list-style-type: none"> • Increase the efficiency and resilience of the organisation through investment in staff and technology |
| <ul style="list-style-type: none"> • Deliver savings so as to improve the forecast budget position by a minimum of £3.1 million by 2019/20. |

DETERMINATION OF BUDGET REQUIREMENT FOR 2016/17*all figs. in £***STAGE 1 - CALCULATE BUDGET REQUIREMENT FOR BOROUGH COUNCIL**

Epsom & Ewell Borough Council

Net Committee Expenditure 7,726,517**Budget Requirement** 7,726,517**STAGE 2 - CALCULATE CONTRIBUTIONS**

Revenue Support Grant + Transitional Grant	509,815	
Business Rate Retained Income	1,216,123	
Small Business Rate Relief	0	
Localism Relief Grant	218,811	
Business Rate Deficit	-121,123	
Central Government Contributions		1,823,626

Net Contributions 1,823,626**STAGE 3 - COLLECTION FUND (SURPLUS) / DEFICIT**

Epsom & Ewell Borough Council Share of Collection Fund (Surplus)/Deficit	-74,193
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STAGE 4 - BASIC AMOUNT FOR COUNCIL TAX CALCULATION

Basic Amount =
$$\frac{\text{Budget Requirement} + \text{Collection Fund Surplus} - \text{Net Contributions}}{\text{Tax Base All Areas}}$$

$$= \frac{7,726,517 - 74,193 - 1,823,626}{32,013.5}$$

Band D Equivalent = 182.07

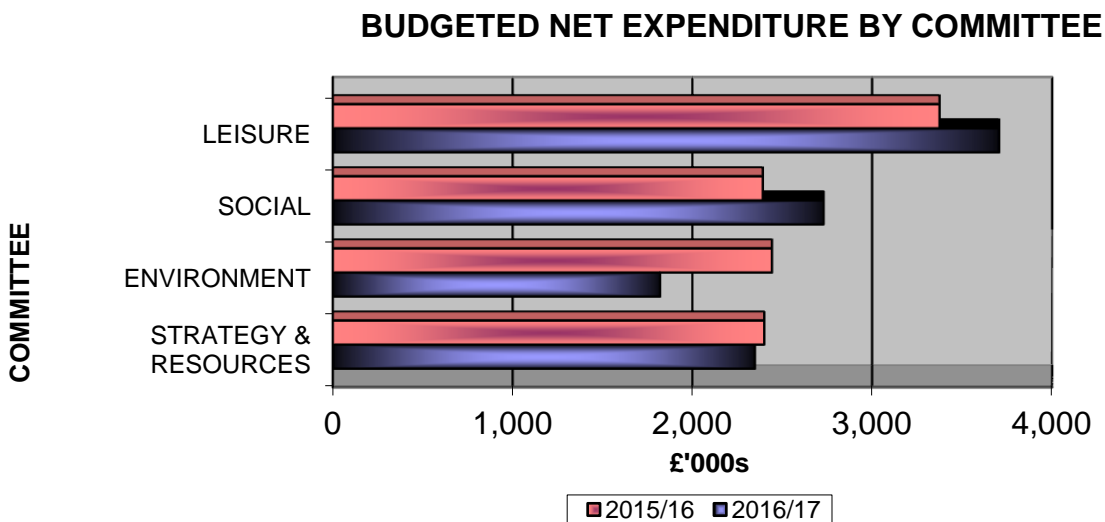
STAGE 5 - COUNCIL TAX 2016/17 - INCLUDING COUNTY COUNCIL & POLICE REQUIREMENTS

	BAND							
	A	B	C	D	E	F	G	H
EPSOM & EWELL BOROUGH COUNCIL	121.38	141.61	161.84	182.07	222.53	262.99	303.45	364.14
Surrey County Council	845.52	986.44	1,127.36	1,268.28	1,550.12	1,831.96	2,113.80	2,536.56
Surrey Police	146.79	171.26	195.72	220.19	269.12	318.05	366.98	440.38
Total	1,113.69	1,299.31	1,484.92	1,670.54	2,041.77	2,413.00	2,784.23	3,341.08

Revenue Budget 2016/17

The Council’s revenue budget details the financial resources allocated to deliver services to the community for the 2016/17 financial year. The Council’s gross expenditure is £48 million including service costs and housing benefit payments. The net cost of services is reduced by income generated by those services including specific grants, fees and charges, rent income and interest on cash balances. The budget for each service is managed by the Council’s four policy committees.

The net revenue budget for the Council’s four policy committees is £10.6 million as summarised below.



The net budget requirement, i.e. the policy committee budgets excluding notional charges for the use of fixed assets, is £7.7m. This is the amount of external funding required from formula grant, retained business rates and Council Tax. The budget anticipates no use of the working balance for 2016/17.

Budget Planning Assumptions

The following budget planning assumptions were made in preparing the revenue budget for 2016/17:

a) Employee Costs

Provision has been made for a 1.5% pay settlement in 2016/17. A staff vacancy assumption of 2% has been made within the control total. The total salary budget in 2015/16 is £11.3 million, including precepting body staff, inclusive of direct employee costs and agency staff.

b) Other expenditure

No general allowance has been made for price increases. Any unavoidable increases in costs will be offset by savings from elsewhere within budgets.

c) Fees and charges

The additional income from increases in discretionary charges, included in the budgets recommended by the Committees, totals £750,000.

Schedules of fees and charges can be found on the Council's website at www.epsom-ewell.gov.uk

d) Service changes

Changes are being made in 2016/17 for the provision of Social Centres within the Borough and to the 'out of hours' service provided to residents.

e) Contingencies

The Council has included within its 2016/17 budget £150,000 contingency for property related works and a general contingency of £67,000 to mitigate any unanticipated additional costs or losses of income occurring during the year.

GENERAL FUND SUMMARY

BUDGET SUMMARY	2014/15 Actual	2015/16 Original Estimate	2015/16 Probable Out-turn	2016/17 Estimate
	£'000	£'000	£'000	£'000
STRATEGY AND RESOURCES	1,181	2,400	1,800	2,348
CAPITAL CHARGES	(2,894)	(2,736)	(2,736)	(2,879)
ENVIRONMENT COMMITTEE	2,859	2,443	2,691	1,821
SOCIAL COMMITTEE	3,122	2,392	2,838	2,731
LEISURE COMMITTEE	3,803	3,375	3,455	3,706
TOTAL NET REQUIREMENT	8,071	7,874	8,048	7,727
CONTRIBUTION TO / (FROM) GENERAL RESERVE FOR YEAR	(83)	(229)	(403)	0
NET BUDGET REQUIREMENT	7,988	7,645	7,645	7,727
FINANCED BY:				
COLLECTION FUND PRECEPT	5,403	5,581	5,581	5,829
REVENUE SUPPORT GRANT	1,436	1,007	1,007	417
TRANSITIONAL GRANT	0	0	0	93
NNDR REDISTRIBUTION/RETENTION	1,097	1,374	1,374	1,435
SURPLUS ON PRIOR YEAR COUNCIL TAX	52	83	83	74
DEFICIT ON PRIOR YEAR RETAINED BUSINESS RATES	0	(400)	(400)	(121)
EXTERNAL FUNDING FOR THE YEAR	7,988	7,645	7,645	7,727
GENERAL FUND RESERVE				
BALANCE BROUGHT FORWARD 1 APRIL	3,417	3,333	3,333	2,930
CONTRIBUTION TO / (FROM) RESERVES	(84)	(229)	(403)	0
BALANCE CARRIED FORWARD 31 MARCH	3,333	3,104	2,930	2,930
GROSS TO NET BUDGET 2016/17	Gross Expenditure £'000	Gross Income £'000	Reserves to/(from) £'000	Net Expenditure £'000
STRATEGY AND RESOURCES	28,180	(27,166)	1,334	2,348
ENVIRONMENT COMMITTEE	8,700	(6,897)	18	1,821
SOCIAL COMMITTEE	5,095	(2,243)	(121)	2,731
LEISURE COMMITTEE	6,045	(2,289)	(50)	3,706
ASSET RENTS (LANDLORD ACCOUNT)	0	(2,879)	0	(2,879)
TOTAL NET REQUIREMENT*	48,020	(41,474)	1,181	7,727

*Includes Capital Charges

Terms of Reference of Policy Committees

In accordance with the Ambition and Key Priorities set by the Council in its Corporate Plan and the targets set out in the Community Strategy (produced by the Council and its partners), the principles of Best Value, and within the approved Budget and Policy Framework to:

- (a) deal with all policy and operational matters, including statutory responsibilities;
- (b) develop its strategies and policies and put them to the Council for approval;
- (c) draw up Service Delivery Plans and revenue budgets, and develop proposals for capital projects, and submit these to the Strategy and Resources Committee for recommendation to Council where these form part of the corporate policy framework;
- (d) implement approved capital projects;
- (e) develop and maintain communication and consultation with the public, local businesses, voluntary and other relevant organisations, and form partnerships and influence partners;
- (f) distribute grant aid or award rate relief in accordance with conditions laid down by Council;
and
- (g) determine the level of delegation to officers.

STRATEGY AND RESOURCES

BUDGET SUMMARY	2014/15	2015/16	2015/16	2016/17
	Actual	Original	Probable	Estimate
	£'000	Estimate £'000	Out-turn £'000	£'000
ELECTIONS	44	112	108	60
REGISTER OF ELECTORS	44	62	64	74
DEMOCRATIC REPRESENTATION, COUNCIL & CIVIC EXPENSES	584	497	501	547
DEMOCRATIC AND CIVIC	672	671	673	681
CONSULTATION & COMMUNICATION	143	134	130	114
CORPORATE TRAINING	79	73	55	57
CORPORATE MANAGEMENT	621	632	631	556
CORPORATE FUNCTIONS	843	839	816	727
GENERAL EXPENSES	(488)	(229)	(394)	(342)
TREASURY MANAGEMENT	(137)	(58)	(87)	(96)
EXTERNAL AUDIT	69	75	65	65
SUPERANNUATION	29	361	361	494
CORPORATE FINANCIAL MANAGEMENT	(527)	149	(55)	121
BUSINESS RATE COLLECTION	(191)	(391)	(393)	(111)
COUNCIL TAX COLLECTION	550	530	529	519
LOCAL COUNCIL TAX SUPPORT	188	297	297	294
HOUSING BENEFIT	515	578	578	528
TAX COLLECTION AND BENEFITS	1,062	1,014	1,011	1,230
LAND CHARGES	(59)	(58)	(68)	(68)
CONTRACT MANAGEMENT	110	(24)	(79)	54
ESTATES AND PROPERTY MANAGEMENT	(1,043)	(789)	(801)	(843)
LAND AND PROPERTY	(933)	(813)	(880)	(789)
ECONOMIC DEVELOPMENT	43	127	113	127
DISCRETIONARY RATE RELIEF	0	0	0	0
LOCAL ECONOMY	43	127	113	127
COMMUNITY DEVELOPMENT & PARTNERSHIPS	97	85	76	88
COMMUNITY CONSULTATION	67	70	65	58
COMMUNITY WELL-BEING	164	155	141	146
EMPLOYEE AND SUPPORT SERVICES	(84)	316	49	173
TOTAL NET REQUIREMENT	1,181	2,400	1,800	2,348

GROSS TO NET BUDGET 2016/17

	Gross Expenditure £'000	Gross Income £'000	Reserves to/(from) £'000	Net £'000
DEMOCRATIC AND CIVIC	823	(142)	0	681
CORPORATE FUNCTIONS	727	0	0	727
CORPORATE FINANCIAL MANAGEMENT	928	(2,302)	1,495	121
TAX COLLECTION AND BENEFITS	23,922	(22,527)	(165)	1,230
LAND CHARGES	115	(183)	0	(68)
LAND AND PROPERTY	647	(1,440)	4	(789)
LOCAL ECONOMY	127	0	0	127
COMMUNITY WELL-BEING	146	0	0	146
EMPLOYEE AND SUPPORT SERVICES	745	(572)	0	173
TOTAL NET REQUIREMENT	28,180	(27,166)	1,334	2,348

SERVICE GROUP	DEMOCRATIC AND CIVIC			CORPORATE FUNCTIONS			CORPORATE FINANCIAL MANAGEMENT				TAX COLLECTION AND BENEFITS				LAND CHARGES	LAND AND PROPERTY		LOCAL ECONOMY	COMMUNITY WELL-BEING		EMPLOYEE AND SUPPORT SERVICES	STRATEGY & RESOURCES COMMITTEE TOTAL	
	ELECTIONS	REGISTER OF ELECTORS	DEMOCRATIC REPRESENTATION, COUNCIL & CIVIC EXPENSES	CONSULTATION & COMMUNICATION	CORPORATE TRAINING	CORPORATE MANAGEMENT	GENERAL EXPENSES	TREASURY MANAGEMENT	EXTERNAL AUDIT	SUPERANNUATION	BUSINESS RATE COLLECTION	COUNCIL TAX COLLECTION	COUNCIL TAX REBATE/LOCAL COUNCIL TAX SUPPORT*	HOUSING BENEFIT		CONTRACT MANAGEMENT	ESTATES AND PROPERTY MANAGEMENT	ECONOMIC DEVELOPMENT	COMMUNITY DEVELOPMENT & PARTNERSHIP WORK	COMMUNITY CONSULTATION			
COST CENTRE GROUP	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
EMPLOYEES	0	0	0	72	56	114	0	0	0	(438)	73	379	214	271	0	941	1	91	40	36	3,384	5,234	
PREMISES	0	0	0	0	0	0	150	0	0	0	0	0	0	0	0	(1,002)	397	0	0	0	440	(15)	
TRANSPORT	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	144	0	0	0	0	2	150	
SUPPLIES AND SERVICES	0	22	190	29	0	13	473	50	65	932	13	55	60	93	44	49	28	28	11	15	1,095	3,265	
THIRD PARTY PAYMENTS	140	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10	150	
TRANSFER PAYMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0	22,100	0	0	0	0	0	0	0	22,100	
SUPPORT SERVICES	60	54	353	13	1	429	(304)	0	0	0	29	169	89	377	71	(176)	112	8	37	7	(4,585)	(3,256)	
CAPITAL CHARGES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	96	57	0	0	0	399	552	
TOTAL EXPENDITURE	200	76	547	114	57	556	319	50	65	494	115	603	363	22,841	115	52	595	127	88	58	745	28,180	
GOVERNMENT GRANTS	(140)	0	0	0	0	0	(2,117)	0	0	0	(100)	0	(25)	(22,313)	0	0	0	0	0	0	0	0	(24,695)
CONTRIBS FROM OTHER AGENCIES	0	0	0	0	0	0	(7)	0	0	0	(5)	(84)	0	0	0	(2)	(75)	0	0	0	(47)	(220)	
SALES	0	(2)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(2)	
FEES AND CHARGES	0	0	0	0	0	0	0	0	0	0	0	0	0	(183)	0	(29)	0	0	0	0	(328)	(540)	
RENTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(1,334)	0	0	0	0	(197)	(1,531)	
INTEREST	0	0	0	0	0	0	0	(178)	0	0	0	0	0	0	0	0	0	0	0	0	0	(178)	
RECHARGES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
OTHER INCOME	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL INCOME	(140)	(2)	0	0	0	0	(2,124)	(178)	0	0	(105)	(84)	(25)	(22,313)	(183)	(2)	(1,438)	0	0	0	(572)	(27,166)	
CONTRIBS TO (FROM) RESERVES	0	0	0	0	0	0	1,463	32	0	0	(121)	0	(44)	0	0	4	0	0	0	0	0	1,334	
NET EXPENDITURE	60	74	547	114	57	556	(342)	(96)	65	494	(111)	519	294	528	(68)	54	(843)	127	88	58	173	2,348	

BUDGET VARIATIONS							£'000	£'000	£'000
S&R 2015/16 Original Estimate									2,400
Increase in pay, pension (IAS19) & support service recharges*								(559)	
Increased government funding for housing benefit								(2,665)	
Increased housing benefit payments							2,865		
Reduction in contribution towards bad debt provision for housing benefit overpayments								(200)	
Increased New Homes Bonus Grant								(217)	
Reduced transfer of New Homes Bonus to Corporate Projects Reserve							83		
Pension Fund additional deficit contributions							133		
Increase in employer taxes due changes introduced by Government							180		
Reduced contribution from business rate equalisation reserve to fund prior year deficit							279		
Net increase in contingencies (property works & general)							19		
Epsom & Ewell Local Council Elections								(60)	
Increased income from investment properties								(51)	
Increase in capital charges							19		
Sundry variations								122	
							3,578	(3,630)	
S&R 2016/17 Original Estimate									2,348

Service	Service Description	Main Service Objectives
Elections	Conducting Borough Council, County Council, Parliamentary and European elections and any referenda that may be called.	To ensure that all elections are conducted in accordance with prescribed rules and statutory regulations.
Register of Electors	Preparing, publishing and maintaining the Register of Electors.	To ensure that the full and edited Register of Electors is as accurate as possible through the use of an annual "audit" (cavass) and monthly rolling registration
Democratic Representation, Council & Civic Expenses	Managing the Council, its committees and civic activities and expenses	<p>To support the Mayoralty</p> <p>To be responsible for Members' allowances, expenses and training, civic office accommodation and ceremonial events</p> <p>To service meetings and business of the Council, its committees, sub-committees, working parties and panels</p>
Consultation and Communication	Managing the external and internal communications function of the Council including the Council's consultation activity	<p>To develop and implement corporate communication policies and activities</p> <p>To communicate the Council's services, work and achievements in the community</p> <p>To work with Borough stakeholders in supporting external consultation and communication programmes</p> <p>To promote corporate messages to staff and members</p> <p>To develop and manage the Council's consultation programme</p> <p>To manage FEEDBACK, the Council's Citizens' Panel, including the recruitment, maintenance of membership, and communication with panel members.</p>

Service	Service Description	Main Service Objectives
Corporate Training	Delivering high quality learning and development solutions across the organisation, aimed at maximising individual and corporate performance. Also providing career development opportunities for staff.	<p>To create a learning culture where individuals take responsibility for their own learning</p> <p>Providing opportunities to individuals to enhance their skills to enable the organisation to continue to meet its key service priorities and core values</p> <p>To link learning and development objectives to Corporate Objectives and core values through focused and targeted learning and development solutions</p> <p>To link individual learning and development objectives to individual performance through appraisal input</p> <p>To measure the effectiveness of learning and development activities through standardised feedback and reporting procedures and the benefits to the organisation</p> <p>To ensure statutory and professional development requirements are met (e.g. Health and Safety Training, Equal Opportunities, Accountancy, Legal etc)</p> <p>To utilise a variety of learning and development methodologies extensively and creatively</p> <p>To maximise scarce resources through careful planning delivery and control mechanisms</p> <p>To encourage staff motivation and morale through high quality learning and development provision</p> <p>To ensure ICT training is provided for staff on both an ongoing basis to enhance skills and increase individual productivity and specific ICT training during any projects</p>
Corporate Management	Securing the effective overall management of the Council and the efficient administration of its decision making processes.	<p>To maintain focus on Key Priorities through effective performance management</p> <p>To carry out appropriate Service Reviews and secure the implementation of action plans.</p>
General Expenses	Central holding account used for targets set in the Financial Plan 2012-2016	To fulfil statutory responsibilities for corporate and financial review.
Treasury Management	Managing the Council's reserves and cash flow surpluses.	<p>To maximise investment returns within the treasury management policy</p> <p>To manage cash flows so that funds are available for Council expenditure.</p>

Service	Service Description	Main Service Objectives
External Audit	Statutory External Audit	To ensure that the Council fulfils its statutory responsibility for enabling an effective external audit and inspection service
Superannuation	Making revenue payments in respect of the Council's pension liabilities	To ensure contributions made satisfy the superannuation fund requirements.
Business Rate Collection	Levying, collection and recovery of Business Rates.	To ensure effective recovery of Business Rates in order that arrears are kept to a minimum.
Council Tax Collection	Levying, collection and recovery of Council Tax.	To achieve the maximum collection of Council Tax in order that arrears are kept to a minimum
Local Council Tax Support	Assessing entitlement to Council Tax Support in accordance with the Local Government Finance Act 2012 and subsequent regulations and the scheme adopted by Council on 11 December 2012	To achieve targets set for the processing of benefit and support claims
Housing Benefit	Assessing entitlement to Housing Benefit and making payment in accordance with the Social Security Contributions and Benefits Act 1992 and the Social Security Administration Act 1992	To achieve targets set for the processing of benefit and support claims
Land Charges	Producing a Local Authority Search (LLC1 and CON29) that provides information on the land being searched, usually requested when a property is being bought.	To provide an efficient, accurate and self-financing Land Charge system to the general public To provide a standard search within three working days of receiving it
Contract Management	Manage contracts for; Building maintenance and cleaning services across all Council buildings. The Council's fleet of vehicles Maintenance of trees within the Borough Providing and planting of bedding plants within the Borough	Keeping buildings in a fit for purpose state by providing a planned preventative maintenance programme and a reactive maintenance service Providing vehicles fit for purpose to support delivery of services within the Borough Keeping trees within the Borough maintained to an agreed standard.
Estates and Property Management	Providing an estates and property management service within the Council	To manage the Council's non-operational land and property holdings To conduct successful negotiations leading up to the disposal / acquisition of any properties/land which the Council may need to dispose of or acquire To provide advice and information on property/land-related matters To review and update the Asset Management Plan for all property and land assets

Service	Service Description	Main Service Objectives
Economic Development	Promoting economic development in the Borough directly and by complementing the work of other agencies, including the Business Partnership and via the Local Strategic Partnership.	To involve business, where appropriate, in the Council's decision making. To maintain vibrant markets To support business activity within the Borough
Community Development & Partnership Working	Corporate policy development, with particular interest in the Sustainable Community Strategy (SCS) which covers. community safety, children & young people, health, housing & social care services, economic development, environment and sustainability matters and vulnerable groups/communities Supporting community development and engagement in partnership work Supporting the work of the Local Strategic Partnership (LSP) and the delivery of the Sustainable Community Strategy (SCS)	To support the work of the Local Strategic Partnership and its Thematic Partnerships To link with community/voluntary organisations and the business sector To develop corporate policies, issues and priorities e.g. linked to the community strategy, community safety, voluntary sector organisations, children & young people, health & social care services, vulnerable groups/communities, economic development and sustainability To co-ordinate work on community-based initiatives.
Community Consultation	Provision of residents survey and interpreting services for the Council	
Employee & Support Services	Providing support services delivered within the Borough	

Specific Terms of Reference for Strategy & Resources Committee

- (a) the Budget and Policy Framework, for submission to the Council
- (b) implementation and monitoring of treasury management policies
- (c) the Council's contribution to the Epsom and Ewell Community Strategy
- (d) the District-Wide Local Plan, the Local Development Framework and the Council's input to the Surrey Structure Plan, other local plans, Regional Plans and government strategic documents
- (e) land use policy statements and briefs for specific areas

NOTE: (c) and (d) will be dealt with through the Planning Policy Sub-Committee

- (f) the Corporate Governance Framework (jointly with the Chairmen of Standards and Scrutiny Committees)
- (g) data quality and corporate risk management
- (h) the local economy
- (i) emergency planning and business continuity
- (j) the Council's human resources, property assets and finances
- (k) housing benefits administration
- (l) Civic and ceremonial matters
- (m) dealing (at first instance) with any matters of general policy which do not fall within the terms of reference of any other committee and are not reserved to the Full Council.

ENVIRONMENT COMMITTEE

BUDGET SUMMARY

	2014/15 Actual £'000	2015/16 Original Estimate £'000	2015/16 Probable Out-turn £'000	2016/17 Estimate £'000
CAR PARKS	(2,771)	(1,685)	(1,668)	(2,009)
ON STREET PARKING	(10)	(25)	93	0
CAR PARKING	(2,781)	(1,710)	(1,575)	(2,009)
BOROUGH CLEANSING	2,137	700	668	795
GRAFFITI REMOVAL	77	87	88	72
LAND DRAINAGE	90	61	65	65
DOMESTIC & TRADE WASTE COLLECTION	2,074	2,024	2,141	1,662
MARKETS	(22)	(25)	(17)	(17)
ENVIRONMENTAL SERVICES	4,356	2,847	2,945	2,577
HIGHWAYS	439	502	470	445
BUILDING CONTROL	76	115	89	77
DEVELOPMENT CONTROL	463	333	410	340
PLANNING POLICY	128	141	139	166
DESIGN & CONSERVATION	44	64	63	103
PLANNING AND BUILDING CONTROL	711	653	701	686
COMMUNITY SAFETY	134	151	150	122
TOTAL NET REQUIREMENT	2,859	2,443	2,691	1,821

GROSS TO NET BUDGET 2016/17

	Gross Expenditure £'000	Gross Income £'000	Reserves to/(from) £'000	Net £'000
CAR PARKING	2,069	(4,078)	0	(2,009)
ENVIRONMENTAL SERVICES	4,446	(1,885)	16	2,577
HIGHWAYS	632	(187)	0	445
PLANNING & BUILDING CONTROL	1,433	(747)	0	686
COMMUNITY SAFETY	120	0	2	122
TOTAL NET REQUIREMENT	8,700	(6,897)	18	1,821

SERVICE GROUP	CAR PARKING		ENVIRONMENTAL SERVICES					HIGHWAYS	PLANNING AND BUILDING CONTROL				COMMUNITY SAFETY	ENVIRONMENT COMMITTEE TOTAL
	CAR PARKS	ON STREET PARKING	BOROUGH CLEANSING	GRAFFITI REMOVAL	LAND DRAINAGE	DOMESTIC & TRADE WASTE COLLECTION	MARKETS		BUILDING CONTROL	DEVELOPMENT CONTROL	PLANNING POLICY	DESIGN & CONSERVATION		
COST CENTRE GROUP	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EMPLOYEES	184	218	548	46	0	1,225	10	81	216	480	0	91	36	3,135
PREMISES	462	0	0	0	58	0	20	462	0	0	0	0	76	1,078
TRANSPORT	5	6	263	11	0	854	0	0	0	0	0	0	0	1,139
SUPPLIES AND SERVICES	139	51	31	8	0	162	8	4	7	40	133	1	1	585
THIRD PARTY PAYMENTS	35	0	(197)	0	0	486	51	0	0	0	0	0	0	375
TRANSFER PAYMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUPPORT SERVICES	274	71	71	8	7	524	2	84	134	287	33	11	7	1,513
CAPITAL CHARGES	624	0	77	0	0	173	0	0	0	0	0	0	0	874
TOTAL EXPENDITURE	1,723	346	793	73	65	3,424	91	631	357	807	166	103	120	8,699
GOVERNMENT GRANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONTRIBS FROM OTHER AGENCIES	(3)	0	0	0	0	(50)	0	(179)	0	(31)	0	0	0	(263)
SALES	0	0	0	0	0	(658)	0	(1)	0	(4)	0	0	0	(663)
FEES AND CHARGES	(3,704)	(346)	0	(1)	0	(1,068)	(103)	(6)	(280)	(432)	0	0	0	(5,940)
RENTS	(16)	0	0	0	0	0	(5)	0	0	0	0	0	0	(21)
INTEREST	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RECHARGES	(9)	0	0	0	0	0	0	0	0	0	0	0	0	(9)
OTHER INCOME	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	(3,732)	(346)	0	(1)	0	(1,776)	(108)	(186)	(280)	(467)	0	0	0	(6,896)
CONTRIBS TO (FROM) RESERVES	0	0	2	0	0	14	0	0	0	0	0	0	2	18
NET EXPENDITURE	(2,009)	0	795	72	65	1,662	(17)	445	77	340	166	103	122	1,821

BUDGET VARIATIONS	£'000	£'000	£'000
2015/16 Original Estimate			2,443
Increased car parking income (pay on foot and permits)		(553)	
Reduction in capital charges		(193)	
Reduction in income from penalty charge notices for off street parking	225		
Increase in planning application and building control income		(67)	
Increase in pay, pension & support service recharges	38		
Increased green waste and trade waste income		(52)	
Increased grounds maintenance charges		(161)	
Variations in recycling charges and income	115		
Sundry variations	26		
	404	(1,026)	
2016/17 Original Estimate			1,821

Service	Service Description	Main Service Objectives
Car Parks	Providing affordable and safe off-street public car parking	<p>Provide affordable and safe off-street public car parking</p> <p>Manage officers to operate enforcement car park and traffic Management compliance.</p> <p>Communicate, present and assist customers with guidance, parking information and reporting hazards/incidents to the appropriate authorities.</p>
On Street Parking	Operate Decriminalised Parking Enforcement as agents for Surrey County Council	<p>To enforce on-street waiting restrictions to improve traffic flow and reduce congestion</p> <p>Manage officers to operate enforcement car park and traffic Management compliance.</p> <p>Communicate, present and assist customers with guidance, parking information and reporting hazards/incidents to the appropriate authorities.</p>
Borough Cleansing	Managing the Council's Borough Cleansing function.	<p>Removal of litter and dead animals on all adopted Public Highways and other Council owned land including parks, open spaces and car parks in the control of this Commission</p> <p>Provide, empty and maintain litter bins across the Borough</p> <p>Provide an efficient and effective mechanical and manual cleansing service for all adopted Public Highways and other Council owned land</p> <p>Ensure that all areas of the Borough are kept clean in accordance with the standards specified by the Environmental Protection Act 1990 as amended by the Cleaner Neighbourhoods</p> <p>Hand pulling and removal of dead weeds across the Borough</p> <p>Seasonal removal of fallen leaves from pavements and highways</p>
Graffiti Removal	Removal graffiti and fly posting within the Borough	Minimise the impact of graffiti and fly posting of waste within the Borough

Service	Service Description	Main Service Objectives
Refuse Collection	Managing and developing the Council's integrated domestic recycling and waste function	<p><u>Domestic Waste</u></p> <p>Provide accessible, comprehensive and cost-effective recycling facilities.</p> <p>Maximise the quantity of waste recycled and minimise the quantity of waste sent to landfill within available budgets.</p> <p>In particular, to minimise the amount of biodegradable waste sent to landfill in order to reduce greenhouse gas emissions.</p> <p>Achieve Government recycling targets as announced.</p> <p>Maximise home composting.</p> <p>Inform and educate residents on the need to reduce waste.</p> <p>To accord with the principles, and to contribute to the targets, of the Surrey Waste Partnership's Plan for Waste Management and to work with the Surrey Waste Partnership to manage the county's waste as efficiently as possible</p> <p><u>Trade Waste</u></p> <p>Provide comprehensive, accessible and cost effective recycling and waste collections to businesses in the Borough.</p> <p>Set appropriate, competitive service prices that encourages recycling and benefit the Council.</p> <p>Maximise the quantity of waste recycled and minimise the quantity of waste sent to landfill within available budgets.</p> <p>Inform and educate businesses on the need to reduce waste.</p> <p>Reduce the likelihood of trade waste being included in domestic waste.</p> <p>Achieve Government recycling targets as announced.</p> <p>To accord with the principles, and contribute to the targets of the Surrey Waste Partnership's Plan for Waste Management and to work with the Surrey Waste Partnership to manage the county's waste as efficiently as possible.</p>
Land Drainage	<p>Maintaining the watercourses that run through EEBC to ensure that they are free of rubbish and debris.</p> <p>Ensuring banks are cut and cleared and culverts/gates are kept clear to minimise the risk of local flooding</p>	<p>To carry out the Council's statutory duties under the Land Drainage Act</p> <p>To maintain and improve all non-main river watercourses for which the Council is responsible</p>

Service	Service Description	Main Service Objectives
Highways	Improving the visual appearance of the environment	<p>To carry out highway related functions which are the responsibility of the Borough Council</p> <p>To carry out and maintain environmental improvements to the shopping and residential areas</p> <p>To maintain the Boroughs public realm including street nameplates, Borough seats, Borough notice Boards, Borough entry boards, litter bins, traffic Parking notices, Borough lamp columns, Borough posts and Borough footpaths</p> <p>To provide and maintain borough bus shelter sites</p> <p>To deal with abandoned cars.</p>
Building Control	Carrying out the Council's statutory duty of administering the Building Regulations and allied legislation	<p>To operate a self-financing Building Regulation chargeable function</p> <p>To enforce the Building Regulations on contravening work carried out under local authority or approved inspector control</p> <p>To take prompt action in dealing with dangerous structures and controlling the safety of temporary structures at the racecourse</p> <p>To serve demolition notices and ensure work is carried out to notified conditions</p> <p>To control the regulatory provisions of access and facilities for disabled people</p>
Development Control	Dealing with Planning applications and related functions	<p>To ensure that the Council's statutory Development Management and related functions are fully and effectively carried out within available staff resources and cost centre budgets, following consultation with the community.</p> <p>To maintain and improve the quality and efficiency of the service to our customers.</p> <p>To ensure that members of the public are kept informed as to all planning applications and their decisions.</p> <p>To provide pre-application advice to internal and external customers.</p> <p>To investigate all alleged breaches of planning control.</p> <p>To provide advice and to make decisions on arboricultural matters</p>

Service	Service Description	Main Service Objectives
Planning Policy	Producing planning policy for development in the Borough and providing associated advice	<p>To prepare and update planning policy in order to control new development within the Borough.</p> <p>To ensure that the evidence base for planning policy is up-to-date, robust and relevant.</p> <p>To that end, to have an effective monitoring system and to produce the Annual Monitoring Report.</p> <p>To ensure that planning policy documents are subject to public consultation in accordance with national and local requirements.</p> <p>To ensure the planning decisions are made in the knowledge of the appropriate planning policies.</p> <p>To respond to consultations from other bodies.</p>
Design and Conservation	<p>Providing guidance on the appearance and setting of the built and natural environment of the Borough, and preserving and enhancing buildings and areas of special architectural or historic interest in accordance with published Council policy</p> <p>Supporting the design aspects of the Local Development Framework</p> <p>Supporting the realisation of key developments through preparation and implementation of planning briefs and through appropriate consultation and liaison</p> <p>Environmental enhancement</p> <p>Support to corporate projects and advice on asset disposal</p> <p>Supporting the delivery of the Hospital Cluster development programme.</p>	<p>To seek to ensure that new schemes are of a high quality appearance and that the development adds positively to the locality</p> <p>To seek to secure the preservation and enhancement of the historic heritage of the Borough in dealing with listed and locally listed buildings, conservation areas and heritage assets.</p>
Community Safety	Enhancing Community Safety in the Borough	To reduce crime and the fear of crime through implementation of Epsom and Ewell Community Safety Partnership Plan

Specific Terms of Reference for Environment Committee

- (a) transportation policy
- (b) waste management refuse collection and recycling
- (c) environmental improvement schemes
- (d) the quality of the public realm, including cleansing
- (e) highway matters that are the responsibility of the Borough Council and drainage
- (f) public conveniences
- (g) community safety, including anti-social behaviour
- (h) parking
- (i) safeguarding the historic environment.

SOCIAL COMMITTEE

BUDGET SUMMARY				
	2014/15	2015/16	2015/16	2016/17
	Actual	Original	Probable	Estimate
	£'000	Estimate	Out-turn	Estimate
	£'000	£'000	£'000	£'000
HOUSING ADVISORY SERVICE	120	125	126	126
HOMELESSNESS	1,341	784	1,300	1,323
GYPSY SITE MANAGEMENT	0	0	1	3
HOUSING STRATEGY & ENABLING	130	117	117	82
HOUSING NEEDS REGISTER	81	84	85	86
HOUSING	1,672	1,110	1,629	1,620
COMMUNITY CENTRES	555	482	486	441
MEALS ON WHEELS	23	17	13	3
ROUTE CALL	365	315	303	279
COMMUNITY ALARM	(22)	(51)	(69)	(57)
DISABLED FACILITIES GRANTS	70	63	62	46
PERSONAL SOCIAL SERVICES	991	826	795	712
CEMETERY	(242)	(211)	(243)	(252)
CLOSED CHURCHYARDS	23	22	21	21
ENVIRONMENTAL HEALTH	469	442	433	446
PRIVATE SECTOR HOUSING	50	51	51	28
VEHICLE LICENSING	(48)	(53)	(53)	(50)
ENVIRONMENTAL HEALTH	252	251	209	193
SUPPORT FOR VOLUNTARY ORGS	207	205	205	206
TOTAL NET REQUIREMENT	3,122	2,392	2,838	2,731

GROSS TO NET BUDGET 2016/17				
	Gross	Gross	Reserves	Net
	Expenditure	Income	to/(from)	Net
	£'000	£'000	£'000	£'000
HOUSING	2,332	(712)	0	1,620
PERSONAL SOCIAL SERVICES	1,565	(732)	(121)	712
ENVIRONMENTAL HEALTH	987	(794)	0	193
SUPPORT FOR VOLUNTARY ORGS	211	(5)	0	206
TOTAL NET REQUIREMENT	5,095	(2,243)	(121)	2,731

SERVICE GROUP	HOUSING					PERSONAL SOCIAL SERVICES					ENVIRONMENTAL HEALTH					SUPPORT FOR VOLUNTARY ORGS	SOCIAL COMMITTEE TOTAL
	HOUSING ADVISORY SERVICE	HOMELESSNESS	GYPSY SITE MANAGEMENT	HOUSING STRATEGY & ENABLING	HOUSING NEEDS REGISTER	COMMUNITY CENTRES	MEALS ON WHEELS	ROUTE CALL	COMMUNITY ALARM	DISABLED FACILITIES GRANTS	CEMETERY	CLOSED CHURCHYARDS	ENVIRONMENTAL HEALTH	PRIVATE SECTOR HOUSING	VEHICLE LICENSING		
COST CENTRE GROUP	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EMPLOYEES	75	159	26	49	43	255	51	182	118	50	67	3	361	30	87	0	1,556
PREMISES	0	35	60	0	0	68	0	1	0	0	114	16	0	0	0	126	420
TRANSPORT	0	0	0	0	0	0	14	115	3	0	0	0	0	0	0	0	132
SUPPLIES AND SERVICES	3	1,653	1	2	7	30	97	8	49	0	2	0	38	1	10	84	1,985
THIRD PARTY PAYMENTS	0	0	3	0	0	0	0	0	17	0	11	0	26	0	0	0	57
TRANSFER PAYMENTS	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30
SUPPORT SERVICES	48	51	15	33	39	147	25	105	50	6	25	2	178	3	13	1	741
CAPITAL CHARGES	0	0	0	0	0	148	0	26	0	0	0	0	0	0	0	0	174
TOTAL EXPENDITURE	126	1,928	105	84	89	648	187	437	237	56	219	21	603	34	110	211	5,095
GOVERNMENT GRANTS	0	0	0	0	0	0	0	(6)	0	0	0	0	0	0	0	0	(6)
CONTRIBS FROM OTHER AGENCIES	0	(30)	(20)	0	(3)	(23)	(31)	(42)	(27)	0	(1)	0	(58)	0	0	(1)	(236)
SALES	0	0	0	0	0	(45)	(111)	0	(5)	0	0	0	0	0	0	0	(161)
FEES AND CHARGES	0	0	0	(2)	0	(71)	(2)	(112)	(206)	(10)	(470)	0	(99)	(6)	(160)	0	(1,138)
RENTS	0	(575)	(82)	0	0	0	0	0	0	0	0	0	0	0	0	(4)	(661)
INTEREST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RECHARGES	0	0	0	0	0	0	(40)	(1)	0	0	0	0	0	0	0	0	(41)
OTHER INCOME	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	0	(605)	(102)	(2)	(3)	(139)	(184)	(161)	(238)	(10)	(471)	0	(157)	(6)	(160)	(5)	(2,243)
CONTRIBS TO (FROM) RESERVES	0	0	0	0	0	(68)	0	3	(56)	0	0	0	0	0	0	0	(121)
NET EXPENDITURE	126	1,323	3	82	86	441	3	279	(57)	46	(252)	21	446	28	(50)	206	2,731

BUDGET VARIATIONS	£'000	£'000	£'000
2015/16 Original Estimate			2,392
Increased temporary accommodation costs due higher levels of homelessness	597		
Increased rental income towards homelessness costs		(167)	
Removal of contribution from Landlords' Deposits Fund	75		
Increase in capital charges	64		
Increased income from recharges and fees & charges		(103)	
Savings from consolidation of Social Centre		(63)	
Ceasing the 'Out of Hours' Service		(24)	
Increase in pay, pension & support service recharges		(7)	
Sundry variations		(33)	
	736	(397)	
2016/17 Original Estimate			2,731

Service	Service Description	Main Service Objectives
<p>Housing Advice and Homelessness Service</p>	<p>Providing a housing advice service free of charge to households with housing problems or queries as required under s179 of Part VII of the 1996 Housing Act, as amended by the Homelessness Act 2002</p> <p>Discharging the Council's duties towards the homeless under Part VII of the 1996 Housing Act, as amended by the Homelessness Act 2002 and the Localism Act 2010</p>	<p>Arrange and conduct housing options interviews in order to assess the clients housing needs, establish existing housing rights, identify and advise on the options available and provide information, advice and casework interventions to prevent homelessness</p> <p>Conduct follow up casework, negotiation, advocacy and mediation to resolve problems and prevent homelessness</p> <p>Provide a range of homelessness prevention options, such as the Rent Deposit Scheme, deposit bonds and homelessness prevention fund, mediation, mortgage rescue scheme, financial assistance to CAB to help fund the Court Desk and Money Advice Service</p> <p>Maintain casework records and a database of housing advice/homeless enquiries and produce statistical information on housing advice cases and outcomes as required</p> <p>Where homelessness cannot be prevented, arrange and conduct homelessness interviews. Undertakes investigations and verification into the applicants homelessness application, assess entitlement in accordance with legislation/code of guidance/case law and issues decisions letters</p> <p>Arranges placements in temporary accommodation where a legal duty exists and manage bed and breakfast placements, including setting up rent accounts, recovery of charges and termination of placement</p> <p>Provide an emergency telephone service out of office hours</p> <p>Operate a fair appeals procedure for reviewing disputed decisions</p> <p>Promote good landlord and tenant practice in the private rental sector</p> <p>Provide enhanced housing options service to tackle unemployment</p> <p><u>Rent Deposit Scheme</u></p> <p>Operate a RDS to assists homeless households to find private rented accommodation, liaising with private landlords, agents & tenants, and giving advice on welfare benefit entitlements</p> <p>Advise and assist on setting up the tenancy, completing inventory inspections, claiming housing benefit and in certain situations providing deposit bond and/or rent in advance. At the end of the tenancy undertake any check out progresses including deposits bonds and rent in advance payments</p> <p>Assist clients with tenancy sustainment by acting as an advocate between the tenant and the landlord throughout the tenancy and by offering advice and practical support designed to help people keep their homes</p> <p>Maintain accurate case records and record statistical information.</p> <p><u>Hospital Discharge Protocol</u></p> <p>Co-ordinate & administer the Hospital Discharge Protocol</p>

Service	Service Description	Main Service Objectives
Gypsy Site Management	Managing and maintaining Greenland Gypsy site, having regard to health and safety and financial matters, in accordance with the agency agreement between the County and Borough Council	<p>Undertake site visits to collect rent due and to sell electricity cards</p> <p>Undertake cash importing, maintain rent accounts and monitor and pursue arrears of rent in line with rent arrears policy</p> <p>Deal with complaints regarding residents on site e.g. anti-social behaviour, breach of site licence conditions</p> <p>Undertake site administration, arrange site maintenance/repairs. Regularly inspect sites and record items requiring action, including health and safety issues</p> <p>Maintain a waiting list for the site</p> <p>To attend and participate in regular meetings in order to network share information and good practice re site management. To attend annual traveller liaison group as required and network and liaise with key agencies</p>

Service	Service Description	Main Service Objectives
Strategic Housing	Devising and implementing policies and plans to address local housing needs. Assisting vulnerable residents to remain living independently in their own homes	<p>Assess and maintain accurate picture of the current and future housing and support needs of the local population - across all tenures</p> <p>Develop and revise policies, plans and strategies for meeting any identified unmet housing and support needs</p> <p>Develop and implement plans and policies for making the best use of the existing housing stock</p> <p>Plan and facilitate new housing supply, maximising access to new affordable housing</p> <p>Ensure that an ongoing supply of housing is available locally to help prevent homelessness</p> <p>Plan and commission housing support services which link homes and housing support services</p> <p>Work in partnership to secure effective housing and neighbourhood management on an on-going basis</p> <p>Work collaboratively to ensure commitment, ownership and delivery of the Housing Strategy</p> <p>Enable people in the Borough to live independently in their own homes.</p>
Housing Needs Register	Operating a Housing Needs Register for the Borough, which complies with the requirements of the Part 6 of 1996 Housing Act, as amended and extended by the Homelessness Act 2002 and the Localism Act 2010, which reflects local need and which prioritises applicants fairly according to housing need	<p><u>General Needs Register</u></p> <p>To maintain accurate records of housing need in the Borough.</p> <p>To operate a fair and open allocation system, which assesses and prioritises housing applicants according to their housing need, as required under Part 6 Housing Act 1996 (as amended by Homelessness Act 2002), having regard to any code of guidance and case law</p> <p>To operate a local and sub-regional choice based lettings scheme, which offers choice to housing needs applicants</p> <p>To maintain and monitor the Council's nomination arrangements with all RSL's in the Borough and nominate households promptly and efficiently, in accordance with any agreed nomination procedures</p> <p>To devise and operate local and annual lettings plans</p> <p>To operate a fair appeals system for reviewing disputed decisions.</p> <p><u>Special Needs Register (SNR) & Extra Care Register</u></p> <p>To maintain and operate a register of applicants in the borough who require supported or extra care housing.</p> <p>To chair the monthly Special Needs Register meetings and represent EEBC on Extra Care panel meetings</p> <p>To liaise with supported housing providers regarding vacancies and nominations.</p> <p>To liaise with support workers regarding referrals.</p>

Service	Service Description	Main Service Objectives
Community Centres	<p>Operating 2 centres within the Borough which provide a range of services to the community</p> <p>Providing a choice of cooked meals and healthy option snacks daily</p> <p>Supporting people over the age of 55 to maintain healthy lifestyles</p> <p>Hosting other relevant services (e.g. hairdressers, foot care clinic)</p> <p>Making the venues available for community and private hire at times that do not conflict with the core activities</p>	<p>To provide recreational, educational and emotional support for people over the age of 55</p> <p>To provide activities which promote healthy lifestyles</p> <p>To offer accommodation for a range of community activities outside hours of core centre activities</p> <p>To support the luncheon club at Servite House</p>
Meals on Wheels	<p>Providing a hot and frozen lunchtime meal service to vulnerable residence within the Borough, Monday to Friday.</p> <p>Provide an evening tea meal Monday to Friday.</p> <p>Provide an optional sandwich service</p>	<p>To provide a polite, punctual service.</p> <p>To ensure the meal is delivered hot.</p> <p>To continue to improve the quality of service where possible.</p>
Route Call	<p>Working in partnership with voluntary, private and public sector organisations to provide and develop a range of transport and mobility services for vulnerable residents such as the elderly and disabled</p>	<p>To provide a transport solution for members</p> <p>To provide an ongoing excursions programme for members</p> <p>To provide a shopping service for members</p>
Community Alarm	<p>Promoting and operating a personal alarm service to vulnerable residents such as the elderly and disabled</p>	<p>To provide new alarm services within response periods set for the service.</p> <p>To liaise with service providers to ensure that alarms operate correctly and are responded to within agreed timescales.</p> <p>To provide cover for technical faults between 9am and 9pm.</p>

Service	Service Description	Main Service Objectives
Disabled Facilities Grants	Disabled Facilities Grants (DFG) are a mandatory grant and are facilitated by the Council's Housing Grants Team and Home Improvement Agency (HIA). The mandatory grant programme ensures we are recognised as a HIA which secures funding streams allowing a range of essential works to be undertaken for vulnerable residents with regards health, safety and home security	DFGs were introduced in 1990, and subject to a means test, it gives a mandatory right to any disabled person access to a grant to alter their home so that they are able to safely gain access to, and use all the normal facilities at home, or to allow for the care of others. There are statutory timescales which prescribe the time constraints in which the grant must be progressed The budget allows the Authority to provide the most vulnerable residents with timely assistance
Cemetery and Closed Churchyards	Maintaining the Cemetery and administering the interments, memorials, inscriptions and planting. This forms the burial service operated by the Council. Maintaining the grounds and boundaries of the churchyards of the parish churches of St. Martin's Epsom and St. Mary's Ewell to a satisfactory standard	To ensure compliance with all statutory and local regulations. To maintain an excellent cost effective level of customer care.
Environmental Health	Meeting the statutory duties for enforcement of legislative requirements on business and individuals, delivering business compliance support and advice to enhance public protection and public health in a cost effective and responsible manner	To provide a service for people that maintains and improves their health by ensuring that businesses comply with the statutory requirements and premises are satisfactory and do not give rise to safety and health risks. To encourage best practice and publish advice to businesses and voluntary groups. To discharge statutory enforcement responsibilities of the council in respect of public health duties and by promoting an environment in which people live that is free from pollution, disease and other harmful effects. To carry out a planned programme of inspections on a prioritised risk assessment basis, to respond satisfactorily to all complaints, to promote food safety and health & safety by education and enforcement, to approve and register all premises required by statute and to carry out a suitable level of food sampling. To respond to service requests within appropriate time scales set in the service standards. To undertake the public health duties in relation to contaminated land
Licensing	Managing the licensing function within the Council, in keeping with statutory obligations	To undertake function for licensing persons and premises under the Licensing Act 2003 and the Gambling Act 2005, and other statutory licences

Service	Service Description	Main Service Objectives
Private Sector Housing	Providing a service that improves people's health by ensuring satisfactory living conditions in private sector housing (91% of Borough housing stock) through exercising of statutory duties to require repair and improvement of sub-standard housing where they are privately rented and helping to provide assistance where they are owned in keeping with national guidance	To help to ensure that residents have a suitable home that does not contain category 1 hazards, is 'Decent' in accordance with the national definition, in good repair, free from damp, not overcrowded and with adequate amenities, particularly for those residents who are vulnerable To work towards preserving the future life and maintenance in good repair of houses in the private sector.
Vehicle Licensing	Managing the licensing function within the Council, in keeping with statutory obligations	To licence all Hackney Carriage / Private Hire operators, vehicles and drivers in the Borough under the statutory requirements together with licensing street traders and collectors
Support for Voluntary Organisations	Support for local voluntary sector and volunteering activity	To administer grant funding to local voluntary organisations To promote and develop good practice To support key local organisations in meeting the needs of residents/supporting E&EBC priorities To encourage, support and recognise volunteer contributions within the local community (notably by the volunteer awards scheme).

Specific Terms of Reference for Social Committee

- (a) affordable housing
- (b) housing strategy and investment programme
- (c) housing standards, homelessness, homelessness prevention and advice, housing needs assessment
- (d) housing benefit - welfare aspects
- (e) private sector housing and administration of housing grants
- (f) personal social services for the elderly and disabled
- (g) local NHS Services
- (h) work within the Voluntary Sector
- (i) contaminated land
- (j) environmental health
- (k) food safety and health and safety
- (l) cemeteries and closed churchyards
- (m) gypsy site management
- (n) budgetary matters in respect of licensing and vehicle licensing

LEISURE COMMITTEE

BUDGET SUMMARY				
	2014/15	2015/16	2015/16	2016/17
	Actual	Original Estimate	Probable Out-turn	Estimate
	£'000	£'000	£'000	£'000
COUNTRYSIDE, PARKS & OPEN SPACES	1,787	1,697	1,698	1,925
ALLOTMENTS	31	34	31	27
PARKS & OPEN SPACES	1,818	1,731	1,729	1,952
EBBISHAM CENTRE	467	357	382	402
EPSOM PLAYHOUSE	415	310	348	321
RAINBOW LEISURE CENTRE	82	76	76	101
BOURNE HALL	345	247	279	298
MUSEUM	184	186	180	186
EWELL COURT HOUSE	46	31	27	(33)
SPORTS & LEISURE DEVELOPMENT	139	126	123	157
SPORTS LEISURE & CULTURAL	1,678	1,333	1,415	1,432
NONSUCH PARK JOINT MANAGEMENT COMMITTEE	97	97	97	99
EPSOM & WALTON DOWNS CONSERVATORS	210	214	214	223
PRECEPTING/LEVYING BODIES	307	311	311	322
TOTAL NET REQUIREMENT	3,803	3,375	3,455	3,706

GROSS TO NET BUDGET 2016/17				
	Gross Expenditure	Gross Income	Reserves to/(from)	Net
	£'000	£'000	£'000	£'000
PARKS & OPEN SPACES	2,286	(294)	(40)	1,952
SPORTS LEISURE & CULTURAL	3,437	(1,995)	(10)	1,432
PRECEPTING/LEVYING BODIES	322	0	0	322
TOTAL NET REQUIREMENT	6,045	(2,289)	(50)	3,706

SERVICE GROUP	PARKS & OPEN SPACES		SPORTS LEISURE & CULTURAL							PRECEPTING/LEVYING BODIES	LEISURE COMMITTEE TOTAL
	COUNTRYSIDE, PARKS & OPEN SPACES	ALLOTMENTS	EBBISHAM CENTRE	EPSOM PLAYHOUSE	RAINBOW LEISURE CENTRE	BOURNE HALL	MUSEUM	EWELL COURT HOUSE	SPORTS & LEISURE DEVELOPMENT		
COST CENTRE GROUP	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EMPLOYEES	463	23	155	268	1	184	55	18	107	0	1,274
PREMISES	1,038	21	147	131	1	176	0	40	0	0	1,554
TRANSPORT	47	0	0	0	0	0	0	0	0	0	47
SUPPLIES AND SERVICES	41	0	6	698	0	26	9	11	27	0	818
THIRD PARTY PAYMENTS	88	0	102	0	0	0	0	0	0	322	512
TRANSFER PAYMENTS	0	0	0	0	0	0	0	0	0	0	0
SUPPORT SERVICES	193	19	55	116	8	(19)	125	21	42	0	560
CAPITAL CHARGES	353	0	210	79	367	241	0	30	0	0	1,280
TOTAL EXPENDITURE	2,223	63	675	1,292	377	608	189	120	176	322	6,045
GOVERNMENT GRANTS	0	0	0	0	0	0	0	0	0	0	0
CONTRIBS FROM OTHER AGENCIES	(89)	(8)	(142)	(25)	(276)	(76)	0	(10)	(9)	0	(635)
SALES	(1)	0	0	(600)	0	(26)	0	0	0	0	(627)
FEES AND CHARGES	(167)	0	(130)	(346)	0	(207)	(3)	(90)	0	0	(943)
RENTS	(1)	(28)	0	0	0	0	0	(53)	0	0	(82)
INTEREST	0	0	0	0	0	0	0	0	0	0	0
RECHARGES	0	0	(1)	0	0	(1)	0	0	0	0	(2)
OTHER INCOME	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	(258)	(36)	(273)	(971)	(276)	(310)	(3)	(153)	(9)	0	(2,289)
CONTRIBS TO (FROM) RESERVES	(40)	0	0	0	0	0	0	0	(10)	0	(50)
NET EXPENDITURE	1,925	27	402	321	101	298	186	(33)	157	322	3,706

BUDGET VARIATIONS	£'000	£'000	£'000
2015/16 Original Estimate			3,375
Reduction in pay, pension & support service recharges		217	
Increased capital charges	253		
Increased grounds maintenance charges		(153)	
Reduction in publicity expenditure		(36)	
Increase in utility costs	42		
Increased income from letting fees		(10)	
Sundry variations		18	
	295	36	
2016/17 Original Estimate			3,706

Service	Service Description	Main Service Objectives
Parks and Open Spaces	Managing parks and open spaces of the Borough effectively, efficiently and sustainably	<p>To patrol, maintain and enhance the standards in Parks and Open Spaces.</p> <p>To promote active community involvement and engagement in Park life through regular meetings with 'Friends Of' groups and key stakeholders.</p> <p>To inspect and repair all play equipment in line with statutory requirements</p> <p>To facilitate leisure and sporting activities across the Borough</p> <p>To work with the Police and other stakeholders to be a visual, uniformed and reassuring presence around the Borough to help tackle and reduce anti-social behaviour</p>
Countryside	<p>A small team that manages biodiversity, seeks to improve public access and facilitates the interpretation of Epsom Common, Horton Country Park and the Hogsmill Local Nature Reserves</p> <p>The team also plays a lead role in guiding the development of biodiversity policy within the Borough</p>	<p>Implement the approved Management Plans for the three Local Nature Reserves</p> <p>Improving public access to the Borough's Local nature Reserves</p> <p>Play a leading role in developing policy and partnerships that can assist in protecting and enhancing biodiversity in the Borough</p> <p>Coordinate the Borough wide activities of the Lower Mole Countryside Management Project.</p> <p>Support the development and activities of the 'Epsom Common Association', 'Friends of Horton Country Park' and 'Friends of the Hogsmill'</p> <p>Assist in the management and monitoring of biodiversity throughout the Borough</p> <p>Manage site interpretation, including the production of literature displays, talks, small scale events and an on-line presence for the Borough's Local Nature Reserves.</p>
Allotments	Managing the allotments within the given resources, whilst supporting the needs of allotment holders	<p>To achieve the maximum usage of each allotment site</p> <p>To enforce the conditions of tenancies to maintain the best possible condition of the sites.</p> <p>To provide land to facilitate gardeners acquiring skills for growing vegetables</p> <p>To provide a source of sustainability for allotment tenants</p> <p>To provide an alternative outdoor leisure pursuit for residents to enjoy and have fulfilment in a hobby</p>
Ebbisham Centre	Managing The Ebbisham Centre on behalf of Epsom & Ewell Borough Council and Surrey County Council	<p>To develop partnerships between the partners, stakeholders and contractors</p> <p>To provide the best possible quality of service to all users of the Ebbisham Centre</p> <p>To actively promote The Ebbisham Centre, including the activities, facilities and events held in and around The Centre</p>
Epsom Playhouse	Managing the Epsom Playhouse and the Myers Studio.	To provide a range of cultural activities for the community including professional and amateur productions and films
Rainbow Centre	To monitor the Rainbow Centre Management Contract to ensure the effective use of the Council's resources.	To provide community pay and play access to first rate leisure facilities, without necessarily having to make long term commitments to membership schemes.

Service	Service Description	Main Service Objectives
Bourne Hall	Providing a balance of community, cultural and commercial activities at Bourne Hall.	<ul style="list-style-type: none"> To provide a high-class service to all users of the venue To maintain the venue to the highest possible standard, within the budget constraints To actively market and promote the services offered by the venue including the development of new events within the venue.
Museum	To provide a museum service through which residents and visitors of all ages and backgrounds can learn about the rich history of Epsom & Ewell	<ul style="list-style-type: none"> To maintain and improve displays and exhibitions of local history To provide an educational service to all ages from primary school to adult To supply prompt and professional responses to requirements for information on the history of the Borough To supply information and help with the enhancement of the historic environment of the Borough To develop outreach opportunities to take the Museum to the public
Ewell Court House	To provide a viable facility that effectively combines commercial bookings and community activities as well as co-ordinating the other partner organisations on the site	<ul style="list-style-type: none"> To provide a quality service to commercial hirers (primarily weddings and other social functions at weekends) To provide a community facility available for hire (primarily weekdays) To work in partnership with Ewell Court House Organisation to promote the venue. To work with other tenant partners to ensure the most effective use of the venue
Sports and Leisure Development	Providing a sports and leisure service that actively meets the needs of users and enhances the scope and quality of provision	<ul style="list-style-type: none"> To maximise the use of local facilities for sport and active leisure activities Maintain and develop sport and active leisure activities for young people Target sport and active leisure activities to help reduce crime and anti-social behaviour To raise the profile of sport and active leisure within the Borough Support the development of local clubs, coaches and volunteers
Precepting / Levying Bodies		

Specific Terms of Reference for Leisure Committee

- (a) the promotion of sport, leisure, cultural and recreational activities
- (b) parks, open spaces and countryside (including Nonsuch Park JMC and Epsom and Walton Downs)
- (c) allotments
- (d) the Playhouse, Bourne Hall, Ewell Court House and the Ebbisham Centre
- (e) the Rainbow Centre
- (f) Bourne Hall Museum
- (g) Services for young people

Summary Proposed Capital Programme 2016/17 - 2018/19

	Original Budget 2016/17 £'000	Proposed Budget 2017/18 £'000	Proposed Budget 2018/19 £'000	Total Provision 2016/17-2018/19 £'000
ICT Programme of Work	0	250	0	250
Installation of LED Lighting	0	50	0	50
Installation of Solar Panels to Council Buildings-Town Hall	0	100	0	100
Container and Bin Replacement Programme	66	68	0	134
Waste Strategy Containers	25	25	0	50
Ashley Centre Car Park Repairs	0	150	100	250
Replacement of Car Park pay Machines	0	104	0	104
Disabled Facilities Grants	286	286	286	858
Cemetery Extension	654	0	0	654
St Mary's Church Wall Repair	0	60	0	60
Total	1,031	1,093	386	2,510

Financing of Current Approved and Proposed Capital Programme 2016/17 -2018/19

FINANCED BY;	Budget 2016/17 £'000	Budget 2017/18 £'000	Budget 2018/19 £'000	Total £'000
Capital Reserves (Core Programme)	695	629	100	1,424
Capital Reserves (Spend to Save Schemes)	0	150	0	150
Revenue Reserves	50	28	0	78
Government Grants	286	286	286	858
TOTAL	1,031	1,093	386	2,510

	2015/16						2016/17			
	Balance at 31 March 2015 £'000	Actual & Budgeted Annual Contributions £'000	Authorised Payments £'000	Movement between Reserves £'000	Interest £'000	Approved Transfers £'000	Balance at 31 March 2016 £'000	Budgeted Transfers £'000	Approved Future Transfers £'000	Balance at 31 March 2017 £'000
Current Balances										
General Fund	3,333	0	0	0	0	-403	2,930			2,930
Collection Fund Adjustment Account	-313	0	0	0	0	317	4			4
Total Current Balances	3,020	0	0	0	0	-86	2,934	0	0	2,934
Strategic Reserves										
Insurance	489	0	0	0	0	-50	439	-20	-114	305
Repairs and Renewals	690	0	0	0	0	-331	359	26	-25	360
Interest Equalisation	631	0	0	0	0	-5	626	-42	-70	514
VAT Reserve	228	0	0	0	0	0	228	0	0	228
Housing & Planning Delivery Grant	210	0	-51	0	0	-28	131	0	-130	1
Property Maintenance	221	0	0	0	0	-25	196	0	-120	76
Hospital Cluster Interest	226	0	0	0	0	0	226	0	0	226
Corporate Project Reserve	392	0	0	0	0	1,393	1,785	-483	0	1,302
Community Safety	86	0	0	0	0	-4	82	2	0	84
Historic Buildings	3	0	0	0	0	0	3	0	0	3
Local Partnership Fund	3	0	-1	0	0	0	2	0	0	2
Young People Partn. Fund	39	0	-1	0	0	-13	25	0	0	25
Yell Funds	3	0	-1	0	0	0	2	0	0	2
Training Reserve	24	0	0	0	0	-10	14	0	-14	0
Personalisation, Prevention & Partnership Reserve	358	180	-70	0	0	-180	288	0	-288	0
Civic Investment Reserve	45	0	0	0	0	-30	15	0	0	15
Business Rate Equalisation Reserve	729	0	0	0	0	-400	329	-121	0	208
HIA Hardship Fund	5	0	0	0	0	0	5	0	0	5
Hardship Fund	3	0	0	0	0	0	3	0	0	3
Earmarked Reserves	4,385	180	-124	0	0	317	4,758	-638	-761	3,351
Committed Sums	1,965	0	0	0	39	-39	1,965	0	0	1,965
CIL	612	0	0	0	0	379	991	-37	0	954
Total Strategic Reserves	6,962	180	-124	0	39	657	7,714	-675	-761	6,270
Total Revenue Reserves	9,982	180	-124	0	39	571	10,648	-675	-761	9,204

FORECAST MOVEMENT IN CAPITAL RESERVES 2015/16 to 2016/17

	Actual Balance at 1 April 2015 £'000	Movements 2015/16		Forecast Balance at 31 March 2016 £'000	Movements 2016/17		Forecast Balance at 31 March 2017 £'000
		Financing of expenditure (note 1)	Contributions or receipts (note 2)		Financing of expenditure (note 1)	Contributions or receipts (note 2)	
General Fund Capital Receipts	3,498	(1,921)	1,264	2,841	(695)	0	2,146
Hospital Cluster Receipts	584	(4)	0	580	0	0	580
Section 106 Receipts (for capital funding)	2,839	(713)	1,581	3,707	(515)	0	3,192
Other Capital Grants	0	(280)	280	0	(286)	286	0
Total	6,921	(2,918)	3,125	7,128	(1,496)	286	5,918

Note

1. Financing and receipts based on current approved year capital programme 2015 - 2017 and payments to other agencies.
2. Includes receipts from sale of property, planning gains and other contributions