

**To: All Members of the Financial Strategy Advisory Group**

Dear Councillor,

**FINANCIAL STRATEGY ADVISORY GROUP - FRIDAY, 21ST NOVEMBER, 2025 ,  
Council Chamber - Epsom Town Hall**

Please find attached the following document(s) for the meeting of the Financial Strategy Advisory Group to be held on Friday, 21st November, 2025.

4. **FINAL CAPITAL PROPOSALS - 2026/27** (Pages 3 - 66)

This report sets out the final proposals for the 2026/27 Capital Programme and seeks guidance as to which of these should be taken to the relevant policy committee in January 2026 to seek support for inclusion within the 2026/27 Capital Programme.

For further information, please contact [democraticservices@epsom-ewell.gov.uk](mailto:democraticservices@epsom-ewell.gov.uk) or tel: 01372 732000

Yours sincerely

A handwritten signature in black ink, appearing to read "Sing".

Chief Executive

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## **FINAL CAPITAL PROPOSALS - 2026/27**

<b>Head of Service:</b>	Cagdas Canbolat, Director of Corporate Services and Section 151 Officer (Chief Finance Officer)
<b>Report Author</b>	Vanessa Newton, Senior Accountant
<b>Wards affected:</b>	(All Wards);
<b>Appendices (attached):</b>	Appendix 1 – Summary of Final Capital Programme of proposals Appendix 2 – Final Capital Programme proposals for consideration Appendix 3 – Five-year capital programme for consideration 2026/27-2030/31 Appendix 4 – Provisional Capital Programme funding summary of available capital resources

### **Summary**

This report sets out the final proposals for the 2026/27 Capital Programme and seeks guidance as to which of these should be taken to the relevant policy committee in January 2026 to seek support for inclusion within the 2026/27 Capital Programme.

### **Recommendation (s)**

#### **The Panel is asked to:**

- (1) Provide guidance on which of the final proposals should be taken to the relevant policy committee in January 2026 to seek support for inclusion within the 2026/27 Capital Programme.**
- (2) Identify which schemes should be approved and which should be removed from the list of proposals in section 4.1.**

## **1 Reason for Recommendation**

- 1.1 To review and advise which final capital proposals should be taken to the relevant policy committee in January 2026 to seek support for inclusion within the 2026/27 capital programme.

## **2 Background**

- 2.1 On 26 September 2025 Financial Strategy Advisory Group (FSAG) received 12 initial capital proposals to be considered for inclusion in the 2026/27 capital programme. The Group assessed each proposal against the agreed criteria detailed in paragraph 3.1.
- 2.2 Please note that 2 separate proposals for Bourne Hall replacement of heating and ventilation systems have been submitted requesting differing levels of funding at £1m and £2.2m. Table 4.1 has factored in the lower funding request of £1m only. Both proposals are included within Appendix 2.
- 2.3 FSAG requested that 9 of the proposals progress to the final stage (noting that the Epsom Playhouse replacement of boiler and controls proposal be combined with the replacement of auditorium air conditioning controls proposal resulting in 8 proposals to be presented) and recommended deferral or rejection for 3 proposals not meeting the criteria. Of the progressed proposals, FSAG requested further information to be included in the final appraisal. This information has been provided in the updated final proposals within appendix 2.
- 2.4 FSAG are now asked to consider each final proposal and agree which should be recommended to policy committees for inclusion in the 2026/27 capital programme.

### **3 Criteria for Assessing Capital Proposals**

- 3.1 Full Council agreed the Capital Strategy in February 2025, which set out the criteria for assessing capital proposals to take account of the limited resources available. With the level of capital receipts projected at £1.97m after funding the 2025/26 capital programme, the capital strategy confirmed proposals should only be considered if they meet one of the following criteria:
  - 3.1.1 Where there is a guarantee of the scheme being fully externally funded and is classed as a high priority.
  - 3.1.2 Spend to save projects (see below).
  - 3.1.3 Where it is mandatory for the Council to provide the scheme (eg Disabled Facilities Grants and Health and Safety).
  - 3.1.4 Essential for business continuity, the minimum required to continue to deliver the services of Council (eg minimum level of building maintenance and IT).
  - 3.1.5 Where the scheme is consistent with the Council's Climate Change Action Plan, subject to affordability, supported by a robust business case and value for money can be demonstrated through a maximum payback period of 10 years.

3.2 For the purpose of appraising any of the proposals funded as a 'spend to save', the following criteria should be applied;

3.2.1 Payback of the amount capital invested within the project within 5 years (10 years for renewable energy projects).

3.2.2 The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than potential loss of investment income.

3.2.3 Risk of not achieving return on investment is low.

3.2.4 Clear definition of financial cost/benefits of the scheme.

#### 4 Capital Proposals for Consideration

4.1 The proposals that FSAG agreed to progress to detailed project appraisal are as follows:

Proposal	Criteria	Title	Amount (£'000s)	Funding Source
Environment	Legal Requirement	Ashley Centre Car Park Overcoating Waterproof Membrane	191	Capital receipts
Environment	Avoid Health and Safety Risk	Ashley Centre Car Park- Level 5 Replacement of lamp columns	240	Capital receipts
Environment	Legal Requirement	Uppermill Pond Bank Replacement -Phase 2	150	Capital receipts
Community & Wellbeing	Avoid Health and Safety Risk	Epsom Playhouse – Replacement boiler and controls/replacement of auditorium air conditioning and controls	510	Capital receipts

Community & Wellbeing	Cosmetic	Epsom Playhouse Front of House Toilet Refurbishment	175	Capital receipts
Community & Wellbeing	Legal Requirement	Bourne Hall - Replace lift controls	120	Capital receipts
Community & Wellbeing	Avoid Health and Safety Risk	Bourne Hall- Replacement of heating and ventilation system	1,000	Capital receipts
Community & Wellbeing	Reduce Revenue Cost	Bourne Hall – Replacement of high level roof covering and insulation	470	Capital receipts
Community & Wellbeing	N/A	Disabled Facilities Grant Programme	974	External grant
		<b>Total</b>	<b>3,830</b>	

- 4.2 The indicative funding required for the above proposals includes £974k of external DFG grant leaving a balance of £2,856k to be met from capital receipts.
- 4.3 The current balance of capital receipts after funding the 2025/26 capital programme is forecast to be £1.97m. Members have committed to retaining a balance of £1m in the capital receipts reserve to meet the risks of urgent, emergency and unforeseen capital expenditure.
- 4.4 A maximum of £970,000 can be released to fund 2026/27 capital programme. This sum is less than the required amount to fund all of the proposals.
- 4.5 Therefore, for the 2026/27 capital programme to be affordable, and to preserve the available balance of capital receipts to fund future years' programmes, not all schemes can proceed, or alternative funding options need to be identified.
- 4.6 The table below shows the sum of proposals within each criteria category:

Criteria	Total (£'000s)	Cumulative (£'000s)	Funding Source
Legal Requirement	461	461	Capital receipts
Reduce Revenue Cost	470	931	Capital receipts
Avoid Health and Safety Risk	1,750	2,681	Capital receipts
Cosmetic	175	2,856	Capital receipts
Externally Funded	974	3,830	External grant
	<b>3,830</b>		

- 4.7 Members of FSAG are asked to consider the detailed project appraisals in Appendix 2 and agree which should be taken to the relevant policy committee in January 2026 to seek support for inclusion within the 2026/27 Capital Programme.

## 5 5-year Capital Programme 2026/27 to 2030/31

- 5.1 Appendix 3 details the proposed capital programme for 2026/27 to 2030/31. From 2027/28, the property-related works are indicative and based on the current Asset Management Plan. Also included within this programme are the annual Disabled Facilities Grant programme.
- 5.2 The 5-year programme detailed in appendix 3 is not an exhaustive list but may have further items added over time as future schemes are identified through other workstreams such as the Climate Change Action Plan and Annual Plan cycle. Each year, the forthcoming annual programme will be reviewed by FSAG through the annual capital budget setting process, and the 5-year plan updated accordingly.

## 6 Statement of Estimated Capital Resources

- 6.1 After funding the 2025/26 current approved capital programme the capital receipts balance is forecast to be £1.97m.
- 6.2 A provisional summary of available capital resources is set out at appendix 4. In addition to capital receipts, the summary includes funding from CIL, S106, government grant, repairs and renewals reserve, residential property fund and planned revenue contributions. Officers will continue to review where CIL funding can be used to finance projects to ease the pressure on the capital receipts reserve.

- 6.3 If there are capital receipts from asset disposals, this will be considered as part of the capital funding process.
- 6.4 DSG funding is assumed at a similar level as received for 2025/26, at £974k; and CIL income is anticipated at £800k each year, which represents 80% of an annual forecast of £1m. It's worth noting that any reduction in external funds may put some of the proposals at risk of progressing.
- 6.5 The indicative schemes from the 5-year capital programme in appendix 3 have been included as capital expenditure items in the summary of available resources. Note if all were to be agreed, the programme would be unaffordable.

## 7 Remaining Timetable

- 7.1 The remaining timetable for the 2026/27 capital budget setting process is as follows:

Action	Deadline
Policy committees receive revenue estimate reports and draft capital programme with appraisal forms	13-27 January 2026
Council agrees budget and capital programme	10 February 2026

## 8 Section 106 (Developer Contributions) and CIL (Community Infrastructure Levy)

- 8.1 Officers will continue to review schemes to determine if S106 or CIL funding could be applied to conserve capital receipts. The balance of uncommitted S106 funds now comprises affordable housing receipts only, therefore the likelihood of these being applied to the capital programme is minimal due to their restricted use.

## 9 ICT Capital Budgets

- 9.1 Although the Council needs to invest in its ICT infrastructure, this investment is being considered as part of the separate ICT Strategy and therefore no ICT capital proposals have been submitted for consideration by this group. The current workstreams within the ICT Strategy are deliverable within the existing approved capital allocation.

## 10 Risk Assessment

Legal or other duties

- 10.1 Equality Impact Assessment

- 10.1.1 None for the purposes of this report.



10.2 Crime & Disorder

10.2.1 None for the purposes of this report.

10.3 Safeguarding

10.3.1 None for the purposes of this report.

10.4 Dependencies

10.4.1 None for the purposes of this report.

10.5 Other

10.5.1 None for the purposes of this report.

**11 Financial Implications**

11.1 **Section 151 Officer's comments:** Financial implications are included in the body of the report and associated Appendices.

**12 Legal Implications**

12.1 There are no legal issues arising directly from this report, should any such issues arise during a subsequently approved scheme, then these matters will be addressed.

12.2 **Legal Officer's comments:** None for the purposes of this report.

**13 Policies, Plans & Partnerships**

13.1 **Council's Key Priorities:** The following Key Priorities are engaged:

- Effective Council

13.2 **Service Plans:** The matter is included within the current Service Delivery Plan.

13.3 **Climate & Environmental Impact of recommendations:** The environmental impact of schemes is considered through the proposal appraisal process.

13.4 **Sustainability Policy & Community Safety Implications:** None for the purposes of this report.

13.5 **Partnerships:** None for the purposes of this report.

13.6 **Local Government Reorganisation Implications:** LGR introduces a significant degree of uncertainty and transition risk that must be carefully considered in the management of the Council's capital program.

- 13.7 As the structure and governance of local authorities evolve, there may be changes to funding arrangements, asset ownership, delivery responsibilities and strategic priorities. These changes could directly affect the viability, scope and timing of proposed capital schemes.

#### **14 Background papers**

- 14.1 The documents referred to in compiling this report are as follows:

**Previous reports:**

- [Initial Capital Proposals – 2026/27 – Financial Strategy Advisory Group – 26 September 2025](#)

**Other papers:**

- None.

Appendix 1 - Summary of 2026/27 Final Capital Programme proposals including 2025/26 capital project progress update as at 30 September 2025

2025/26 Capital project progress as at 30 September 2025

Approved Project	Current Approved Budget (£) 2025/26	Actuals to Q2 2025/26 (£)	Year End Forecast 2025/26 (£)	Variance Estimate (£)	Comments from Manager	Target Completion
Disabled Facilities Grants and Small Repairs Grants	1,270,999	474,110	1,270,999	0	The DFG programme continues to support residents requiring adaptations to enable them to continue living in their own homes. This year's £1.27m spend is for the Home Improvement Agency to assist disabled, elderly and vulnerable residents to stay in their homes safely and independently. This is achieved through home assessments by the team, using the various forms of grant assistance that are available along with the Handy Person service. In addition, the team has teamed up with Action Surrey to replace condemned and inefficient boilers to eligible households across the borough. Budget includes rolled over 2024/25 budget of £296,591.	Ongoing
Stew Ponds Removal of Silt	150,000	6,839	6,839	-143,161	To carry out initial surveys, sampling, Bathymetric surveys, Options appraisal Report, programme, and budget costs. The 2026/27 proposal for additional funding of £150k was discounted as an initial proposal at FSAG committee on 30 <sup>th</sup> September and it was requested that Environment Committee consider next steps at January 2026 meeting.	N/A
Uppermill Pond Bank Replacement	150,000	0	0	-150,000	Works estimated higher than budget allocation at a cost of £300,000. The project has been deferred until the following financial year being 2026/27. Additional funding of £150,000 has been applied for in the 2026-27 final capital proposals This is to be reviewed at FSAG committee in November 2025.	Dec-26
Ashley Centre Car park Waterproof Membrane	184,000	0	0	-184,000	Works tendered over budget at £350,000 therefore project deferred for next financial year being 2026/27. Additional funding of £166,000 had been applied for in 2026-27 initial capital proposals. The final proposal is now £191,000 in 2026/27 as the total project cost is now £375,000.This is to be reviewed at FSAG committee in November 2025.	Dec-26
Court Recreation 3G Pitch Surface Renewal	130,000	16,305	107,000	-23,000	Works have commenced but have been delayed due to a dispute over workmanship to the base course.	Nov-25
Playhouse Lighting and Dimmers	270,000	241,625	278,486	8,486	The tenders for the lighting works identified that the house lights were linked to the dimmer works so have to be actioned simultaneously. To facilitate this, a decision had to be taken to upgrade the house lights alongside the budgeted works and £45,000 of reserve funding was approved to cover the additional works, raising the overall budget for the scheme to £270,000. Works have been completed in September 2025.	Completed Sep- 25
Sewerage contamination prevention-Longmead depot	22,355	1,516	1,804	-20,551	Additional works were required to provide bund for ad-blue containment and waterproofing structure to prevent bund filling up with water. All works are completed in September 2025.	Completed Sep- 25
Playground renovations	40,000	0	40,000	0	This project is currently at procurement stage and a mini tender is to be actioned. Works consist of replacement of playground surface and defective equipment.	Mar-26
Approved Project	Current Approved Budget (£) 2025/26	Actuals to Q2 2025/26 (£)	Year End Forecast 2025/26 (£)	Variance Estimate (£)	Comments from Manager	Target Completion

ICT Programme of Works	278,065	14,429	253,000	-25,065	<p>The Firewall Replacement Programme is essential to prevent security vulnerabilities from ageing infrastructure and must be completed by the end of 2025 to ensure continuity and alignment with broader upgrades. Replacing the two core switches by the end of 2025 is crucial to maintain network reliability and security as the current hardware nears end-of-support.</p> <p>Updating physical servers in the 2025/2026 capital plan is necessary to avoid performance and security risks due to their approaching end-of-support status.</p> <p>The timely replacement of additional switches and network hardware is vital to prevent issues from using unsupported equipment and to maintain secure operations.</p> <p>The revised softphone rollout modernises communications in line with the 2023 ICT Strategy, enabling flexible, cloud-based voice services that support hybrid working and sustainability</p>	<p>Dec-25</p> <p>Mar-26</p>
Replacement of CRM and Data Warehouse	262,487	14,574	164,000	-98,487	<p>The My Council Services (MCS) project will enhance digital service through new MCS v5 forms, supported by consultancy and temporary roles, with phased delivery from mid 2025 to early 2026.</p> <p>The Data Warehouse underpins infrastructure upgrades vital for secure, scalable services and continuity during the LGR including Citrix and VMware upgrades due in the last quarter.</p>	<p>Mar-26</p> <p>Dec-25/Mar-26</p>
Bourne Hall Window replacement – First and Second Phases	348,814	347,997	368,660	19,846	<p>Phase 1 -completed in March 2025. Both removal of Asbestos works and Phase 2 were completed in August 2025.</p> <p>Additional spend has been incurred due to a change to the window type as specified by the conservation officer after the tender was approved.</p> <p>Budget 2024/25 was £611,234 of which £262,420 was spent leaving rolled over balance of £348,814.</p>	<p>Phase 1 completion March 2025</p> <p>Phase 2 completion August 2025</p>
Construction of Temporary Accommodation units	424,975	2,945	3,754	-421,221	<p>Planning permission for 3 modular family units was granted on 7 November 2024. Each unit will contain two bedrooms. Project on hold due to a legal challenge, awaiting a land registry tribunal. Budget 2024/25 wsa £435,000 of which £10,025 was spent leaving a rolled over balance of £424,975.</p>	<p>To be advised</p>
Acquisition of temporary accommodation	375,000	375,000	375,000	0	<p>Property purchase completed in July for use as temporary accommodation.</p>	<p>Jul-25</p>
Approved Project	Current Approved Budget (£) 2025/26	Actuals to Q2 2025/26 (£)	Year End Forecast 2025/26 (£)	Variance Estimate (£)	Comments from Manager	Target Completion
Bourne Hall Lodge refurbishment	340,000	0	30,000	-310,000	<p>As this building is listed, building consent is required and two separate procurements. Works will continue into 2026/27.</p>	<p>To be advised</p>
Wellbeing Centre windows replacement	60,000	0	0	-60,000	<p>Works have been deferred due to the uncertainty created by the Local Government Reorganisation.</p>	<p>Waiting Asset Review</p>

Wellbeing Centre solar panel installation	60,000	0	0	-60,000	Works have been deferred due to the uncertainty created by the Local Government Reorganisation.	Waiting Asset Review
Alexandra Rec Dojo	170,000	0	0	-170,000	The old building has been demolished; a planning application was submitted for the new proposal at committee in November 2023. Quotes for works amounted to £390,000. As this is higher than budget, other sources of grant funding have been investigated. In September 2025, FSAG committee requested that Environment Committee consider next steps for this project at their January 2026 meeting.	N/A
Refurbishment of temporary accommodation	50,000	0	50,000	0	Refurbishment of a property used for Temporary accommodation	Oct-25
<b>Total</b>	<b>4,586,695</b>	<b>1,495,340</b>	<b>2,949,542</b>	<b>-1,637,153</b>		

Proposed New / Additional Project	Reason for Work	Budget 2026/27 (£)
Bourne Hall – Heating and ventilation replacement	Avoid Health & Safety Risk	1,000,000
Bourne Hall – High level roof covering replacement	Reduce Revenue Cost	470,000
Bourne Hall – Lift controls replacement	Legal Requirement	120,000
The Epsom Playhouse – Boilers and controls replacement - two options £330 & £365 high cost conforms with climate change action plan  Epsom Playhouse -Replacement of auditorium air conditioning £145k	Avoid Health & Safety Risk	510,000
The Epsom Playhouse – Front of House toilet refurbishment	Cosmetic	175,000
Ashley Centre Car Park – Level 5 lamp columns and LED lighting	Avoid Health & Safety Risk	240,000
Ashley Centre Car Park – Waterproofing membrane	Legal Requirement	191,000
Uppermill Pond – Bank repairs	Legal Requirement	150,000
Total		2,856,000

Summary

Reason for New Work	Proposed Budget (£)
Legal Requirement	461,000
Avoid Health & Safety Risk	1,750,000
Reduce Revenue Cost	470,000
Cosmetic	175,000
Total	2,856,000

Funding Available	-970,000
Funding Gap	1,886,000

# Capital Programme Review 2026-27 Project Appraisal Form

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## COMMITTEE

Environment

## PROJECT TITLE

Ashley Centre multi-storey car park - overcoating waterproof membrane (Priority 1)

## ACCOUNTABLE OFFICER

Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review.

Rod Brown/Richard Chevalier/Tony Foxwell

## DETAILS OF PROJECT

<p>Project scope, what is included/excluded in the scheme</p>	<p><b>This bid was approved for 2025-26 on the budget of £180k after the full original bid was reduced, we intended to carry out works to level 1A &amp; B only in phased sections, some works planned out of hours which increases costs for labour. We took advice from the manufacturer and had a cost estimate from the approved contractor. During the tender period there were some discrepancies on assumptions made by the manufacturer as to which areas were effectively roof over shops, therefore a product change was required to achieve the correct guarantee. This led to an increase in the tender costs. Two bids came in on the old specification and were non-compliant, the other two were in £327k and £356k range. The project was put on hold, and we request additional funds to proceed in the capital process for 2026-27</b></p> <p>Request additional budget £175k + additional £20k to increase contingency.</p> <p><b>Criteria</b> Where it is mandatory for the Council to provide the scheme (e.g., Disabled Facilities Grants and Health and Safety). Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT).</p> <p><b>Scope of Works</b> To level 1a &amp; 1b of multistorey car park - Apply new waterproof membrane as existing coating is wearing off the guaranteed expired a couple of years ago the entrance area is looking shabby where the deck shield no longer provides waterproof protection to the floor. The works will involve shutting areas of car park to carry out the works, some nighttime working will be required for entrance and exit level one due to the extensive traffic through the normal working day. The areas must be scabbled off, cleaned and prepare, any deviations and spalling in existing surface will have to be made good prior to application of new deck shield product. This is applied in a 3-coat system and new line markings are applied.</p>
<p>Project outcomes and benefits</p>	<p><b>Criteria</b> - Where it is mandatory for the Council to provide the scheme (e.g., Disabled Facilities Grants and Health and Safety). - Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT).</p>

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	<p><b>Benefits</b> The works will prevent leaks down into to shopping centre, protects the concrete from carbonisation and looks aesthetically pleasing.</p> <p>Questions from original bid in 2024 Could the urgency of these works be clarified If works are not carried out -This will allow moisture to penetrate the concrete and oxidise the reinforcement causing spalling concrete and trip hazards. Where the waterproofing membrane covers the concrete, it provides extra protection. EEBC has a duty of care to protect the shopping centre below from leaks. This system provides waterproofing to those areas. It is not known whether deferring these works will cause immediate damage into the shopping centre or create more concrete repairs, but prevention tends to be cheaper than leaving works until failures occur.</p>
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## FINANCIAL SUMMARY

		<b>Cost of Project £</b>	<b>Comments and detail where necessary. Provide appendices where relevant.</b> Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	350k	£184k agreed in 2025-26 Capital programme, additional £166k required to increase the budget.
b	Consultancy or other fees	25k	Consultancy and legal fees
c	<b>Total Scheme Capital Costs (a+b)</b>	375k	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	<b>Net Costs to Council (c-d)</b>	375k	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	<b>Capital Reserves Needed to Finance Proposal (e-f)</b>	375k	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	0	
i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project	0	



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Year	2026/27 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	2026 – spend £375k

## REVENUE IMPACT

Can Revenue Implications be funded from the Committee Base Budget? – Please give details	N/A
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## ENVIRONMENTAL IMPACT

Does the scheme meet any of the Council's Climate Change Action Plan targets, and if so, which ones?	N/A
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## STRATEGIC PRIORITIES 2025-2027

<b>Is this investment linked to EEBC's Corporate Strategies?</b> If so, say which ones and evidence how. How does project fit within service objectives?	No
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## TIMESCALES

What is the proposed timetable for completion of the project? Give estimated start and finish dates for each stage of the project. These dates will be used as milestones during quarterly budget monitoring to assess performance of project delivery.

		Target Start Date	Target Finish Date
1	Design & Planning	Jan/April 2026	
2	Further Approvals Needed	no	
3	Tendering (if necessary)	May/June 2026	
4	Project start date	August 2026	
5	Project Finish Date	September 2026	

## BASELINE CRITERIA

All capital schemes are assessed against criteria set by the Capital Member Group annually. Proposals should meet at least one of these criteria. State which capital criteria(s) for assessing proposals are met and why. Leave blank any which are not met.

Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (10 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than potential loss of investment income.
- Risk of not achieving return on investment is low.

# Capital Programme Review 2026-27 Project Appraisal Form

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- Clear definition of financial cost/benefits of the scheme.

Members may consider schemes with longer paybacks on major spend to save projects going forward, especially those that incur borrowing.

<b>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority?</b> Please give details of funding streams, including any restrictions on the funding.	
<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	
<b>Is it mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so state which requirements.	Yes, the works will help prevent oxidation of reinforcement causing spalling and damage to concrete surface. This prevents slips trips and falls.
<b>Is this project the minimum scheme required to continue to deliver the services of the Council?</b> - Is investment required for the business continuity of the Council? If so, say how.	

## ASSET MANAGEMENT PLAN

Is investment identified in the Council's Asset Management Plan?	yes
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## PRIORITISATION

State which **one** of the four prioritisation categories are met and why.

1	Investment essential to meet statutory obligation.	Yes, we have an obligation to prevent water leaks into the shopping centre in terms with lease repairing conditions.
2	Investment Important to achieve Key Priorities.	
3	Investment important to secure service continuity and improvement.	

# Capital Programme Review 2026-27 Project Appraisal Form

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4	Investment will assist but is not required to meet one of the baseline criteria.	
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## RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	The Budget is now based on the recent tenders received. This product has specific application temperatures and cannot be applied in the winter; this may affect delivery if works are not specified and tendered ready for the summer of 2026
2	Are there any risks relating to the availability of resources internally to deliver this project	Design & Specification is already prepared and ready to go back out to tender when the extra budget is approved. We can deliver this in house, no consultants required
3	Consequences of not undertaking this project	Could get water leakage into the shopping centre
4	Alternative Solutions (Other solutions considered – cost and implications)	None

<b>Is consultation required for this project?</b> Please give details of the who with and when by.	Yes, with the Ashley shopping centre and the general public to advise of dates of work and disruption to the car park.
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<b>Ward(s) affected by the scheme</b>	Town ward
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# Capital Programme Review 2026-27 Project Appraisal Form

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Appendix 2

## COMMITTEE

Environment

## PROJECT TITLE

Ashley Centre Car Park - Level 5 Replacement of Lamp Columns (Priority 2)

## ACCOUNTABLE OFFICER

Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review.

Rod Brown/Richard Chevalier/Tony Foxwell

## DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme	<p><b>Criteria</b> Where it is mandatory for the Council to provide the scheme (e.g., Disabled Facilities Grants and Health and Safety). Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT).</p> <p><b>Scope of works</b> Ashley Centre Car Park Level 5 - to replace the existing lamp columns which are more than 30 years old, they are inefficient lights and defective casings letting in water and causing electrical issues. The works will involve high level crane to lift light lamp columns on to top of car park and additional mechanical lifting plant to offer up in locations and to remove old equipment. Install new lamp columns with LED lights. A Traffic management proposal and the relevant permissions and licences will be required to shut road for crane and agreement with Surrey County council.</p>
Project outcomes and benefits	<p><b>Criteria</b> - Where it is mandatory for the Council to provide the scheme (e.g., Disabled Facilities Grants and Health and Safety). - Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT).</p> <p><b>Benefits:</b> Reduce maintenance issues and Health &amp; Safety problems, provide new efficient long lasting maintenance free lamp column. Increase lighting levels at top of car park and therefore increasing the safety of the car park for the public and users. Reduction in energy use and operational carbon emissions.</p> <p><b>Note</b> These are budget figures at this stage until a consultant is instructed to prepare a design proposal and prepare an official cost estimate and will be subject to change depending on this and the extensive procurement and legal process.</p>

# Capital Programme Review 2026-27 Project Appraisal Form

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## FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	190k	Extra £20k added for traffic management
b	Consultancy or other fees	£50k	£20k for legal & consultant fees & £30k contingency sum
c	<b>Total Scheme Capital Costs (a+b)</b>	£240k	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	<b>Net Costs to Council (c-d)</b>	£240k	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	<b>Capital Reserves Needed to Finance Proposal (e-f)</b>	240k	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	£8k/yr	Reduction in electrical running costs
i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project	0	

Year	2026/27 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	£20k in 2026/ £200k in 2027

## REVENUE IMPACT

Can Revenue Implications be funded from the Committee Base Budget? – Please give details	N/A
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## ENVIRONMENTAL IMPACT

Does the scheme meet any of the Council's Climate Change Action Plan targets, and if so, which ones?	Yes, supports delivery of two actions in the CCAP: Identify & implement opportunities to reduce energy consumption from Council owned and operated buildings; Identify all remaining traditional lighting at Council assets and replace with energy efficient lighting where feasible.
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# Capital Programme Review 2026-27 Project Appraisal Form

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## STRATEGIC PRIORITIES 2025-2027

Is this investment linked to EEBC's Corporate Strategies? If so, say which ones and evidence how. How does project fit within service objectives?	No
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## TIMESCALES

What is the proposed timetable for completion of the project? Give estimated start and finish dates for each stage of the project. These dates will be used as milestones during quarterly budget monitoring to assess performance of project delivery.

		Target Start Date	Target Finish Date
1	Design & Planning	Sept 2026	
2	Further Approvals Needed	No	
3	Tendering (if necessary)	November/December 2026	
4	Project start date	May 2027	
5	Project Finish Date	June 2027	

## BASELINE CRITERIA

All capital schemes are assessed against criteria set by the Capital Member Group annually. Proposals should meet at least one of these criteria. State which capital criteria(s) for assessing proposals are met and why. Leave blank any which are not met.

Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (10 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than the potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

Members may consider schemes with longer paybacks on major spend to save projects going forward, especially those that incur borrowing.

Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority? Please give details of funding streams, including any restrictions on the funding.	
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<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	
<b>Is it mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so state which requirements.	Yes, old lights letting in water and fusing electric
<b>Is this project the minimum scheme required to continue to deliver the services of the Council?</b> - Is investment required for the business continuity of the Council? If so, say how.	Yes, cannot open levels 4 External and level 5 without suitable lighting.

## ASSET MANAGEMENT PLAN

Is investment identified in the Council's Asset Management Plan?	Yes
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## PRIORITISATION

State which **one** of the four prioritisation categories are met and why.

1	Investment essential to meet statutory obligation.	Yes, old lights letting in water and fusing electric
2	Investment Important to achieve Key Priorities.	
3	Investment important to secure service continuity and improvement.	
4	Investment will assist but is not required to meet one of the baseline criteria.	

## RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	The main risk is getting crane installed for the works and shutting down roads or getting traffic management set up to carry out the work. Columns will be on long delivery period of 10-14 weeks
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2	Are there any risks relating to the availability of resources internally to deliver this project	No we will be using consultants for this works
3	Consequences of not undertaking this project	We will continue to have health & safety issues with lights and the existing lighting will remain poor and as light bulbs fail cannot get replacements.
4	Alternative Solutions (Other solutions considered – cost and implications)	Leave the lights until they completely fail.

<b>Is consultation required for this project?</b> Please give details of the who with and when by.	Yes, with the Ashley Shopping Centre and the Car Park Management.
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<b>Ward(s) affected by the scheme</b>	Town Ward
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## COMMITTEE

Environment

## PROJECT TITLE

Uppermill pond band replacement - Phase 2 (Priority 1)

## ACCOUNTABLE OFFICER

Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review.

Ian Dyer

## DETAILS OF PROJECT

<p>Project scope, what is included/excluded in the scheme</p>	<p>This bid was approved for 2025-26 on the budget of £150k, this budget estimate was given to us by consultant as best cost at the time, when we reapproached the consultant this year. They prepared a new cost estimate which far exceeded the first. Please see report from land and water attached of new estimated costs.</p> <p>We require additional funds to carry out these works in 2026-27 of £150k</p> <p><b>Criteria</b></p> <ul style="list-style-type: none"> <li>- Where the scheme is consistent with the Council's Climate Change Action Plan, subject to affordability, supported by a robust business case and value for money can be demonstrated through a maximum payback period of 10 years</li> <li>- Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT).</li> </ul> <p><b>Scope of Works</b></p> <p>The previous first phase works were very successful however the section of wall from the Main water pipe down to the Samaritans has also started leaking and causing excessive water loss. We have a statutory obligation to repair this to prevent water loss. The proposal is to remove dead and dangerous trees close to the wall and provide and install new sheet piling to create new riverbank wall.</p> <p>The works are in two stages the preliminary stage includes the consultant's pre-construction management, surveys including Ground Investigations, service tracing, materials sampling and analysis. Flood Risk plan, ground penetrating radar survey etc.</p> <p>Second stage is procurement, legal contracts, then effectively the works provision of heavy plant, welfare facilities, ground protection, diverting water, pumps, sheet piling and removal of trees and foliage. Constructing the timber fascia covering to water bank, clearing site. Replanting as necessary.</p>
<p>Project outcomes and benefits</p>	<p><b>Benefits and opportunities</b></p> <p>The works when completed will reduce leakage from riverbanks, help in repairing the river eco system, ensure we comply with the Hogsmill catchment partnership agreement and satisfy our biodiversity duty under the natural environment and rural committees Act 2006 as a public body.</p>

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	<p>Questions from the 2024 initial bid Clarification sought as to whether the water pipe falls under the Council's remit or is the local waterboard responsible? The waterpipe is mentioned only as an indicator from where the second phase works start. There are no works to the waterpipe as this is the waterboards responsibility.</p> <p>What is the impact of the water loss? If works were deferred, would this lead to building damage/subsidence/environmental hazard to wildlife? The impact of the water loss is seen further down the Hogsmill and is causing danger to local wildlife conditions. If backs were to break, then severe flooding would occur to the area by the Samaritans.</p> <p><b>Note</b> These are budget figures at this stage until a consultant is instructed to prepare a design proposal and prepare an official cost estimate and will be subject to change depending on this and the extensive procurement and legal process</p>
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## FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	260k	£150k original capital budget for 2026-26, additional budget of £150k required.
b	Consultancy or other fees	40k	Legal and consultant's fees
c	<b>Total Scheme Capital Costs (a+b)</b>	300k	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	<b>Net Costs to Council (c-d)</b>	300k	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	<b>Capital Reserves Needed to Finance Proposal (e-f)</b>	150k	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	0	

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i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project	0	
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Year	2026/27 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	2026 - £300k

## REVENUE IMPACT

Can Revenue Implications be funded from the Committee Base Budget? – Please give details	N/A
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## ENVIRONMENTAL IMPACT

Does the scheme meet any of the Council's Climate Change Action Plan targets, and if so, which ones?	No, but it will help the environment and eco system.
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## STRATEGIC PRIORITIES 2025-2027

<b>Is this investment linked to EEBC's Corporate Strategies?</b> If so, say which ones and evidence how. How does project fit within service objectives?	No
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## TIMESCALES

What is the proposed timetable for completion of the project? Give estimated start and finish dates for each stage of the project. These dates will be used as milestones during quarterly budget monitoring to assess performance of project delivery.

		Target Start Date	Target Finish Date
1	Design & Planning	April 2026	
2	Further Approvals Needed	no	
3	Tendering (if necessary)	May/June 2026	
4	Project start date	September 2026	
5	Project Finish Date	Dec 2026	

## BASELINE CRITERIA

All capital schemes are assessed against criteria set by the Capital Member Group annually. Proposals should meet at least one of these criteria. State which capital criteria(s) for assessing proposals are met and why. Leave blank any which are not met.

Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (10 years for renewable energy projects).

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- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than the potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

Members may consider schemes with longer paybacks on major spend to save projects going forward, especially those that incur borrowing.

<b>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority?</b> Please give details of funding streams, including any restrictions on the funding.	
<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	
<b>Is it mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so state which requirements.	We have a statutory obligation to repair this to prevent water loss.
<b>Is this project the minimum scheme required to continue to deliver the services of the Council?</b> - Is investment required for the business continuity of the Council? If so, say how.	

## ASSET MANAGEMENT PLAN

Is investment identified in the Council's Asset Management Plan?	yes
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## PRIORITISATION

State which **one** of the four prioritisation categories are met and why.

1	Investment essential to meet statutory obligation.	We have a statutory obligation to repair this to prevent water loss.
2	Investment Important to achieve Key Priorities.	

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3	Investment important to secure service continuity and improvement.	
4	Investment will assist but is not required to meet one of the baseline criteria.	

## RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	The main risks as I see it are procuring the works as the process is extensive and fraught with complications that may delay this project. Application for the Flood Risk Assessment permissions – this processive can take a minimum of 28 weeks and can hold up start dates. Legal will want to put start and completion dates prior to sending out tender which may not work are these dates are reliant on other dates being agreed first.
2	Are there any risks relating to the availability of resources internally to deliver this project	We have allowed a sum within the budget for consultants to design specify and run the works.
3	Consequences of not undertaking this project	Low flows are impacting on biodiversity of a globally rare chalk stream, one of only 200 on the planet
4	Alternative Solutions (Other solutions considered – cost and implications)	None

<b>Is consultation required for this project?</b> Please give details of the who with and when by.	Yes, with the environment agency for the Flood Risk Assessment, and Thames water and Southeast water to liaise regarding the extent of the works and timings.
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<b>Ward(s) affected by the scheme</b>	Ewell Ward
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## COMMITTEE

Community & Wellbeing Committee

## PROJECT TITLE

Epsom Playhouse - Replacement boilers and controls (High Priority) and air conditioning to the auditorium (Priority 1)

## ACCOUNTABLE OFFICER

Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review.

Ian Dyer/Linda Scott/Tony Foxwell

## DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme

**The Epsom Playhouse** – Boilers and controls are at end of life. In line with the Climate Change Action Plan and the Councils Carbon Neutral target we would like to replace with Heat pumps. I have been in discussions with consultant who has now provided more detailed costs and they have been firmed up below after receiving further advise from the consultants.

**Option 1** - Replace boilers and controls with high efficiency or condensing gas boilers & plant in the boiler room including constant heating pumps, compensated heating pumps, pipework modifications, new fill sets, expansion vessels, with new flues to atmosphere. Including new controls replacing the control panel & control wiring to large hall extract fans F10, F11 & F12, the small hall extract fan, new boilers & pump sets,

**Option 2** - Replace with heat pumps, alterations to existing pipework and systems to increase energy efficiency and reduce carbon all in line with the Climate change policy.

To replace the boilers with heat pumps will depend on the existing power available in the building for new electric heat pumps. We believe the building has an existing 300 amp supply with the existing gas heating boilers rated at 300 kW. If the existing electrical supply proves undersized for the heat pump option, then an upgraded building electrical supply will be needed from UK Power Networks. With lighting now all LED, we recommend a desk top study to prove the existing electrical supply would be sufficient for the heat pump option. We could carry out a desk top study for the current electrical loads in the building if required.

To replace the gas boilers with heat pumps, buffer vessels & condensers including acoustic enclosures,

This will only work if the existing power is sufficient, if not further costs will be required for upgrading the existing power?

Air conditioning scope to be included with the heating to gain efficiencies when tendering and adhering to the climate change action plan. The systems need to be linked and controlled together to remove the existing defective noisy air conditioning units and replace with heat pump type air condition cassettes and condensers that have cooling and heating facilities.  
to link in with the Trend BMS system to work in conjunction with the air handling system.

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	to fit very quiet units that can run during performances with dampers to prevent pipework noise. New controls included for energy efficiency and programming.
Project outcomes and benefits	<p><b>The existing heating system</b> is at end of life and could fail at any time, parts are no longer available for the boilers.</p> <p><b>Benefits :</b></p> <p>1/ A new upgrade to these systems will allow the building to stay open and operate in the future.</p> <p>2/ Whichever option is chosen there are energy efficiencies and savings in energy going forward.</p> <p>3/ The improvements work will reduce carbon footprint and if the heat pumps option is chosen will comply with proposed climate change action plan.</p> <p><b>Air conditioning to auditorium</b></p> <p>Two of the existing air conditioning units are broken and do not work, the others are too noisy to run during performances, they run them prior to starting performances and turn them off before start, this means the theatre can heat up very quickly when they are not on in the summer making it very uncomfortable for the public/customers. The new systems will prevent these issues and provide additional heating in the winter. This new system will be more energy efficient and reduce carbon in line with EEBC climate change action plan.</p> <p><b>Note</b></p> <p>These are budget figures at this stage until a consultant is instructed to prepare a design proposal and prepare an official cost estimate and will be subject to change depending on this and the extensive procurement and legal process.</p>

## FINANCIAL SUMMARY

		<b>Cost of Project £</b>	<b>Comments and detail where necessary. Provide appendices where relevant.</b> Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	Option 1 - £435k Option 2 - £470k	I have allowed £75k for contingencies within both options depending on which one is agreed.
b	Consultancy or other fees	£40k	The air conditioning cost for design and specification has been committed already out of the Planned maintenance budget. This figure includes legal and Heating consultancy fees.
c	<b>Total Scheme Capital Costs (a+b)</b>	Option 1 - £475k Option 2 - £510k	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	<b>Net Costs to Council (c-d)</b>	Option 1 - £475k Option 2 - £510k	

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f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	<b>Capital Reserves Needed to Finance Proposal (e-f)</b>	Option 1 - £475k Option 2 - £510k	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	0	There will be an increase in electric usage but a reduction in gas requirement that is expected to even out in terms of revenue costs
i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project	0	

Year	2026/27 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	Aug/Sept 2026

## REVENUE IMPACT

Can Revenue Implications be funded from the Committee Base Budget? – Please give details	No revenue implications
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## ENVIRONMENTAL IMPACT

Does the scheme meet any of the Council's Climate Change Action Plan targets, and if so, which ones?	Yes, supports actions to identify and implement opportunities to reduce energy consumption from Council owned & operated buildings and in part reduce emissions from our heating systems.
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## STRATEGIC PRIORITIES 2025-2027

<b>Is this investment linked to EEBC's Corporate Strategies?</b> If so, say which ones and evidence how. How does project fit within service objectives?	Yes – Priority 1 to Explore and Implement future local governance (i.e. Town/Community Council)
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## TIMESCALES

What is the proposed timetable for completion of the project? Give estimated start and finish dates for each stage of the project. These dates will be used as milestones during quarterly budget monitoring to assess performance of project delivery.



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		Target Start Date	Target Finish Date
1	Design & Planning	Feb/March 2026	
2	Further Approvals Needed	No	
3	Tendering (if necessary)	April/May 2026	
4	Project start date	1 <sup>st</sup> August 2026	
5	Project Finish Date	September/October 2026	

### BASELINE CRITERIA

All capital schemes are assessed against criteria set by the Capital Member Group annually. Proposals should meet at least one of these criteria. State which capital criteria(s) for assessing proposals are met and why. Leave blank any which are not met.

Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (10 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

Members may consider schemes with longer paybacks on major spend to save projects going forward, especially those that incur borrowing.

<b>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority?</b> Please give details of funding streams, including any restrictions on the funding.	
<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	
<b>Is it mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so state which requirements.	Yes, the building needs heating & cooling to operate

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Is this project the minimum scheme required to continue to deliver the services of the Council? - Is investment required for the business continuity of the Council? If so, say how.	Yes, the building needs heating & cooling to operate
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## ASSET MANAGEMENT PLAN

Is investment identified in the Council's Asset Management Plan?	Yes
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## PRIORITISATION

State which **one** of the four prioritisation categories are met and why.

1	Investment essential to meet statutory obligation.	
2	Investment Important to achieve Key Priorities.	
3	Investment important to secure service continuity and improvement.	The building will not be able to operate without heating or cooling, this will affect bookings and, in some instances, customers must be refunded their ticket price when serious complaints are made.
4	Investment will assist but is not required to meet one of the baseline criteria.	

## RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	We have only a small window of time to carry out works to the Playhouse in the August shutdown period. We expect these works to take approximately 8 weeks therefore there will be some major planning and management and consultation with the Playhouse to juggle these works whilst the building is open. Risks are the disruption and there will be no heating until the works are complete which should be acceptable in September but not if it runs over to October.
2	Are there any risks relating to the availability of resources internally to deliver this project	We will use consultants to run this project; an allowance has been included in the budget cost for professional services.
3	Consequences of not undertaking this project	The building will not be able to operate without heating or cooling, this will affect bookings and, in some instances, customers must be refunded their ticket price when serious complaints are made.

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4	Alternative Solutions (Other solutions considered – cost and implications)	None the heating and air conditioning are end of life.
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<b>Is consultation required for this project?</b> Please give details of the who with and when by.	Yes, consultation and liaison to be made with the venues team and the management of the Playhouse to plan the works for the summer shutdown period.
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<b>Ward(s) affected by the scheme</b>	Town Ward
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## COMMITTEE

Community & Wellbeing Committee

## PROJECT TITLE

The Epsom Playhouse – Front of House toilet Refurbishment (Priority 3)

## ACCOUNTABLE OFFICER

Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review.

Ian Dyer/Linda Scott/Tony Foxwell

## DETAILS OF PROJECT

<p>Project scope, what is included/excluded in the scheme</p>	<p><b>The Epsom Playhouse – Front of House toilet Refurbishment, this has been requested many times under this process. The toilets are tired looking, smelly and first thing you judge a building by. The venue needs to be maintained and refurbished to a good standard to entice to public/customers to use the venue repeatedly</b></p> <p><b>Criteria</b>  - Where the scheme is consistent with the Council's Climate Change Action Plan, subject to affordability, supported by a robust business case and value for money can be demonstrated through a maximum payback period of 10 years  - Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT).</p> <p><b>Scope of Works</b>  To strip out all existing cubicles, replace with new fitted cubicles, replace all wash hand basins and taps with large one-piece moulded trough type hand basin, new splashback either tiled or Whiterock sheeting, new mechanical ventilation, decorations and new W.C. pans to gents, ladies' toilets, replace fluorescent over basins with LED lights, infra-red activated taps, infra-red flushing, for water saving. Replace flooring arrange for specific colour coded scheme to enhance the theatre experience. New suspended ceiling to gents is required. Replace all pipework in both toilets. Decorations as required. Possible structural works to open up gents toilets.</p>
<p>Project outcomes and benefits</p>	<p><b>Benefits &amp; opportunities</b>  The toilets are not modern and are heavily used in between performances, they have a negative effect on the building and customers are often complaining about the condition The existing toilets are very smelly the pipework and fittings needs replacing to get rid of odours, new energy saving measures and water saving measures with increase efficiencies and refurbishment will improve aesthetics</p>

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## FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	160k	
b	Consultancy or other fees	15k	Consultancy and legal fees
c	<b>Total Scheme Capital Costs (a+b)</b>	175k	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	<b>Net Costs to Council (c-d)</b>	175k	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	<b>Capital Reserves Needed to Finance Proposal (e-f)</b>	175k	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	0.5	New lighting to area above basins may save small amount of electricity cost.
i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project		

Year	2026/27 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	£175k in 2026

## REVENUE IMPACT

Can Revenue Implications be funded from the Committee Base Budget? – Please give details	N/A
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## ENVIRONMENTAL IMPACT

Does the scheme meet any of the Council's Climate Change Action Plan targets, and if so, which ones?	yes, under climate change action plan we will be supporting the goal to reduce CO2 emissions. Minor replacement of lights to LED and infrared taps will provide water saving and slight energy saving.
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## STRATEGIC PRIORITIES 2025-2027

Is this investment linked to EEBC's Corporate Strategies? If so, say which ones and evidence how. How does project fit within service objectives?	Yes – Priority 1 to Explore and Implement future local governance (i.e. Town/Community Council)
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## TIMESCALES

What is the proposed timetable for completion of the project? Give estimated start and finish dates for each stage of the project. These dates will be used as milestones during quarterly budget monitoring to assess performance of project delivery.

		Target Start Date	Target Finish Date
1	Design & Planning	September 2025	
2	Further Approvals Needed	No	
3	Tendering (if necessary)	March/April 2026	
4	Project start date	1 <sup>st</sup> August 2026	
5	Project Finish Date	September 2026	

## BASELINE CRITERIA

All capital schemes are assessed against criteria set by the Capital Member Group annually. Proposals should meet at least one of these criteria. State which capital criteria(s) for assessing proposals are met and why. Leave blank any which are not met.

Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (10 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than the potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

Members may consider schemes with longer paybacks on major spend to save projects going forward, especially those that incur borrowing.

Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority? Please give details of funding streams, including any restrictions on the funding.	No
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# Capital Programme Review 2026-27 Project Appraisal Form

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<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	No
<b>Is it mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so state which requirements.	Yes, existing toilets in poor condition and difficult to keep clean and fresh, pipework is causing blockages needs replacing, smell is very bad in the gents' toilets.
<b>Is this project the minimum scheme required to continue to deliver the services of the Council?</b> - Is investment required for the business continuity of the Council? If so, say how.	Yes, the toilets are not modern and are heavily used in between performances, they have a negative effect on the building and customers are often complaining about the condition.

## ASSET MANAGEMENT PLAN

Is investment identified in the Council's Asset Management Plan?	Yes
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## PRIORITISATION

State which **one** of the four prioritisation categories are met and why.

1	Investment essential to meet statutory obligation.	
2	Investment Important to achieve Key Priorities.	
3	Investment important to secure service continuity and improvement.	Yes, we will lose customers if the toilets remain in this poor condition.
4	Investment will assist but is not required to meet one of the baseline criteria.	

# Capital Programme Review 2026-27

## Project Appraisal Form

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### RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	The works must be carried out in the August shutdown period, if this date is missed the works would have to be rescheduled for the following year.
2	Are there any risks relating to the availability of resources internally to deliver this project	No
3	Consequences of not undertaking this project	yes, under climate change action plan we will be supporting the goal to reduce CO2 emissions.
4	Alternative Solutions (Other solutions considered – cost and implications)	None

<b>Is consultation required for this project?</b> Please give details of the who with and when by.	Yes, with the Playhouse management and venues team to ensure everyone is aware of the extent of works and timescale to complete.
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<b>Ward(s) affected by the scheme</b>	Town ward
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# Capital Programme Review 2026-27 Project Appraisal Form

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## COMMITTEE

Community & Wellbeing Committee

## PROJECT TITLE

Bourne Hall - Replace lift controls (Priority 1)

## ACCOUNTABLE OFFICER

Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review.

Ian Dyer/Linda Scott/Tony Foxwell

## DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme	<p><b>Criteria</b> Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT</p> <p><b>Background</b> The existing lift is approximately 28 years old and many of the component parts are outdated with limited support available. Many safety and performance standards have also been significantly improved since the original lift was installed. Our specialist lift sub-contractor has advised that it requires an upgrade and refurbishment to bring it in line with current Health &amp; Safety Standards and as some parts are no longer available upgrade the controls and significant fittings and equipment to prevent failure in the future.</p> <p><b>Scope of Works</b> Replacement of Controls, panels, parts and refurbishment. The works are specialist and will require input from Mechanical and Electrical Lift consultant, budget allocation for this must be included.</p>
Project outcomes and benefits	<p><b>Benefits</b> upgraded to the improvement recommendations specified in EN81-80 (Rules for the improvement of safety of existing passenger and goods passenger lifts) and utilises the latest technology to offer an upgrade that is comparable with today's state-of-the-art standard.</p> <ul style="list-style-type: none"> <li>-quieter operation and improved energy efficiency, accessibility and comfort for all users.</li> <li>- Prevent failures and problems with obtaining out of date parts.</li> <li>- Without lift there would be no access for the disabled.</li> <li>- the motor room for this lift is in an enclosed room below the stairs that can only be accessed via a trap door immediately in front of the lift entrance. This is far from ideal and creates several health &amp; safety hazards. One potential solution to this issue would be to install a new machine-room-less hydraulic controller and tank that could possibly be located in a suitable position on the landing adjacent to the lift shaft, this will need to be investigated.</li> </ul> <p><b>Note</b></p>

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	These are budget figures at this stage until a consultant is instructed to prepare a design proposal and prepare an official cost estimate and will be subject to change depending on this and the extensive procurement and legal process
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## FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	100k	
b	Consultancy or other fees	20k	Added consultancy & legal fees
c	<b>Total Scheme Capital Costs (a+b)</b>	120k	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	<b>Net Costs to Council (c-d)</b>	120k	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	<b>Capital Reserves Needed to Finance Proposal (e-f)</b>	120k	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	3k	Some saving in electric costs
i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project	0	

Year	2026/27 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	£120k in 2026

## REVENUE IMPACT

Can Revenue Implications be funded from the Committee Base Budget? – Please give details	N/A
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# Capital Programme Review 2026-27 Project Appraisal Form

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## ENVIRONMENTAL IMPACT

Does the scheme meet any of the Council's Climate Change Action Plan targets, and if so, which ones?	Will support the action to identify and implement opportunities to reduce energy consumption in from Council owned and operated buildings. The improvements will include a more energy efficient system, supporting emissions savings from reduced energy usage.
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## STRATEGIC PRIORITIES 2025-2027

Is this investment linked to EEBC's Corporate Strategies? If so, say which ones and evidence how. How does project fit within service objectives?	Yes – Priority 1 to Explore and Implement future local governance (i.e. Town/Community Council)
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## TIMESCALES

What is the proposed timetable for completion of the project? Give estimated start and finish dates for each stage of the project. These dates will be used as milestones during quarterly budget monitoring to assess performance of project delivery.

		Target Start Date	Target Finish Date
1	Design & Planning	April 2026	
2	Further Approvals Needed	no	
3	Tendering (if necessary)	May/June 2026	
4	Project start date	July 2026	
5	Project Finish Date	September 2026	

## BASELINE CRITERIA

All capital schemes are assessed against criteria set by the Capital Member Group annually. Proposals should meet at least one of these criteria. State which capital criteria(s) for assessing proposals are met and why. Leave blank any which are not met.

Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (10 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than the potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

Members may consider schemes with longer paybacks on major spend to save projects going forward, especially those that incur borrowing.

# Capital Programme Review 2026-27 Project Appraisal Form

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<p><b>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority?</b> Please give details of funding streams, including any restrictions on the funding.</p>	
<p><b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?</p>	
<p><b>Is it mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so state which requirements.</p>	<p>These upgrades are essential as parts no longer available, and chances of lift failure is high. Required under law, 'the equalities Act' to ensure we have suitable access for the disabled and impaired.</p>
<p><b>Is this project the minimum scheme required to continue to deliver the services of the Council?</b> - Is investment required for the business continuity of the Council? If so, say how.</p>	<p>Yes, if the lift is not working, we fail in providing access for the disabled and pushchairs etc. We are required under the Equalities Act to provide suitable access.</p>

## ASSET MANAGEMENT PLAN

Is investment identified in the Council's Asset Management Plan?	yes
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## PRIORITISATION

State which **one** of the four prioritisation categories are met and why.

1	Investment essential to meet statutory obligation.	
2	Investment Important to achieve Key Priorities.	
3	Investment important to secure service continuity and improvement.	Yes, if the lift is not working, we fail in providing access for the disabled and pushchairs etc. We are required under the Equalities Act to provide suitable access.
4	Investment will assist but is not required to meet one of the baseline criteria.	

# Capital Programme Review 2026-27 Project Appraisal Form

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## RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	The only major risk is that to carry out the works, the lift will be out of action for 4-6 weeks and there are no other alternative lifts on this site.
2	Are there any risks relating to the availability of resources internally to deliver this project	No, we intend to use a consultant to specify and run these upgrade works.
3	Consequences of not undertaking this project	If it does not get approved and lift fails, we would not be compliant under the Equalities act and DDA.
4	Alternative Solutions (Other solutions considered – cost and implications)	Wait for lift to fail completely then carry out the works

<b>Is consultation required for this project?</b> Please give details of the who with and when by.	Yes, need to consult with Surrey County Council, members of the public, hirers, councillors etc. Everyone should be notified in advance of lift being out of service for repairs
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<b>Ward(s) affected by the scheme</b>	West Ewell ward
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# Capital Programme Review 2026-27 Project Appraisal Form

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## COMMITTEE

Community & Wellbeing Committee

## PROJECT TITLE

Bourne Hall - Bourne Hall Replacement of all Heating and ventilation Plant (Priority 1)

## ACCOUNTABLE OFFICER

Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review.

Ian Dyer/Linda Scott/Tony Foxwell

## DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme

### OPTION 1

#### Criteria

Where the scheme is consistent with the Council's Climate Change Action Plan, subject to affordability, supported by a robust business case and value for money can be demonstrated through a maximum payback period of 10 years.

Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT).

#### Background

With installation of condensing boilers and reduction in the number of boilers, I would calculate a reduction generally of 40% in gas usage

We must reduce our Gas consumption as the usage has been going up each year which is not in line with the climate change action plan.

Additionally, due to higher temperatures each year some form of cooling is required for the summer, this has NOT been included within this proposal except in the works to library outer offices and Room D

#### Scope of Works

To replace existing heating system with only two/three boilers instead of 4 and changing the system to remove the perimeter rooms of the gas heating system and to be individually controlled by split heat /cooling cassettes.

Replace with condensing boilers and better zone controls, new pumps and pipework within boiler room, including new flue system to boilers - estimated £400,000.

To replace the existing air handling system with new energy efficient system - estimated cost £375,000.

These costs have been adjusted to reflect less boilers but also to consider inflation and higher costs for materials and labour and this has been reflected in recent received tenders.

This recommended option will not reduce the heat in the summer.

Additional funds are required for consultants' fees to run the project at £150k

New Heat pumps to perimeter rooms £75k

# Capital Programme Review 2026-27

## Project Appraisal Form

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Project outcomes and benefits	<p><b>Criteria</b> Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT). Where the scheme is consistent with the Council's Climate Change Action Plan. Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT).</p> <p><b>Background</b> As above, plant no longer efficient, cannot heat or cool building without severe energy loss, As grade 11 listed building it is difficult to carry out practical alterations. After completing the replacement windows and planning to improved insulation in the top dome roof section, we will be ready to carry out the Heating and ventilation as projected within the Asset management plan and 10 year planned maintenance forecast. Parts are difficult to obtain for existing equipment as over 30 years old, The existing boilers were changed about 10 years ago but not condensing boilers and extremely inefficient. To successfully continue to run the building commercially these improvements are essential.</p> <p><b>Benefits</b> Reduced gas and electricity consumption, reduction in carbon emission, reduction in revenue costs for energy, more controllable energy efficient heating.</p> <p><b>Note</b> These are budget figures at this stage until a consultant is instructed to prepare a design proposal and prepare an official cost estimate and will be subject to change depending on this and the extensive procurement and legal process</p>
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### FINANCIAL SUMMARY

		<b>Cost of Project £</b>	<b>Comments and detail where necessary. Provide appendices where relevant.</b> Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	400k + 375K+ £75k = £850k cost to install	
b	Consultancy or other fees	£150k	We must allow for legal and consultant fees of £150k for designing and managing this project
c	<b>Total Scheme Capital Costs (a+b)</b>	1 million	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	

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e	<b>Net Costs to Council (c-d)</b>	1 million	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	?	
g	<b>Capital Reserves Needed to Finance Proposal (e-f)</b>	1 million	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	£30k	Saving in reduction of gas and reduction in electric with new plant.
i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project	0	

Year	2026/27 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	2026 – spend £75k/ 2027 – spend £925k

## REVENUE IMPACT

Can Revenue Implications be funded from the Committee Base Budget? – Please give details	yes
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## ENVIRONMENTAL IMPACT

Does the scheme meet any of the Council's Climate Change Action Plan targets, and if so, which ones?	Yes, action 21: Plan for the future replacement of gas fired boilers in all Council buildings and review all options available including air source/ground source heat pumps...to reduce/eliminate carbon emissions. Implement at earliest opportunity in line with heating system life cycles.
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## STRATEGIC PRIORITIES 2025-2027

<b>Is this investment linked to EEBC's Corporate Strategies?</b> If so, say which ones and evidence how. How does project fit within service objectives?	Yes – Priority 1 to Explore and Implement future local governance (i.e. Town/Community Council)
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## TIMESCALES

What is the proposed timetable for completion of the project? Give estimated start and finish dates for each stage of the project. These dates will be used as milestones during quarterly budget monitoring to assess performance of project delivery.



# Capital Programme Review 2026-27

## Project Appraisal Form

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		Target Start Date	Target Finish Date
1	Design & Planning	April/May 2026	
2	Further Approvals Needed	C&W October 2026 & March 2027	
3	Tendering (if necessary)	Procurement tender April/May 2026. The works tender Nov 2026-Feb 2027	
4	Project start date	August 2027	
5	Project Finish Date	Dec 2027	

### BASELINE CRITERIA

All capital schemes are assessed against criteria set by the Capital Member Group annually. Proposals should meet at least one of these criteria. State which capital criteria(s) for assessing proposals are met and why. Leave blank any which are not met.

Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (10 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than the potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

Members may consider schemes with longer paybacks on major spend to save projects going forward, especially those that incur borrowing.

<b>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority?</b> Please give details of funding streams, including any restrictions on the funding.	
<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	
<b>Is it mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so state which requirements.	Yes, if heating and ventilation fail, will have to close building.

# Capital Programme Review 2026-27 Project Appraisal Form

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Is this project the minimum scheme required to continue to deliver the services of the Council? - Is investment required for the business continuity of the Council? If so, say how.	
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## ASSET MANAGEMENT PLAN

Is investment identified in the Council's Asset Management Plan?	Yes
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## PRIORITISATION

State which **one** of the four prioritisation categories are met and why.

1	Investment essential to meet statutory obligation.	
2	Investment Important to achieve Key Priorities.	
3	Investment important to secure service continuity and improvement.	Yes, failure of heating and ventilation will jeopardise and future use of the building. No heating or ventilation would mean closure of building
4	Investment will assist but is not required to meet one of the baseline criteria.	

## RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	There are many risks to a project this large, organising and planning to allow a complete building shutdown to strip out all old kit and replace with new. This will mean a loss in revenue, possible repairs and redecorations to rooms after the works which is not allowed for in these figures. Costs could go up considerably with design changes through project. The upstairs plant room is very small, and it will be difficult to fit new plant in such a constricted area. Works to be carried out over summer period so heating will not be needed. also unsure of what the new management arrangements will be under LGR
2	Are there any risks relating to the availability of resources internally to deliver this project	An allowance for consultants' fees has been included to run the project but there are limited resources to manage all the Capital programme within the Projects team as there is a larger amount of work approved this year.
3	Consequences of not undertaking this project	Yes, failure of heating and ventilation will jeopardise and future use of the building. No heating or ventilation would mean closure of building

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4	Alternative Solutions (Other solutions considered – cost and implications)	Try to keep existing heating and ventilation system running by continued additional maintenance and repairs, only issue with this is that parts are not always available for plant of this age.
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<b>Is consultation required for this project?</b> Please give details of the who with and when by.	Yes, with Surrey County Council and Bourne Hall users of the building prior to arranging shutdown of the building to carry out the works.
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<b>Ward(s) affected by the scheme</b>	West Ewell ward
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# Capital Programme Review 2026-27 Project Appraisal Form

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Appendix 2

## COMMITTEE

Community & Wellbeing Committee

## PROJECT TITLE

Bourne Hall Replacement of Heating & Air handling with Energy efficient Heat Pumps (Climate change proposal)

## ACCOUNTABLE OFFICER

Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review.

Ian Dyer/Linda Scott/Tony Foxwell

## DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme

### OPTION 2

#### Criteria

Where the scheme is consistent with the Council's Climate Change Action Plan, subject to affordability, supported by a robust business case and value for money can be demonstrated through a maximum payback period of 10 years.

Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT).

#### Background

The heating system at Bourne Hall is 20 years old and end of life. There is a near term need for its replacement to ensure the continued running of the building.

The Council has committed to tackling climate change and to achieving net carbon neutral operations by 2035. Gas usage for heating at Bourne Hall contributes to 10% of all Council operational carbon emissions.

A Heat Decarbonisation Plan was developed for Bourne Hall in 2024 and sets out the proposed interventions to decarbonise the heating system at Bourne Hall.

The recommended measures will require an estimated £2.2m to implement.

#### Scope of Works

Replace the existing, end of life, gas fired boilers and strip out all the existing inefficient heat emitters (such as radiators) and associated pipework.

Install a decentralised low carbon heating system that includes: Either replacing the existing Air Handling Unit (AHU) or retrofitting the existing AHU with an Air Source Heat Pump (ASHP)\* as the main source of heating.

Install VRF/DX split systems for areas not connected to the AHU heating system.

Install destratification fans in areas with high ceilings and where heating is dependent on the AHU to balance internal temperatures and optimise the efficiency of the heating and ventilation system.

Install a new Building Management System (BMS), to replace the existing conventional controllers to optimise system operation.

To implement the recommended interventions, it would cost an estimated £2.2m.

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Project outcomes and benefits	<p><b>Criteria</b> Where the scheme is consistent with the Council's Climate Change Action Plan, subject to affordability, supported by a robust business case and value for money can be demonstrated through a maximum payback period of 10 years. Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT).</p> <p><b>Benefits</b> The benefits of this proposal will be to remove all gas usage from the site in line with our climate change action plan. To remove old redundant end of life plant and install new long lasting energy efficient plant. To lower our carbon emissions approximately 80tonnes of CO2e (8% of the Councils overall operational carbon emissions).</p> <p><b>Note</b> These are budget figures at this stage until a consultant is instructed to prepare a design proposal and prepare an official cost estimate and will be subject to change depending on this and the extensive procurement and legal process</p>
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### FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	2.0m	
b	Consultancy or other fees	200k	Consultancy & legal fees
c	<b>Total Scheme Capital Costs (a+b)</b>	2.2m	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	After taking advice from our estates team I have removed the SCC contribution as I am told they will argue the works are improvements (which they are) and therefore not obliged to contribute (improvements and enhancements are specifically excluded).
e	<b>Net Costs to Council (c-d)</b>	2.2m	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	<b>Capital Reserves Needed to Finance Proposal (e-f)</b>	2.2m	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	£42k/yr	This figure has been estimated by WS Atkins and info in their report which can be provided

# Capital Programme Review 2026-27 Project Appraisal Form

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i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project	0	N/A
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Year	2026/27 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	2026 - £150k & 2027 - £2.05million

## REVENUE IMPACT

Can Revenue Implications be funded from the Committee Base Budget? – Please give details	yes
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## ENVIRONMENTAL IMPACT

Does the scheme meet any of the Council's Climate Change Action Plan targets, and if so, which ones?	Yes, action 21: Plan for the future replacement of gas fired boilers in all Council buildings and review all options available including air source/ground source heat pumps...to reduce/eliminate carbon emissions. Implement at earliest opportunity in line with heating system life cycles.
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## STRATEGIC PRIORITIES 2025-2027

<b>Is this investment linked to EEBC's Corporate Strategies?</b> If so, say which ones and evidence how. How does project fit within service objectives?	Yes – Priority 1 to Explore and Implement future local governance (i.e. Town/Community Council)
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## TIMESCALES

What is the proposed timetable for completion of the project? Give estimated start and finish dates for each stage of the project. These dates will be used as milestones during quarterly budget monitoring to assess performance of project delivery.

		Target Start Date	Target Finish Date
1	Design & Planning	April/May 2026	
2	Further Approvals Needed	C&W October 2026 & March 2027	
3	Tendering (if necessary)	Procurement tender April/May 2026. The works tender Nov 2026-feb 2027	
4	Project start date	August 2027	
5	Project Finish Date	Dec 2027	

## BASELINE CRITERIA

All capital schemes are assessed against criteria set by the Capital Member Group annually. Proposals should meet at least one of these criteria. State which capital criteria(s) for assessing proposals are met and why. Leave blank any which are not met.

# Capital Programme Review 2026-27 Project Appraisal Form

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Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (10 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than the potential loss of investment income.
- The risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

Members may consider schemes with longer paybacks on major spend to save projects going forward, especially those that incur borrowing.

<b>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority?</b> Please give details of funding streams, including any restrictions on the funding.	
<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	
<b>Is it mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so state which requirements.	Yes, if heating and ventilation fail, will have to close building.
<b>Is this project the minimum scheme required to continue to deliver the services of the Council?</b> - Is investment required for the business continuity of the Council? If so, say how.	

## ASSET MANAGEMENT PLAN

Is investment identified in the Council's Asset Management Plan?	yes
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## PRIORITISATION

State which one of the four prioritisation categories are met and why.

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1	Investment essential to meet statutory obligation.	
2	Investment Important to achieve Key Priorities.	
3	Investment important to secure service continuity and improvement.	Yes, failure of heating and ventilation will jeopardise and future use of the building. No heating or ventilation would mean closure of building
4	Investment will assist but is not required to meet one of the baseline criteria.	

## RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	There are many risks to a project this large, organising and planning to allow a complete building shutdown to strip out all old kit and replace with new. This will mean a loss in revenue, possible repairs and redecorations to rooms after the works which is not allowed for in these figures. Costs could go up considerably with design changes through project. The upstairs plant room is very small, and it will be difficult to fit new plant in such a constricted area. Works to be carried out over summer period so heating will not be needed. also unsure of what the new management arrangements will be under LGR
2	Are there any risks relating to the availability of resources internally to deliver this project	
3	Consequences of not undertaking this project	The building may have to close if heating fails or alternatively, we may have to hire a temporary heating system.
4	Alternative Solutions (Other solutions considered – cost and implications)	Try to keep existing heating and ventilation system running by continued additional maintenance and repairs, only issue with this is that parts are not always available for plant of this age.

<b>Is consultation required for this project?</b> Please give details of the who with and when by.	Yes, with Surrey County Council and Bourne Hall users of the building prior to arranging shutdown of the building to carry out the works.
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<b>Ward(s) affected by the scheme</b>	West Ewell ward
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# Capital Programme Review 2026-27 Project Appraisal Form

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## COMMITTEE

Community & Wellbeing Committee

## PROJECT TITLE

Bourne Hall - Replacement of High-level roof covering & insulation (Priority 2)

## ACCOUNTABLE OFFICER

Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review.

Ian Dyer/Linda Scott/Tony Foxwell

## DETAILS OF PROJECT

<p>Project scope, what is included/excluded in the scheme</p>	<p><b>Criteria</b></p> <ul style="list-style-type: none"> <li>• Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT).</li> <li>and - Where the scheme is consistent with the Council's Climate Change Action Plan, subject to affordability, supported by a robust business case and value for money can be demonstrated through a maximum payback period of 10 years</li> </ul> <p><b>Scope of works</b></p> <p>Works are to remove the copper foil completely from the felt roof covering which is seriously delaminating and causing the felt under to perish, to provide insulation to current u-values over and bonded to felt, overboard and apply a liquid waterproofing system with similar roof covering to match the colour of previous green copper plated roofing felt. This will require listed building consent and works. The roof area is 1160m<sup>2</sup> and will require minimum 130mm of Celotex insulation, there will be associated works in edges and details.</p> <p>POLYCARBONATE DOME – is included in this scheme to use quadruple thick polycarbonate to replace existing segments, this would be more energy efficient for less cost than double glazing.</p> <p>Met a new manufacturer and contractor to get revised costs as the last estimate received was in 2020</p>
<p>Project outcomes and benefits</p>	<p><b>Criteria</b></p> <ul style="list-style-type: none"> <li>• Minimum required to continue to deliver the services of Council (e.g., Minimum level of building maintenance and IT).</li> </ul> <p><b>Benefits</b></p> <p>The insulation will provide less heat leakage and reduce energy bills, lower CO<sub>2</sub> emissions, the existing roof covering is deteriorating and requires replacement before roof starts to leak.</p>

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## FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	440k	New estimate received 16 Oct 2025 as was working on a figure from 2020. I have added a contingency figure of £40k
b	Consultancy or other fees	30k	Legal and consultancy fees
c	<b>Total Scheme Capital Costs (a+b)</b>	470k	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	<b>Net Costs to Council (c-d)</b>	470k	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	<b>Capital Reserves Needed to Finance Proposal (e-f)</b>	470	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	8k	Saving from gas and electric heating.
i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project		

Year	2026/27 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	2026 - £470k

## REVENUE IMPACT

Can Revenue Implications be funded from the Committee Base Budget? – Please give details	N/A
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## ENVIRONMENTAL IMPACT

Does the scheme meet any of the Council's Climate Change Action Plan targets, and if so, which ones?	Yes, supports the action to identify and implement opportunities to reduce energy consumption from Council owned and operated buildings. Further supports the action to reduce/eliminate carbon emissions from fossil fuel heating systems
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## STRATEGIC PRIORITIES 2025-2027

Is this investment linked to EEBC's Corporate Strategies? If so, say which ones and evidence how. How does project fit within service objectives?	Yes – Priority 1 to Explore and Implement future local governance (i.e. Town/Community Council)
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## TIMESCALES

What is the proposed timetable for completion of the project? Give estimated start and finish dates for each stage of the project. These dates will be used as milestones during quarterly budget monitoring to assess performance of project delivery.

		Target Start Date	Target Finish Date
1	Design & Planning	April 2026	
2	Further Approvals Needed	Listed building consent is required	
3	Tendering (if necessary)	May/June 2026	
4	Project start date	July 2026	
5	Project Finish Date	September 2026	

## BASELINE CRITERIA

All capital schemes are assessed against criteria set by the Capital Member Group annually. Proposals should meet at least one of these criteria. State which capital criteria(s) for assessing proposals are met and why. Leave blank any which are not met.

Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (10 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than the potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

Members may consider schemes with longer paybacks on major spend to save projects going forward, especially those that incur borrowing.

Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority? Please give details of funding streams, including any restrictions on the funding.	
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<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	Yes, the works will continue our efforts to reduce Carbon by further insulating the building, this will in turn save revenue cost for heating and help with the renewal of heating proposal.
<b>Is it mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so state which requirements.	
<b>Is this project the minimum scheme required to continue to deliver the services of the Council?</b> - Is investment required for the business continuity of the Council? If so, say how.	

## ASSET MANAGEMENT PLAN

Is investment identified in the Council's Asset Management Plan?	Yes
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## PRIORITISATION

State which **one** of the four prioritisation categories are met and why.

1	Investment essential to meet statutory obligation.	Yes the works will continue our efforts to reduce Carbon by further insulating the building, and driving towards the government goal of all building being carbon neutral by 2050
2	Investment Important to achieve Key Priorities.	
3	Investment important to secure service continuity and improvement.	
4	Investment will assist but is not required to meet one of the baseline criteria.	

## RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	Risks are we need to obtain listed building consent prior to carrying out these works. Will take minimum 3 months and there may be planning conditions which change the design and scope and increase the cost of the works
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2	Are there any risks relating to the availability of resources internally to deliver this project	No
3	Consequences of not undertaking this project	Roof covering at end of life, could leak and cause damage to structure
4	Alternative Solutions (Other solutions considered – cost and implications)	No

<b>Is consultation required for this project?</b> Please give details of the who with and when by.	Yes, with Surrey County Council and Bourne Hall users of the building
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<b>Ward(s) affected by the scheme</b>	Ewell Ward
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**Appendix 3 - Five year capital programme for consideration**

Committee	Asset/Project	2026/27	2027/28	2028/29	2029/30	2030/31	Total
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
C&W	Disabled Facilities Grant Programme	974	974	974	974	974	4,870
ENV	Ashley Centre Multi Storey Car Park	431	0	60	0	0	491
ENV	Auriol Pavilion	0	0	0	300	0	300
C&W	Bourne Hall	1,590	145	250	118	0	2,103
C&W	Epsom Playhouse	685	0	0	0	0	685
C&W	Ewell Court House	0	0	105	0	0	105
ENV	Harrier Centre King Georges field	0	0	0	115	0	115
ENV	Hook Road Multi Storey Car Park	0	113	38	38	0	188
S&R	Longmead Depot	0	53	0	60	0	113
S&R	Town Hall	0	0	60	0	0	60
ENV	Uppermill Pond Bank Replacement	150	0	0	0	0	150
	<b>Epsom &amp; Ewell Borough Council Total</b>	<b>3,830</b>	<b>1,284</b>	<b>1,487</b>	<b>1,605</b>	<b>974</b>	<b>9,179</b>

Asset	Project
<b>2027/28</b>	
Bourne Hall - £145k	£75k Hard surfaces resurfacing/£70k Library toilets refurbishment
Hook Road Car Park - £112.5k	£75k Lifts Refurbishment/£37.5k Lighting Level Phase 1 Upgrade
Longmead Depot - £52.5k	£52.5k External lighting upgrade
<b>2028/29</b>	
Ashley Centre Car Park - £60k	£60k Distribution boards upgrade
Bourne Hall - £250k	£100k Colourwash Lighting/ £150k Hall with stage lighting
Ewell Court House - £105k	£105k Boiler replacement
Hook Road Car Park - £37.5k	£37.5k Lighting level Phase 2 upgrade
Town Hall - £60k	£60k Distribution boards upgrade
<b>2029/30</b>	
Auriol Pavilion - £300k	£300k Changing rooms, showers, toilet refurbishment
Bourne Hall - £118k	£118k Electrical Distribution Inc Boards upgrade
Harrier Centre King Georges field - £115k	£60k Roller shutter replacement/£55k Hard surfaces resurfacing
Hook Road Car Park - £37.5k	£37.5k Lighting level Phase 3 upgrade
Longmead Depot - £60k	£60k Distribution boards upgrade
<b>2030/31</b>	
No plans	



## Appendix 4 - Provisional Capital Programme Funding Summary

	Developer Contributions	Capital Grants	Capital Receipts	Revenue Reserves	Total
<b>Available Capital Resources at 01/4/2025</b>	<b>5.64</b>	<b>0.57</b>	<b>3.46</b>	<b>0.69</b>	<b>10.35</b>
Anticipated Receipts in 2025/26	0.80	0.97	0.10	0.50	2.37
Funding the 2025/26 Capital Programme	-0.92	-1.54	-1.58	-0.55	-4.59
<b>Estimated available Capital Resources at 31/3/2026</b>	<b>5.52</b>	<b>0.00</b>	<b>1.98</b>	<b>0.64</b>	<b>8.13</b>
Anticipated Receipts in 2026/27	0.80	0.97	0.00	0.00	1.77
Indicative Works for 2026/27	0.00	-0.97	-2.86	0.00	-3.83
<b>Estimated available Capital Resources at 31/3/2027</b>	<b>6.32</b>	<b>0.00</b>	<b>-0.88</b>	<b>0.64</b>	<b>6.08</b>
Anticipated Receipts in 2027/28	0.80	0.97	0.00	0.00	1.77
Indicative Works for 2027/28	0.00	-0.97	-0.31	0.00	-1.29
<b>Estimated available Capital Resources at 31/3/2028</b>	<b>7.12</b>	<b>0.00</b>	<b>-1.19</b>	<b>0.64</b>	<b>6.57</b>
Anticipated Receipts in 2028/29	0.80	0.97	0.00	0.00	1.77
Indicative Works for 2028/29	0.00	-0.97	-0.51	0.00	-1.49
<b>Estimated available Capital Resources at 31/3/2029</b>	<b>7.92</b>	<b>0.00</b>	<b>-1.71</b>	<b>0.64</b>	<b>6.85</b>
Anticipated Receipts in 2029/30	0.80	0.97	0.00	0.00	1.77
Indicative Works for 2029/30	0.00	-0.97	-0.63	0.00	-1.61
<b>Estimated available Capital Resources at 31/3/2030</b>	<b>8.72</b>	<b>0.00</b>	<b>-2.34</b>	<b>0.64</b>	<b>7.02</b>
Anticipated Receipts in 2030/31	0.80	0.97	0.00	0.00	1.77
Indicative Works for 2030/31	0.00	-0.97	0.00	0.00	-0.97
<b>Estimated available Capital Resources at 31/3/2031</b>	<b>9.52</b>	<b>0.00</b>	<b>-2.34</b>	<b>0.64</b>	<b>7.82</b>

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