

# Public Document Pack

Democratic Services



## COMMUNITY AND WELLBEING COMMITTEE

Wednesday 19 November 2025 at 7.30 pm

Place: Council Chamber, Epsom Town Hall

Online access to this meeting is available on YouTube: [Link to online broadcast](#)

The members listed below are summoned to attend the Community and Wellbeing Committee meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Councillor Clive Woodbridge (Chair)	Councillor Rachel King
Councillor Bernice Froud (Vice-Chair)	Councillor Bernie Muir
Councillor Rob Geleit	Councillor Humphrey Reynolds
Councillor Graham Jones	Councillor Kim Spickett

Yours sincerely

A handwritten signature in black ink, appearing to read 'King', written over a light blue circular stamp.

Chief Executive

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

### **EMERGENCY EVACUATION PROCEDURE**

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- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building, but move to the assembly point at Dullshot Green and await further instructions; and
- Do not re-enter the building until told that it is safe to do so.

## Public information

**Please note that this meeting will be held at the Town Hall, Epsom and will be available to observe live using free YouTube software.**

A link to the online address for this meeting is provided on the first page of this agenda. A limited number of seats will be available on a first-come first-served basis in the public gallery at the Town Hall. If you wish to observe the meeting from the public gallery, please arrive at the Town Hall reception before the start of the meeting. A member of staff will show you to the seating area. For further information please contact Democratic Services, email: [democraticservices@epsom-ewell.gov.uk](mailto:democraticservices@epsom-ewell.gov.uk), telephone: 01372 732000.

Information about the terms of reference and membership of this Committee are available on the [Council's website](#). The website also provides copies of agendas, reports and minutes.

Agendas, reports and minutes for this Committee are also available on the free Modern.Gov app for iPad, Android and Windows devices. For further information on how to access information regarding this Committee, please email us at [democraticservices@epsom-ewell.gov.uk](mailto:democraticservices@epsom-ewell.gov.uk).

## Exclusion of the Press and the Public

There are no matters scheduled to be discussed at this meeting that would appear to disclose confidential or exempt information under the provisions Schedule 12A of the Local Government Act 1972 (as amended). Should any such matters arise during the course of discussion of the below items or should the Chair agree to discuss any other such matters on the grounds of urgency, the Committee may wish to resolve to exclude the press and public by virtue of the private nature of the business to be transacted.

## Questions and statements from the Public

Up to 30 minutes will be set aside for questions and statements from members of the public at meetings of this Committee. Any member of the public who lives, works, attends an educational establishment or owns or leases land in the Borough may ask a question or make a statement on matters within the Terms of Reference of the Committee.

All questions must consist of one question only and cannot consist of multiple parts. Questions and statements cannot relate to planning or licensing committees matters, the personal affairs of an individual, or a matter which is exempt from disclosure or confidential under the Local Government Act 1972. Questions which in the view of the Chair are defamatory, offensive, vexatious or frivolous will not be accepted. Each question or statement will be limited to 3 minutes in length.

If you wish to ask a question or make a statement at a meeting of this Committee, please contact Democratic Services at: [democraticservices@epsom-ewell.gov.uk](mailto:democraticservices@epsom-ewell.gov.uk)

Questions must be received in writing by Democratic Services by noon on the fifth working day before the day of the meeting. For this meeting this is **Noon, Wednesday 12 November**.

A written copy of statements must be received by Democratic Services by noon on the working day before the day of the meeting. For this meeting this is **Noon, Tuesday 18 November**.

For more information on public speaking protocol at Committees, please see [Annex 4.2](#) of the Epsom & Ewell Borough Council Operating Framework.

## Filming and recording of meetings

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Members of the Press who wish to film, record or photograph a public meeting should contact the Council's Communications team prior to the meeting by email at: [communications@epsom-ewell.gov.uk](mailto:communications@epsom-ewell.gov.uk)

Filming or recording must be overt and persons filming should not move around the room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non-handheld devices, including tripods, will not be allowed.

## **AGENDA**

### **1. QUESTIONS AND STATEMENTS FROM THE PUBLIC**

To take any questions or statements from members of the Public.

### **2. DECLARATIONS OF INTEREST**

To receive declarations of any Disclosable Pecuniary Interests or other registrable or non-registrable interests from Members in respect of any item to be considered at the meeting.

### **3. MINUTES OF THE PREVIOUS MEETING (Pages 5 - 16)**

The Committee is asked to confirm as a true record the minutes and the restricted minutes of the special meeting of the Committee held on 17 June 2025 for the Leisure Centre Contract (attached), the minutes and the restricted minutes of the special meeting of the Committee held on 17 June 2025 for RELATE Funding (attached), and the minutes of the meeting of the committee held on 08 July 2025 (attached), and to authorise the Chair to sign them.

### **4. MUSEUM POLICIES (Pages 17 - 68)**

The Museum Accreditation Scheme, overseen by Arts Council England, is the UK's recognised standard for museums and galleries. It ensures institutions are resilient, well-managed, and meet national standards for care, access, and governance.

Bourne Hall Museum, operated by Epsom & Ewell Borough Council, is due for its accreditation review in early 2026. This is part of the Business as usual for the Museum irrespective of Local Government Reorganisation or the outcome of the options for the future of the museum which is due to come to committee in January 2026.

To support this review, four key policy documents and forward plan (listed in the appendices) must be formally approved by the Council. These documents are essential for maintaining accreditation and demonstrating strong governance and strategic planning.

### **5. HOMELESSNESS EXPENDITURE & ACTION PLAN UPDATE (Pages 69 - 86)**

The council continues to have a significant financial outlay on temporary accommodation costs to meet its homelessness obligations under the Housing Act 1996 and Homelessness Reduction Act 2017, and the level of expenditure is set to exceed the budget set for 2025/26. This report sets out the ongoing actions taken to minimise homelessness expenditure and identifies the funding which will be utilised to cover the additional expenditure for 2025/26.

**6. TEMPORARY ACCOMMODATION RENT ARREARS POLICY AND PROCEDURE** (Pages 87 - 118)

The Rent Arrears Policy and Procedure outlines how the council manages rental income, rent arrears, and possession proceedings for non-secure tenants and licensees living in interim and temporary accommodation provided or managed by the Council.

The policy and procedure have been reviewed and updated to reflect current legislation, government guidance and good practice.

**7. 2026/27 BUDGET TARGETS** (Pages 119 - 124)

This report informs the Committee of the Council's revenue budget targets presented to the Strategy & Resources Committee in July. The report seeks guidance on the preparation of the Committee's service estimates for 2026/27.

**8. EXCLUSION OF THE PRESS AND PUBLIC** (Pages 125 - 126)

Documents are included on this agenda that have not been published as they contain exempt information.

Under Section 100(A)(4) of the Local Government Act 1972, the Committee may pass a resolution to exclude the public from the Meeting on the grounds that the business involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended) and that pursuant to paragraph 10 of Part 2 of the said Schedule 12A the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**Minutes of the Special Meeting of the COMMUNITY AND WELLBEING  
COMMITTEE commencing 7.00pm, held at the Council Chamber,  
Epsom Town Hall on 17 June 2025**

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**PRESENT -**

Councillor Clive Woodbridge (Chair); Councillor Bernice Froud (Vice-Chair); Councillors Rob Geleit, Graham Jones, Rachel King, Bernie Muir, Humphrey Reynolds and Kim Spickett

In Attendance: Councillor Alison Kelly, Councillor James Lawrence, and Damien Adams (Consultant) (FMG Consulting Ltd)

Officers present: Jackie King (Chief Executive), Cagdas Canbolat (Director of Corporate Services (S151)), Andrew Bircher (Assistant Director of Corporate Services), Piero Ionta (Head of Legal Services and Monitoring Officer), Mark Shephard (Head of Property and Regeneration), Will Mace (Corporate Governance & Strategy Manager), Tim Richardson (Democratic Services Manager) and Dan Clackson (Democratic Services Officer)

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**1 DECLARATIONS OF INTEREST**

No declarations of any Disclosable Pecuniary Interests or other registrable or non-registrable interests were made by Members in respect of any items considered at the meeting.

**2 EXCLUSION OF PRESS AND PUBLIC**

During the Committee's debate on item 2 of the agenda (Leisure Centre Contract), the Committee considered that due to the sensitivity of the information contained within Appendix 1 to the report, an exclusion of the Press and Public would be necessary in order to enable effective debate on the matter in question.

The Chair proposed a motion that the Press and Public be excluded from the meeting in accordance with Section 100A (4) of the Local Government Act 1972 on the grounds that the business involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended) and that pursuant to paragraph 10 of Part 2 of the said Schedule 12A the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

The Committee agreed unanimously in favour of the motion.

### 3 LEISURE CENTRE CONTRACT

The Committee received a report detailing the outcome of the procurement exercise that had taken place to find an operator for the Rainbow Leisure Centre for the next 10 years, and seeking approval from the Committee in accordance with Contract Standing Orders for the award of contract to the Preferred Supplier.

The Committee considered the following matters:

- a) **Procurement Process.** In response to queries and comments from Members, the Committee Chair, Assistant Director of Corporate Services, Corporate Governance and Strategy Manager, and invited Consultant provided the Committee with clarification on the procurement process and the methodology on how the preferred bidder was identified in line with legislation and internal procedures.

The summary of the Committee's debate that took part following the exclusion of the Press and Public is recorded in a separate (not for publication) restricted minute.

Following consideration, the Committee resolved (6 for, 2 abstaining) to:

- (1) **Approve the proposal to appoint the Preferred Supplier for the delivery of leisure services at the Rainbow Leisure Centre (Option A as set out in the report), as identified through the procurement process and in accordance with the Council's Contract Standing Orders.**

and unanimously resolved to:

- (2) **Approve the award of the contract to the second placed bidder, should the contract be unable to be finalised with the Preferred Supplier; and if the same should happen with the second placed bidder, the contract awarded to the third placed bidder.**
- (3) **Nominate and authorise the Assistant Director of Corporate Services, in consultation with the Director of Corporate Services and Head of Legal Services to take all necessary steps to bring into effect the recommendations resolved by this Committee.**

*The meeting began at 7.00 pm and ended at 7.50 pm*

COUNCILLOR CLIVE WOODBRIDGE (CHAIR)

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**Minutes of the Special Meeting of the COMMUNITY AND WELLBEING  
COMMITTEE commencing 7.55pm, held at the Council Chamber,  
Epsom Town Hall on 17 June 2025**

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**PRESENT -**

Councillor Clive Woodbridge (Chair); Councillor Bernice Froud (Vice-Chair); Councillors Rob Geleit, Graham Jones, Rachel King, Bernie Muir, Humphrey Reynolds and Kim Spickett

In Attendance: Councillor Alison Kelly and Councillor James Lawrence

Officers present: Jackie King (Chief Executive), Cagdas Canbolat (Director of Corporate Services (S151)), Piero Ionta (Head of Legal Services and Monitoring Officer), Rod Brown (Head of Housing and Community), Mark Shephard (Head of Property and Regeneration), Tim Richardson (Democratic Services Manager) and Dan Clackson (Democratic Services Officer)

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**4 DECLARATIONS OF INTEREST**

No declarations of any Disclosable Pecuniary Interests or other registrable or non-registrable interests were made by Members in respect of any items considered at the meeting.

**5 EXCLUSION OF PRESS AND PUBLIC**

During the Committee's debate on item 2 of the agenda (RELATE funding 2025/26), the Committee considered that due to the sensitivity of the information contained within Appendix 2 to the report, an exclusion of the Press and Public would be necessary in order to enable effective debate on the matter in question.

The Chair proposed a motion that the Press and Public be excluded from the meeting in accordance with Section 100A (4) of the Local Government Act 1972 on the grounds that the business involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended) and that pursuant to paragraph 10 of Part 2 of the said Schedule 12A the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

The Committee agreed unanimously in favour of the motion.

**6 RELATE FUNDING 2025/6**

The Committee received a report considering options for future funding arrangements for RELATE Mid and East Surrey for 2025-2027.

The Committee considered the following matters in public:

- a) **General Clarifications.** In response to questions from Members, the Head of Housing and Community confirmed that RELATE, who also operated in Mole Valley and Reigate & Banstead, did not receive subsidised rent from either of those Councils. He stated that RELATE had confirmed that the data they had provided, as seen at appendix 1 to the report, was in respect of Epsom & Ewell residents only.
- b) **Delay in Receiving Service Data from RELATE.** In response to a question from a Member, the Head of Housing and Community suggested that the delay in receiving service data from RELATE was likely on account of a clerical error on their part, as the Council's original request for the information coincided closely with a change in management within RELATE.

The summary of the Committee's debate that took part following the exclusion of the Press and Public is recorded in a separate (not for publication) restricted minute.

Following consideration, the Committee resolved (6 for, 2 abstaining) to:

- (1) Agree to Option 3.**

*The meeting began at 7.55 pm and ended at 8.33 pm*

COUNCILLOR CLIVE WOODBRIDGE (CHAIR)

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**Minutes of the Meeting of the COMMUNITY AND WELLBEING COMMITTEE held at the Council Chamber, Epsom Town Hall on 8 July 2025**

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**PRESENT -**

Councillor Clive Woodbridge (Chair); Councillor Bernice Froud (Vice-Chair); Councillors Rob Geleit, Rachel King, Bernie Muir, Humphrey Reynolds and Kim Spickett

Absent: Councillor Graham Jones

Officers present: Rod Brown (Head of Housing and Community), Rachel Epton (Community Development Manager), Oliver Nelson (Public Protection Manager), Richard Appiah-Ampofo (Senior Accountant) and Dan Clackson (Democratic Services Officer)

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**7 QUESTIONS AND STATEMENTS FROM THE PUBLIC**

No questions or statements from members of the public were received by the Committee.

**8 DECLARATIONS OF INTEREST**

Health and Wellbeing Strategy 2025-2028

Councillor Bernie Muir, Other Interest: In the interest of openness and transparency, Councillor Bernie Muir declared that she was a Governor of the Surrey and Borders Partnership Board.

**9 MINUTES OF THE PREVIOUS MEETING**

The Committee confirmed as a true record the minutes of the meeting of the Committee held on 13 March 2025 and authorised the Chair to sign them.

**10 ADOPTION OF A REVISED HOUSING CIVIL PENALTY POLICY**

The Committee received a report to determine a revised policy for the issuing of civil sanctions under the Housing and Planning Act 2016.

The Committee considered the following matters:

- a) **Staffing and Resourcing.** In response to a question from a Member, the Public Protection Manager stated that in his view the service area was sufficiently resourced to carry out the enforcement works associated with

the proposed policy. He stated that Epsom & Ewell had a history of few enforcement cases, informing the Committee that there had been none under the current policy within the last c.2-3 years. He advised that the service would to a degree be self-funding, with any penalty income resulting under the new policy being ringfenced and put back towards resourcing the service.

- b) **Identification and Prioritisation of Cases.** In response to a question from a Member, the Public Protection Manager stated that, aside from those cases identified through the Council's routine checks of HMOs, the majority of enforcement cases are brought to the Council's attention via complaints made. He stated that cases are prioritised based on risk-level, and that the process for prioritising cases was set out the Council's enforcement policy.
- c) **Policy Robustness.** In response to a question from a Member, the Public Protection Manager stated that the proposal to adopt the policy proposed to Members had come about following a wider review of housing procedures. He stated that many nearby authorities had already adopted the proposed policy, explaining that the policy was backed up by a great deal of case law and data indicating strong robustness and effectiveness.
- d) **Future Review.** The Public Protection Manager advised that the policy may require review in future following the Royal Assent of the Renters (Reform) Bill, which may introduce law requiring updates to be made to the policy.

Following consideration, the Committee unanimously resolved to:

- (1) **Approve and adopt the revised policy as set out in Annex 1 to the report.**

Resolved (6 for, 1 against) to:

- (2) **Nominate and Authorise the Head of Housing and Community, Public Protection Manager, Principal Environmental Health Officer and Environmental Health Officer to determine individual financial penalties in accordance with the policy.**

## 11 HEALTH AND WELLBEING STRATEGY 2025-2028

The Committee received a report setting out the Council's intended Health and Wellbeing strategy for 2025-2028.

The Committee considered the following matters:

- a) **Progress Monitoring.** In response to questions from a Member, the Community Development Manager explained that the delivery and progress of the 2019-24 health & wellbeing strategy had been disrupted on account of the Covid-19 pandemic and the Syrian, Afghan and

Ukrainian refugee schemes – she stated, however, that the Council was now in a much stronger position to deliver on its strategy. She advised that the progress of the strategy would be monitored via an action plan, which was currently in the process of being drafted. The Chair stated that work of the Council would only be part of the picture, and that the success of the strategy would be in large part dependent on collaboration with partner organisations. He advised that the progress of the strategy would be reported back to Committee after a period of 12 months.

- b) **Digital Inclusion.** It was acknowledged that for a large number of people, digital exclusion can act as a barrier in many aspects of life. Members considered the importance of finding ways to break down those barriers for people who experience digital exclusion, particularly the elderly population of the borough, and discussed the social benefits and alleviation to feelings of isolation that digital devices and their social platforms can provide.
- c) **Access to Sports and Other Activities.** In response to a question from a Member, the Community Development Manager confirmed that the ‘Surrey Youth Games’ had been discontinued. She stated that its successor, the ‘Young Legends’ project, was currently in development – an activities programme targeted at young children, intended to provide opportunities to engage in sports for those who experience barriers to access for reasons such as physical or financial needs, etc. She stated that the possibility of including creative activities on the programme was also being explored.

Following consideration, the Committee unanimously resolved to:

- (1) **Approve the final Health and Wellbeing Strategy 2025-2028 as set out in Appendix 1 to the report.**

## 12 AFGHAN REFUGEES

The Committee received a report setting out the Afghan Resettlement Programme (ARP) and proposing the Council’s offer of accommodating eligible Afghan households and the provision of Transitional Accommodation.

The Committee considered the following matters:

- a) **Funding for Refugees.** In response to a question from a Member, the Head of Housing and Community stated that the Council receives substantial funding to support refugees and asylum seekers, and that there were significant ringfenced reserves in place for those purposes. He stated that the £24k per person allowance for integration support was sufficient to cover costs, owing in large part to the work of the Epsom & Ewell Refugee Network (‘EERN’), who the Council commissions to assist in providing support for refugees in Epsom & Ewell. He explained that the Council’s housing team has access to a separate budget to cover costs in

providing support to refugees in instances where refugees fall into homelessness.

- b) **Considering Impact on the Homeless Population.** A Member enquired as to what impact the housing of refugees might have on support provided to homeless people in the borough. The Head of Housing and Community stated that the Council seeks to provide accommodation for refugees that would not otherwise be available as accommodation for those on the housing needs register. He stated that many landlords work closely with the EERN, and that EERN had a successful track record in identifying landlords wishing to put their properties forward for use specifically as housing for refugees.

Following consideration, the Committee unanimously resolved to:

- (1) Nominate and Authorise the Head of Housing and Community, in consultation with the Committee Chair, to produce and submit a response to the Government on behalf of the Council, as outlined in section 5 of the report.**

### 13 URGENT DECISIONS

The Committee received a report on two decisions taken by one of the Directors and/or Chief Executive on the grounds of urgency, in compliance with the requirements of the Constitution.

Following consideration, the Committee unanimously resolved to:

- (1) Note the urgent decisions taken and the reasons for those decisions.**

*The meeting began at 7.30 pm and ended at 8.32 pm*

COUNCILLOR CLIVE WOODBRIDGE (CHAIR)

## MUSEUM POLICIES

<b>Head of Service:</b>	Ian Dyer, Head of Operational Services
<b>Report Author</b>	Linda Scott
<b>Wards affected:</b>	(All Wards);
<b>Urgent Decision?(yes/no)</b>	No
<b>If yes, reason urgent decision required:</b>	N/A
<b>Appendices (attached):</b>	<b>1- Care and Conservation Policy</b> <b>2- Documentation Policy</b> <b>3- Access Policy</b> <b>4- Collections Development Policy</b> <b>5- Forward Plan 2025-2029</b>

### Summary

The Museum Accreditation Scheme, overseen by Arts Council England, is the UK's recognised standard for museums and galleries. It ensures institutions are resilient, well-managed, and meet national standards for care, access, and governance.

Bourne Hall Museum, operated by Epsom & Ewell Borough Council, is due for its accreditation review in early 2026. This is part of the Business as usual for the Museum irrespective of Local Government Reorganisation or the outcome of the options for the future of the museum which is due to come to committee in January 2026.

To support this review, four key policy documents and forward plan (listed in the appendices) must be formally approved by the Council. These documents are essential for maintaining accreditation and demonstrating strong governance and strategic planning.

### Recommendation (s)

**The Committee is asked to:**

- (1) **Approve the key policy documents for the Museum Service, as set out in the appendices:**
- **Care and Conservation Policy**
  - **Documentation Policy**
  - **Access Policy**
  - **Collections Development Policy**
  - **Forward Plan 2025–2029**

## 1 Reason for Recommendation

- 1.1 Approval of the policy documents is essential to ensure that Bourne Hall Museum remains compliant with the nationally recognised standards set by the Museum Accreditation Scheme, administered by Arts Council England. These policies have been updated to replace older versions, reflecting both the changes over time and adherence to the latest guidance issued by Arts Council England. These documents demonstrate the museum's commitment to robust governance, strategic planning, and high standards of care and access.
- 1.2 Formal approval by the governing body is a required step in the museum's upcoming 2026 accreditation review and will directly support its ability to maintain accredited status.

## 2 Background

- 2.1 The Museum Accreditation Scheme, administered by Arts Council England, is the UK's recognised industry standard for museums and galleries. It ensures that participating institutions are resilient, well-governed, and operate in line with nationally agreed standards of care, access, and organisational management.

As part of this scheme, museums must undergo an accreditation review every five years to confirm continued compliance. For Bourne Hall Museum, operated by Epsom & Ewell Borough Council, the next review is scheduled for early 2026.

To support this process, five key policy documents require formal approval by the Council. These documents are essential for demonstrating the museum's commitment to best practice and maintaining its accredited status.

## 3 Risk Assessment

Legal or other duties

- 3.1 Equality Impact Assessment
  - 3.1.1 The Access policy will require an equality impact assessment once it is approved.
- 3.2 Crime & Disorder
  - 3.2.1 Not applicable for this policy approval
- 3.3 Safeguarding
  - 3.3.1 Not applicable for this policy approval

3.4 Dependencies

3.4.1 Not applicable for this policy approval

3.5 Other

3.5.1 Failure to meet the Accreditation Standard -- ACE's scheme requires approved policies under the "Organisational health" and "Collections" requirements. If not approved, the museum cannot evidence compliance at return, which risks a deferral or inability to maintain Accredited status until approval is secured.

**4 Financial Implications**

4.1 Without the accreditation we are at risk of loss of eligibility for specific ACE capital programmes that require Accreditation, notably MEND (Museum Estate & Development Fund), which is for non-national Accredited museums. Without approved policies and a maintained Accreditation award, we would be ineligible to apply.

4.2 Lower confidence for other funders (ACE and non-ACE). Accreditation is positioned by ACE as the nationally agreed standard that signals a museum is sustainable. A focused and trusted lack of an approved policy undermines that assurance and can weaken bids and partnership cases (even where Accreditation is not a hard eligibility criterion).

4.3 **Section 151 Officer's comments:** None arising from the contents of this report.

**5 Legal Implications**

5.1 Collections law & ethics (property/trusts/disposal): Disposals or accessions made absent an approved Collections Development Policy (CDP) can be seen as lacking proper authority and contrary to ethical guidance (which the Accreditation Standard expects museums to observe). That elevates the risk of legal challenge (e.g., breach of donor conditions, trust obligations) and regulatory/sector censure if disposals are contested or if title is disputed. The Museums Association's legal/ethical guidance underscores why disposal decisions must sit under a governing policy.

5.2 **Legal Officer's comments:** None other than as outlined in the above report

**6 Policies, Plans & Partnerships**

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

- Future of the Museum

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

6.3 **Climate & Environmental Impact of recommendations:** Not relevant

6.4 **Sustainability Policy & Community Safety Implications**  
Not applicable

6.5 **Partnerships:**

6.5.1 Bourne Hall museum is an active member of the Surrey Museums Partnership, which includes collaboration with Surrey Heritage and the Surrey Museums Consultative Committee

6.6 **Local Government Reorganisation Implications:**

6.6.1 The council is mindful of a potential transfer to a new governance model as part of EEBC's Local Government Reorganisation.

## 7 **Background papers**

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

### **Previous reports:**

- None

### **Other papers:**

- None



## Care and Conservation Policy

Version number: 1.0  
Date: October 2025

## Document Information and Approvals

**Policy title: Care and Conservation Policy**

**Review frequency: 4 Years**

**Review due date: October 2029**

**Service owner: Venues & Community Commercial Services**

**Corporate Plan Theme: Effective Council**

## Document Approvals

Each revision requires the following approvals:

- Non-administrative updates: Strategic Leadership Team /Community & Wellbeing Committee.
- Administrative updates: Curator

	<b>Title</b>	<b>Date Approved</b>	<b>Signature</b>
<b>Head of Service</b>	Interim Assistant head of Venue & Community commercial Services		<i>HoS signature</i>
<b>Strategic Leadership Team</b>	Strategic Leadership Team		<i>CEX signature</i>
<b>Committee</b>	Community and Wellbeing		N/A

## Revision History

<b>Version No.</b>	<b>Revision Date</b>	<b>Revisor</b>	<b>Previous Version</b>	<b>Description of Revision</b>

## Impact Assessment and Consideration

<b>Assessment Type</b>	<b>Required / Not Required</b>	<b>Date Completed</b>	<b>Impact Assessments and Considerations Comment</b>	<b>Completed By</b>
Finance	Not required			
Legal	Required			

Equality Impact Assessment	Not required			
Counter-fraud	Not required			
Health and safety	Not required			
Data Protection Impact Assessment	Not Required			
Climate Change	Not required			

## 1. Introduction

- 1.1. Caring for the collections is a fundamental duty for all museums. Our policy for the care of the collections is based on a combination of preventative and remedial conservation, both designed to ensure preservation.
- 1.2. Preventative conservation covers the measures necessary to retard or minimise deterioration of museum objects. The necessary preventive measures are based on an understanding of how objects react to their environment and deteriorate physically or chemically. Remedial conservation involves a treatment to an object to bring it to a more acceptable condition or state in order to stabilise it or enhance some aspects of its cultural value.
- 1.3. We will pursue best practice in our preservation and conservation procedures as established in such documentation as BS 5454 'Recommendations for Storage and Exhibition of Archival Documents', the MLA Benchmarks in Collection Care, and SPECTRUM procedures.
- 1.4. We will receive advice from a conservator on the museum's approach to remedial conservation.

## 2. Aims and Objectives

A primary aim of the Museum is to conserve its collections. We will care for the collections by providing the best conditions for the preservation of all objects through:-

- 2.1. Providing an optimum possible climate of temperature, relative humidity, light levels, etc., in a pollution and pest free environment that achieves a satisfactory compromise between the long-term preservation of the objects and accessibility to public and staff.
- 2.2. Providing storage and display conditions to meet current preservation and conservation standards in order to maintain all collections in a state of protection and security at all times.
- 2.3. Carrying out assessments of the collections prior to acquisition, loan and display, assessing objects on inward loan and regularly monitoring the condition of all objects
- 2.4. Prioritising conservation requirements within the framework of resources available.

- 2.5. Achieving the highest standards of conservation through the use of professional, qualified staff.
- 2.6. Documenting all conservation measures undertaken while objects are in our care.
- 2.7. Promoting best practice in handling and care of objects and minimising the risks to their long-term preservation.

### **3. Emergency Procedures**

- 3.1. We will take measures over and above those necessary for the day-to-day protection of collections, to provide emergency arrangements and facilities in the event of disastrous damage (as from flood, fire etc.).

These measures include:

- provision of Emergency Plan for all collections
- provision of appropriate training in disaster protection and response
- providing suitable equipment and materials in Disaster Cupboards
- identifying external bodies whose services may be used in specific emergency situations

### **4. Conclusion**

- 4.1 In all matters regarding the acquisition and use of the objects, we will consider that the care and conservation of the collections is paramount.



## Documentation Policy

Version number: 1.0  
Date: October 2025

## Document Information and Approvals

**Policy title: Documentation Policy**

**Review frequency: 4 Years**

**Review due date: September 2029**

**Service owner: Venues & Community Commercial Services**

**Corporate Plan Theme: Effective Council**

## Document Approvals

Each revision requires the following approvals:

- Non-administrative updates: Strategic Leadership Team / Community and Wellbeing Committee.
- Administrative updates: Curator

	<b>Title</b>	<b>Date Approved</b>	<b>Signature</b>
<b>Head of Service</b>	Interim Assistant head of Venue & Community commercial Services		<i>HoS signature</i>
<b>Strategic Leadership Team</b>	Strategic Leadership Team		<i>CEX signature</i>
<b>Committee</b>	Community and Wellbeing		N/A

## Revision History

<b>Version No.</b>	<b>Revision Date</b>	<b>Revisor</b>	<b>Previous Version</b>	<b>Description of Revision</b>

## Impact Assessment and Consideration

<b>Assessment Type</b>	<b>Required / Not Required</b>	<b>Date Completed</b>	<b>Impact Assessments and Considerations Comment</b>	<b>Completed By</b>
Finance	Not required			
Legal	Required			

Equality Impact Assessment	Not Required			
Counter-fraud	Not required			
Health and safety	Not required			
Data Protection Impact Assessment	Not required			
Climate Change	Not required			

## 1. Purpose and Access Statement

- 1.1. Documentation underpins every aspect of museum activity. Recording collection information is central to being accountable for the collections, their accessibility, management, research, study and use.
- 1.2. Our policy for the documentation of the collections is to ensure that the information we hold relating to the collections is accurate, secure, reliable and accessible.

## 2. Scope

- 2.1 The aim of this policy is to ensure that we fulfil our guardianship, stewardship and access responsibilities. Through implementation of this policy our objective is to:
  - improve accountability for the collections
  - maintain at least minimum professional standards in documentation procedures and collection information and attain the very highest standards wherever possible
  - extend access to collection information
  - strengthen the security of the collections

Many of our existing records are on a computer database with more in-depth information in another space. To improve access and accountability, we will transfer this data and enter all new records into the MODES Complete database. This is SPECTRUM compliant and will have an accessible public interface.

- 2.2 We will document to individual item level. We therefore aim to have a basic 'inventory' record for all identified items and groups within the collection. This includes sufficient key information to allow any object(s) in our care to be individually identified and verified. All accessioned items, loans inward and outward, and any other un-accessioned objects as appropriate are documented at this level.

## 3. Responsibilities

### 3.1 Definition of accountability

The essence of accountability is defined as follows:

"to enable museums to fulfil their fundamental responsibilities for collections and the information associated with them. The principles are that a museum should know at

any time exactly for what it is legally responsible (this includes loans as well as permanent collections), and where each item is located."

**3.2 Controlled Access to sensitive information**

All requests for information will be considered in terms of compliance with the Freedom of Information Act and Data Protection Act.

**3.3 Security against loss of irreplaceable collection information.**

We have in place measures to ensure the physical security and long-term preservation of all documentation records, whether paper or computerised. We will update all manual and computerised records as appropriate. Backups will be made to secure digital data. Where collection information is wholly computerised and managed centrally, we will make backup copies of all key files, and where considered appropriate, house them securely off-site.

### **3. Commitment to Access**

- 4.1 The museum is part of Epsom and Ewell Borough Council, and reports to the Community and Wellbeing Committee.



## Museum Access Policy

Version number: 1.0  
Date: October 2025

## Document Information and Approvals

**Policy title:** Museum Access Policy

**Review frequency:** 4 Years

**Review due date:** October 2029

**Service owner:** Venues & Community Commercial Services

**Corporate Plan Theme:** Effective Council

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- Non-administrative updates: Strategic Leadership Team / Community and Wellbeing Committee.
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<b>Committee</b>	Community and Wellbeing		N/A

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Assessment Type	Required / Not Required	Date Completed	Impact Assessments and Considerations Comment	Completed By
Finance	Not required			
Legal	Required			
Equality Impact Assessment	Required	TBC		
Counter-fraud	Not required			

Health and safety	Not required			
Data Protection Impact Assessment	Not Required			
Climate Change	Not required			

## 1. Purpose and Access Statement

- 1.1. The museum is committed to welcoming all members of society regardless of sex, gender, age, social status, ethnic origin, ability, language, faith, location, wealth, and cultural or social background, by minimising or removing barriers to engagement with the collection. We recognise that access is a complex issue, and this policy is reviewed on a regular basis to maximise accessibility.

## 2. Scope

- 2.1. The policy covers the museum's physical space, engagement projects, and digital channels.
- 2.2. The primary physical space is in Grade 2 listed Bourne Hall in Ewell – part of a community building that includes a library, café, small theatre and rooms for hire.
- 2.3. Engagement projects include family festivals (e.g. reenactors for Festival of Archaeology), family workshops, adult workshops (e.g. willow weaving and mindfulness), talks, walks, visits to schools and schools visiting the museum, loan boxes to schools and community groups.
- 2.4. Digital channels include the museum pages on the council website and Museum social media channels.
- 2.5. The Museum maintains extended physical access to the collection through temporary exhibitions and loans to other museums, libraries and community venues, and is committed to supporting these partner organisations in promoting access.

## 3. Responsibilities

- 3.1. The museum curator and borough council are responsible for ensuring the museum meets its obligations under the Equality Act (2010) by doing everything possible to make the collection and services accessible to the widest possible range of people.
- 3.2. Every member of museum staff and volunteers is responsible for developing, delivering and maintaining physical and digital spaces in a way that is accessibility-forward and actively seeks to dismantle barriers to audience engagement, while ensuring the safety and longevity of the collection.

## **4. Commitment to Access**

The museum is committed to maximising access by, for example

### **4.1 The Physical and Sensory Access**

The core museum collection is on the first floor, accessible via a lift and stairs. There is parking for visitors including disabled spaces. A wheelchair are available and drop curbs are present at all pedestrian crossings. The exhibition galleries, café and toilets are level access, and the site has automatic doors, large-print signage and a hearing loop. On-site Museum engagement projects, such as school visits and talks, are held in the museum space.

### **4.2 Intellectual Access**

Phrasing and content of signage has been carefully considered to ensure maximum accessibility and simplicity of language. The museum operates a range of engagement activities suitable for participants of all ages, backgrounds and linguistic abilities. Specific schools sessions have been created for different age groups. Museum staff answer public enquiries on a weekly basis, on a range of topics.

### **4.3 Geographic Access**

Bourne Hall is easily accessed by two railway stations in Ewell and a number of bus routes.

To reach out into other communities the museum has a series of temporary displays and exhibitions.

### **4.4 Financial Access**

Access to the museum and gallery interactive displays is free at all times.

The Kids Club, walks and talks are low cost, and events provided free of charge during Heritage Open Days. The school service is free.

Some specialist events are more heavily chargeable to raise income against specific budgetary targets.

### **4.5 Technological Access**

Both digital and “low-tech” options are available across the service. Reminiscence Boxes supplied to care-homes around the county include clear instructions for discussion sessions.

### **4.6 Cultural and Attitudinal Access**

The museum’s current and upcoming projects, around which exhibitions and revised engagement activities are developed, focus on a broad reach of general interest content.



## Collections Development Policy

Version number: 1.0  
Date: October 2025

## Document Information and Approvals

**Policy title: Collections Development Policy**

**Review frequency: 4 Years**

**Review due date: September 2029**

**Service owner: Venues & Community Commercial Services**

**Corporate Plan Theme: Effective Council**

Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections

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- Non-administrative updates: Strategic Leadership Team / Community and wellbeing Committee.
- Administrative updates: Curator

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<b>Head of Service</b>	Interim Assistant head of Venue & Community commercial Services		<i>HoS signature</i>
<b>Strategic Leadership Team</b>			<i>CEX signature</i>
<b>Committee</b>	Community and Wellbeing		N/A

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Finance	Not required			
Legal	Required			
Equality Impact Assessment				
Counter-fraud	Not required			
Health and safety	Not required			
Data Protection Impact Assessment	Not Required			
Climate Change	Not required			

## 1. Relationship to other relevant policies/plans of the Organisation

1.1. The museum's statement of purpose is:

The museum service works to promote the understanding of history in Epsom and Ewell Borough Council area by helping and encouraging people to encounter objects and pictures from the past.

**Its key aims are:**

- To offer visitors an exciting and informative experience in the museum's displays and exhibitions
- To make the museum collections accessible as a resource for the study of local history
- To promote historical awareness in the Borough through activities
- To provide an educational service suited to all stages and abilities

1.2. The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

1.3. By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

1.4. Acquisitions outside the current stated policy will only be made in exceptional circumstances.

1.5. The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using Spectrum primary procedures for collections

management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

- 1.6. The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.
- 1.7. The museum will not undertake disposal motivated principally by financial reasons.

## **2. History of the Collection**

- 2.1. Collecting began on the foundation of the museum in 1969 and has continued uninterrupted ever since, at an average rate of 300 items a year. From the foundation, the broad outlines of policy have remained the same: to preserve a research archive of material for the history of Epsom and Ewell, to collect and display items which will bring that past home vividly to people, and to support specifically local items with others of the same kind which will help illustrate the history of the area.
- 2.2. The town of Epsom and the village of Ewell were small-scale, face-to-face communities until urban development in the 1820s; significant population growth came with suburbanisation in the 1930s. The museum's social history collections are therefore predominantly from the nineteenth and twentieth centuries

## **3. An overview of current collections**

- 3.1. The collections of the museum cover the whole geographical area of Epsom and Ewell Borough Council and can be considered under four broad headings: Archaeology, Social History, photographs and ephemeral material (actual and digital).
- 3.2. The archaeological collections consist of things which have been found in the ground (or discarded in the structure of buildings) and which are suitable for archaeological interpretation. This material is intended as a reference archive for specialist research, as well as for display
- 3.3. Archaeology is collected from the borough of Epsom and Ewell. In addition, the museum will keep archaeology from the northern part of the Borough of Reigate & Banstead, comprising the historic parishes of Banstead, Chipstead, Kingswood, Walton on the Hill and Woodmansterne. This material is stored at the museum until such time as a local museum with archaeological collections is established for that area.
- 3.4. The collections of paperwork consist of photographs, prints, pictures, postcards, ephemera and pamphlet literature, extending to such items as carved wooden signs and brass plaques. It does not include archives, books or paintings of non-local subjects by local artists. The museum collects items of local relevance which have a particular importance to local history.
- 3.5. Things are said to be of local relevance, when they come from the area administered by the Borough of Epsom and Ewell at incorporation in 1937, irrespective of any boundary changes which have taken place before or since –although as a courtesy for researchers three sites are also included which lie just outside the borders: the Bonesgate pub, the Driftbridge hotel, and Epsom Downs station. Local relevance

covers people (or businesses or social groups) on a visit the area as well as those who live here, but it excludes their activities outside the Borough.

- 3.6. In the case of the Derby and other races at Epsom, local relevance is confined to the Grandstand building, the course, the crowd, the Gypsies, the bookies and the fair. It excludes from consideration the race itself, the horses, the jockeys, the owners and the trainers (except if they happen to be local horses). Activities relating to the Derby but taking place outside of the Borough are not of local interest.
- 3.7. The social history collections consist of objects which are of value in illustrating the domestic, commercial, social and administrative life of Epsom and Ewell BC area.
- 3.8. In addition to the main category of social history, there are specialist collections in this field. Amongst these are local buildings, costume, domestic items, tools, medical equipment, and toys.

#### **4. Themes and priorities for future collecting**

- 4.1. The museum will continue to collect in accordance with the themes listed above.
- 4.2. The museum will only collect objects for which suitable storage and exhibition facilities are available. In particular, the museum has limited storage space for large items and careful consideration must be given to the acquisition of any large object.
- 4.3. The museum will not collect documents, nor will it collect ephemera, photographs or pictorial material when these could more appropriately remain within an archive consisting primarily of documents. All documents relating to Surrey will be forwarded, as a first offer, to the Surrey History Centre.
- 4.4. The museum will not collect objects which pose a threat to the health and safety of staff or visitors, such as toxic or caustic chemicals, explosives and inflammable materials, or guns (unless rendered incapable of use)
- 4.5. The museum will not collect objects of a size or weight likely to cause hazards to Staff in storing, moving and displaying them.
- 4.6. The museum will not collect items so exactly duplicated by items already in the collections as to be of no independent value for research.
- 4.7. The museum will collect contemporary items which reflect current society in the Epsom and Ewell Borough Council area.

#### **5. Themes and priorities for rationalisation and disposal**

- 5.1. The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.
- 5.2. The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.
- 5.3. Objects from the collections will be considered for disposal on a case-by-case basis under the following criteria:
  - Poor condition

- Duplicates exist
- Falls outside the Collections Development Policy
- Public benefit better served by transfer to another organisation.

## **6. Legal and ethical framework for acquisition and disposal of items**

- 6.1. The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

## **7. Collecting policies of other Museums**

- 7.1. The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.
- 7.2. Specific reference is made to the following museum(s)/organisation(s):
- Liaison will be made with the Newmarket Museum of Horse Racing when items relating to the Derby and other local races are being collected.
  - When collecting ephemera, photographs and pictorial material, the museum will co-operate with Bourne Hall Library and the Surrey History Centre.
  - When collecting items of local history with relevance to more than one part of Surrey, the museum will collaborate with others in the county through the Surrey Museums Partnership, and in particular where the items relate to areas which border on the Borough of Epsom and Ewell.
  - The neighbouring parishes are Ashted to the west (covered by the Leatherhead Museum), Chessington and Tolworth to the west and north (covered by the Kingston Museum and Heritage Centre), and Cheam to the east (covered by the Sutton Heritage Centre).
  - Collecting policy for the Victorian suburb of Worcester Park, which lies at the boundary of three authorities, should be jointly agreed by Epsom & Ewell, Sutton and Kingston.
  - The parish of Banstead to the south currently has no museum provision, but decisions as to the appropriate place to receive items from this area should involve consultation with the Banstead Local History Group.
  - Should the museum be offered objects more suited to the collecting policy of other museums, potential donors of this material will be encouraged to make direct contact with these museums; if the object is to be forwarded, this will be done only after obtaining the consent of the museum concerned. The museum may also acquire custody or title to items as part of the process of forwarding them to the most appropriate place. The entry form will allow for this and donors will be made aware of it at the time of entry.

## 8. Archival Holdings

- 8.1. The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult.
- 8.2. Documents will be forwarded to the Surrey History Centre or another appropriate Record Office, while books and leaflets will be forwarded to the Bourne Hall Library or another appropriate library

## 9. Acquisition

- 9.1. The policy for agreeing acquisitions is: The museum will exercise due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.
- 9.2. The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).
- 9.3. In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the
- 9.4. Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

## 10. Human remains

- 10.1. The museum does not hold or intend to acquire any human remains.

## 11. Biological and geological material

- 11.1. So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

## 12. Archaeological materials

- 12.1. The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.
- 12.2. In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible

treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

## 13. Exceptions

13.1. Any exceptions to the above clauses will only be because the museum is:

- acting as an externally approved repository of last resort for material of local (UK) origin
- acting with the permission of authorities with the requisite jurisdiction in the country of origin
- In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

## 14. Spoliation

14.1. The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

## 15. The Repatriation and Restitution of objects and human remains

15.1. The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.

15.2. The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the 'Guidance for the care of human remains in museums'.

## 16. Disposal procedures

16.1. All disposals will be undertaken with reference to the Spectrum primary procedures on disposal.

16.2. The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

16.3. When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment

of the original grant and a proportion of the proceeds if the item is disposed of by sale.

- 16.4. When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort – destruction.
- 16.5. The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donor researchers, local and source communities and others served by the museum will also be sought.
- 16.6. A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone. Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 16.7. If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate)
- 16.8. The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 16.9. Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including
- 16.10. Photographic records where practicable in accordance with Spectrum procedure on deaccession and disposal.
- 16.11. Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England  
proceeds of a sale will be allocated so it can be demonstrated that they are spent in a

manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.

## 17. Disposal by exchange

- 17.1. The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.
- 17.2. In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.
- 17.3. If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.
- 17.4. If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, the museum will place a notice on the MA's Find an Object web listing service or make an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- 17.5. Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

## 18. Disposal by destruction

- 18.1. If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
- 18.2. It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
- 18.3. Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 18.4. Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 18.5. The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, e.g. the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history.



## Forward Plan 2025 - 2029

Version number: 1.0  
Date: October 2025

## Document Information and Approvals

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Health and safety	Not required			
Data Protection Impact Assessment	Not Required			
Climate Change	Not required			

## 1. Introduction

- 1.1. The Forward Plan examines and reviews the current policies and objective of the Epsom and Ewell Borough Council Museum Service to establish the future direction for service development and delivery. It plans for long-term success, best practice and adaptability in a changing environment.
- 1.2. The Plan
  - Provides an analysis of current service including an objective assessment of strengths, weaknesses, opportunities and threats.
  - Identifies and evaluation the key issues concerning the museum service, setting out a clear vision and direction for the future.
  - Sets out a plan of action with priorities and targets for achievement.
- 1.3 Recognising the role of the museum service in the social, cultural, health and wellbeing and economic life of the community, the museum service seeks to continue to achieve a balance between the expectations and needs of all visitors and stakeholders whilst maintaining high standards in the traditional functions of collections management.
- 1.4 The museum provides access to cultural and heritage resources for residents and visitors to the Epsom and Ewell Borough Council area. It offers a range of services and opportunities to support the promotion of local identity, pride and a sense of place
- 1.5 It manages, cares for and develops collections relating to the social, archaeological, industrial, agricultural and local history of the borough. Community engagement, use and access to the collections is provided through interpretative media such as the permanent museum at Bourne Hall, research facilities, the events programme, talks and walks, schools' education, partnership work and other outreach activities.
- 1.6 The museum service has been subject to review in the light of Local Government Reorganisation, funding and an asset review. In response a review with recommendations was commissioned from Emma Chaplin Heritage and Museum Services and received in May 2025, as well as a Local Government Cultural Review. This forward plan considers their findings

ACE (Arts Council England) Museum Accreditation number:426.

## 2. Background to the service

- 2.1. The museum service has been providing exhibitions and displays at Bourne Hall since 1969. It runs historic events and outreach services throughout the Borough and provides a heritage advisory service for the Council and members of the public. It has been working in close partnership with volunteers and community groups for over forty years, setting an example of the cost-effective provisions of services. It develops young people through its schools' work and Kids Club, helps the vulnerable through its close liaison with mental health service users, and supports the elderly through reminiscence and oral history.
- 2.2. The museum is on the first floor of the listed 1960s building within a Victorian park set in the heart of Ewell village. It was designated Grade II by Historic England in 2015.
- 2.3. Bourne Hall Library and Social Centre, of 1967-70 by A. G. Sheppard Fidler and Associates, is listed at Grade II for the following principal reasons: \* Architectural interest: a striking design, notable for its space-age flair and the generous, top-lit principal interior space; \* Plan form: the circular layout is well-organised, legible and flexible; \* Historic interest: as an ambitious example of the expansion of the library service and the integration of community facilities and disabled access.
- 2.4. The collection of artefacts photos and memories tell the story of Epsom and Ewell Henry VIII had a palace at Nonsuch, the well on Epsom Common was the site of the first English Spa, and Epsom Downs have seen two hundred years of the Derby, the most famous house race in the world.
- 2.5. Collecting began on the foundation of the museum service in 1969 and has continued uninterrupted ever since, at an average rate of 300 items a year. From the foundation, the broad outlines of policy have remained the same: to preserve a research archive of material for the history of Epsom and Ewell, to collect and display items which will bring that past home vividly to people, and to support specifically local items with others of the same kind which will help illustrate the history of the area.
- 2.6. The town of Epsom and the village of Ewell were small-scale, face-to face communities until urban development in the 1820s, significant population growth came with suburbanisation in the 1930s. Therefore, the social history collections are predominantly from the nineteenth and twentieth centuries.

### 3. Statement of purpose

- 3.1. The museum service works to promote the understanding of history in Epsom and Ewell by helping and encouraging people to encounter objects and pictures from the past

Its key aims are:

- To offer visitors an exciting and informative experience in the museum's displays and exhibitions.
- To make the museum collections assessable as a resource for the study of local history.
- To promote historical awareness in the Borough through activities and festivals.
- To provide an educational service suited to all stages and abilities.

- 3.2. Epsom and Ewell BC Museum Service is a member of the **Museums Association** - the official museums body in the UK – and upholds the three core museum principles of its Code of Ethics

[20012016-code-of-ethics-single-page-8.pdf](#)

1. **Public engagement & public benefit**

Museums and those who work in and with them should:

- actively engage and work in partnership with existing audiences and reach out to new and diverse audiences.
- treat everyone equally, with honesty and respect.
- provide and generate accurate information for and with the public.
- support freedom of speech and debate.
- use collections for public benefit – for learning, inspiration and enjoyment

2. **Stewardship of collections**

Museums and those who work in and with them should:

- Maintain and develop collections for current and future generations.
- acquire, care for, exhibit and loan collections with transparency and competency in order to generate knowledge and engage the public with collections.
- treat museum collections as cultural, scientific or historic assets, not financial assets.

3. **Individual & institutional integrity**

Museums and those who work in and with them should:

- act in the public interest in all areas of work.
- Uphold the highest level of institutional integrity and personal conduct at all times.
- build respectful and transparent relationships with partner organisation, governing bodies, staff and volunteers to ensure public trust in the museums' activities.

#### 4. Review of previous Forward Plan

- 4.1 These are the key tasks and data from the previous (2018) forward plan. There has been a hiatus in delivery due to the Covid pandemic and a change in museum personnel in early 2024.

Key Tasks	Date Completed	What Achieved
<p>Display moving film and commentary on the Museum's interactive presentation.</p> <p>Catalogue the archaeological small finds received.</p> <p>Revise and improve the Museum's loan box service.</p> <p>Recruit, select and train more volunteers</p>	March 2020	<p>Prehistoric film and hospital PowerPoint produced.</p> <p>Research continuing</p> <p>Structured loan boxes on curriculum themes created.</p> <p>New volunteers recruited</p>
<p>Create a themed display for purchases made by the Friends of the Museum</p> <p>Follow and trace items known to have been taken from the Museum in previous years.</p> <p>Prepare a report for the 1990 excavations in Bourne Hall Lake</p> <p>Write a history of the Upper and Lower Mills in Ewell</p>	June 2020	<p>The Friends wound up after Covid.</p> <p>Ongoing process with museum volunteers</p> <p>Not achieved</p> <p>Not achieved</p>
<p>Catalogue the Museum's collection of historic wallpapers.</p> <p>Publish an excavation report for the Roman site at Williams newsagents.</p> <p>Distribute local publications to libraries of record.</p> <p>Record 18th graveyard of St. Mary's Ewell</p>	<p>September 2020</p> <p>2021</p>	<p>Ongoing process with museum volunteers</p> <p>Not achieved</p> <p>Circulated</p> <p>Not achieved</p>
<p>Develop and improve the database of Museum collections.</p> <p>Run a Film Festival of historic cinema from the Borough.</p> <p>Install a period-style case in the Museum gallery for an Epsom and Ewell timeline.</p> <p>Publish the archaeological Ewell research of Arthur Jenkins</p>	December 2020	<p>Items added to the Access database.</p> <p>Change in theatre personnel.</p> <p>Awaiting gallery refresh</p> <p>Not achieved</p>

## 5. Analysis of current environment

5.1 Surrey is undergoing local government reorganisation and devolution, transitioning from a two-tier system (Surrey County Council and district/borough councils) to a unitary system with new unitary councils. Proposals for the new unitary councils, include options for two or three councils were submitted to government with a decision expected in Autumn 2025. New unitary authorities may be established by 2027.

Under the 3 unitary authority proposal Epsom and Ewell would join Tandridge, Mole Valley, Reigate and Banstead. Under the option for 2 Elmbridge would also be part of East Surrey.

### 5.1.2 Relevant Epsom and Ewell Borough Council's (EEBC) strategies/plans

5.1.2.1 **EEBC's Corporate Plan** 2025-2027 has 7 priorities reflecting reorganisation needs

- Explore and Implement future local governance (i.e. Town/Community Council)
- Move old Town Hall into existing new Town Hall
- Investigate future options for the existing Town Hall, 70 East Street
- Carry out and complete major Asset Review
- Create an Epsom Town Centre Car Park Strategy and Deliver the Hook
- Strategic CIL projects
- Future of the Museum

The future delivery of the museum service has become a priority given the background of Local Government Reorganisation, funding and an asset review which includes the Bourne Hall site.

In the previous corporate plan ending in 2024 the 6 priority themes gave the museum a clear fit within the organisation

- Green & vibrant. A better place to live where people enjoy their surroundings.
- Safe and well. A place where people feel safe, secure and lead healthy, fulfilling lives.
- Cultural and Creative. A centre for cultural and creative excellence and inspiration.
- Opportunity and Prosperity. A successful place with a strong, dynamic local economy where people can thrive.
- Smart and connected. Alive and connected socially, economically, geographically and digitally.
- Effective council. Engaging, responsive and resilient council.

Specifically, the Cultural and Creative theme included the priority to

**“Promote the borough’s rich history and heritage”.**

which has outcomes and activities that relate directly to the work of the museum.

It also has the potential to contribute to wider outcomes under the cultural and creative theme and under opportunity and prosperity **“promote Epsom and Ewell as a great place to live, work and study”**

With access to green space alongside the museum facilities and the established evidence base for the value of museums to promote health and wellbeing, the museum has the potential to contribute to strategic priorities in this area.

**5.1.2.2 EEBC’s Arts, Culture and Heritage Strategy 2023-2028** has a natural synergy and overlap with the work of the museum as its vision seeks to evidence.

- Pride in, and knowledge of the Borough’s unique history and heritage
- A clear and compelling identity which excites and inspires.
- A wide range of local events and activities for people to take part in
- A place where people work together for the benefit of the community.

The strategy’s vision is.

*“To grow the role of Epsom and Ewell as a centre for cultural, creative and heritage excellence both within Surrey and beyond. By 2028 the borough will be a place recognised for its vibrant cultural provision that appeals to, represents and engages with the people who live, work, visit or study within the community.”*

**5.1.2.3 EEBC’s Health and Wellbeing Strategy 2025- 2028**

Health and Wellbeing is a core part of the museum services purpose by enriching and engaging communities through the opportunity to participate in and embrace the local heritage, past, present and future.

The Council has identified the key strategic aim, and 3 additional priority areas to be the focus of the Health and Wellbeing strategy over the next three years and these are summarised as follows:

Our key strategic aim: Improving the mental and emotional wellbeing of residents. This will be achieved by delivery against 3 priorities:

- 1) Increasing activity levels across the borough
  - 2) Creating opportunities for residents of the borough through employment, skills and training
  - 3) Supporting residents to build a connection with others
- And whilst the Council will deliver a Strategy that serves all residents, our efforts will focus on: • Children and young people (CYP) • Those residents

impacted by the wider determinants of health • Those whose life circumstance may disproportionately impact on their health and wellbeing.

The strategy also recognises the positive impact that the art, culture and heritage can have in improving our sense of wellbeing, relieving stress and bringing about a sense of connection and purpose. As such, this Strategy will be delivered in synergy with the Council's Art, Culture and Heritage Strategy, supporting a holistic and inclusive approach to improving the health and wellbeing of residents through a broad range of initiatives.

### 5.1.3 Museum Sector

There are several organisations – nationally and locally – that relate directly to the delivery of the museum service for EEBC.

#### 5.1.3.1 Arts Council England

ACE is the national development body for creativity and culture. It has set out its strategic vision in **Let's Create** that

by 2030 England is a country where the creativity in each of us is valued, given a chance to flourish, and where everyone has access to a remarkable range of high-quality cultural experiences.

It is also the national development agency for museums in England. It champions, develops and invests public money from the government and the National Lottery to help develop museums for as many people as possible across the country.

It manages the **UK Museums Accreditation Scheme** – the nationally agreed standards to ensure all museums are sustainable, focused and trusted, inspiring the confidence of the public and funding and governing bodies. Gaining Accreditation is an endorsement. It shows your organisation as professionally run, sustainable and trustworthy.

[UK Museum Accreditation Scheme | Arts Council England](#)

#### 5.1.3.2 Museums Association

The Museums Association campaigns for socially engaged museums and a representative workforce. It works ethically and sustainably and collaborates with partners where there are common aims and values. It advocates for and support museums and everyone who works in and with them so that the value and impact of museums and their collections is realised.

Its mission statement - Inspiring Museums to Change Lives

Its vision - Inclusive, participatory and sustainable museums at the heart of their communities

### 5.1.3.3 Surrey Cultural Partnership

Surrey Cultural Partnership is a collective of people from culture, heritage, local government, business, education, health and criminal justice working together to ensure that everyone in Surrey has the opportunity to participate in, engage with and contribute to extraordinary cultural activity, whoever they are and wherever they live.

Its strategy - *Surprising Surrey: Our Cultural Strategy & Vision 2024 – 2034* - is a response to a shared desire to nurture and champion Surrey as a vibrant, creative set of communities, each with fascinating (and often very surprising) histories and untold stories.

'By 2034 Surrey will be recognised as a confident, vibrant county that celebrates its rich cultural heritage and the creativity that shapes individual and community prosperity'

- **Culture for Everyone**, to increase access to culture for all, with a specific focus on reaching residents who encounter physical, social and economic barriers.
- **Resilient Communities**, recognising the role of creative encounters in strengthening communities and in supporting health and wellbeing programmes.
- **County-wide Ecology and Infrastructure**, encouraging collaborative working and ensuring that creative workspaces are integral to sustainable planning and regeneration schemes.
- **Creativity as Enterprise**, to nurture the creative economy in Surrey by attracting new business and investment.

### 5.1.3.4 Museums Development South-East

Funded by Arts Council England, Museum Development South-East is a partnership organisation building on the joint track record of delivering regional museum development support. Its mission is to support and develop a thriving and inclusive museums sector which reflects the distinctive cultural heritage of the South-East. It provides advice and support, deliver training and small grants programmes, and create opportunities for museums to connect with each other.

### 5.1.3.5 Surrey Museums Partnership

Surrey Museums Partnership has been a single point of contact for the county's museums and galleries for 30 years. It provides advice and support for over 40 museums and their staff, including hundreds of volunteers, and a voice on a larger stage where most museums are small. The organisation is the only museum partnership of its kind. It is funded jointly by Surrey's District & Borough Councils, and Surrey County Council.

## **5.2 Museum Service Operation**

The museum collects, documents, preserves and interprets historical artefacts pertaining to the Epsom and Ewell Borough Council area. Although the museum service covers the Borough its main base is at Bourne Hall in Ewell. It is open free of charge six days a week – Monday to Saturday – 9am-5pm.

The permanent exhibition gallery provides a venue for social history and archaeological displays. There is a small temporary exhibition area with three display cases and a 'set creation' space that change three times a year. Recent displays include VE Day 80 and a Roman kitchen.

One important aim of the museum is to tell the story of the borough to the new generation of residents. As the only museum in the borough, it provides an important learning resource for both schools and lifelong learners (adults and children) and has a good reputation for its education provision.

The research library and photograph collection are frequently consulted by local residents, council officers and researchers looking into the history of the area. The collections are looked after by the curator and three volunteers. This small team achieves a great deal – as well as looking after the care and management of the museum collections, the team also answer research enquiries, provide material for publications and create displays both in the museum and at other venues.

### **5.2.1 Staffing**

There are 1.5 FTE staff (a full time Curator, part time Museum Assistant and a casual Museum Assistant post), regular volunteers and the wider Bourne Hall staff team. The latter provide the visitor welcome, take bookings and cash income, and arrange building administration.

A growing team of volunteers support the museum staff by working on documentation, exhibition, research and public events, such as Family Day, Festival of Archaeology and Heritage Open Days.

### **5.2.2 Decision Making Process**

The museum sits in the Venues and Community Commercial Services department of the council.

The museum curator – as senior professional officer - is managed by the Interim Assistant Head of Service for Venues & Community Commercial Services, who is part of the Environment, Housing and Regeneration team. The service reports to the Community and Wellbeing Committee for formal approvals and decision making.

### **5.2.3 Collections**

The collections and their development are described in detail in the Collections Development Policy 2025-2030. Significant collections include items connected to Epsom Races, Lord Rosebery, early wallpaper, the original Bourne Hall, Nonsuch and Prehistoric and Roman collections from across the borough.

Objects from the collections are lent to other heritage organisations for specific purposes. For example, the Victoria and Albert Museum borrowed some of the wallpaper collection for research purposes, and site-specific objects are on loan to the Horton and Friends of Nonsuch Park.

### **5.2.4 Engagement**

#### **5.2.4.1 Interpretation**

The museum interprets the collections in a variety of ways to meet the needs of a range of users.

As well as the traditional permanent exhibitions around the museum galleries there are regular small temporary exhibition display cases highlighting an area of the museum's collections or community-based projects. In recent years there have been art displays reflecting the Ukrainian community and the Covid years. The museum has explanatory labels and panels in its displays. Some of the displays have personal reminiscences and historical accounts, such as rolling photographic presentations.

The galleries have hands-on activity for all the family including the popular brass rubbings, Wheels of Time and other quizzes.

Many objects and stories are on display but despite this the gallery has remained the same for over 20 years and as a result needs to be refreshed to be relevant to current and future audiences, to comply with environmental controls for the collections, and be interpreted in a more structured manner.

Outside the museum building the service liaises with organisations, such as Epsom BID, libraries and Arts, Culture and Heritage programme to provide images and objects for projects, such as VE Day80 at Epsom Downs and Round the Borough Hike and Bike Tour.

#### **5.2.4.2 Education**

The museum service has a thriving education service - mostly Key Stages 1 and 2 - which is provided free of charge.

Some schools come to the museum gallery, but others choose for the Museum Assistant to give a talk and take collection items into the classroom on such subjects as the Historic Epsom.

The service has a number of loan boxes which teachers can borrow for a term on request based on curriculum themes, such as toys, Romans, Tudors, Victorians and World War 2. Boxes include a combination of original artefacts from the museum's collections and reproduction items designed to illustrate some of the earlier periods of history

#### **5.2.4.3 Lifelong Learning**

There is a developing lifelong learning and outreach programme subject to resources. All are promoted by social media, borough screens and print,

For a **family** audience we take part in several family days a year jointly with Bourne Hall as an entity and lead on a large family event for the Festival of Archaeology in July. As members of the Kids in Museums initiative we are constantly looking at new ways to engage all the family and arrange quizzes during school holidays in both the museum and its external environment.

**Children and young people** are also encouraged to explore the museum and its collections by attending the bookable sessions at the thriving Kids Club. It meets one Saturday a month throughout the year discussing and engaging with subjects such as Suffragettes and the Vikings in Britain. In addition, the service takes part in the national Kids in Museums' Take Over Day in partnership with the Arts, Culture and Heritage programme.

Individual **adults** come to Bourne Hall to take part in a range of activities organised by the museum from talks to craft workshops, including traditional skills such as willow sculpture. A full programme of events is always planned for Heritage Open Days highlighting local buildings, history and people. The Museum Assistant offers talks and walks on an outreach basis to organised groups.

### **5.3 Partnerships**

Sharing skills, knowledge, ideas and facilities is essential to increasing participation. It enables different strengths to combine to inspire and reach more people to enjoy heritage and support more participants.

We will continue to strengthen links with a range of partners to develop integrated programmes and activities to deliver on key social, health/wellbeing and community engagement objectives.

The museum service works regularly with a several internal partners including the Arts, Culture and Heritage Programme (ACHP), Epsom Playhouse, Inclusion, Conservation, Communications and Green Spaces teams.

Externally there are many research programmes with the Epsom and Ewell Local History Society, Epsom and Ewell Local History Centre and the Epsom and Ewell History and Archaeology Society. Resources have been shared and promoted with the Epsom BID team.

New programmes of work are being developed with the local Surrey County Council Library Service, Friends of Stoneleigh Library, Understand Us (Disability Charity), The Horton Arts Centre, Whistlestop Arts, Conquest Arts and Surrey University.

#### 5.4 Museum budget (2025-2026)

Code: Description	Actual	Commitment	Budget	Variance
Totals (14 rows)	€0.00	€0.00	€232,168.00	€232,168.00
aa500: Employee costs	€0.00	€0.00	€61,917.00	€61,917.00
aj001: IAS19 pensions	€0.00	€0.00	€3,868.00	€3,868.00
dc025: Room Hire	€0.00	€0.00	€200.00	€200.00
gd005: Travel & subsistence	€0.00	€0.00	€50.00	€50.00
ja015: Purchase of materials	€0.00	€0.00	€1,400.00	€1,400.00
ja016: Purchase of artifacts	€0.00	€0.00	€500.00	€500.00
je027: Prof performances - fixed fee	€0.00	€0.00	€3,350.00	€3,350.00
jf012: Publicity	€0.00	€0.00	€500.00	€500.00
jj209: Purchase of display materials	€0.00	€0.00	€3,000.00	€3,000.00
jh002: Subscriptions to associations	€0.00	€0.00	€3,180.00	€3,180.00
sa002: Office accomm - facilities	€0.00	€0.00	€123,840.00	€123,840.00
sd995: Insurance recharges	€0.00	€0.00	€2,292.00	€2,292.00
sd999: Central charges to services	€0.00	€0.00	€32,110.00	€32,110.00
zd176: Museum activities income	€0.00	€0.00	-€4,039.00	-€4,039.00

The borough council museum service budget is supplemented through regular income from talks, walks, workshops, the Kids Club and second-hand book sales.

Grants are applied for as part of the resource planning process to support specific capital developments in the museum service delivery.

## 5.5 SWOT analysis

The SWOT analysis has been informed by the baseline assessment carried out on the site visit on 26-27th March 2025 and conversations with internal and external stakeholders.

STRENGTHS	WEAKNESSES
<p>The collection is representative of key local stories</p> <p>A wealth of local history research has been carried out and can be drawn upon</p> <p>Good links with local history bodies</p> <p>Large scale events attract big crowds</p> <p>The museum club for children has a regular audience</p> <p>Loan boxes for schools are in regular use</p> <p>Popular walks programme</p> <p>Wider Bourne Hall team and community offer</p> <p>Access to green space</p> <p>Support of Epsom and Ewell Borough Council</p>	<p>No recent visitor data or research</p> <p>No recent non visitor consultation data</p> <p>Policies and plans required to meet the accreditation standard are not currently in place</p> <p>The collection does not reflect the contemporary population of E+E</p> <p>Collections database is not Spectrum compliant</p> <p>The name of museum does not make its offer clear</p> <p>The museum displays are dated and lack interactivity</p> <p>Small staff team of 1.5 FTE</p> <p>Limited marketing/social media presence</p>
OPPORTUNITIES	THREATS
<p>LGR presents an opportunity for the museum to present the legacy of Epsom and Ewell Borough Council and be a lead service museums and heritage for the east of the county.</p> <p>Provide an advisory and support service for volunteer run museums in the east of the county.</p> <p>Engage more deeply with the work of the Surrey Cultural Partnership</p> <p>Access funding and support through the Surrey Museums Partnership and Museum Development SE</p> <p>Invest in and refresh the visitor offer to play a key role in the area's tourism offer.</p> <p>Promote the museum (and schools offer) into neighbouring London boroughs</p>	<p>Museum Curator role is only secure until 31/3/27 (time limited post).</p> <p>LGR outcomes for the museum are uncertain (elections for the shadow councils take place in May 2026).</p> <p>LGR regulations will affect the ability of EEBC to make decisions re investment in the museum from Sept 2025 onwards.</p> <p>Being ready for the next accreditation return</p> <p>Succession planning (volunteers)</p> <p>Unable to evidence the impact of the museum without more visitor data / consultation.</p> <p>Absence of strong collections care (e.g. environmental conditions and pest monitoring)</p>

<p>Build relationships with funders and secure external grant funding for priority work</p> <p>Courses for adults – e.g. around wellbeing themes or traditional skills- can also be income generating</p> <p>Work in partnership with the library service</p> <p>More focused work with partners in E+E</p>	<p>threatens collection condition. High light levels for collections on display.</p> <p>Weaknesses in the documentation of collection could compromise accountability of action is not taken.</p> <p>The position of the museum in BH (and signage) means it is hidden from view/ not strongly promoted.</p>
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## 6 Consultation and Analysis of Views

- 6.1 The museum service serves the demographic of the borough and visitors. It consults its audience through museum comment sheets, face to face feedback, social media questionnaires, teachers' evaluations following school visits and individual event evaluations. All consultation work is gathered and analysed so that the service can take account of views in its current work and in planning new initiatives.
- 6.2 In terms of non-visitors, the museum occasionally arranges focus groups to consider specific issues and developments. Most recently this has included sessions at Stoneleigh and Epsom Libraries.
- 6.3 Feedback from the first six months of 2025 has provided most useful information about the highlighting and promotion of the service offer, access needs and family engagement as reflected in the service audience development plan 2025-2028. An example of this was promoting the position of the museum in Bourne Hall – some recipients did not know it was on the first floor and others thought they were not allowed up there. A quick response has been the creation and positioning of pull up banners in the foyer to promote the service.
- 6.4 More work is underway to inform future work in understanding who is and who isn't engaging with the museum service – focussing on the diversity, equity, and inclusion framework – and what people are interested in.

## 7 Key Aims and Objections

### 7.1 Key Aim

To be acknowledged as the museum service that is the **Centre of Excellence** for the emerging new unitary authority leaving a legacy for Epsom and Ewell Borough Council thus aligning its work to the Council's strategic priorities meeting the needs of the communities it serves.

## 7.2 Aims

1. To regain Museum Accreditation during the regular reapplication process to Arts Council England ensuring that the historic legacy of the borough under Epsom and Ewell Borough Council is secured and built on for the future.
2. To enhance the processes, plans and procedures for best practice in Collections Management (SPECTRUM compliance)
3. To refresh the museum and its interpretation in Bourne Hall
4. To extend community engagement and audience development
5. To increase income generation to enhance the museum service offer
6. To achieve sustainable development and succession planning with resources available
7. To prepare the service for transfer to the new unitary authority

## 7.3 Objectives

The museum intends to achieve these aims through achieving the following objectives:

- Update core museum policies, plans and procedures.
- Continue to improve the management and care of the collections, including upgrading to the compliant MODES complete database.
- Make the collections more digitally accessible for staff and the public.
- Refurbish the museum space wherever feasible to develop and improve physical and intellectual access to the museum collections and museum services.
- Developing the quality of the cultural and tourism experience to provide a quality experience for every visitor to the museum.
- Offer a range of events and activities to widen participation in the museum's services and facilities.
- Develop services to offer further lifelong learning opportunities – such as through adult talks and outreach. Ensure the continuing provision of user-focussed services, through visitor consultation.
- Produce a marketing plan for the museum to ensure that the museum's profile is raised locally and regionally.
- Work within local and regional partnerships in order to offer a wider service.
- Safeguard staff roles for movement into the new authority.
- Apply for grant funding wherever possible to support the work of the museum service.
- Work within local and regional partnerships in order to offer a wider service.

## 8 Delivery Plan (incorporating resource plan)

### 8.1 Key Aim

To be acknowledged as the museum service that is the **Centre of Excellence** for the emerging new unitary authority leaving a legacy for Epsom and Ewell Borough Council.

#### Priorities 2025 - 2029

<b>1. To regain Museum Accreditation during the regular reapplication process</b>				
Prepare documents for approval	Take Forward Plan, Collections Development Plan, Documentation Policy, Care and Conservation Policy, and Access Policy to Community and Wellbeing for formal adoption	October 2025	Museum Curator	Documents formally approved
Prepare background documents	Arrange an access audit with 'lived' users	August 2025	Museum Curator Understand Us £680 (LS budget)	Document with recommendations received
	Revisit the emergency plan	December 2025	Museum Curator	Information checked and upgraded
	Write new care and conservation plan, documentation procedures and audience development plans	January 2026	Museum Curator	Plans written, shared with colleagues and ready for submission

Museum Reaccreditation	On-line form completed together with associated documents when official letter received	February 2026	Museum Curator	Accreditation approved
<b>2.To enhance the processes for Collections Management</b>				
Upgrade the collections management database	Purchase the sector specific MODES Complete system with data transferred from Access	December 2025	Museum Curator £1K grant from SMP. £2.5K from museum reserve budget ICT department	System installed. Data transferred. System ready for use
	Transfer checking and data entry	November 2025 (start)	Museum Curator 2 established volunteers	Database in use
Initiate regular environmental recording of collections for conservation purposes on display and in storage	Purchase relative humidity, temperature, LUX and UV monitor	October 2025	Museum Curator £1100 grant applied for from MDSE	Equipment purchased and ready to use
	Record results monthly on Excel spreadsheet	October (start)2025	1 Volunteer	Monthly results on a table for use
Upgrade costume collection storage conditions	Purchase Tyvek protectors, hangers and hanging racks	April 2026	Museum Curator Apply for a conservation grant for £1900 from MDSE	Material purchased



	Applications for funding to achieve the redisplay	September 2026	Museum Curator	Funding applications prepared and submitted
	Tenders received and work started	December 2026	Museum Curator Volunteers	Development overseen
	New style gallery opened	2027	Museum Curator Museum Assistant Volunteers	Gallery opens
<b>4.To extend community engagement and audience development</b>				
Record quantitative feedback of current user engagement	Introduce a new recording system	August 2025	Museum Curator Museum Assistant	Body of material to inform museum service development
Continue programme of public consultation for qualitative feedback	Continue with public questionnaires and focus groups	2025 - 2029	Museum Curator Volunteers	Body of material to inform museum service development
Develop activities for national initiatives	Plan annual programme for museum engagement including the Festival of Archaeology, Heritage Open Days and Big Garden Bird Watch	July September January	Museum Curator Museum Assistants Volunteers Contractors £3000 museum budget	Activities designed and delivered for range of audiences
Develop activities for new audiences focusing on the Health and Wellbeing agenda	Investigate a mindfulness programme for stress relief and enrichment using the wallpaper collection and the Bourne Hall natural environment	March 2026	Museum Curator Mindful facilitator £? Inward funding to be sourced	Product for new audience

Develop activities for new audiences focusing on communities	Take part in Bourne Hall Family Festival and Christmas – create prize quiz and activity in museum	June + December 2025	Museum Curator Museum Assistant Volunteer Bourne Hall Team	Promotion, awareness and interest by family audience
Develop projects with partners	Create inclusive community projects as part of a team. <ul style="list-style-type: none"> <li>This Is Me with Whistlestop Arts</li> <li>Music therapy with The Horton</li> <li>Exhibition of Ukrainian artwork</li> </ul>	Spring 2026  March 2026  Spring 2026	Museum Curator Museum Assistants A, H+C Programme £10K grant from SCP.	Programme for new audience – people behind the demographics  Publicity and collection use  Awareness and new audience
Investigate potential for inward tourism/day trips	Discuss heritage visit potential with partners	June 2026	Museum Curator Range of partners	Potential for activity drawn up
Create a strategy for marketing and promoting the museum service	Create a marketing plan and rollout	March 2026	Museum Curator	More engagement with the museum service
Review the museum web-site pages on the EEBC website	Reassess the stories we want to tell, collections engagement and heritage links	March 2027	Museum Curator Comms	Gaining more hits and engagement
<b>5.To increase income generation to enhance</b>				

<b>the museum service offer</b>				
Develop new activities, traditional skills and workshops	Programme and advertise willow sculpture and Mrs Beeton's Christmas adult workshops	September 2025 November 2025	Museum Curator Facilitators £800 expenditure	Programme delivered and product turns income to invest in museum developments
Review provision to schools	Reassess the service the formal education and whether a charge can be made for some services	March 2026	Museum Curator Museum Assistant	Assessment written
Application for grant aid to support museum development	Draw up applications when suitable opportunities occur.		Museum Curator	Funding received
	Investigate National Lottery Heritage Fund and Arts Council England funding for gallery refresh	March 2026	Museum Curator	Project drawn up
Investigate section 106 monies	Liaise with council department about cultural and enrichment possibilities for funding in Ewell	March 2026	Museum Curator	Discussion held
<b>6.To achieve sustainable development with resources available</b>				
Safeguard museum staff roles	Work with wider team to safeguard the professional role of museum curator and the museum assistant so that the collections, community	March 2026	Linda Scott	Staff posts safeguarded

	engagement and legacy can be delivered (in line with Accreditation and Best Practice).			
Volunteer recruitment and training	Recruit and train more active volunteers for collections management and public engagement	March 2028	Museum Curator	More volunteers have been recruited
Reduction in museum service carbon footprint	Complete the MD Southeast carbon literacy toolkit	December 2025	Museum Curator	Incorporate in future policy documents
<b>7.To prepare the service for transfer to the new unitary authority</b>				
Work with council officers for the transfer	Deliver transfer business plan for the museum service	2025 - 2027	Museum Curator	Smooth transition
	Draft benefits that the service can offer the other authorities on transfer	March 2025	Museum Curator	Smooth transition with legacy
Work with Surrey regarding shape of museums in new local authority areas	Be involved in all salient pan Surrey discussions	September 2025 onwards	Museum Curator	Smooth transition with legacy
Name of museum	Wide-ranging discussions to leave EEBC legacy	August 2026	Museum Curator	New name agreed

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## HOMELESSNESS: EXPENDITURE AND ACTION PLAN UPDATE

<b>Head of Service:</b>	Rod Brown, Head of Housing & Community
<b>Report Author</b>	Arjan de Jong
<b>Wards affected:</b>	(All Wards);
<b>Urgent Decision?</b>	No
<b>Appendices (attached):</b>	Appendix 1: Housing Service Review summary Appendix 2: Homelessness & Rough Sleeping Strategy Action Plan Update September 2025

### Summary

The council continues to have a significant financial outlay on temporary accommodation costs to meet its homelessness obligations under the Housing Act 1996 and Homelessness Reduction Act 2017, and the level of expenditure is set to exceed the budget set for 2025/26. This report sets out the ongoing actions taken to minimise homelessness expenditure and identifies the funding which will be utilised to cover the additional expenditure for 2025/26.

### Recommendation (s)

#### The Committee is asked to:

- (1) Note the priority actions points which have been taken to manage homelessness over the past 6 months.
- (2) Note the use of Homelessness Prevention Grant (HPG) and homelessness grant reserves to cover the anticipated increase in expenditure, for 2025/26, to enable the Council to meet its duties under the Housing Act 1996 and Homelessness Reduction Act 2017.
- (3) Agree that a further update regarding nightly paid accommodation (NPA) expenditure be provided at the Community & Wellbeing Committee in March 2026.

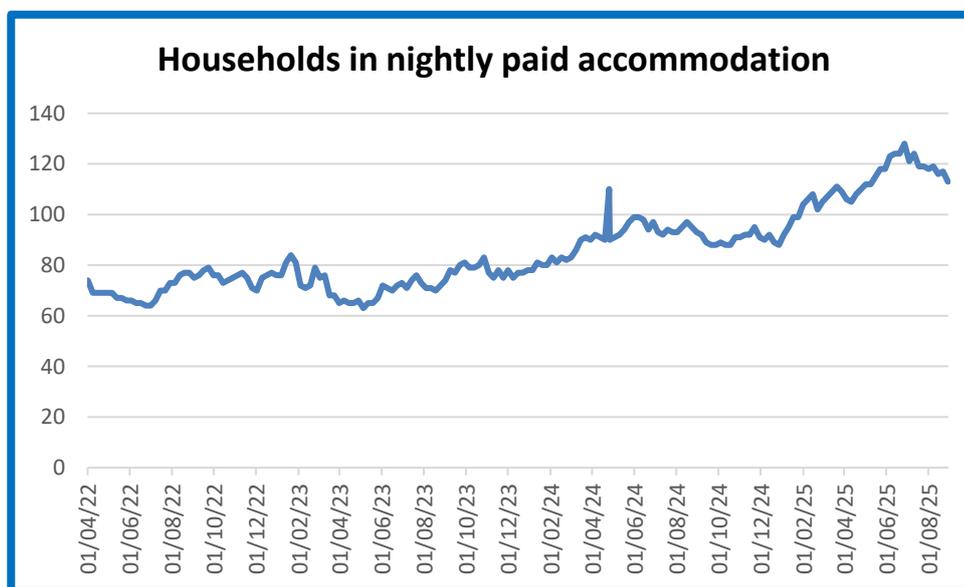
## 1 Reason for Recommendation

- 1.1 The Council has a statutory duty to assist homeless households under the Housing Act 1996 and Homelessness Reduction Act 2017. If we do not meet our statutory obligations, then the Council will be in breach of its obligations and open to legal challenge.

## 2 Background

- 2.1 Expenditure on nightly paid accommodation to meet homelessness obligations is very significant. The net total level of expenditure is forecast to be £875,000 over budget for 2025/26. This is largely due to the consistently high number of homelessness approaches, which has risen by 19% compared with the first quarter of 2024/25, the consistent year-on-year drop in social lettings, and a lack of alternative settled accommodation options to place homeless households.
- 2.2 The working environment continues to be very demanding. The ongoing impact of high housing, utilities and basic living costs continues to have a significant impact on the number of households requiring assistance and the complexity of issues with which households approach continues to present huge challenges as our statutory partners are in a similar position.
- 2.3 The demand on the small stock of private rented properties continues to be high, including competition from other areas, such as London boroughs, for placements.
- 2.4 Despite the dedication and commitment of the housing options and solutions team, the number of households in temporary accommodation, including expensive nightly paid, has steadily increased since December 2024, as shown in the below graph.

Fig X



- 2.5 The graph provides a snapshot of numbers in nightly paid accommodation at the end of each month. What it does not demonstrate is the large number of households entering and leaving nightly paid accommodation each week and the work involved in moving customers around to ensure that they are in the most suitable possible accommodation for their households' needs, taking account of issues such as schooling, fleeing violence, disabilities and being close to support networks.
- 2.6 In addition, affordable housing options in the borough are severely limited, which is in part due to the low level of affordable housing development in recent years, which has resulted in a significant drop in the supply of affordable housing, as shown in fig Y (below). The increase in applications coupled with the drop in available social lettings is the main reason for the uplift in temporary accommodation costs.

Fig Y

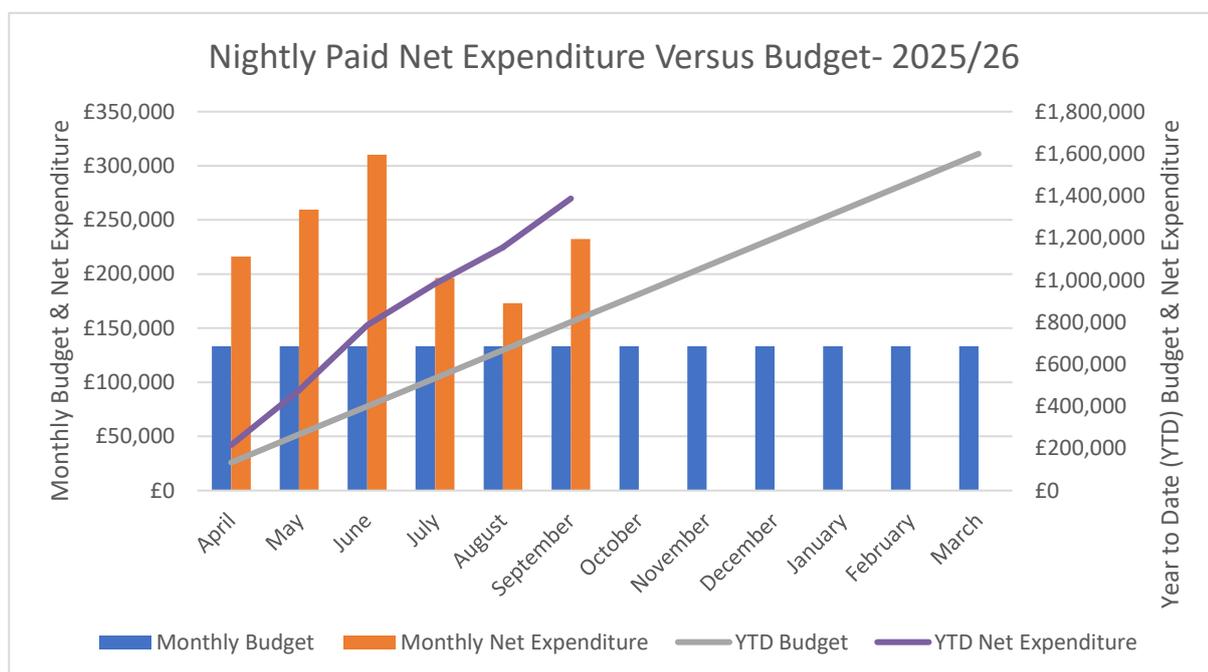


- 2.7 However, we recognise that there are other areas which also affect the overall council expenditure on homelessness, including homelessness prevention and the quality and timeliness of decision making.
- 2.8 Consequently, a service review was performed earlier this year, to help identify areas of improvement to ensure we maximise the resources at our disposal.
- 2.9 This review has identified a need to increase the emphasis within the service on homelessness prevention and move on from temporary accommodation, whilst still dealing with all the other aspects of the homelessness service. This increased emphasis on prevention will be supported by additional roles within the team
- 2.10 A summary of the review is attached as appendix 1.

2.11 The rent level which the Council can charge households for temporary accommodation is restricted by the Housing Benefit temporary accommodation subsidy formula and this has not increased since 2011. Consequently, the Council is unable to mitigate the increase in temporary costs by charging homeless households higher rents. The Council, in particular the leader Hannah Dalton, in her role at the District Council Network (DCN), has lobbied the Government to change this formula.

2.12 Fig Z (below) shows costs for the first six months of 2025/26, which shows an overspend of £587,412.

Fig Z



### 3 Homelessness and Rough Sleeping Strategy and Action Plan and Housing Services Review

3.1 The Homelessness and Rough Sleeper Strategy & Action Plan 2022-27 was agreed at the Community & Wellbeing Committee in November 2022. The Action Plan identifies the key objectives and lists the appropriate actions to be taken during the lifetime of the strategy and has been updated to reflect the progress made over the past six months (appendix 2)

3.2 The Action Plan has been updated to incorporate the outcome of the Housing Services Review. The review has addressed the outstanding actions, in particular 1.1, 1.2 and 1.3.

- 3.3 All but one of the actions in the Action Plan are now completed or in progress, so the focus moving forward will be on delivery of the recommendations in the service review.
- 3.4 Once implemented, those recommendations will result in more focussed and effective service delivery, which will help us to reduce expenditure on temporary accommodation.

#### **4 Priority action points**

- 4.1 The housing service has made significant progress since the implementation of the strategy in November 2022. The Action Plan update shows a high number of completed tasks and the service review has identified key areas for the service to progress.
- 4.2 The recent service review has focused on workflows and processes to ensure the team is working to its maximum efficiency. The review also considers how best to utilise the additional Homelessness Prevention Grant (HPG) for 2025/26, of which 49% is earmarked for homelessness prevention measures, which will help boost our homelessness prevention work.
- 4.3 We have completed the purchase of two properties under the Local Authority Housing Fund 3 (LAHF3) scheme, and are close to adding another, which will positively impact nightly paid expenditure and increase the number of in-borough temporary accommodation properties.
- 4.4 We are set to hold another Landlord's Forum in the winter, which we hope will lead to an uptake of properties for the Private Sector Leasing (PSL) scheme.
- 4.5 The Housing Delivery Group is an officer group from housing, finance and property which meets quarterly to consider how the housing potential of EEBC and other public body assets can be best utilised. The group is currently working on bringing forward a variety of projects, which if realised will increase both temporary and settled accommodation within the borough.
- 4.6 The draft Local Plan includes an evidenced and robust affordable housing policy, which will help to increase long-term delivery of affordable housing on section 106 development sites.

#### **5 Next steps**

- 5.1 The issues faced by the Council in accommodating homeless households are unlikely to dissipate over the coming 12 months. It is therefore highly likely that despite continued positive performance from officers, the number of households in temporary accommodation will remain high for the foreseeable future.

- 5.2 The economic outlook remains challenging and has had a direct impact on housing delivery, leading to fewer residential developments coming forward and thus an overall reduction in house building and consequently the development of affordable housing.
- 5.3 Officers continue to work closely with finance colleagues to identify areas which will have a positive impact on the reduction of homelessness expenditure and will implement the recommendations of the service review over the coming months to help achieve this objective.
- 5.4 The links between health and homelessness is recognised in the Council's Homelessness and Rough Sleeper strategy and in our close working with Surrey Downs Health and Care. The new Epsom and Ewell Neighbourhood Board will also consider possible practical interventions to support the health of homeless residents.
- 5.5 The on-going position within the service will continue to be reported monthly to the Chair and Vice Chair of this committee and officers will seek to implement the changes recommended in the service review, as well as seek all possible opportunities to increase the supply of suitable accommodation.
- 5.6 Officers will continue to work with housing associations and other partners to explore all options to increase the overall supply of affordable housing.

## **6 Risk Assessment**

### Legal or other duties

#### 6.1 Equality Impact Assessment

- 6.1.1 Minimising homelessness will have a positive impact on inequalities.

#### 6.2 Crime & Disorder

- 6.2.1 None for the purposes of this report.

#### 6.3 Safeguarding

- 6.3.1 Assisting homeless households to access safe and secure accommodation will have a positive impact on safeguarding.

#### 6.4 Dependencies

- 6.4.1 Expenditure will continue to be monitored closely, and adverse variances reported to Audit & Scrutiny Committee through the Council's agreed budget monitoring procedures, and to the Chair and vice Chair of this committee.

#### 6.5 Other

6.5.1 None for the purposes of this report.

## 7 Financial Implications

- 7.1 The budget for 2025/26 is based on 70 families in nightly paid accommodation, but as at 24<sup>th</sup> October 2025, the Council was supporting 114. In addition, the average net cost of nightly paid accommodation continues to rise due to competition from local authorities in Surrey and inner London.
- 7.2 The Ministry of Housing, Communities and Local Government (MHCLG) responded to the increased pressures on local authorities in recent years with additional grant funding to this Council of £135,408 for 2025/26 to help ease the financial pressures.
- 7.3 The full year spend for 2025/26 is currently forecast to be £875,000 over budget. This will be met through the original budget, homelessness grant reserve and the Council's contingency for inflationary pressures and general fund balance.
- 7.4 The MHCLG is reviewing its allocation of Homelessness Prevention Grant (HPG), which has included a consultation process with all district and boroughs. The indicative allocation information so far received, suggests that EEBC could benefit from the new formula moving forward from 2026/27 onwards, although this is subject to the outcome of the consultation process and is unlikely to meet all the Council's temporary accommodation costs.
- 7.5 **Section 151 Officer's comments:** The escalating costs of temporary accommodation is placing significant pressure on the Council's financial sustainability. Without major changes to how demand is managed the current trajectory risks pushing the Council into a position of financial stress. Rising demand, coupled with limited affordable housing options, means that urgent strategic interventions are needed to contain costs. Failure to act will not only impact the Council's budget but also its ability to support vulnerable residents effectively.

## 8 Legal Implications

- 8.1 The Council's obligations, powers and duties in relation to homeless households are contained within the Housing Act 1996 and Homelessness Reduction Act 2017. If we do not meet our statutory obligations, then the Council will be in breach of its obligations and open to legal challenge.
- 8.2 **Legal Officer's comments:** None for the purposes of this report

## 9 Policies, Plans & Partnerships

- 9.1 **Council's Key Priorities:** The following Key Priorities are engaged:

Safe & Well: Work with partners to improve health and wellbeing of our communities, focusing in particular on those who are more vulnerable.

- 9.2 **Service Plans:** The matter is included within the current Service Delivery Plan.
- 9.3 **Climate & Environmental Impact of recommendations:** Not applicable.
- 9.4 **Sustainability Policy & Community Safety Implications:**
- 9.5 **Partnerships:** Registered Providers, in particular Town & Country Housing and Transform, East Surrey Outreach Service (ESOS), local letting agents, private sector landlords, Surrey housing authorities.
- 9.6 **Local Government Reorganisation Implications:** The Council's level of expenditure on temporary accommodation has been included as part of the information gathering exercise and forwarded to the relevant party.

## 10 Background papers

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

### Previous Reports:

- [Homelessness & Rough Sleeping Strategy 2022/27](#) - Community & Wellbeing Committee November 2022

### Other papers:

- None

**Housing & Homelessness Service Review – summary document**

In response to the extraordinary pressure which the housing service is and has been under, a service review has recently been completed. The review highlights the areas of the service where the pressures are most acute, where resources are most stretched and where the proposed changes could have the most significant impact.

The review proposes a more proactive and creative approach to spending Homelessness Prevention Grant (HPG) in line with government guidance to spend up to 49% of HPG on prevention-based activity and in anticipation of the Renters Reform Bill, which is likely to become an Act by early 2026.

The review advocates a One Council approach to the housing crisis, which brings together multiple disciplines of the Council, recognising that there are several parallel actions which can be taken to reduce the instances and cost of homelessness.

The review focusses on the length of time spent in temporary accommodation rather than solely the total number of households, and specifically highlighted the following priority areas:

- Increased emphasis on prevention-based activity, including expanding the portfolio of private sector landlords to increase availability and access to the private rented sector.
- Increased emphasis on move-on from temporary accommodation, including assisting households into employment to increase their housing options.
- The requirement for a specific role to work with the resource intensive cohort of hospital discharge to cover both physical and mental health discharge.
- Increased focus of front of house triage, to ensure officers are able to intervene at an earlier stage for the more time pressured homelessness approaches.
- Increased resource for the management of temporary accommodation placements and the administration of the housing needs register, to help improve the link between temporary and settled accommodation, and to process the increase in housing register related activity.
- A requirement to revise and update existing policies, which includes a review of the rent deposit offer to landlords, updating the processes for managing and terminating temporary accommodation placements and implementing an out of area settled accommodation policy.

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**Key Objective 1 - The early identification, intervention & prevention of homelessness**

No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative
1.1	Review, evaluate and monitor data to predict future trends of Homelessness, identify households at risk of homelessness and to inform new service improvements	Housing Solutions Manager	Quarter 1/ Annually	Year 1	Completed	Completed as part of the Housing Service Review July 2025
1.2	Identify the specific triggers, risk factors and causes of homelessness at different points in people's lives. Building on that, we will develop a range of interventions specifically targeted at addressing these	Housing Solutions Manager	Quarter 1/ Annually		Completed	Completed as part of the Housing Service Review July 2025
1.3	Research customer journeys into homelessness to identify early opportunities to prevent their homelessness and any barriers to doing	Housing Options Manager	2024/5		Completed	Completed as part of the Housing Service Review July 2025
1.4	Housing Services to deliver briefings to colleagues, professionals and elected members to provide up to date information about housing and homelessness to ensure that correct information is disseminated to residents	Strategic Housing Manager	Annually		Completed	Several articles published in Staff Update during 2023/24 outlining the work of the housing team. Two Member briefings held, one relating to homelessness November 2023 and the other to Affordable Housing delivery February 2024.
1.5	Further develop partnership working with the DWP and local jobcentre plus to strengthen referrals and manage the impact of universal credit	Housing Options Manager	On-going		On Track	Regular partnership meetings with DWP are ongoing. DWP presented at Landlord Forum September 2024.
1.6	Encourage early identification and interventions from public sector partners, community and voluntary sector organisations who are able to effectively inform those at risk of homelessness to seek advice from EEBC	Housing Options Manager	2023/4	Year 1	Completed	Surrey wide Mental Health protocol launched January 2023 and training rolled out March 2023, although adherence to the protocol remains a challenge. Regular operational meetings with Town & Country Housing (TCH) and also the CAB. Meeting with food bank (Good Company) held April 2023. Surrey wide young person & care leavers protocol finalised.
1.7	Review and update housing options information & pathway plans ensuring the customer has access to accurate, useful and comprehensive information about housing options	Housing Options Manager & Housing Solutions Manager	2023/24	Year 1	Completed	Pathway plans updated Sept 22 and published on Homechoice website
1.8	Review & simplify the tasks for PHPs and accompanying advice literature.	Housing Options Manager & Housing Solutions Manager	2023/24	Year 1	Completed	Homechoice and Personal Housing Plans updated.
1.9	Publicise and promote the Council's prevention services more effectively in an accessible format and encourage residents to contact us early and before a crisis, ensuring customers know how and where to approach and what to expect from the service	Housing Options Manager & Housing Solutions Manager	2024/25		On Track	Review website with Communications.
1.10	Review use of social media and how we communicate our services to the wider general public for example Facebook, twitter, chat pages	Housing Options Manager	2024/25		On Track	Review with Communications
1.11	Devise an early identification & intervention protocol with all Registered Providers to address factors such as arrears, anti-social behaviour and tenancy sustainment	Housing Options Manager & Housing Solutions Manager	2024/5		Completed	Commitment to refer' is in place.
1.12	Work with Private Sector Landlords and Lettings Agents to develop early signposting protocols for tenants with arrears or other tenancy concerns, to the Housing Options Service, to prevent homelessness	Housing Options Manager & Housing Solutions Manager	2024/5		Completed	Landlord Forum scheduled held Autumn 2024 and another scheduled for Winter 2025.
1.13	Review the referrals received through Duty to Refer to establish where further work needs to be completed in terms of links and training	Housing Options Manager	2023/24		Completed	All agencies except General Hospitals using the 'Jisaw' Duty to Refer system. Most referrals are considered an appropriate use of the Process. General Hospitals ICT systems will not allow access to this site, however template referrals working generally well. We are offering further training to Epsom GH.
1.14	Explore a trauma-informed & motivational interviewing approach to the delivery of homelessness services	Housing Options Manager	2023/24	Year 1	Completed	SCC & EEBC training of trauma-informed approach identified as part of safeguarding training .All housing officers attended a training session 'working with people with personality Disorder' in February 2024.
1.15	Identify training needs and delivery training to meet any skill gaps and updates on new legislation and case law	Housing Options Manager	On-going	On-going	Completed	Integral component of MPCs where needs and appropriate training are identified. Ongoing process & discussed at MPS's.
1.16	Ensure flexible use of the Council's Homelessness Prevention fund	Housing Solutions Manager	On-going	On-going	Completed	Flexibla used of HPF is in bedeed in options work. For example assisting clients with moving costs so they can downsize to free up larger social housing property.

Key
On track
Slippage
Off Track
Completed

Key Objective 2 - Reduce Rough Sleeping						Lwey
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative
2.1	Further develop the Ending Rough Sleeping Plan	Housing Solutions Manager	2023/24	Year 1	Completed	Submitted to DLUHC April 2023. New ERSP for 24/25 being developed jointly with East Surrey D&B's to be submitted 31/04/24
2.2	Continue to work with ESOS partners to maintain the provision of effective Outreach Services	Housing Options Manager & Housing Solutions Manager	On-going	On-going	Completed	East Surrey contract extended until Septmeber 2024. Procurement for new contract underway and anticipated Q3 24/25. Single Persons Officer meets with ESOS monthly to agree DELTA returns.
2.3	Deliver SWEP provision annually to prevent rough sleeping during severe weather	Housing Options & Housing Solutions Manager	On-going	On-going	Completed	Implemented annually where appropriate
2.4	Provide ESOS assessment beds	Housing Options Manage	On-going	On-going	Completed	3 Assessments available. £30K RSI funding awarded for 24/25.
2.5	Explore a 'Housing First' model for the most vulnerable homeless applicants	Housing Solutions Manager	2022/23 2023/24	Year 1	Completed	Two RSAP Housing First properties provided by Transform.
2.6	Conduct a promotional campaign to the residents of EEBC to provide information and awareness on rough sleeping and promote good practice amongst the general public to prevent people becoming entrenched into street life	Housing Options Manager & Housing Solutions Manager	2024/25		Completed	ESOS/Streetlink poster displayed at points around the borough - Rough Sleeper page added to website
2.7	Review accommodation and health support needs of single people with complex needs or challenging behaviours who experience recurring homelessness	Housing Options Manager & Housing Solutions Manager	2024/25		Completed	The creation of the Single Person Officer post has enabled Housing Services to routinely review accommodation and health support needs of single people with complex needs/challenging behaviours. Work completed with Hep C Trust to enage rough sleepers.
2.8	Develop a No Second Night Out approach to prevent all rough sleeping	Housing Options Manager & Housing Solutions Manager	2023/24	Year 1	Completed	Assessments beds provided in conjunction with ESOS. £30K assessment bed funding granted by RSI
2.9	Apply for Rough Sleeper Initiative (RSI) funding to create a new post of Single Person Homeless Support Officer to work solely with Rough Sleepers and single homeless people at risk of rough sleeping	Housing Solutions Manager	Jun-22		Completed	RSI 2022-25 bid submitted Feb 22 and in June 22 EEBC were awarded £128,370 over 3 years to fund Single Person Housing Options officer post. Recruited Nov 22. No information yet regarding funding for 2025 onwards.
2.1	With our East Surrey Partners apply for Rough Sleeper Initiative (RSI) funding to enhance the ESOS Outreach Service	Housing Solutions Manager	Jun-22		Completed	EEBC submitted a joint RSI bid with MVDC, TDC, RBBC & ESOS and the partnership successfully secured £636,036 of RSI funding. This funding enhances our existing East Surrey Outreach Service (ESOS) by:- continue to fund the existing East Surrey Outreach Service Navigator Officer role for a further 3 years; Create 2 new East Surrey Outreach Service Support Officer roles for 3 years; Fund assessment beds for rough sleepers (approx £30k per LA each year); Provide money for personalised budgets for rough sleepers. (This is used for items like mobile phones or to purchase white goods/furniture when they do find accommodation)
2.11	Look to implement corporate "sponsorship" of up to 5 people with more complex and longer-term patterns of rough sleeping at requested by DLUHC	Strategic Housing Manager	2024/25		On Track	Working with Hope into Action

Lwey  
On track  
Slippage  
Off Track  
Completed

Key Objective 3 - Increase accommodation options: Social Rented Housing; Private Rented Accommodation; Supported and move-on Accommodation; In-borough Temporary Accommodation							Key
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative	
<b>Social Renting</b>							On track
3.1	Address the housing needs of the borough, including affordable housing needs, through the development of our Local Plan.	Strategic Housing Manager	On-going	Year 4	On Track	Draft Local Plan anticipated to be adopted 2026/27	Slippage
3.2	Review of planning policies to be addressed through Local Plan to deliver more social/affordable, supported & temporary accommodation.	Strategic Housing Manager	Ongoing	Year 1	Completed	Strategic Housing Manager has quarterly meetings with the Planning Policy Manager to contribute to shaping AH policy.	Completed
3.4	Work with Homes England to identify opportunities for the use of the Affordable Homes Programme 2021 to 2026 to fund Council developments of new affordable housing.	Strategic Housing Manager	Ongoing	Year 1	On Track	On going discussions with local RP's. RPs report development conditions currently difficult.	
3.5	Identify opportunities for the development of social/affordable/temporary accommodation on Council owned sites. List of sites being prepared.	Strategic Housing Manager	On-going	Year 3	On Track	Micro Homes proposed for two sites Fairview Road and Depot rd car park. Estates team leading on both projects & planning applications anticipated Q1/2 2024.	
3.6	Purchase residential street properties to provide social/affordable, supported & temporary accommodation.	Head of Housing & Community	On-going	Ongoing	On Track	2 RSAP properties purchased with Transform. TCH purchasing former leasehold properties which are in redevelopment areas for short-term use as TA. 1 x property purchased.	
3.7	Explore opportunities for joint working with housing providers to create additional social/affordable, supported & temporary accommodation.	Strategic Housing Manager	Ongoing	Ongoing	On Track	Potential Mount Green property conversion on Grove Rd, progress delayed to due internal NHS comms. East St site of 31 homes (16 AR) received planning permission December 2023 - potential for whole site to be delivered as affordable.	
3.8	Develop a programme for the dispersal of s106 affordable housing funding to provide additional, social/affordable, supported and temporary accommodation.	Strategic Housing Manager	Ongoing	Year 3	On Track	Discussions ongoing with relevant provider where appropriate.	
3.9	Review nomination agreements.	Housing Solutions Manager (HSM) / Strategic Housing Manager (SHM)	2025/26	Year 3	On Track	HSM liaising with key RPs.	
3.10	Investigate ways to assist and / or incentivise social housing tenants under occupying larger family homes to downsize.	Housing Solutions Manager / Strategic Housing Manager	2023/24	Year 2	On Track	Joint work with Housing Services, Housing Benefit & TCH has led to 11 households being downsized. Freeing up larger family sized social housing. Policy to be agreed with TCH.	
<b>Private Rented Accommodation</b>							
3.11	Review and update Rent Deposit Scheme policy, procedures and scheme documents.	Housing Solutions Manager	2023/24	Year 1	Completed		
3.12	Introduce rent in advance as a loan.	Housing Solutions Manager	2024/25	Year 1	On Track	Rent In Advance process and documentation set up. Roll out planned for Autumn 2024.	
3.13	Set up e-learning pre-tenancy training and life skills to those threatened with homelessness or in temporary accommodation.	Housing Solutions Manager	2025/26		On Track	HSM has identified elearning	
3.14	Review the current private rented sector (PRS) offer and explore/trial landlord incentives with a view to increasing local PRS opportunities.	Housing Solutions Manager/ Strategic Housing Manager	2023/24	Year 1	On Track	Bench marking undertaken with 10 other District and Boroughs. Addressed as part of Housing Services Review.	
3.15	Provide enhanced information and support to customers on how to search for PRS properties to enable them to undertake future searches independently.	Housing Solutions Manager	2023/24	Year 1	On Track	Move-on Officer providing enhanced support to homeless households to find private rented accommodation	
3.16	Arrange and co-ordinate an annual Private Sector Landlords forum.	Homelessness working group	2024/25, then annually		On Track	Scheduled for Autumn 2024. DWP have confirmed willingness to attend.	
3.17	Work across the housing market to maximise opportunities to increase the range of accommodation options for those who are homeless or threatened with homelessness.	Housing Solutions Manager	On-going	On-going	On Track	RIA. New Move-On officer has develop links with organisations that assist our client to relocate to other parts of the county with support package to help them settle into new area.	
3.18	Support and advise private sector landlords to understand the implications of Universal Credit and develop appropriate strategies to encourage landlords to accept customers in receipt of welfare benefits .	Housing Solutions Manager	2024/25		On Track	Landlord forum (Sept 2024) and accompanied comms	
3.19	Encourage landlords to increase the length of tenancies to provide stability and security to tenants.	Housing Solutions Manager	2025/26		On Track	as above	
3.20	Encourage landlords to offer more affordable rents - closer to LHA rates.	Housing Solutions Manager	On-going		On Track	as above	
3.21	Facilitate the use of empty properties.	Head of Housing and Community	On-going		On Track	Empty property group formed autumn 2023. Exploring joint resource with Mole Valley. Wrote to long-term ( 2yr+) in February. Held session with empty property officer of other Council to expand knowledge.	
3.22	Investigate the feasibility of rent guarantee/ insurance schemes for tenants and landlords.	Housing Solutions Manager	2023/24	Year 1	On Track	This will be undertaken as part of 3.14	
<b>Supported and move-on Accommodation</b>							
3.23	Review our current provision of supported accommodation and explore the need for specialist supported accommodation for clients that have multiple and complex needs.	Housing Solutions Manager/ Strategic Housing Manager	2024/25		On Track	Exploratory discussions with Riverside and TCH re: medium need supported accommodation units & housing first type model. SCC to be contacted re: revenue funding.	
3.24	Look to increase supported accommodation in partnership with other boroughs/districts, public bodies and Housing Associations.	Strategic Housing Manager	On-going	On-going	On Track	As above. No current government funding available.	
3.25	Work with local social landlords to investigate developing a trial of a Housing First style approach.	Housing Solutions Manager	2023/24	Year 1	Completed	Two RSAP Housing First properties purchased by Transform in 2023.	

3.26	Work with Transform Housing & Support to deliver 4 units of supported move- on accommodation for Rough Sleepers, funded through Rough Sleeper Accommodation Program (RSAP) and the Homes England Move-On Fund.	Housing Solutions Manager	2023/24	Year 1	Completed	Two RSAP Housing First properties purchased by Transform in 2023. Two properties in South Street completed		
<b>In-borough Temporary Accommodation</b>								
3.27	Review the supply of temporary accommodation and identify future local temporary accommodation needs and how these can be best met.	Housing Solutions Manager / Strategic Housing Manager	2023/24	Year 1	On Track	Discussions ongoing with THC regarding the future use of temporary accommodation units at West Hill Court. Upper High St decommissioned but alternative units to be sourced by TCH, as aprt of the TA agreement, which may include medium support units. Reviewing TA agreement with TCH with intention to renew.		
3.28	Review and update temporary accommodation procurement plan.	Housing Solutions Manager / Strategic Housing Manager	2023/24	Year 1	On Track	Consistently working with landlords to expand PSL scheme and to expand temporary accommodation options in and out of borough.		
3.29	Review and update the temporary accommodation placement process.	Housing Solutions Manager / Strategic Housing Manager	2023/24	Year 1	On Track	HSM reviewed in RSL TA process in July 2023 and TA process in February 2024 .		
3.3	Increase the number of private sector leasing scheme properties.	Housing Solutions Manager	2023/24	Year 1	On Track	Temporary Accommodation Appentice started April 2024, which will help expand scheme. Additional PSL taken on in March 2024 and new comms added to website.		
3.31	Work with Sanctuary Housing to develop up to 14 units of in-borough temporary accommodation at Defoe Court.	Housing Solutions Manager	2022/23		Completed	Lease expires 2026. Initial discussions to renew July 2024.		

Key Objective 4 - Improve the Health & Wellbeing of homeless people						Key
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative
4.1	Develop a make every contact matter ethos across the service and with partners.	Housing Options Manager	2026/27		On Track	
4.2	Work with applicants to build on their own skills and strengths to develop their resilience and self-sufficiency.	Housing Solutions Manager	2025/26		On Track	
4.3	Work closely with the SCC Public Health and Health Services to improve the health and wellbeing of vulnerable homeless people, especially those with multiple & complex needs through the work of the Surrey Homeless Multi-Agency Group (MAG).	Housing Solutions Manager	On-going	On-going	On Track	Work with SCC Public Health has enabled greater access to GP's for homeless households
4.4	Work in partnership with Surrey Adults Matter (SAM) to focus on delivering better coordinated services to improve the lives of adults facing Severe Multiple Disadvantage.	Housing Options Manager	On-going	On-going	On Track	Ongoing work in relation to Surrey Adults Matter (SAM).
4.5	Work with SCC Public Health/SAM to pilot the "Bridge the Gap" trauma informed Outreach Support Service for homeless people.	Housing Options Manager	On-going	On-going	On Track	Ongoing work in relation to Bridge the Gap. SCC looking for funding to expand scheme in future years

On track
Slippage
Off Track
Completed

Key Objective 5 - Ensuring sufficient support is available for homeless people						Key
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative
5.1	Ensure there is a clear documented housing pathway for groups who need specialist support, including each of the specified groups.	Housing Solutions Manager	2022/23	Year 1	Completed	Pathway plans updated Sept 22 and published on Homechoice website
5.2	Review the internal and external support services provided and explore opportunities to provide a more targeted and efficient service, particularly to those with complex needs to intervene early to prevent recurring homelessness.	Housing Solutions Manager	2024/25		On Track	Single Persons Housing Officer will be leading on this.
5.3	Continue to fund and work with our East Surrey partners and Thames Reach to provide a specialist outreach support services for rough sleepers.	Housing Solutions Manager	On-going	On-going	Completed	East Surrey contract with ESOS/Thames Reach extended to September 2024. Procuring for nex contract from September.
5.4	Continue to support those households to access employment, education and training through continuing to fund ETHOS and through working with the Employment Hub.	Housing Solutions Manager	On-going	On-going	On Track	ETHOS contract renewd for 2023. March 2023 started working with Successful Mum to help parents into work - further updates?
5.5	Ensure that homeless households have the skills required to maintain a tenancy.	Housing Solutions Manager	2025/26		On Track	Set up e-learning pre-tenancy training and life skills to those threatened with homelessness or in temporary accommodation as in 3.13
5.6	Continue to work with tenancy sustainment and floating support services to ensure that those households placed in temporary accommodation are receiving appropriate support and assistance.	Housing Options Manager	On-going	On-going	On Track	The Move-On officer post is supporting homeless households in temporary accommodation and ensuring that households have a move on plan.
5.7	Work with SCC to review our current provision of Housing Related Support provision.	Housing Solutions Manager	Annually		On Track	Joint meetings with SCC relating to Safe Accommodation for survivors of DA- workshop held 16/04/24. On going work with SCC commissioners.
5.8	Proactively work with households in temporary accommodation to identify and secure suitable alternative accommodation and ensure that each household has a move on plan. Investigate options of having a dedicated Housing Officer to support homelessness households once in temporary accommodation	Housing Options Manager & Housing Solutions Manager	2023/24	Year 1	On Track	Move-On officer supports homeless households move on from both nightly paid accommodation and temporary accommodation.
5.9	For some homeless households there are issues that prevent move on from temporary accommodation. There are a variety of reasons for this which include; the benefit cap, history of rent arrears, anti-social behaviour, offending, complex health issues and other risk issues that make both social and private landlords reluctant to accept them as tenants. We will identify these issues and put in place measures to try to address them.	Housing Options Manager & Housing Solutions Manager	2024/5		On Track	as above
5.10	Continue to support homeless household to find and secure private rented accommodation through the Council's Rent Deposit Scheme.	Housing Solutions Manager	On-going	On-going	On Track	Rent Deposit Officer has assisted 8 homeless households into private rented accommodation. 6 additional properties lined up.
5.11	Offer tenancy support and sustainment to households who are assisted to access private rented accommodation via the Council's Rent Deposit Scheme.	Housing Solutions Manager	On-going	On-going	On Track	Rent Deposit Officer provides on-going support to those homeless households assisted via Rent Deposit scheme.
5.12	Continue to support individuals and families that experience domestic abuse.	Housing Options Manager	On-going	On-going	On Track	Referrals / IDVAs etc
5.13	Continue to fund the Sanctuary Scheme to help victims of domestic abuse safely to remain in their homes.	Housing Solutions Manager	On-going	On-going	On Track	Surrey Wide Sanctuary Scheme operational. Partnership meetings held since June 23 with North Surrey DA service (NSDA).
5.14	Identify support needs at an early stage and refer to appropriate services (drug/alcohol, mental health, young persons, domestic abuse, ex-offenders, money advice, employment support, floating support, foodbank, CAB).	Housing Options Manager	2023/4	Year 1	On Track	Linked to 5.2. Single Person Officer post has created capacity to enable Housing Services to identify support needs and refer to appropriate services.
5.15	Promote resilience and support to those who are or used to be homeless, to improve their resilience and reduce the risk of them from becoming homeless again.	Housing Options Manager & Housing Solutions Manager	2025/6		On Track	Built in to the work of the Single Homelessness Housing Options role as well as the move on & prevention roles.
5.16	Work with Children's Services and the Family Support team to identify families who need some additional help beyond accommodation needs and ensure arrangements are in place to refer households with children to Early Help/Family Support as early as possible.	Housing Options Manager & Housing Solutions Manager	2024/5		On Track	Quarterly meetings held with Look After Children & Care Leavers Teams to plan move ons & prevent Homelessness.
5.17	Work with partners to identify tenants at risk of "cuckooing" and ensure rapid interventions are in place to support them.	Housing Options Manager	On-going		On Track	Regular meetings with key RP partners and Community Safety Officer.
5.18	Work in partnership with Surrey Adults Matter (SAM) to focus on delivering better coordinated services to imp		2023/4	Year 1	On Track	Ongoing work in relation to Surrey Adults Matter (SAM) & Bridge the Gap. SCC looking for funding to expand scheme in future years
5.19	Make referrals to furniture projects to ensure that homeless households have a furniture offer when moving into new accommodation	Housing Options Manager	On-going	On-going	Completed	Referrals to furniture project embeded into Housing Options/ RDS/ nominations process to ensure homeless households have a furniture offer (if needed)

On track
Slippage
Off Track
Completed

**Key Objective 6 - Partnership working**

No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative
6.1	Increase partnership working and make "homelessness Everybody's Business", raise awareness of the impact homelessness can have on households and ensure that all agencies know how to appropriately refer households into the Housing Options Service.	Housing Options Manager & Housing Solutions Manager	2024/25		Completed	Articles in Eborough and My Council Services
6.2	Host an annual Homelessness forum with partner agencies.	Strategic Housing Manager	2023-24, then annually	Year 1	On Track	Regular meetings held with relevant agencies.
6.3	Host an annual Registered Provider Forum with a focus upon support for tenants at risk of homelessness.	Strategic Housing Manager	2023-24, then annually	Year 1	On Track	Meetings held with individual local RP's - RHA (TCH), Mount Green, Orbit, PA.
6.4	Host an annual Private Landlord's Forum to increase the availability of private rented accommodation in the borough and to encourage good practice.	Homelessness working group	2024-25, then annually		On Track	Scheduled for Autumn 2024. DWP have confirmed willingness to attend.
6.5	Work in partnership to ensure appropriate multi-agency joint working and referral arrangements are in place for Housing Options Service and to explore how preventative services can be developed and improved.	Housing Options Manager	On-going	On-going	Completed	Protocols in place. Duty to Co-operate with RSL partners . Ongoing work with EGH
6.6	Promote more joined up working with, health, prison and probation services to prevent homelessness on discharge or release from an institution	Housing Options Manager	2022-23/ Ongoing	Year 1	Completed	Surrey wide Mental Health protocol launched Jan 2023. Training rolling out March 2023. New Care Leavers protocol about to be launched. On going partnership work with Probation/Prision service
6.7	Work closely with the SCC Public Health and Health Services to improve the health and wellbeing of vulnerable homeless people	Housing Options Manager	2022-23/ Ongoing	Year 1	Completed	Ongoing work in relation to Surrey Adults Matter (SAM), Bridge the Gap, Mental Health Protocol
6.8	Further develop partnership working with the DWP and local Jobcentre plus to ensure the Housing Options Service has access to information and receive regular updates, including training on UC and other benefits.	Housing Options Manager	2022-23/ Ongoing	Year 1	Completed	Regular partnership meetings with DWP are ongoing
6.9	Maximise funding opportunities through partnership working to identify and bid for new initiatives, building upon recent successes (e.g. MEAM, Housing First, RSI, Next Steps and RSAP).	Strategic Housing Manager	2023-24/ Ongoing	Year 1	Completed	National funding not currently available. To contact SCC
6.10	Work with partners to identify how those with lived experience of homelessness can be included in the design and delivery of services.	Housing Options Manager	2024/25		Off Track	To be included in the implementation of the service review.
6.11	Campaign and raise awareness of issues of homelessness that are linked to affordability and to LHA rates and Benefit Cap.	Strategic Housing Manager	2024/25		On Track	Ongoing input into lobbying via the DCN and LGA.
6.12	Work with our Surrey partners in implementing the Domestic Abuse Act	Housing Options Manager	2022-23/ Ongoing	Year 1	On Track	NSDA (North Surrey Domestic Abuse Service) & SCC have now set up County wide Sanctuary Scheme - replacing local Sanctuary Scheme. Work shop held with SCC /D&B's 16/04/24 reviewing Safe Accommodation provisions
6.13	Work with our Surrey partners and Children Services in reviewing and implementing the Joint Housing Protocol for 16 & 17 year olds & the Care Leavers Protocol	Housing Options Manager	2022-23	On-going	Completed	Joint Housing Protocol for 16 & 17 year olds now Live. Care Leavers Protocol about to be launched
6.14	Work closely with our Surrey partners and Health Services to review and implement the Mental Health Protocol and the Hospital Discharge Protocol	Housing Options Manager	2022/3	On-going	Completed	Surrey wide Mental Health protocol launch Jan 2023. Training rolling out March 2023

Key

- On track
- Slippage
- Off Track
- Completed

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## **TEMPORARY ACCOMMODATION RENT ARREARS POLICY AND PROCEDURE**

<b>Head of Service:</b>	Rod Brown, Head of Housing & Community
<b>Report Author</b>	Annette Snell
<b>Wards affected:</b>	(All Wards);
<b>Urgent Decision?(yes/no)</b>	No
<b>Appendices (attached):</b>	<ul style="list-style-type: none"><li>- Appendix 1: Rent Arrears Policy and Procedure.</li><li>- Appendix 2: Equality Impact Assessment (EIA) - Rent Arrears Policy and Procedure</li></ul>

### **Summary**

The Rent Arrears Policy and Procedure outlines how the council manages rental income, rent arrears, and possession proceedings for non-secure tenants and licensees living in interim and temporary accommodation provided or managed by the Council.

The policy and procedure have been reviewed and updated to reflect current legislation, government guidance and good practice.

### **Recommendation (s)**

#### **The Committee is asked to:**

- (1) Approve and adopt the Council's new Rent Arrears Policy and Procedure for Temporary Accommodation, as set out in Appendix 1.**

#### **1 Reason for Recommendation**

- 1.1 The new policy and procedure will enable the Council to manage rental income more effectively, by reducing rent and service charge arrears, while offering appropriate support to tenants and licensees. The rental income the Council receives helps fund the Housing Service.

#### **2 Background**

- 2.1 The Rent Arrears Policy and Procedure outlines how the Council manages rental income, rent arrears, and possession proceedings for non-secure tenants and licensees living in interim and temporary accommodation provided or managed by the Council.

- 2.2 The Rent Arrears Policy and Procedure is based on a staged escalation process which is dependent on the amount, and length of time, the tenant or licensee is in arrears. This process is supported by the Rent and Arrears module on the Abris Housing IT system.
- 2.3 The Council's approach initially focuses on sustaining tenancies and licences through arrears prevention, early intervention, advice, support, and the maximisation of income to prevent, minimise or manage debt. Affordable Repayment plans will be agreed and confirmed in writing.
- 2.4 The Council will take into account the specific needs of vulnerable tenants. Assistance will be provided to vulnerable households to ensure that appropriate support measures are put in place to assist them with managing their rent account and/or arrears.
- 2.5 Eviction is only pursued as a last resort where all other methods of resolution have been unsuccessful and after all requirements of the pre-action protocol have been met.
- 2.6 When legal action is required to seek possession of a property, the action must be reasonable, proportionate and adhere to statutory requirements and the Pre-Action Protocol for Possession Claims by Social Landlords.
- 2.7 This policy and procedure applies to rent, service and storage charges and the recovery of former tenancy arrears and is applicable to all non-secure tenants and licensees who are accommodated in interim/temporary accommodation under s.188 or s.193 of the Housing Act 1996 (as amended) or who are licensees at Woodside, Defoe Court, East Street, Epsom.

### **3 Risk Assessment**

#### Legal or other duties

#### 3.1 Equality Impact Assessment

- 3.1.1 There is the potential for some households with protected characteristics (age, disability, race) to be more at risk of rent arrears. We have taken these factors into account when approaching arrears recovery by using a range of methods to mitigate these risks. These are outlined in the Equality Impact Assessment (EIA) and the policy and procedure.

#### 3.2 Crime & Disorder

- 3.2.1 None identified

#### 3.3 Safeguarding

- 3.3.1 Assisting homeless households manage and reduce rent arrears will have a positive impact on safeguarding.

3.4 Dependencies

3.4.1 This policy and procedure is also linked to the Council's Housing Allocations Policy which refers to the sanctions associated with being in arrears and its impact on applying for social housing through the Housing Needs Register.

3.5 Other

3.5.1 Having a robust policy and procedure reduces the risks associated with managing rent arrears, and potential delays in taking action.

**4 Financial Implications**

4.1 The policy and procedure will provide a framework to assist with rental income maximisation and reducing the amount of rent owed to the Council by non-secure tenants and licensees living in interim and temporary accommodation.

4.2 **Section 151 Officer's comments:** This policy supports the Council's broader financial resilience by reducing arrears write-offs and maximising rental income.

**5 Legal Implications**

5.1 The policy and procedure provide clear aims and objectives to ensure that the Council complies with its statutory duties within the above legislation and the associated government guidance. Having policies in place to allow the Council to achieve its statutory requirements is good practice. The policy and procedure will enable the Council to remain compliant with legislation issued by central government and ensures compliance with the Pre Action Protocol for Possession Claims by Social Landlords.

5.2 Relevant legislation:

Protection from Eviction Act 1977  
Housing Act 1985 and 1988, 1996  
Homelessness Reduction Act 2017  
Human Rights Act 1998  
Equality Act 2010  
Welfare Reform Act 2012  
UK General Data Protection Regulation & Data Protection Act 2018  
Pre-Action Protocol for Possession Claims – Civic Procedure Rules  
Coronavirus Act 2020

- 5.3 The Pre-Action Protocol for Possession Claims by Social Landlords came into effect on the 6th of April 2015 (updated 13th January 2020 to include temporary accommodation) and is the legal framework in England and Wales which outlines the steps social landlords (such as councils and housing associations) must take before initiating court proceedings to evict a tenant due to rent arrears. The protocol is very clear that possession claims should only be brought as a last resort and failure to adhere to the protocol may result in the Council being unable to regain possession of the property and/or being liable for costs.
- 5.4 The existing arrangements for managing rent arrears are currently only outlined in a procedural document. This update version formalises those arrangements into an approved policy that also strengthens our approach to rent arrears by ensuring it is more financial resilience, focusing on tenancy sustainment and maximising rental income and ensuring compliance with the Pre-Action Protocol for Possession Claims by Social Landlords.
- 5.5 **Legal Officer's comments:** None other than as outlined in the above report.

## 6 Policies, Plans & Partnerships

- 6.1 **Council's Key Priorities:** The following Key Priorities are engaged:  
Safe & Well: Work with partners to improve health and wellbeing of our communities, focusing in particular on those who are more vulnerable.
- 6.2 **Service Plans:** The matter is not included within the current Service Delivery Plan.
- 6.3 **Climate & Environmental Impact of recommendations:** None.
- 6.4 **Sustainability Policy & Community Safety Implications:** None for the purpose of this report.
- 6.5 **Partnerships:** The Council values the partnerships established with providers of temporary accommodation and adopting this policy will have a positive impact on these partnerships by managing rental arrears effectively.
- 6.6 **Local Government Reorganisation Implications:** This policy is guided by the Pre-Action Protocol for Possession Claims by Social Landlords and as such is intended to be broadly similar to other similar policies from other councils. The Council will benefit from the adoption of this policy prior to Local Government Reorganisation. It would be anticipated any future Unitary Authority may, over time, move to unify relevant policies including those dealing with rent arrears.

## 7 Background papers

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

### **Previous reports:**

- None

**Other papers:**

- None

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## Housing Services

# Temporary Accommodation Rent Arrears Policy and Procedure

Version number: 1.0  
Date: October 2025

<b>Policy Title</b>	Temporary Accommodation Rent Arrears Policy and Procedure		
<b>Version</b>	<b>Committee</b>		<b>Date Approved</b>
1.0	Community & Wellbeing		19 November 2025

Revision History

Revision Date	Revisor	Version	Description of Revision

DRAFT

## 1. Purpose

The purpose of the Rent Arrears Policy and Procedure is to set out how Epsom & Ewell Borough Council (EEBC) manages rental income, rent arrears, and possession proceedings for non-secure tenants and licensees living in interim and temporary accommodation provided or managed by the Council.

This policy should be read in conjunction with the [Pre-Action Protocol for Possession Claims for Social Landlords](#).

This policy and procedure will be applied ensuring that there is early contact and support in order to prevent arrears accruing and that the tenant or licensee can receive the right advice and support at the earliest opportunity.

This policy will set out when appropriate legal action will be taken to minimise arrears increasing and to seek possession of the property. Eviction will only be pursued as a last resort where all other methods of resolution have been unsuccessful and after all requirements of the Pre-Action Protocol have been met.

## 1. Applicability

This policy and procedure applies to rent, service and storage charges and the recovery of former tenancy arrears and is applicable to all non-secure tenants and licensees who are accommodated in interim/temporary accommodation under s.188 or s.193 of the Housing Act 1996 (as amended) or who are licensees at Woodside, Defoe Court, East Street, Epsom.

## 2. Terms

“Rent” and “arrears” apply to all rent, accommodation, service and storage charges.

“Tenancy and licence” refer to the relevant agreement between EEBC and the household for provision of interim or temporary accommodation.

“Tenant and licensee” applies to those who we have accommodated under a homelessness duty who have a liability to pay rent, accommodation, service or storage charge to EEBC.

“Rent liability” is due from the commencement date of the tenancy or licence agreement and then every Monday thereafter. Some tenancies or licences include a service charge.

The term “Tenancy Sustainment Officer” (TSO) allows flexibility to enable not just one role to be solely responsible for providing tenancy management and support. The role of providing tenancy sustainment will include the Temporary Accommodation Officer (TAO), Housing Needs Officer and Move-On Officers.

## 3. Background

Rental income pays for the services provided to tenants and licences, including tenancy management and repairs. It is therefore essential for rent collection to be maximised and any rent debt owed to the Council reduced through effective management of rent arrears and tenancy sustainment.

The Council’s approach focuses first on sustaining tenancies and licences through arrears prevention, early intervention, advice, support, and the maximisation of income to prevent,

minimise or manage debt.

Where a tenant or licensee has accrued rent arrears, every effort will be made to ensure that the payments are brought up to date, or affordable repayment plans agreed, so that they can remain in the property.

However, the Council needs to balance supporting households with the need to cover the costs of providing the accommodation, so may need to take steps to regain possession of the property if rent arrears accrue.

## **5. Rent Arrears Procedure**

The Rent Arrears Policy and Procedure is based on a staged escalation process that depends on the amount and length of time the tenant or licensee is in arrears. This escalation process runs from initial contact and rent recovery through to possession proceedings and eviction. The process is set out in more detail in the sections below.

This process is integrated into, and managed by, the “Rent” and “Arrears” modules on the Abris Housing IT system.

The stages of the Rent Arrears Policy and Procedure have been written to ensure compliance with the Pre-Action Protocol for Possession Claims by Social Landlords.

## **6 Prevention of Arrears and Tenancy Sustainment**

Housing Services will implement the following tenancy sustainment measures to proactively prevent arrears, enable timely engagement, and ensure that tenants or licensees receive appropriate advice and support at the earliest possible stage.

### **6.1 Ways to Pay**

To encourage a payment culture tenants and licensees will receive information on the available payment methods at the time of signing their tenancy or licence agreement, along with their assigned rent account number.

Payments can be made online through the Council’s website ([make-payment > Housing payments](#)) or by setting up a bank standing order.

Those tenants and licensees in receipt of Housing Benefit, will have their Housing Benefit paid directly into their rent account on a weekly basis. Payments are made weekly in arrears on a Tuesday.

### **6.2 New Occupants – Advice and Support at Tenancy and Licence at Sign-Up**

Housing Services will ensure tenants and licensees receive clear information, advice, and support at the start of their tenancy or licence to help them manage rent payments and foster a culture of payment from the outset. When accommodation or storage is arranged Housing Services will provide tenants and licensees with the following information and assistance.

- A copy of the non-secure tenancy or licence agreement which outlines their rental liability and obligations to pay rent/charges.
- Payment instructions, which outlines the weekly rent, rent account number and details of ways to pay.
- Advice on applying for Housing Benefit (HB), the link to the online HB claims process and support to help make these claims, if required.

- Suggest an amount of what to pay whilst their HB claim is being assessed. This is to encourage payment from the outset and reduce the likelihood of arrears accruing early in the tenancy or licence.
- Signpost to on-line benefit calculators such as <https://www.entitledto.co.uk/> or <https://www.turn2us.org.uk/> so the tenant or licensee can undertake an estimates of their welfare benefit entitlement.
- Advice about claiming any additional welfare benefits they may be entitled to.
- Encourage applicants to notify Housing Services and HB of any changes in their circumstances.

The Temporary Accommodation Officer (TAO) will notify the Housing Benefit team of the commencement or termination of a placement by providing a "TA - HB start/end notification", which will include the individual's name, address, rent charges, and rent account number.

### 6.3 Advice and Support after tenancy or licence sign-up

After the tenancy or licence sign-up date the TAO/TSO will undertake the following actions: -

- Monitor the rent account to check if the tenant or licensee has made any payments.
- Check the HB system "Connect and Serve" to establish the status of claim and if it is in payment.
- Liaise with the Housing Benefit team to verify the status and progress of any claim, checking for any outstanding information, likely eligibility, timescale for assessment.
- Contact with tenant or licensee if they have not yet made a payment, not yet submitted a HB claim, or not provided the information required to assess their HB claim and to offer support, if required.
- Monitor the rent account regularly, thereafter, to ensure expected payments are being made.

### 6.4 Housing Benefit

To ensure tenants and licensees are claiming and receiving the correct benefits Housing Services will provide advice and support on claiming Housing Benefits and Discretionary Housing Payment.

Where tenants or licensees may be eligible for Housing Benefit, they are able to apply through the Council's website: <https://www.epsom-ewell.gov.uk/residents/benefits/applying-benefits>. This should be done at the time of sign-up or as soon as possible thereafter and applicants must provide all necessary supporting documentation for their claim to be assessed.

Housing Services can provide an estimate of housing benefit entitlement using on-line benefit calculators such as <https://www.entitledto.co.uk/> or <https://www.turn2us.org.uk/>

Housing Services will liaise regularly with Housing Benefit to ensure that Housing Benefit claims and issues are dealt with promptly and that the Housing Benefit claims are in payment and have not been suspended or cancelled.

Possession proceedings for rent arrears will not be started against a tenant or licensee who can demonstrate that –

- (a) the Council has been provided with all the evidence required to process a housing benefit claim,
- (b) there is a reasonable expectation of eligibility for housing benefit; and
- (c) they have paid other sums due that are not covered by housing benefit.

## 6.5 Advice and Support

The Housing Service can provide tenants or licensees with advice and support on:

- Welfare benefit and Discretionary Housing Payment applications and supplying supporting information so these claims can be assessed.
- Estimates of welfare benefit entitlement using on-line benefit calculators such as <https://www.entitledto.co.uk/> or <https://www.turn2us.org.uk/>
- Signposting/referrals to specialised money advice services such as Epsom CAB <https://www.caee.org.uk/about-us/money-advice-debt/> or CAP <https://capuk.org/> , [www.moneyadviceservice.org.uk](http://www.moneyadviceservice.org.uk), who can provide assistance on money and debt advice, including priority debts, budgeting, income and expenditure and maximising income.
- Referrals for support to external providers, such as Parashoot Floating Support <https://www.ravenht.org.uk/getting-help-and-support/support-to-keep-me-in-my-home/referring-to-parashoot-crisis-scheme/> or adult/children's social care services.
- Referrals to the Foodbank and the Good Company
- Referrals to ETHOS who can help with training and employment opportunities, especially for those households who are benefit capped.
- The right to obtain independent legal advice regarding their situation.

## 6.6 Tenants or licensees with disabilities, special needs or are vulnerable

Housing Services will consider the specific needs of vulnerable tenants or licensees when managing their arrears and in determining if a tailored approach is needed when taking arrears enforcement action.

Where a tenant or licensee is known to have a disability, literacy challenge, or language support need, Housing Services will take reasonable steps to ensure communications are accessible and comprehensible. In such cases, alongside sending rent arrears letters or notices, staff will also make telephone contact with the tenant or licensee to explain their content and, where necessary, use translation and interpreting services or provide the information in alternative formats.

If a support need is identified this will be recorded on the Housing ICT management system so that reasonable adjustments can be made to communications and the support required.

Housing Services will endeavour to provide or signpost appropriate housing support services to vulnerable residents and liaise with other agencies about their particular care and support needs.

As required under the Pre-Action Protocol, where a tenant or licensee is particularly vulnerable, the Council should consider at an early stage whether or not the tenant or licensee has the mental capacity to defend possession proceedings and the extent to which CPR 21 applies; whether or not any issues arise under the Equality Act 2010; and whether or not there is a need for a community care assessment in accordance with the Care Act 2014.

## 6.7 Agreed Repayment Plans

If a tenant or licensee has arrears and cannot pay them in one instalment, a repayment plan can be agreed. This plan should be affordable and take into account their individual circumstances, and reflect the surplus funds identified on the income and expenditure form.

This repayment plan will be confirmed in writing, detailing the repayment amount, frequency, payment method, and advise of the consequences of missing payments.

All details must be recorded on the “*Agreements*” module on Abris Housing IT system and compliance will be monitored.

The agreed repayment plan can be amended if the tenant or licensee’s circumstances change.

### **6.8 Third Party Deductions**

At any stage of the rent arrears recovery process, the Council may apply to the DWP for a third-party deduction from a tenant or licensee’s welfare benefits to recover arrears if attempts to engage with them have failed and a Notice to Quit may be issued.

## **7. Rent Arrears Recovery Process**

Where a tenant or licensee has accrued rent arrears, the following arrears recovery processes will be initiated. This sets out the earliest possible point at which each letter and stage may be triggered.

Rent arrears monitoring will be undertaken on a weekly basis by analysing the “*Arrears*” module on the Abris Housing IT system. This is broken down into occupants who are 1 week, 2 weeks and 3 (or more) weeks in arrears.

When reviewing rent accounts, note that Housing Benefit is paid weekly in arrears and imported to the rent accounts on the Abris system each Tuesday. A tenant or licensee will have arrears if the expected Housing Benefit payment still leaves at least one week’s rent unpaid.

There should be ongoing liaison with the Housing Benefit team to verify the status and progress of any relevant claim. Additionally, Housing Benefit claims should be reviewed when there is reason to believe that a tenant or licensee may be entitled to payments but is not currently receiving them.

At all stages of the rent arrears recovery process:

- the tenant or licensee should be informed of their right to obtain independent legal advice regarding their situation. In addition, where rent arrears may be part of a general debt problem, the tenant or licensee should be advised to seek assistance from the Citizens Advice Bureaux (CAB), debt advice agencies or other appropriate agencies as soon as possible. Information on debt advice is available on the Money Advice Service website <https://www.moneyadviceservice.org.uk>.
- all letters, rent statements or notices should be sent separately to each named tenant or licensee.
- all contacts and communications with tenants or licensees should be recorded on the CRM of the Abris Housing IT system.

### **7.1 Rent Arrears Stage One: Initial Contact**

If the tenant or licensee falls into arrears, the TAO/TSO should contact them as soon as reasonably possible, to discuss:

- the cause of the arrears
- their financial circumstances

- their entitlement to benefits, and
- to arrange an agreed repayment plan.

When a tenant or licensee has rent arrears exceeding the equivalent of one week's rent, '*Rent Arrears letter 1*' can be sent and emailed along with their quarterly rent statement.

If a tenant or licensee accumulates minor ongoing arrears, such as through non-payment of a service charge or a shortfall in Housing Benefit, they should be contacted by telephone or email regarding the overdue payments and advised to update their rent account to avoid further action. If there is no response, '*Rent Arrears letter 1*' can then be issued, along with their quarterly rent statement, when the arrears reach the equivalent of one week's rent.

The rent statement should be provided in a clear and understandable format, showing the rent due and amounts received for the previous 13 weeks. Upon request, the tenant or licensee should also be supplied with copies of their statements from when arrears first started to accrue. These statements should include all rent amounts due, the dates and amounts of each payment made (whether via housing benefit, discretionary housing payments, or directly by the tenant), as well as a running total of any arrears.

If the tenant or licensee meets the appropriate criteria, the TAO/TSO may apply for arrears to be paid by the Department for Work and Pensions (DWP) by deductions from their benefit.

The tenant or licensee should be offered advice and support with claiming any Housing Benefit or Discretionary Housing Payments.

Following the initiation of Stage One, if there has been no response from the tenant or licensee within one-week, further contact should be attempted by telephone, text message, email, or through messages left with the accommodation provider.

## **7.2 Rent Arrears Stage Two: Invite Tenant or Licensee to a Resolution Meeting**

Where a tenant or licensee has received '*Rent Arrears letter 1*' and their rent account remains outstanding, no repayment plan has been arranged, or Housing Benefit is not in payment, or has been suspended or cancelled, then '*Rent Arrears letter 2*', inviting the tenants or licensees to attend a meeting, can then be sent two weeks after the first letter was issued.

Where a tenant or licensee has agreed to a repayment plan, but has not adhered to it, '*Rent Arrears letter 2*' can then be sent after 7 days has passed since the first missed repayment was due. A copy of their rent statement should accompany the letter, as detailed in 7.1.

Following initiation of Stage Two, attempts should continue to be made to contact the tenant or licensee by telephone, text message, email, or via messages left with accommodation provider, to discuss: the cause of the arrears; their financial circumstances; their entitlement to benefits; and to arrange an agreed repayment plan.

Continue offering the tenant or licensee support and advice on applying for Housing Benefit or Discretionary Housing Payments.

If the tenant or licensee meets the appropriate criteria, the TAO/TSO may apply for arrears to be paid by the Department for Work and Pensions by deductions from their benefit.

### 7.3 Rent Arrears Stage Three: Formal Warning of Intention to Serve Notice

"*Rent Arrears Letter 3*" can then be sent to the tenant or licensee as a formal warning that a Notice to Quit will be issued if, after one additional week, any of the following conditions remain unresolved:

- The arrears have not reduced,
- The applicant has failed to make the agreed or expected payments,
- Housing Benefit has advised that their claim is not in payment or has been suspended or cancelled.

A copy of their rent statement should accompany the letter, as detailed in 7.1.

If the tenant or licensee has not responded to letters or attended any meetings, arrangements can also be made at this stage to visit them at the property to discuss: the cause of the arrears; their financial circumstances; their entitlement to benefits; and arrangements to make a repayment plan of the arrears, and to arrange an agreed repayment plan.

### 7.4 Rent Arrears Action Stage Four: Notice to Quit

If all efforts to engage with the tenant or licensee and arrange a repayment plan have failed at stages one, two and three, formal possession proceedings may now be initiated. All contacts/communication with the tenant or licensee should be recorded on the Abris Housing IT system as this may be used as evidence in any subsequent court proceedings.

The TAO/TSO should notify the Housing Solutions Manager (HSM) of the arrears balance and the steps taken to resolve the arrears and request authorisation to serve a statutory Notice to Quit (NTQ).

Before requesting authorisation, the TAO/TSO must ensure that required actions in the pre-eviction protocol has been followed, and the pre-eviction protocol action list is completed.

The Housing Solutions Manager will be responsible for authorising and signing the NTQ.

The NTQ will be issued giving four weeks' notice, expiring on a Monday. The NTQ may be served on the tenant or licensee in person or at their address. Where the NTQ is sent by post allow two extra days for service. A notice of service will be completed by the officer serving it.

The NTQ must be accompanied by a rent statement as outlined in section 7.1, a copy of the Pre-Action Protocol for Possession Claims by Social Landlords, and the "*NTQ Arrears letter*" that explains the reasons for seeking possession. The letter also requests that the tenant or licensee inform the Council in writing within 5 working days of any personal circumstances or relevant matters they wish to be considered.

This will provide the tenant and licensee with another opportunity to discuss their situation and explain any personal circumstances or other matters they wish to be taken into account.

The HSM will consider any representations received, and if a decision is made to proceed with a claim for possession, the HSM will give a brief written reason for doing so.

#### 7.4.1 After service of statutory notices and before issuing possession proceedings

After serving the NTQ, and before issuing possession proceedings, the Council, as

landlords, should:

- make reasonable attempts to contact the tenant or licensee to discuss: the amount of the arrears; the cause of the arrears; repayment of the arrears; and the housing benefit position
- send to the tenant or licensee a copy of the Pre-action Protocol for Possession Claims by Social Landlords
- postpone the court proceedings for as long as the tenant or licensee is complying with an agreement to pay current rent plus an amount towards the arrears
- warn the tenant or licensee who has stopped complying with a repayment plan of the intention to bring possession proceedings, giving clear time limits within which to comply again and avoid proceedings.

On expiry of the NTQ, if the tenant or licensee has failed to engage, pay the arrears or agree or adhere to a repayment plan, the HSM should seek advice from Legal Services regarding initiating court proceedings to regain possession of the property.

Where a decision is made to start possession proceedings, the HSM should then instruct Legal Services by completing the Legal Instruction proforma and provide a copy of the expired NTQ, the tenancy or licence agreement and rent statement, and email this to Legal Services (LegalInstructions@epsom-ewell.gov.uk), who will review the evidence and prepare the relevant application to the County Court for a possession hearing.

TAO/TSO should continue to attempt weekly contact with the tenancy or licence to try to discuss the situation and to attempt to arrange a repayment plan. If these attempts are successful, the repayment plan should be confirmed in writing and the HSM will monitor the case until ten days prior to the court hearing, when a final decision will be made on whether the possession proceedings continue.

In cases where the tenant or licensee has begun to adhere to a repayment plan prior to the court date, the HSM should seek approval from the Strategic Housing Manager (SHM) and Legal Services to adjourn the court action.

### **7.5 Rent Arrears Action Stage Five: Court Proceedings**

Not less than ten days before the court hearing, the Council, as a landlord, must provide the tenant or licensee with an up-to-date full rent statement and disclose what information they have about their housing benefit position.

The Council, as a landlord, should also inform the tenant or licensee of:

- the date and time of the court hearing
- the terms of the order that will be applied for
- the need and importance to attend the hearing as their home is at risk.

A record of the above advice must be noted on the CRM of the Abritas Housing IT system.

If, after issuing proceedings, the tenant or licensee complies with an agreement to pay the current rent and a reasonable amount towards arrears, the Council, as a landlord, should agree to adjourn the court proceedings for so long as the tenant or licensee keeps to such agreement.

If the tenant or licensee ceases to comply with the agreement, the Council, as a landlord, should warn them of the intention to restore the proceedings and give them clear time limits within which to comply again and avoid restoration of the proceedings.

### **7. 6 Rent Arrears Action Stage Six: Expiry of the Possession Order - Bailiff's Warrant**

Following expiry of the possession order, if the tenant or licensee remains in occupation at the property and is still in rent arrears, the HSM will request for Legal Services to apply for an application for a bailiff's warrant.

In the event that the tenant or licensee makes an offer of repayment to the Council to clear the debt in full following the date that the possession order comes to an end, the HSM should discuss these terms with the SHM and Legal Services prior to entering into any agreement and will seek approval to either cancel or continue with an application for a bailiff's warrant.

When the bailiff's eviction date has been received from the County Court, the TAO/TSO must notify the tenant or licensee and, if relevant, Children Services, of the date of the eviction. The TAO/TSO should make the Housing Options Team aware so that they can offer the tenant or licensee advice about their future housing options.

If the accommodation is nightly paid accommodation, the TAO will advise the accommodation provider of the bailiff's eviction date and an end to the booking placement.

If the property is owned or managed by EEBC, the TAO is required to attend the premises to execute the bailiff warrant and coordinate the changing of locks. Depending on the assessed level of risk, the officer should consider requesting police assistance.

### **8.0 Former Rent Arrears**

Once the tenant or licensee has vacated the accommodation or storage facility they will be notified of the arrears, and a final rent statement will be sent with a letter to advise them of the following:

- The arrears owed
- They must contact the Council to arrange an agreed repayment plan
- If they are on the Council's Housing Needs Register, they cannot be considered for social housing until the arrears are paid in full and will have reduced priority if they do not meet their agreed repayment plan.

The Council will use all appropriate resources to pursue former tenant arrears, including:

- small claims court action
- debt collection agencies
- third party deductions
- using appropriate third parties to establish the applicant's address.

The Housing Solutions Manager will be responsible for raising an invoice for former rent arrears.

### **9.0 Links to other policies**

This policy and procedure is linked to the Council's Housing Allocations Policy which refers to the sanctions associated with being in arrears and being able to apply for social housing through the Housing Needs Register.

### **10. Equality and Diversity**

The Council is committed to its duty under the Equality Act 2010 and ensures that tenants or

licensees are treated fairly. Where a tenant or licensee has a protected characteristic that may impact their ability to manage rent payments, Housing Services will take these specific needs into account when addressing arrears. This includes considering whether a tailored approach is required for arrears enforcement action and providing appropriate advice and support as needed.

An Equality Impact Assessment (EIA) has been completed for this Temporary Accommodation Rent Arrears Policy and Procedure.

## 11. Complaints

Tenants or licensees who are dissatisfied with the Council's decision regarding rent arrears and who wish to make a complaint can do so through the Council's complaints process <https://www.epsom-ewell.gov.uk/complaints>.

## 12. Legislation

- Protection from Eviction Act 1977
- Housing Act 1985 and 1988, 1996
- Homelessness Reduction Act 2017
- Human Rights Act 1998
- Equality Act 2010
- Welfare Reform Act 2012
- UK General Data Protection Regulation & Data Protection Act 2018
- Pre-Action Protocol for Possession Claims – Civil Procedure Rules
- Coronavirus Act 2020

## 13. Pre-Action protocol

The Pre-Action Protocol for Possession Claims by Social Landlords came into effect on the 6th of April 2015 (updated 13th January 2020 to include temporary accommodation) and is the legal framework in England and Wales which outlines the steps social landlords (such as councils and housing associations) must take before initiating court proceedings to evict a tenant due to rent arrears. The protocol is very clear that possession claims should only be brought as a last resort and failure to adhere to the protocol may result in the Council being unable to regain possession of the property and/or being liable for costs.

<https://www.justice.gov.uk/courts/procedure-rules/civil/protocol/pre-action-protocol-for-possession-claims-by-social-landlords>



## Equality Impact Assessment

### Temporary Accommodation Rent Arrears Policy and Procedure (draft)



#### Simple Guide and tips

An Equality Impact Assessment (EIA) will help you analyse your policies and practices to make sure they do not discriminate or disadvantage people. However, EIAs also will help to improve or promote equality, access, participation in public life and good relations.

Your EIA should be started during the early stages of your project. Early consideration of equality matters will ensure that your policy, service or function will evolve in line with consideration of equality matters. However, not everything we do will have equality implications, only policies and practices that are relevant to equality need to be put in focus. If you decide after an initial assessment that a policy or practice is not relevant to equality then you should make a note of this. When completing a full EIA make certain the assessment is proportionate to the matters at hand. An EIA is not an end in itself – it is simply a way of ensuring and showing that due regard has been paid to our equality duty.

Where final decisions are made by councillors, in order to show that due regard has been given to the three aims of the equality duty at the time the decision is made, your assessment will need to be included within the report for Committee. The significance of your policy or practice to equality matters may help you make this decision.

All equality impact assessments are based around four core questions. There may well be others that contribute to the assessment, but the core ones remain throughout.

1. **What is the purpose of the policy?**
2. **How is it seeking to achieve this?**
3. **Who benefits and how? (and who, therefore, doesn't and why?)**
4. **What are any 'associated aims' attached to the policy?**



<b>Stage 1 EIA tracking</b>	
<b>Title of EIA</b>	<b>Temporary Accommodation Rent Arrears Policy and Procedure</b>
<b>Lead Officer</b>	<b>Annette Snell</b>
<b>Division</b>	<b>Housing &amp; Community</b>
<b>Diversity, Equity &amp; Inclusion Group - Review Date</b>	
<b>Publication Date</b> <i>(if applicable)</i>	<b>19 November 2025</b>
<b>EIA Review Date</b> <i>(if applicable)</i>	<b>When the policy and procedure is next updated or amended.</b>



**Stage 2 Details of service, policy or function to be assessed and the potential impact on people with a protected characteristic.**

<p>Provide an overview of the policy, service or other function being introduced or reviewed.</p> <p>Please include the aim or purpose of the policy, service or function etc., any context, changes proposed and the desired outcome. You will need to start to think about the equality implications and whether there is potential for impact on residents, service users and staff (as applicable) with one or more of the protected characteristics.</p>	<p>The purpose of the Rent Arrears Policy and Procedure is to set out how Epsom &amp; Ewell Borough Council manages rental income, rent arrears, and possession proceedings for non-secure tenants and licensees living in interim and temporary accommodation provided or managed by the Council.</p> <p>The policy should be read in conjunction with the <a href="#">Pre-Action Protocol for Possession Claims for Social Landlords</a>.</p> <p>The policy and procedure focuses first on sustaining tenancies and licences through arrears prevention, early intervention, advice, support, and the maximisation of income to prevent, minimise or manage debt.</p> <p>Where a tenant or licensee has accrued rent arrears, every effort will be made to ensure that the payments are brought up to date, or affordable repayment plans agreed, so that they can remain in the property.</p> <p>This policy will set out when appropriate legal action will be taken to minimise arrears increasing and to seek possession of the property. Eviction will only be pursued as a last resort where all other methods of resolution have been unsuccessful and after all requirements of the Pre-Action Protocol have been met.</p>
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### Stage 3 Relevant information, data, consultation and engagement activities

List all data (including source) and other information relevant to the full equality impact assessment

The Temporary Accommodation Rent Arrears Policy and Procedure applies to non-secure tenants and licensees living in interim and temporary accommodation provided or managed by the Council. As at 30/09/2025 there were approximately 154 homeless households in such temporary accommodation, made up of the following:

Nightly Paid Accommodation (NPA)	117
EEBC owned TA	10
Defoe Court	14
Private Sector Leased (PSL)	13

NB: A further 125 homeless households live temporary accommodation provided by housing associations. This policy and procedure does not apply to these households.

The rental income collected for the financial year 2024/25 was £1,184,730.78.

88.5% of households in temporary accommodation provided or managed by the Council, are in receipt of full or partial Housing Benefit, and 11.5% are responsible for paying the full rent themselves.

**Data Analysis**

A data comparison has been undertaken to compare the protected characteristic of households in temporary accommodation provided or managed by the Council with the Borough Profile data for Epsom & Ewell.

**Age**

The age profile of households in temporary accommodation provided or managed by the Council is outlined below:-

- 16 - 24: = 11.6%
- 25 - 34: = 25.4%
- 35 - 49: = 40.6%
- 50 - 64: = 18.8%
- 65+: = 3.6%

NB: This information relates to the lead applicant's age only.



The Borough Profile age range is recorded differently with 61.8% aged between 16-64, 15.4% aged 65-84, and 2.6% aged 85 or over.

**Household composition in relation to marriage and civil partnership, sex, and pregnancy and maternity**

Of the households in temporary accommodation provided or managed by the Council:-

- 19.6% are single person households with no dependent children. Of these 66% are male and 44% are female.
- 71% households have dependent children.
- 49.3% are single parents and 21.7% are couples with dependent children.
- Of the single parent households, 13.3% are male and 86.77% are female.
- 9.42% are couples or households with more than one adult household member, but no dependent children.
- 2.9% of households are pregnant.

Borough Profile data

- 34.1% households include dependent children. Of these 15.4% have only one parent in the household.
- 24.3% of households live alone

**Disability**

Data on the prevalence of disabilities among households in temporary accommodation are recorded but not able to be extracted from Housing ICT system for these purposes. However given that health and disability are factors conferring priority status under the homelessness legislation, we are more likely to have households in temporary accommodation with this protected characteristic.

Borough Profile data on disability

12.8% have a disability under Equality Act.

**Gender Reassignment**

Data on the gender identity distribution of households in temporary accommodation are recorded but not able to be extracted from the Housing ICT system for these purposes.

Borough Profile data gender reassignment

- 99.62% gender identity is the same as sex identified at birth.
- 0.10% trans women, 0.09% trans men, 0.06% all other gender identities



**Sexual Orientation**

Data on the sexual orientation of households in temporary accommodation are not recorded the Housing ICT system.

**Borough Profile data on sexual orientation**

90.9% Straight / Heterosexual (90.7% Surrey). 1.1% Gay or Lesbian (1.2% Surrey). 0.9% Bisexual (1.1% Surrey). 0.2% Other sexual orientation (0.3% Surrey). As a % of aged 16 and over.

**Race**

In the Equality Act 2010, race can mean ethnic or national origins, which may or may not be the same as a person's current nationality.

The race, ethnic or national origins profile of households in temporary accommodation provided or managed by the Council is outlined in the table below.

	EEBC TA households	Borough Profile for Epsom & Ewell	Surrey
Arab	No information recorded	0.9%	0.4%
Asian	13.1%	11.4%	7.7%
Black	7.9%	1.9%	1.7%
Mixed	7.9%	4.4%	3.4%
White British	57.2%	69.4%	76.6%
White non-British	8.8%	9.9%	8.8%
Other ethnic groups	5.7%	1.9%	1.2%

**Borough Profile data**

6.9% of residents do not have English as the main language.

**Religion or Belief**

Data on the religion or beliefs of households in temporary accommodation are not recorded on the Housing ICT system for these purposes.

Borough Profile data religion or belief



	0.7% Buddhist (0.6% Surrey). 48.1% Christian (50.1% Surrey). 3.6% Hindu (2.0% Surrey). 0.3% Jewish (0.3% Surrey). 4.9% Muslim (3.2% Surrey). 0.3% Sikh (0.6% Surrey). 0.4% Other religion (0.5% Surrey). 35.7% No religious belief (36.6% Surrey).
Specify all engagement activities undertaken	Given the small number of households (154) affected by this policy and procedure no engagement activities have been undertaken.

### Stage 4 Impact on residents, service users and staff with protected characteristics

Undertake a full analysis which details all positive and negative impact arising from the policy, service or other function. If there will be no impact, make this clear by completing the relevant box. Please ensure that you evidence your conclusions with reference to the appropriate source.

Protected Characteristic	Potential Positive Impact	Potential Negative Impact	No Impact
Age	<p>People of all ages may fall into rent arrears, however young people under 35 are more likely to get into rent arrears, particularly if they are inexperienced in managing a tenancy/license.</p> <p>The proposed policy and procedure are expected to have a positive impact on tenants and licensees, particularly those who may be vulnerable or have protected characteristics.</p> <p>Its core aim is to support the sustainability of tenancies and licences through proactive arrears prevention, early intervention, advice, support, and the maximisation of income. These measures are designed to prevent, reduce, or manage debt effectively and equitably to ensure the tenant and license does not get evicted.</p> <p>If a tenant or licensee has a protected characteristic that may impact their ability to manage rent payments, Housing Services will take these specific needs into account when addressing arrears. This includes considering whether a tailored approach is required for arrears enforcement action and providing appropriate advice and support as needed.</p>		



	<p>Where a support need is identified this will be recorded on the Housing ICT management system so that reasonable adjustments can be made to communications and the support required.</p>		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 112</p> <p><i>Disability</i></p>	<p>Nationally people with a disability are more likely to be in debt.</p> <p>We recognise that people with disabilities are more likely to face unemployment due to accessibility barriers or limitations imposed by their disability. This can cause financial hardship and difficulty managing debt. Living with a disability often also comes with extra expenses, such as adaptive equipment, medical care, or personal assistance. These costs can further strain finances and make debt repayment more challenging.</p> <p>The policy will have a positive impact on vulnerable or disabled tenants and licensees because it outlines how the Council will provide a wide range of advice and support.</p> <p>Its core aim is to support the sustainability of tenancies and licences through proactive arrears prevention, early intervention, advice, support, and the maximisation of income. These measures are designed to prevent, reduce, or manage debt effectively and equitably to ensure the tenant and license does not get evicted</p> <p>If a tenant or licensee has a protected characteristic that may impact their ability to manage rent payments, Housing Services will take these specific needs into account when addressing arrears. This includes considering whether a tailored approach is required for arrears enforcement action and providing appropriate advice and support as needed.</p> <p>Where a support need is identified this will be recorded on the Housing ICT management system so that reasonable adjustments can be made to communications and the support required.</p> <p>Where a tenant or licensee is known to have a disability, literacy challenge, or language support need, Housing Services will take reasonable steps to ensure communications are accessible and comprehensible. In such</p>		



	<p>cases, alongside sending rent arrears letters or notices, staff will also make telephone contact with the tenant or licensee to explain their content and, where necessary, use translation and interpreting services or provide the information in alternative formats.</p> <p>As required under the Pre-Action Protocol, where a tenant or licensee is particularly vulnerable, the Council will consider at an early stage whether or not the tenant or licensee has the mental capacity to defend possession proceedings and the extent to which CPR 21 applies; whether or not any issues arise under the Equality Act 2010; and whether or not there is a need for a community care assessment in accordance with the Care Act 2014.</p>		
<p><i>Gender Reassignment</i></p>			<p>We do not think this protected characteristic is disproportionately impacted by the Temporary Accommodation Rent Arrears Policy and Procedure.</p>
<p><i>Pregnancy and Maternity</i></p>	<p>Pregnancy and dependent children are factors conferring priority status under the homelessness legislation, and therefore we are more likely to have households in temporary accommodation with this protected characteristic.</p> <p>The proposed policy and procedure are expected to have a positive impact on tenants and licensees, particularly those who may be vulnerable or have protected characteristics.</p> <p>Its core aim is to support the sustainability of tenancies and licences through proactive arrears prevention, early intervention, advice, support, and the maximisation of income. These measures are designed to prevent, reduce, or manage debt effectively and equitably to ensure the tenant and license does not get evicted.</p> <p>If a tenant or licensee has a protected characteristic that may impact their ability to manage rent payments, Housing Services will take these specific needs into account when addressing arrears. This includes considering whether a tailored approach is required for arrears enforcement action and providing appropriate advice and support as needed.</p> <p>Where a support need is identified this will be recorded on the Housing ICT management system so that reasonable</p>		



	<p>adjustments can be made to communications and the support required.</p>		
<i>Race</i>	<p>The policy and procedure will positively impact those who have English as an additional language who may have difficulty understanding information about their rent or arrears, because it outlines how the Council will provide a wide range of advice and support.</p> <p>Its core aim is to support the sustainability of tenancies and licences through proactive arrears prevention, early intervention, advice, support, and the maximisation of income. These measures are designed to prevent, reduce, or manage debt effectively and equitably to ensure the tenant and license does not get evicted</p> <p>If a tenant or licensee has a protected characteristic that may impact their ability to manage rent payments, Housing Services will take these specific needs into account when addressing arrears. This includes considering whether a tailored approach is required for arrears enforcement action and providing appropriate advice and support as needed.</p> <p>If a support need is identified this will be recorded on the Housing ICT management system so that reasonable adjustments can be made to communications and the support required.</p> <p>Where a tenant or licensee is known to have a disability, literacy challenge, or language support need, Housing Services will take reasonable steps to ensure communications are accessible and comprehensible. In such cases, alongside sending rent arrears letters or notices, staff will also make telephone contact with the tenant or licensee to explain their content and, where necessary, use translation and interpreting services or provide the information in alternative formats.</p>		
<i>Religion and Belief</i>			<p>We do not think this protected characteristic is disproportionately impacted by the Temporary Accommodation Rent Arrears Policy and Procedure.</p>
<i>Sex</i>	<p>People of all sexes may fall into rent arrears, however lone parent households are at a higher risk of homelessness, and these are more likely to be headed by women, and therefore</p>		



	<p>we are more likely to have households in temporary accommodation with this protected characteristic.</p> <p>The proposed policy and procedure are expected to have a positive impact on tenants and licensees, particularly those who may be vulnerable or have protected characteristics.</p> <p>Its core aim is to support the sustainability of tenancies and licences through proactive arrears prevention, early intervention, advice, support, and the maximisation of income. These measures are designed to prevent, reduce, or manage debt effectively and equitably to ensure the tenant and license does not get evicted.</p> <p>If a tenant or licensee has a protected characteristic that may impact their ability to manage rent payments, Housing Services will take these specific needs into account when addressing arrears. This includes considering whether a tailored approach is required for arrears enforcement action and providing appropriate advice and support as needed.</p> <p>Where a support need is identified this will be recorded on the Housing ICT management system so that reasonable adjustments can be made to communications and the support required.</p>		
<p><i>Sexual Orientation</i></p>			<p>We do not think this protected characteristic is disproportionately impacted by the Temporary Accommodation Rent Arrears Policy and Procedure.</p>
<p><i>Marriage and Civil Partnerships</i></p>			<p>We do not think this protected characteristic is disproportionately impacted by the Temporary Accommodation Rent Arrears Policy and Procedure. However all letters, rent statements or notices will be sent separately to each named tenant or licensee to ensure both partners are aware.</p>

**Stage 5 Decision**

Specify the full details of your decision.

The proposed policy and procedure are expected to have a positive impact on tenants and licensees, particularly those who may be vulnerable or have protected characteristics.



Include any changes made to the proposal, steps taken to eliminate or minimise any negative impact(s), any additional mechanisms put in place to meet the needs of particular groups or to help foster good relations etc.

Its core aim is to support the sustainability of tenancies and licences through proactive arrears prevention, early intervention, advice, support, and the maximisation of income. These measures are designed to prevent, reduce, or manage debt effectively and equitably to ensure the tenant and license does not get evicted.

If a tenant or licensee has a protected characteristic that may impact their ability to manage rent payments, Housing Services will take these specific needs into account when addressing arrears. This includes considering whether a tailored approach is required for arrears enforcement and providing appropriate advice and support as needed.

Where a tenant or licensee is known to have a disability, literacy challenge, or language support need, Housing Services will take reasonable steps to ensure communications are accessible and comprehensible. In such cases, alongside sending rent arrears letters or notices, staff will also make telephone contact with the tenant or licensee to explain their content and, where necessary, use translation and interpreting services or provide the information in alternative formats.

All letters, rent statements or notices will be sent separately to each named tenant or licensee.

If a support need is identified, either known in advance or discovered during contact, this will be recorded on the Housing ICT management system to guide future communications. This means reasonable adjustments can be offered when communicating/engaging with tenants and licensees about rent arrears, and ensure the right support is in place for those that require it.

As required under the Pre-Action Protocol, where a tenant or licensee is particularly vulnerable, the Council will consider at an early stage whether or not the tenant or licensee has the mental capacity to defend possession proceedings and the extent to which CPR 21 applies; whether or not any issues arise under the Equality Act 2010; and whether or not there is a need for a community care assessment in accordance with the Care Act 2014.

Any potential negative impact will be mitigated by these actions.

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## Stage 6 EIA – Action Plan

Please specify any action that will be taken to support implementation of your decision

Issue Identified	Action required	Implementation Date	Responsible Officer
None	None required	N/A	N/A



<b>Stage 7 EIA Sign Off</b>	
<p>EIA needs to be signed off by Head of Service.</p> <p>If an EIA is going to be submitted with a proposal to a committee/corporate project board for decision making, the EIA needs to be approved by Head of Service and Strategic Management Team first.</p>	
<p><b>Head of Service: Rod Brown</b></p>	<p><b>Date:</b></p>
<p><b>Strategic Management Team:</b> (where applicable)</p>	<p><b>Date:</b></p>
<p><b>Name of Committee: Community &amp; Wellbeing</b> (where applicable)</p>	<p><b>Date: 19 November 2025</b></p>

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## 2026/27 BUDGET TARGETS

<b>Head of Service:</b>	Cagdas Canbolat, Director of Corporate Services and Section 151 Officer (Chief Finance Officer)
<b>Report Author</b>	Richard Appiah-Ampofo
<b>Wards affected:</b>	(All Wards);
<b>Urgent Decision?(yes/no)</b>	No
<b>If yes, reason urgent decision required:</b>	N/A
<b>Appendices (attached):</b>	None

### Summary

This report informs the Committee of the Council's revenue budget targets presented to the Strategy & Resources Committee in July. The report seeks guidance on the preparation of the Committee's service estimates for 2026/27.

### Recommendation (s)

#### The Committee is asked to:

- (1) Note the implications of the budget targets presented to Strategy & Resources Committee on 15 July 2025.
- (2) Note that owing to the Council's projected budget deficit, any additional new revenue growth items (i.e. service enhancements resulting in increased net expenditure) supported by Policy Committees will need to be fully funded from existing budgets.

## 1 Reason for Recommendation

- 1.1 The recommendations will provide a clear framework for officers to develop a balanced budget for 2026/27, which is a statutory requirement.

## 2 Background

- 2.1 At its meeting on 15 July 2025, Strategy and Resources Committee agreed the budget targets and workstreams to enable the Council to work towards setting a balanced budget for 2026/27.

- 2.2 The committee noted that for financial planning purposes, latest forecasts show that the Council faces a projected budget deficit of £1.93 million in 2026/27, rising to £5.06 million by 2028/29.

### 3 Full Proposals

- 3.1 To address the deficit detailed in 2.2, Strategy & Resources Committee agreed that the following workstreams should be progressed by officers:
- 3.1.1 Re-review opportunities considered in the past.
  - 3.1.2 Ongoing review of existing asset utilisation to realise cost reductions in Council operational buildings and increased income from investment properties.
  - 3.1.3 Ensure any new powers are considered to generate additional income for the Council.
  - 3.1.4 Undertake a review of reserves to be reported to Financial Strategy Advisory Group to seek support for recommended minimum reserve balances and support the MTFS process.
  - 3.1.5 A comprehensive review of fees and charges. Heads of Service review fees and charges annually to ensure any increases are achievable and report to policy committees for approval.
  - 3.1.6 To maximise external funding and partnership opportunities, for example submitting grant applications as opportunities arise.
  - 3.1.7 Monitor the assumptions throughout the year and assess the impact on the council's medium term financial strategy.
- 3.2 The Medium Term Financial Plan recommends an average increase in fees and charges for 2026/27 of CPI + 1%. Individual fees and charges will be based on an assessment of what is achievable for each service.
- 3.3 Officers will maintain engagement with policy chairs and members throughout the budgeting process, and budget forecasts and assumptions will continue to be reviewed and updated throughout the process.
- 3.4 Furthermore, owing to the Council's projected budget deficit, for any additional new revenue growth items (i.e. service enhancements resulting in increased net expenditure) supported by policy committees, the committee or Council will need to identify how these can be fully funded from existing budgets.
- 3.5 The 2026/27 Strategic Financial Planning report to Strategy & Resources on 15 July 2025 set out an updated Medium Term Financial Strategy. This included an additional £500,000 to fund the structural deficit in the temporary accommodation budget and also removed the previously agreed saving within the service from 2026/27 of £300,000.

- 3.6 The removal of the £300,000 previously agreed saving means that this Committee will not be asked to find this saving from existing budgets. The additional £500,000 within the temporary accommodation budget aims to address the current adverse position forecast at the quarter 1 revenue budget monitoring stage, and does not impact on any other budgets within the Committee.

#### **4 Risk Assessment**

Legal or other duties

##### **4.1 Equality Impact Assessment**

4.1.1 None for the purposes of this report.

##### **4.2 Crime & Disorder**

4.2.1 None for the purposes of this report.

##### **4.3 Safeguarding**

4.3.1 None for the purposes of this report.

##### **4.4 Dependencies**

4.4.1 None for the purposes of this report.

##### **4.5 Other**

4.5.1 The Council has a statutory duty to set a balanced budget each year, demonstrating how planned expenditure on services will be fully funded.

4.5.2 Should the Council not progress the proposed budget strategy and fail to achieve a significant net reduction in its cost of services, there is a clear risk that reserves will continue to diminish with the Council eventually becoming unable to set a balanced budget.

4.5.3 Financial risk assessments will be completed with service estimates for this Committee in January 2026 and for Council in February 2026.

#### **5 Financial Implications**

5.1 The provisional financial outlook for 2026/27 and future years is covered in this report.

5.2 The Council has adequate resources to carry out a budget review supporting the delivery of the efficiency plan. Should the Council require a more comprehensive review of services, additional resources and expertise may be required.

- 5.3 **Section 151 Officer's comments:** It is important that the budgets target recommendations be agreed to maintain the future financial health of the Council. Each service area must undertake a thorough review of its costs, identify opportunities for efficiency, and implement measures to reduce expenditure.

## 6 Legal Implications

- 6.1 The Council has a statutory responsibility to set a balanced budget each year.
- 6.2 **Legal Officer's comments:** None for the purposes of this report.

## 7 Policies, Plans & Partnerships

- 7.1 **Council's Key Priorities:** The following Key Priorities are engaged:
- Effective Council.
- 7.2 **Service Plans:** The matter is included within the current Service Delivery Plan.
- 7.3 **Climate & Environmental Impact of recommendations:** None for the purposes of this report.
- 7.4 **Sustainability Policy & Community Safety Implications:** None for the purposes of this report.
- 7.5 **Partnerships:** None for the purposes of this report.
- 7.6 **Local Government Reorganisation Implications:** It is important to note that these forecasts are made at a time of uncertainty in local government finance, particularly in Surrey as it responds to the Local Government Reorganisation. Following the December 2024 English Devolution White Paper, council has submitted its unitary proposal and awaits the outcome which is expected in October. In the meantime, it would be expected that those councils which are due to become part of any future East Surrey authority should set budgets that are sustainable and prudent.

## 8 Background papers

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

### Previous reports:

- [2026/27 Strategic Financial Planning report to Strategy & Resources – 15 July 2025.](#)

### Other papers:

- [Budget Book 2025/26.](#)

- [Medium Term Financial Plan 2024-28.](#)

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### **EXCLUSION OF THE PRESS AND PUBLIC**

The following documents are included on the agenda and have not been published as they contain exempt information:

Item 3, Appendix 1 – Restricted Minutes of the 17 June 2025 Special Meeting of the Community and Wellbeing Committee commencing 7.00pm
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The document deals with information relating to the financial or business affairs of the Committee and third parties.
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Item 3, Appendix 3 – Restricted Minutes of the 17 June 2025 Special Meeting of the Community and Wellbeing Committee commencing 7.55pm
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The document deals with information relating to the financial or business affairs of the Committee and third parties.
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Under Section 100(A)(4) of the Local Government Act 1972, the Committee may pass a resolution to exclude the public from the Meeting on the grounds that the business involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended) and that pursuant to paragraph 10 of Part 2 of the said Schedule 12A the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

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