



COMMUNITY AND WELLBEING COMMITTEE

Tuesday 13 January 2026 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 Bernice Froud (Vice-Chair)
Councillor Rob Geleit
Councillor Graham Jones

Councillor Rachel King
Councillor Bernie Muir
Councillor Humphrey Reynolds
Councillor Kim Spickett

Yours sincerely

Chief Executive

For further information, please contact democraticservices@epsom-ewell.gov.uk or tel: 01372 732000

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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, 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.

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

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, Tuesday 6th January 2026**.

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, Monday 12th January 2026**.

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

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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 - 10)

The Committee is asked to confirm as a true record the Minutes of the Meeting of the Committee held on 19 November 2025 (attached) and to authorise the Chair to sign them.

4. OPTIONS FOR THE FUTURE OF THE MUSEUM (Pages 11 - 28)

This report presents an appraisal of three strategic options for the future of Bourne Hall museum, drawing on findings from the Bourne Hall museum service review and the culture peer challenge report. The museum is a valued cultural asset with significant potential, but faces challenges in relevance, accessibility, and sustainability.

5. VOLUNTARY SECTOR FUNDING 2026-2027 (To Follow)

6. END POVERTY PLEDGE (Pages 29 - 34)

This report considers whether to recommend to Full Council that the council makes the End Poverty Pledge (EPP) and agrees supporting the general statement and associated commitments.

7. FEES AND CHARGES 2026/27 (Pages 35 - 50)

This report recommends fees and charges for which this Committee is responsible, with the new charges being effective from 1 April 2026.

8. CAPITAL PROGRAMME 2026/27 (To Follow)

9. REVENUE BUDGET 2026/27 (To Follow)

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Minutes of the Meeting of the COMMUNITY AND WELLBEING COMMITTEE held at the Council Chamber, Epsom Town Hall on 19 November 2025

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: Linda Scott (Interim Assistant Head of Service - Venues), Susan Dalloe (Bourne Hall Museum Curator), Rod Brown (Head of Housing and Community), Arjan de Jong (Strategic Housing Manager), Richard Appiah-Ampofo (Senior Accountant) and Dan Clackson (Democratic Services Officer)

14 QUESTIONS AND STATEMENTS FROM THE PUBLIC

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

15 DECLARATIONS OF INTEREST

Homelessness Expenditure & Action Plan update:

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.

16 MINUTES OF THE PREVIOUS MEETING

The Committee confirmed 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, the minutes and the restricted minutes of the special meeting of the Committee held on 17 June 2025 for Relate Funding, and the minutes of the meeting of the Committee held on 08 July 2025, and authorised the Chair to sign them.

17 MUSEUM POLICIES

The Committee received a report seeking approval of four key policy documents and forward plan, essential for maintaining accreditation and demonstrating strong governance and strategic planning for the Museum Service.

The Committee considered the following matters:

- a) **Forward Plan.** In response to a question from a Member, the Museum Curator stated that much of the forward plan was contingent on the successful acquisition of grant funding. She stated that the Covid pandemic had been significantly disruptive to the previous iteration of the forward plan.
- b) **Equality Impact Assessment.** In response to a question from a Member, the Museum Curator confirmed that, should the Access Policy be approved, an equality impact assessment would be carried out.
- c) **Human Remains Policy.** In response to a question from a Member, the Museum Curator explained that although section 10.1 of the proposed collections development policy set out that the museum doesn't hold or intend to acquire any human remains, section 15.2 setting out the procedure for the disposal of human remains was included as a caveat for in the event of any human remains being discovered within the collection.
- d) **Partnerships with Educational Establishments.** In response to a question from a Member, the Museum Curator explained that the museum has an Audience Development Plan which addresses the importance of forming partnerships with local schools and universities and making the museum and its collections available for student project and research work.
- e) **Successful Grants.** In response to a question from a Member, the Museum Curator stated that the museum had recently been successful in applying for a £3000 grant to Surrey Museums Partnership for a new object documentation system, along with a grant for £4000 from Surrey Museum Development South-East for a new display case to display the museum's roman coins collection for the first time.
- f) **Volunteers.** In response to a comment from a Member, the Museum Curator highlighted the importance of the role that volunteers play in the success of the museum and stated that the museum was fortunate to have a very high-quality team of volunteers.
- g) **Modernisation.** In response to a comment from a Member, the Museum curator stated that, following a successful grant application, a project would soon be underway with a view to redesigning and modernising the museum space.
- h) **Promotion.** In response to a comment from a Member, the Museum Curator stated that the Bourne Hall team make use of social media and flyers to advertise and promote the museum and its events, along with the Surrey Museums Partnership also advertising for the museum.

Following consideration, the Committee unanimously resolved to:

- (1) **Approve the key policy documents for the Museum Service, as set out in the appendices to the report:**

- **Care and Conservation Policy**
- **Documentation Policy**
- **Access Policy**
- **Collections Development Policy**
- **Forward Plan 2025–2029**

18 HOMELESSNESS EXPENDITURE & ACTION PLAN UPDATE

The Committee received a report setting out the ongoing actions taken to minimise homelessness expenditure and identifying the funding which will be utilised to cover the additional expenditure for 2025/26.

The Committee considered the following matters:

- a) **Nightly Paid Accommodation Numbers.** In response to a comment from a Member, the Strategic Housing Manager confirmed that the statistic for the number of people in nightly paid accommodation is not a static figure, with a constant flow of people moving in and out.
- b) **Homelessness Prevention.** In response to a question from a Member, the Strategic Housing Manager stated that the objective of the prevention of homelessness was ingrained throughout the work of the entire Housing team, with a Housing Options Officer specialising in the matter.
- c) **Landlords Forum.** In response to a question from a Member, the Strategic Housing Manager explained that the Landlords Forums were held to raise awareness for landlords and inform them of the Council's schemes, along with any changes to legislative and licensing requirements. The forums also provide an opportunity for landlords to network and develop relationships with the Council.
- d) **Renters' Rights Act 2025.** In response to a question from a Member, the Strategic Housing Manager stated that in his view the introduction of the Renters' Rights Act 2025 was a positive change and would be beneficial in efforts towards preventing homelessness.
- e) **Action Plan Progress.** In response to a question from a Member referring to action 6.10 of the Homelessness and Rough Sleeping Strategy Action Plan, the Strategic Housing Manager explained that completion of the action was being worked towards, though had experienced some delays.
- f) **Short-Notice Referrals.** In response to questions from Members, the Strategic Housing Manager stated that the Housing service was experiencing pressure as a result of people with housing needs arriving at

the Town Hall, sometimes with significant mental or physical health requirements, having been directed to the Council by hospitals/agencies without the housing team having received proper prior notice. He stated that the housing team sought to form stronger relationships and raise awareness with said organisations in order for the Council to be better able in supporting the people referred to the Council by said agencies.

Following consideration, the Committee unanimously resolved 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.**

19 TEMPORARY ACCOMMODATION RENT ARREARS POLICY AND PROCEDURE

The Committee received a report seeking approval of the updated Rent Arrears Policy and Procedure outlining 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 Committee considered the following matters:

- a) **Support Offered.** In response to a question from a Member, the Strategic Housing Manager stated that, in instances of people being unable to or struggling to pay their rent, the housing service can offer support by way of raising awareness of the available assistance and benefits schemes in order to help alleviate financial pressures.
- b) **Accommodation Size.** In response to a question from a Member, the Strategic Housing Manager stated that the housing team always seeks to place people in appropriate accommodation according to household size.
- c) **Subsidised Rent.** In response to a question from a Member, the Strategic Housing Manager explained that the amount that the Council can charge for rent is capped under statute, with the Council subsidising the difference between the actual rent cost and the amount chargeable by the Council.
- d) **In the Event of Eviction.** In response to a question from a Member, the Strategic Housing Manager explained that if a person had been evicted from a property by the Council as a last resort option, where all other

methods of resolution had been unsuccessful and all requirements of the pre-action protocol had been met, that person would be found as intentionally homeless should they reapproach the Council.

- e) **Debt Management.** In response to a question from a Member, the Head of Housing and Community stated that the Council works closely with and signposts people to organisations such as the Good Company, who can offer advice to people with respect to debt management.

Following consideration, the Committee unanimously resolved to:

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

20 2026/27 BUDGET TARGETS

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

The Committee considered the following matters:

- a) **Homelessness Prevention.** In response to a question from a Member, the Head of Housing and Community explained that the Ministry of Housing, Communities and Local Government had stipulated that 49% of funding for homelessness is to be focussed on prevention work.

Following consideration, the Committee unanimously resolved 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.**

The meeting began at 7.30 pm and ended at 8.30 pm

COUNCILLOR CLIVE WOODBRIDGE (CHAIR)

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OPTIONS FOR THE FUTURE OF THE MUSEUM

| | |
|---|--|
| Head of Service: | Ian Dyer, Head of Operational Services |
| Report Author | Linda Scott |
| Wards affected: | (All Wards); |
| Urgent Decision? | No |
| If yes, reason urgent decision required: | |
| Appendices (attached): | <ol style="list-style-type: none">1. Summary of reviews2. Potential steps of investing in the museum3. Summary of advantages and disadvantages of the options4. Comparative summary table |

Summary

This report presents an appraisal of three strategic options for the future of Bourne Hall museum, drawing on findings from the Bourne Hall museum service review and the culture peer challenge report. The museum is a valued cultural asset with significant potential, but faces challenges in relevance, accessibility, and sustainability.

Recommendation (s)

The Committee is asked to:

- (1) **Evaluate the available options and agree the most appropriate course of action for the museum's future:**
 - a) **Option 1: Do nothing and carry on with business as usual**
 - or;
 - b) **Option 2: Invest in improvement of the Museum (should option 2 be agreed a funding request will go to Strategy and Resources Committee March 2026 for consideration)**
 - or;
 - c) **Option 3: Close the museum**

1 Reason for Recommendation

- 1.1 The future of the Museum is identified as Priority 7 within the Council's Strategic Priorities. This requires the development of a proposed set of options for the future delivery of Museum services, which forms the basis for the recommendations set out in this report.

2 Background

- 2.1 Although this priority has been looked at in isolation for defining the strategic options for service delivery it must be noted that the Museum is an integral part of Bourne Hall.

This paper therefore aims to set out these connections at a high level to inform decision-making.

The success of the Museum has significant links to the future success of Bourne Hall in terms of developing a long-term sustainable business plan for the venue.

The wider Bourne Hall business plan concerns itself with seeking to protect the future of Bourne Hall as a key community asset in the changing context of Local Government Reorganisation. to ensure its attractiveness to the new East Surrey unitary authority or another local governance entity and/or trust.

The strategic options for service delivery all directly link to possible future stewardship models for the wider Bourne Hall.

2.2 Service reviews

Two major reviews were conducted in 2025 to assess the future direction, operations, and sustainability of Bourne Hall Museum:

- **Bourne Hall Museum Service Review** (May 2025)
- **Epsom & Ewell Borough Council Culture Peer Challenge** (August 2025)

Both reviews provide valuable insights and recommendations for the museum's development, with notable areas of alignment and distinction. Both reviews concern themselves with the museum being a success and only therefore link to option 2 regarding investing in the museum. A summary of these reviews can be found in appendix 1.

2.3 Strategic options

Three strategic options for future service delivery have been considered as follows:

| Options | Description |
|--------------------------|--|
| 1. Do Nothing | Maintain current operations, with only minor changes within existing resources. |
| 2. Invest in Improvement | Implement recommendations from recent reviews to transform and sustain the museum. |
| 3. Close the Museum | Close to the public, dispose of the collection, and manage transition. |

2.4 Option 1 – Do nothing

This would involve:

- Maintaining the museum as it is, with no additional investment of time, effort, or money.
- Keeping the Museum and its storage unchanged.
- Maintaining compliance with accreditation requirements
- Making small operational changes which address recommendations from the service reviews, but only those that can be delivered within existing budget and resources

This option would not incur additional financial cost but would undermine the wider Bourne Hall business plan. It risks the museum's future under Local Government Reorganisation (LGR) and would diminish its community value.

Next Steps:

- No further action required.

2.5 Option 2 – Invest in the Museum

Together, the Service Review and Peer Challenge offer a comprehensive blueprint for the future of Bourne Hall Museum. The Service Review delivers a practical roadmap for immediate and medium-term improvements, while the Peer Challenge sets the strategic direction and highlights opportunities for transformation. Their combined recommendations would help ensure the museum is resilient, relevant, and sustainable in the face of organisational and community changes.

Next Steps:

Phase 1: 1-15 months

- March 2026 Strategy and Resources committee for consideration for funding
- Consider recommendations from Service reviews
- Engage stakeholders and the public in shaping the vision.
- Develop a Museum change implementation plan
- Make smaller immediate operational changes such as update displays, improve accessibility and implement visitor data collection and evaluation.
- Feed into a wider Bourne Hall Business Plan regarding the role of the Museum and Consider the museum's location.

Phase 2: 15+ months

- Future stewardship models
- Funding opportunities

2.6 Option 3 – Close the Museum

This option would see the Museum close its doors to the public, following a public consultation.

Once the doors are closed to the public the process of disposing of the collection would begin. This will take a period of up to 10 years.

Next Steps:

- Conduct a legal and ethical review in line with the Museums Association guidance.
- Undertake public and stakeholder consultation.
- Plan for collection disposal and/or storage.
- Manage communications to mitigate reputational damage.

See appendix 3 for summary of advantages and disadvantages of the options

3 Risk Assessment

Legal or other duties

3.1 Equality Impact Assessment

3.1.1 All options would require an equality impact assessment

3.2 Crime & Disorder

3.2.1 Not applicable for this report

3.3 Safeguarding

3.3.1 Not applicable for this report

3.4 Dependencies

3.4.1 Not applicable for this report

3.5 Other

3.5.1 Not applicable for this report

4 Financial Implications

4.1 The current annual budget is around £232,168 which encompasses:

- Employee costs: £65,785 (1.5 FTE staff)
- Accommodation: £123,840 (central recharge for use of the space)
- Central services charges: £32,110
- Insurance recharges: £2,292
- Other costs: £12,180
- Income from museum activities: £4,039

4.2 Option 1: Do nothing

This option would see the budget remaining as set out above with only inflationary and staff cost increases annually. No additional costs would be incurred but no additional income would be generated either. Over time income may deteriorate due to the poor-quality offer. This would be a status quo scenario.

4.3 Option 2 : Invest in the Museum

This option takes the form of two phases. The first phase is about developing a long-term plan for the future of the Museum and making smaller operational changes over the course of the coming months in line with the Service Review Recommendations to position the Museum to be in a stronger position in the context of LGR.

The second phase would be what happens to the Museum after vesting day in terms of its stewardship model, operating costs and funding opportunities. The costings below therefore relate to phase 1 only.

Phase 1 investment would need to fund the following:

- Additional activities
 - Facilitate and manage stakeholder engagement
 - Draft an implementation plan

- Develop a shared strategic plan for programming, staffing, and budgeting.
 - Enhance Visibility and Community Reach
 - develop a brand/comms and marketing strategy
 - develop a bespoke website and social media presence
 - Implement visitor data collection and evaluation.
 - Recruit and diversify volunteers
- Operational changes
 - Update displays, improve accessibility and marketing.
 - Strengthen partnerships with local groups and schools.
 - Replace long-form text in displays with concise, accessible summaries.
 - Create trails linking museum, libraries, and gardens to encourage exploration

Appendix 2 sets out potential short-term steps in terms of investing in the museum based on the findings of the service reviews.

4.4 Option 3: Close the Museum

This option would see the majority of the costs above maintained for a number of years during the transition phase, including staffing, accommodation and internal recharges. However, there would be no income generated from museum activity.

There is likely to be additional costs incurred around specialist advice on disposing of the collection. This option could also incur additional costs depending on the speed at which action to close the museum is to be undertaken. It is assumed for the purposes of this option that the Museum would be closed to the public and the resources shifted to handling the collection to transfer or dispose of all the assets.

Should any items be retained, although not envisaged, there would be an ongoing storage cost.

The process can take several years, especially for legal collection disposal, which must comply with Arts Council and Museums Association ethical guidelines.

4.5 Overview of estimated costs

The table below aims to estimate costs and savings over the short, medium and long term. It should be noted that these figures are based on the 'as is' scenario of the Museum being operated directly by the Council.

Years 1-2 are the focus of this paper with years 3-5 and 10+ used to depict how the options would evolve over time. Caution should be added to these costs and are for illustrative purposes only.

Years 1-2 costs

| | Option 1 | Option 2 | Option 3 |
|-----------------|----------|----------|----------|
| Running cost pa | £240,000 | £240,000 | £280,000 |
| Investment pa | 0 | £125,000 | 0 |
| Savings/income | £4,000 | £6,000 | 0 |
| Net cost pa | 236,000 | £359,000 | 280,000 |

Years 3-5

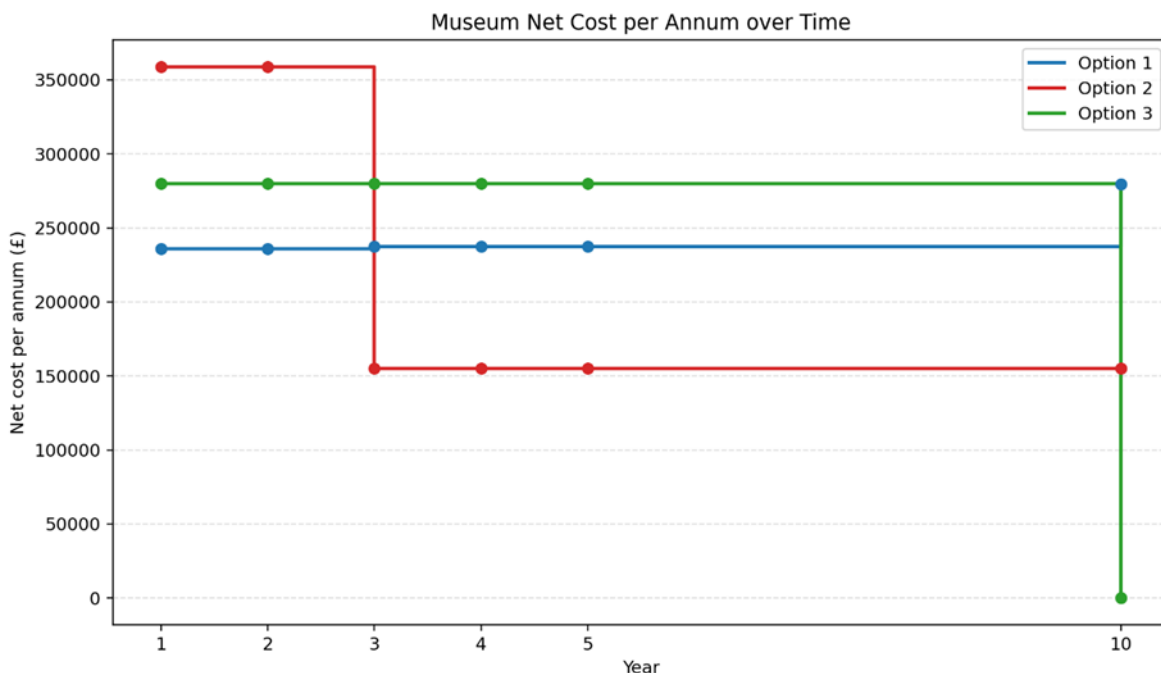
| | Option 1 | Option 2 | Option 3 |
|-----------------|----------|----------|----------|
| Running cost pa | £240,000 | £175,000 | £280,000 |
| Investment pa | 0 | 0 | 0 |
| Savings/income | £2,500 | £20,000 | 0 |
| Net cost pa | 237,500 | £155,000 | 280,000 |

Year 10+

| | Option 1 | Option 2 | Option 3 |
|-----------------|----------|----------|----------|
| Running cost pa | £280,000 | £175,000 | 0 |
| Investment pa | 0 | 0 | 0 |
| Savings/income | £500 | £20,000 | 0 |
| Net cost pa | £279,500 | £155,000 | 0 |

The above demonstrates that:

- **Option 1** over time increases in running costs due to inflation and income slowly drops away as the Museum offer deteriorates.
- **Option 2**, whilst operating as part of a council will have ongoing running costs but the business plan has been bedded in which has reduced the operating costs. The investment also sees additional income generated from the added community value.
- **Option 3** closing the museum is a lengthy process that incurs on going costs for many years post the decision to close. During this time there is no scope to generate income.



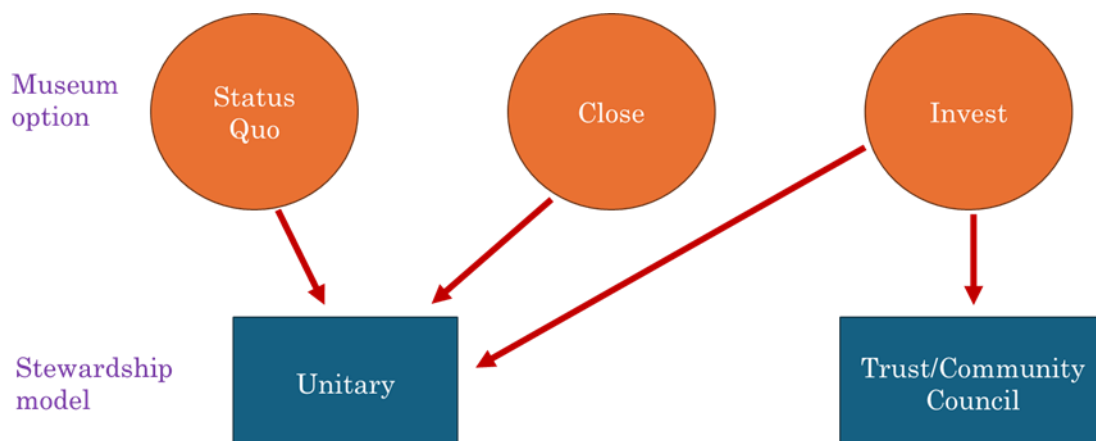
The option 2 costs could be reduced further should the Museum and wider Bourne Hall transfer to a different stewardship model.

See appendix 4 for comparative summary table

4.6 Governance Implications

The three options have different implications in terms of the Museum's future and different governance/stewardship models.

Only one of the three options seeks to secure the Museum's future. It is this option that would enable a medium-term decision for the Museum to be transferred to another entity opening up funding opportunities and different operating models which reduce costs further.



The above is also true for wider Bourne Hall long-term financial sustainability. The Museum is an integral part of the community venue and should form part of a wider strategy and business plan for Bourne Hall.

- 4.6 **Section 151 Officer's comments:** Option 1 is already provided for within this Committee's approved revenue budget and requires no additional resources. Options 2 and 3 would require additional corporate funding; if either is preferred, a further report should be submitted to S&R to secure the necessary funding.

5 Legal Implications

- 5.1 **Employment Law:** Ensuring compliance with employment laws when making changes to staffing, whether investing in new roles or making redundancies.
- 5.2 **Contractual Obligations:** Reviewing and honouring any existing contracts with suppliers, donors, and other stakeholders.
- 5.3 **Intellectual Property:** Managing intellectual property rights related to the museum's collections and exhibitions.
- 5.4 **Health and Safety:** Ensuring that any changes comply with health and safety regulations to protect staff and visitors.
- 5.5 **Accessibility:** Adhering to accessibility laws to ensure the museum remains accessible to all members of the public.
- 5.6 **Legal Officer's comments:** None other than as stated above.

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:** Not applicable
- 6.6 **Local Government Reorganisation Implications:** The Council is mindful of a potential transfer to a new governance model as part of Epsom Ewell Borough Councils Local Government Reorganising

7 Background papers

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

Previous reports:

- None

Other papers:

- None

Appendix 1- Service reviews – the findings

Areas of Alignment

- **Strategic Vision:** Both reviews emphasise the need for a refreshed, clear vision and purpose for Bourne Hall Museum, ensuring relevance to local communities and alignment with council priorities.
 - **Accreditation & Compliance:** Maintaining national museum accreditation and updating policies and procedures are highlighted as essential for credibility and future funding.
 - **Governance & Future Planning:** Each review recommends reviewing governance models and preparing for local government reorganisation, with a focus on stewardship and long-term sustainability.
 - **Financial Sustainability:** Both advocate for diversifying funding sources, improving financial transparency, and actively seeking external grants and partnerships.
 - **Visitor Experience:** There is consensus on the need to enhance visitor engagement, make displays more interactive and accessible, and systematically collect audience data.
 - **Community Engagement:** Stronger partnerships, community involvement, and inclusive practices are recommended to ensure the museum reflects and serves its diverse population.
 - **Environmental Sustainability:** Both reviews encourage embedding sustainability into museum operations and strategic planning.
-

Key Differences

- **Depth and Detail:**
 - The **Service Review** provides a detailed operational action plan, with specific recommendations, timelines, and benchmarking against sector standards.
 - The **Peer Challenge** adopts a broader strategic perspective, focusing on high-level options, best practice examples, and the wider context of local government change.
 - **Communication & Change Management:**
 - The **Peer Challenge** places greater emphasis on clear communication with staff and the public, especially during periods of uncertainty and transition.
 - **Operational Focus:**
 - The **Service Review** delves deeper into internal processes, collections management, documentation, and succession planning for staff and volunteers.
 - **Best Practice & External Learning:**
 - The **Peer Challenge** provides more examples of sector best practice and encourages learning from other institutions, particularly in areas such as shared spaces, co-creation, and volunteer management.
 - **Inclusivity & Accessibility:**
 - The **Service Review** offers more detailed recommendations for tackling inequality and improving accessibility, including specific policies and research actions.
-

Conclusion

Together, the **Service Review** and **Peer Challenge** offer a comprehensive blueprint for the future of Bourne Hall Museum. The Service Review delivers a practical roadmap for immediate and medium-term improvements, while the Peer Challenge sets the strategic direction and highlights opportunities for transformation. Their combined recommendations will help ensure the museum is resilient, relevant, and sustainable in the face of organisational and community change.

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Appendix 2 – Potential steps for investing in the Museum

Phase 1: Vision & Governance (Months 1–3)

- **Define museum vision and purpose**
Action: Conduct stakeholder workshops and community consultations.
Timeline: Month 1–3
-

Phase 2: Financial & Strategic Planning (Months 3–6)

- **Develop business plan**
Action: Include revenue streams, grant targets, and reserves policy.
Timeline: Month 3–6
-

Phase 3: Infrastructure & Design (Months 6–12)

- **Commission building design and accessibility improvements**
Action: Appoint architects and designers; integrate flexible layouts and digital features.
Timeline: Month 6–9
 - **Install interactive displays and digital systems**
Action: Implement QR codes, touchscreen exhibits, and online ticketing.
Timeline: Month 9–12
-

Phase 4: Collection (Months 6–18)

- **Update collections policies and documentation**
Action: Align with Arts Council Accreditation standards.
Timeline: Month 6–12
-

Phase 5: Audience Development & Marketing (Months 9–18)

- **Launch brand refresh and marketing campaign**
Action: New website, social media strategy, and signage.
Timeline: Month 9–12

- **Develop education and outreach programmes**
Action: Partner with schools and community groups.
Timeline: Month 12–18
-

Phase 6: Workforce & Volunteer Programme (Months 12–18)

- **Recruit and train volunteers**
Action: Create inclusive volunteer roles and training plans.
Timeline: Month 12–15
 - **Upskill staff in digital engagement and fundraising**
Timeline: Month 15–18
-

Phase 7: Launch & Evaluation (Months 18–24)

- **Soft launch of redesigned museum**
Action: Host community preview events.
Timeline: Month 18–20
- **Monitor KPIs and review progress**
Action: Quarterly reporting on audience, financials, and impact.

Appendix 3 - Summary of advantages and disadvantages of the options

| Option | Advantages | Disadvantages |
|---------------------------------|---|--|
| Option 1: Do Nothing | No immediate additional costs Maintains current service and compliance | Risks decline in quality and relevance Undermines wider Bourne Hall business plan Vulnerable to Local Government Reorganisation (LGR) and funding pressures Community value likely to diminish |
| Option 2: Invest in Improvement | Enhances community value and engagement Potential for increased income and reduced costs over time Positions museum for sustainable future and alternative stewardship models | Requires upfront investment (£125,000/year in Years 1–2) – Funding source to be identified – S&R Committee March 26 Ongoing operational costs Success depends on effective implementation and stakeholder buy-in |
| Option 3: Close the Museum | Potential to reduce long-term costs (after transition) Removes ongoing operational burden | High transition costs and ongoing expenses for several years Loss of community asset and cultural value No income generation during transition Significant reputational risk |

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Appendix 4 - Comparative Summary Table

| Criteria | Option 1: Do Nothing | Option 2: Invest | Option 3: Close |
|-------------------------|----------------------|------------------|-----------------|
| Strategic alignment | Weak | Strong | None |
| Financial impact (Y1–2) | £236k/year | £359k/year | £280k/year |
| Long-term cost (Y3–5) | £237.5k/year | £155k/year | £280k/year |
| Community value | Declines | Enhanced | Lost |
| Risks | High (status quo) | Medium (change) | High (closure) |
| Sustainability | Poor | Strong | None |

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END POVERTY PLEDGE

Head of Service: Rod Brown, Head of Housing & Community
Report Author Rod Brown
Wards affected: (All Wards);
Urgent Decision?(yes/no) No
If yes, reason urgent decision required:
Appendices (attached):

Summary

This report considers whether to recommend to Full Council that the council makes the End Poverty Pledge (EPP) and agrees supporting the general statement and associated commitments.

Recommendation (s)

The Committee is asked to:

- (1) Recommend to Full Council to sign the End Poverty Pledge, including agreeing the general statement and specific commitments set out in section 4 of this report.
- (2) Recommend to Full Council to nominate and authorise the Chief Executive to sign the Poverty Pledge on behalf of the council.

1 Reason for Recommendation

- 1.1 The End Poverty Pledge is intended to encourage organisations to make a commitment to help people in their communities who are struggling with financial insecurities.
- 1.2 The council has an important role to help those residents experiencing poverty and committing the Council to the End Poverty Pledge requires a decision by Full Council.

2 Background

- 2.1 The Good Company are a significant Epsom based local charity who are encouraging organisations within the borough and across East Surrey, to raise awareness of poverty, including of how organisations might impact on those living in poverty and how services they provide offer essential support on which people living in poverty rely. The guide to EPP is here: <https://goodcompany.org.uk/end-poverty-surrey/>
- 2.2 The Good Company have a long history of working with people living in poverty. This includes practical measures such as Food Banks and Food Pantry, as well as the Epsom and Ewell Poverty Truth Commission in 2024/5 [Poverty Truth Commission – Good Company](#).
- 2.3 Although relatively affluent, there is a wide range of deprivation across the borough and significant numbers of Borough residents use the Food Bank or Food Pantry. There is a 7-year difference in life expectancy across the 14 borough wards, with Ruxley, Court and Town wards consistently being the poorest performing areas. Outcomes for health are mainly affected (80%) by non-clinical issues (wider determinants) of which, socioeconomic factors contribute towards 40% of all health outcomes.
- 2.4 The council has a long history of active involvement supporting the most vulnerable within the borough, including adopting a Health and Wellbeing Strategy, delivery of community development initiatives, community services and financial support of key voluntary organisations such as Age Concern, Citizens Advice Bureau.

3 Current position

- 3.1 The End Poverty Pledge has been signed by an increasing number of organisations including local charities along with Surrey County Council, Mole Valley District Council and Surrey Heartlands NHS.
- 3.2 The End Poverty Pledge is intended to represent a commitment to tackling poverty and supporting those living in poverty. The Pledge includes a commitment to take action around three key themes of Leadership, Culture and Accountability.
- 3.3 As a minimum, the End Poverty Pledge requires those taking the pledge to sign up to commit to an action under each of the three themes. The nature of these commitments is for the council to determine and are not prescribed. The EPP website includes a corporate self-assessment tool to support organisations wanting to raise the profile of poverty [EPP Self-Assessment Discussion Guide](#)
- 3.4 Consultation with respect to the proposals in the End Poverty Pledge has occurred with relevant council services.

4 Proposal

- 4.1 Full Council are asked to agree to the signing of the End Poverty Pledge which is agreeing to the general statement as set out in 4.2 below and making three further specific commitments, under three corporate themes of: leadership, culture and accountability as set out in 4.3 below.

4.2 General statement

As an organisation, we commit to do what we can to work towards a poverty-free future in Surrey:

We will show respect and compassion to anyone who is struggling financially

We will look at how our own actions can make life easier for people in financial hardship and help lift them out of poverty.

We will join in wider efforts to raise awareness and tackle poverty in our local community.

4.3 Specific commitments

The proposed specific pledges are set out in Table 1 below.

Table 1 Details of the specific commitments

| End Poverty Pledge Theme | Commitment |
|--------------------------|---|
| LEADERSHIP | <ul style="list-style-type: none">To offer training to all staff to raise awareness of poverty, so that staff are better able to support residents struggling with financial hardshipImplementation of the Real Living Wage for all council staff from April 2026. |
| CULTURE | <ul style="list-style-type: none">To explore how a review of the practical ways Bourne Hall could be made more accessible and welcoming to those living in poverty. |
| ACCOUNTABILITY | <ul style="list-style-type: none">Add Poverty as a criterion to be considered as part of the Equality Impact Assessment undertaken on all Epsom and Ewell Borough Council policies. |

- 4.4 Training to raise staff awareness around poverty would ideally utilise resources associated with Epsom and Ewell Poverty Truth Commission and The Good Company.
- 4.5 A commitment for the council to pay the Real Living Wage from April 2026 was made by Full Council on 9th December 2025 and is a clear expression of the intent of council to support those living in poverty.

- 4.6 Bourne Hall is a significant community building in the borough. In addition to the café and space for people to meet, Bourne Hall also provides a wide range of community services which are available for all residents. Because of this significant community role, the review of accessibility to Bourne Hall from the perspective of those living in poverty could be achieved by involving those with lived experience of living in poverty. Officers will explore whether this can be achieved in coordination a voluntary organisation such as The Good Company.
- 4.7 Consideration of the impact on those in poverty when making council policies can be effectively achieved by including poverty as a criteria in the existing Equalities Impact Assessments for council policies. This would help strengthen consideration of the impact of policies on residents in poverty.

5 Risk Assessment

Legal or other duties

5.1 Equality Impact Assessment

5.1.1 The Equality Act 2010 legally protects people from being discriminated against on the basis of 9 protected characteristics in the workplace and in wider society. The new Government has committed to enacting Section 1 of the Equality Act 2010 in England, making it a duty of all public bodies to consider the needs of those experiencing socio-economic disadvantage in all decision-making. This duty is already required in Wales and Scotland. Signing and enacting the pledge will put the council ahead of the curve of this development nationally.

5.1.2 The proposals set out in this report are related to supporting those residents experiencing poverty, any impact from supporting the recommendation would have a positive impact on equality.

5.2 Crime & Disorder

5.2.1 The proposals set out in this report are related to supporting those residents experiencing poverty, any impact from supporting the recommendation would have a positive impact on crime and disorder.

5.3 Safeguarding

5.3.1 The proposals set out in this report are related to supporting those residents experiencing poverty, any impact from supporting the recommendation would have a positive impact on safeguarding.

5.4 Dependencies

5.4.1 Working effectively with voluntary organisations within the borough.

6 Financial Implications

- 6.1 Existing budget allocations are considered satisfactory to meet the financial implications from these proposals.
- 6.2 Any possible future changes or actions resulting from the signing of the End Poverty Charter, general statement and the supporting commitments would need to be subject to separate decision making, including identification any of required budget and be supported with a business case
- 6.3 **Section 151 Officer's comments:** None for the purposes of this report

7 Legal Implications

- 7.1 There are no legal implications arising from the commitments within this proposal
- 7.2 **Legal Officer's comments:** None for the purposes of this report.

8 Policies, Plans & Partnerships

- 8.1 **Council's Key Priorities:** The following Key Priorities are engaged:
- From the 2020-24 corporate plan this proposal would support Safe and Well and Opportunity and Prosperity. It is not specifically included in the current strategic priorities for the council.
- 8.2 **Service Plans:** The matter is not included within the current Service Delivery Plan.
- 8.3 **Climate & Environmental Impact of recommendations:** None.
- 8.4 **Sustainability Policy & Community Safety Implications:** Supporting residents who are vulnerable because of their poverty would be consistent with the objectives of the Epsom and Ewell Community Safety Partnership.
- 8.5 **Partnerships:** With respect to supporting residents living in poverty, the council relies on effective partnerships with a number of key voluntary organisations, including The Good Company, Citizens Advice, Age Concern Epsom and Ewell.
- 8.6 **Local Government Reorganisation Implications:** There are no direct implications arising from this proposal.

9 Background papers

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

Previous reports: None

Other papers:

-

FEES AND CHARGES 2026/27

| | |
|---|---|
| Head of Service: | Cagdas Canbolat, Director of Corporate Services and Section 151 Officer (Chief Finance Officer) |
| Report Author | Richard Appiah-Ampofo, Senior Accountant |
| Wards affected: | (All Wards); |
| Urgent Decision?(yes/no) | No |
| If yes, reason urgent decision required: | N/A |
| Appendices (attached): | Appendix 1 – Fees and Charges Schedule 2026/27 |

Summary

This report recommends fees and charges for which this Committee is responsible, with the new charges being effective from 1 April 2026.

Recommendation (s)

The Committee is asked to:

- (1) **Agree the fees and charges for the Community and Wellbeing Committee for 2026/27.**

1 Reason for Recommendation

- 1.1 To agree the fees and charges for the Community and Wellbeing Committee for 2026/27.

2 Background

- 2.1 The Council will meet to agree the budget, including estimates of income and expenditure, on 10 February 2026. To enable the budget to be finalised, Policy Committees are asked to recommend fees and charges covering the services for which they are responsible.
- 2.2 The fees and charges presented in this report are discretionary charges only. For discretionary charges, there is scope to generate additional income, to reduce any subsidy of the service or to contribute to an improved budget position.

- 2.3 There are a number of charges set externally that the Council has no power to alter. This restricts the Council's ability to raise additional income and therefore the fees and charges set by statute are not presented to this Committee for approval.
- 2.4 When preparing budget estimates, fees and charges have been reviewed by service managers and any negative impact on demand anticipated by increased charges has been considered.
- 2.5 Members should refer to the revenue budget report on this agenda for an overview of the Committee's budget position.
- 2.6 In January 2018, to reflect changes to the Council's management structure, the Committee agreed that the Chief Finance Officer should have delegated authority to vary fees and charges for items generating income under £1,000 per annum. The Committee also agreed that this officer be permitted under delegated authority to set charges for one-off services or items not included in the fees and charges schedule.

3 Proposals

- 3.1 The proposed fees and charges for 2026/27 are set out at Appendix 1 to this report. The main variations in fees and charges for each service area outside the range of an increase between 4.8% and 10% are set out below:

3.2 Playhouse

- 3.2.1 To ensure ongoing support for the Epsom Playhouse Theatre, it is recommended that the facility fee remains at £1.50 per ticket. This fee will continue to be allocated exclusively for the theatre's maintenance.
- 3.2.2 New fees are also being introduced for the hire of the Upper Bar and for non-theatrical hire of the Myers Studio
- 3.2.3 New technical fees and charges have been implemented to align with industry standards, covering the hire of equipment such as projectors and microphones.

3.3 Community Services

- 3.3.1 It is proposed that some Community Alarm fees are retained at 2025/26 levels to ensure that the rates remain competitive.

3.4 Disabled Facility Grant Fees

3.4.1 The Council has a statutory duty to operate a Disabled Facilities Grant Scheme, funded by Central Government. Over recent years this role has become more complex, with a broader remit than previously, involving multi agency working and a wide variety of assistance required by clients.

3.4.2 To reflect the officer time and general administration costs incurred as a result of this work, it was agreed in 2018/19 that the Council should charge fees to the fund. As these fees are on a cost recovery basis, no increases are proposed. The proposed fee structure for 2026/27 is as follows:

3.4.3 Mandatory Grants: these are provided to enable adaptations to allow residents access to essential facilities within and around the home.

| | | |
|--|-----------------------------|--|
| Minimum fee charge | £450 | e.g. level access showers / stair lifts |
| Works up to £30k | 10% | |
| Works in excess of £30k Fees capped at maximum works the Policy permits the Council to fund | 7.5% | e.g. ground floor extensions to provide downstairs wetroom/bathroom facilities |
| Aborted works: Pre-specification stage | £450 | Works may be aborted where an applicant's level of need has changed significantly since receipt of the original Occupational Therapist's report, or where the applicant has passed away. |
| Post-specification stage depending on grant value Limited at £60k (or higher as Policy determines) | 10%/7.5% of 70% of works | |

3.4.4 Discretionary Grants (funded through DFG allocation): for example, installation of galvanised (outdoor) handrails or measures to address thermal discomfort, e.g., replacement windows and heating.

| | |
|--|-------------------------------------|
| Minimum fee charge | £300 |
| All works | 10% |
| Aborted works Pre-specification stage Post specification stage | £300 10% of 70% of cost of works |

- 3.4.5 Handyperson Grants: these are for small, odd jobs such as garden clearance and bathroom grab rails. No fee applied.

4 Risk Assessment

Legal or other duties

4.1 Equality Impact Assessment

- 4.1.1 An EIA screening assessment was conducted that noted that some of the fees and charges within this report relate to services provided predominately to older residents and could therefore be considered to impact people within the protected characteristics of age and disability.

- 4.1.2 It was decided that an EQIA was not required because whilst the changes in fees and charges do impact people with those characteristics, the services provided are discretionary and therefore people can choose not to use them. Additionally, the fees have been increased in line with other discretionary services provided by the Council and therefore are not being treated unfairly. By not increasing fees to contribute to the cost of service delivery, other vulnerable groups could be impacted as funds are not available for those services, due to the subsidy created by charging lower fees.

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 Increased fees and charges could have a negative effect on take up for some service areas. Managers have been asked to apply realistic increases to avoid this.

5 Financial Implications

- 5.1 The impact of the proposed fees and charges for services in 2026/27 is set out below.
- 5.2 The table sets out the original additional income target as per the Medium Term Finance Strategy in the first column.
- 5.3 The second column presents additional income anticipated from the changes to tariffs proposed in the appendix to this report, on the assumption that current utilisation levels continue.
- 5.4 The third column shows changes to income budgets for fees and charges that are not related to changes to tariffs. Examples will be changes to customer numbers or where a new fee or charge has been introduced.
- 5.5 The last column sets out the difference between the budget target increase and the final income budget, which incorporates changes to both tariffs and volumes.

| | Target Increase in Income Budget (3.0%) £'000 | Total Increase or (Decrease) due to changes to Tariffs £'000 | Variations resulting from changes to volumes £'000 | Variation between Target and total change £'000 |
|--------------------|--|--|--|---|
| Wellbeing Centre | 3 | 0 | (14) | (17) |
| Community Services | 12 | 0 | (5) | (17) |
| Playhouse | 14 | 8 | 8 | 2 |
| Bourne Hall | 12 | 6 | 6 | 0 |
| Total | 41 | 14 | (5) | (32) |

- 5.6 The original MTFS target for fees and charges income budgets would have generated an additional £43,000. The increase in tariffs proposed will generate an estimated income of £14,000, however a reduction of volumes in some areas is expected to result in a decrease of £5,000. Overall, the combined effect of increased tariffs, and change in volumes is that Community & Wellbeing income budgets are £32,000 lower than the targeted budgeted income.
- 5.7 The income budget for lettings at the Wellbeing Centre has been reduced by £14,000 for the forthcoming financial year. This adjustment reflects the ongoing impact of antisocial behaviour in the vicinity of the Centre, which has led to a decline in bookings.

5.8 The income budget for the Meals at Home service has also been revised downward to align with current levels of demand. Since the pandemic, the service has experienced a gradual reduction in take-up, influenced by changes in customer needs and the availability of alternative provision. The budget has therefore been adjusted to ensure that financial planning reflects the service's current operating environment.

5.9 **Section 151 Officer's comments:** The financial implications are set out in the body of the report

6 Legal Implications

6.1 There are no specific issues arising from this report, but the Council's resources will need to be applied to ensure that it fulfils its statutory obligations and delivers its policy on equalities.

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:** None for the purposes of this report

8 Background papers

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

Previous reports:

- [Budget Targets Report – November 2025](#)

Other papers:

- Revenue Budget 2026/27 report – on this agenda.

Service: Playhouse
Service Manager: Linda Scott

| Service | Charged At | Description | Unit | 2025/26 | 2026/27 | % Change |
|----------------------|------------|--|---------------------|---------|----------------------|----------|
| Playhouse | | | | | | |
| Hire Commercial Rate | | | | | | |
| | | Auditorium - 10:00 to 23:00 | per hour | 210.75 | 225.00 | 6.8% |
| | | Auditorium - 23:00 to 10:00 | per hour | 422.00 | 450.00 | 6.6% |
| Hire Community Rate | | | | | | |
| | | Auditorium - 10:00 to 23:00 | per hour | 99.00 | 105.00 | 6.1% |
| | | Auditorium - 23:00 to 10:00 | per hour | 203.00 | 213.00 | 4.9% |
| | | Myers Studio - Monday to Sunday 10:00 to 23:00 | per hour | 38.50 | 40.50 | 5.2% |
| | | Upper Bar- Community Rate (10am-5pm) | Per Hour | | 25.00 New | |
| | | Upper Bar Community Rate (5pm-11pm) | Per Hour | | 30.00 New | |
| | | Myers Studio Non Theatrical Community (10am-5pm) | Per Hour | | 25.00 New | |
| | | Myers Studio Non Theatrical Community (5pm-11pm) | Per Hour | | 30.00 New | |
| Hire Standard Rate | | | | | | |
| | | Auditorium - 10:00 to 23:00 | per hour | 141.00 | 150.00 | 6.4% |
| | | Auditorium - 23:00 to 10:00 | per hour | 281.00 | 300.00 | 6.8% |
| | | Myers Studio - Monday to Sunday 10:00 to 18:00 | per hour | 48.50 | 51.00 | 5.2% |
| | | Myers Studio - Monday to Sunday 18:00 to 23:00 | per hour | 62.50 | 65.50 | 4.8% |
| | | Upper Bar- Standard Rate 10am-5pm | per hour | | 30.00 New | |
| | | Upper Bar- Standard Rate 5pm-11pm | per hour | | 35.00 New | |
| | | Upper Bar- Dressing Room | Per Day/Per Booking | | Price on application | |
| | | Myers Studio Non Theatrical Standard (10am-5pm) | Per Hour | | 35.00 New | |
| | | Myers Studio Non Theatrical Standard (5pm-11pm) | Per Hour | | 40.00 New | |
| | | Myers Studio- Dressing Room | Per Day/Per Booking | | Price on application | |
| | | Party Rates | Per Event | | Price on application | |

Service: Playhouse
Service Manager: Linda Scott

| Service | Charged At | Description | Unit | 2025/26 | 2026/27 | % Change |
|---------------|------------|---|---------------------------|---|------------|----------|
| Playhouse | | | | | | |
| Other Charges | | | | | | |
| | | Box Office Set Up (Main Auditorium) | Per week | 80.00 | 85.00 | 6.3% |
| | | Box Office Set Up (Main Auditorium) | Per performance | 38.00 | 40.00 | 5.3% |
| | | Box Office Set Up (Myer's Studio) | Per week | 21.00 | 22.25 | 6.0% |
| | | Box Office Set Up (Myer's Studio) | Per performance | 11.50 | 12.25 | 6.5% |
| | | Ticket printing (Main auditorium) | Per performance | 61.00 | 65.00 | 6.6% |
| | | Ticket printing (Myers Studio) | Per performance | 21.00 | 22.25 | 6.0% |
| | | Postage | per posting | 1.90 | 2.00 | 5.3% |
| | | Full Marketing Package | Price on application | Price on application | | |
| | | Myers Studio Full Marketing Package | Price on application | Price on application | | |
| | | Digital Only Marketing Package | Per event | 51.00 | 54.00 | 5.9% |
| | | Basic Technical Facilities (Auditorium) | Per performance/rehearsal | 160.00 | 170.00 | 6.3% |
| | | Basic Technical Facilities (Myers) | Per performance/rehearsal | 78.00 | 83.00 | 6.4% |
| | | Technical Equipment Package | Per performance/rehearsal | 48.00 | 51.00 | 6.3% |
| | | Grand Piano | Per performance/rehearsal | 160.00 | 170.00 | 6.3% |
| | | Change of Stage Format | Per performance/rehearsal | 200.00 | 212.00 | 6.0% |
| | | Follow Spot Operator | Per hour | 27.50 | 27.50 | 0.0% |
| | | Technical Meeting Charge | Per hour | 42.00 | 45.00 | 7.1% |
| | | Additional Technicians | Per hour | 31.00 | 31.00 | 0.0% |
| | | Miscellaneous Equipment | Price on application | Price on application | | |
| | | Hire of Upright Piano (per Day) | Per Day | | 90.00 New | |
| | | Theatre Levy Charge | Per Ticket | 1.50 | 1.50 | 0.0% |
| | | First Class Post | Per Posting | | 2.50 New | |
| | | Box Office Commission | Per Event | 5% of sales | New | |
| | | Merchandise Commission | Per Event | 15% or 10% commission dependent on contract | New | |
| | | Technical Consumables | Per Use | POA | New | |
| | | Auditorium Clean up charge (Confetti Canons or similar) | Per event | POA | New | |
| | | Aud Projector- Day Rate | Per Event | | 96.50 New | |
| | | Aud projector- Week Rate | Per Event | | 259.00 New | |
| | | Hazer- Day Rate | Per Item | | 19.50 New | |
| | | Hazer- Week Rate | Per Item | | 52.00 New | |
| | | Radio Mic- Day Rate | Per Item | | 36.00 New | |
| | | Radio Mic- Week Rate | Per Item | | 99.00 New | |

Service: Bourne Hall
Service Manager: Linda Scott

| Service | Charged At | Description | Unit | 2025/26 | 2026/27 | % Change |
|----------------|------------|--|---------------|----------|----------|----------|
| Bourne Hall | | | | | | |
| Community Rate | | | | | | |
| | | Banqueting Suite (Mon-Fri 09.00-17.00) | day rate | 610.00 | 640.00 | 4.9% |
| | | Community Sunday Rate (entire venue) | day rate | 920.00 | 1,000.00 | 8.7% |
| | | Main Hall (Mon-Fri 09.00-17.00) | day rate | 610.00 | 640.00 | 4.9% |
| | | Main Hall or Banqueting Suite (Mon-Fri 17:00-24:00) | Per hour | 106.00 | 115.00 | 8.5% |
| | | Main Hall or Banqueting Suite (Mon-Sun 08:00-17:00) | Per Hour | 91.00 | 95.00 | 4.4% |
| | | Main Hall or Banqueting Suite (Sat/Sun17:00-24:00) | Per Hour | 149.00 | 160.00 | 7.4% |
| | | Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Mon-Fri 08:00-17:00) | Per Hour | 34.00 | 36.00 | 5.9% |
| | | Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Mon-Fri 09.00-17.00) | day rate | 290.00 | 305.00 | 5.2% |
| | | Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Sat/Sun 09:00 - 17:00) | Per Hour | 46.75 | 50.00 | 7.0% |
| | | Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Mon-Fri 17:00-24:00) | Per Hour | | 45.00 | New |
| | | Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Saturday/Sunday 17:00-24:00) | Per Hour | 75.00 | 80.00 | 6.7% |
| Events | | | | | | |
| | | Large Room Part Day Event (Min booking 5 hrs) | Per hour | 153.00 | 155.00 | 1.3% |
| | | Flip charts - Markers | Per Flipchart | 5.50 | 6.00 | 9.1% |
| | | Children Party 09:00-11:30 Studio, Begonia Camillia Only inc Lunchbox up to 20 Children | Per Session | 215.00 | 230.00 | 7.0% |
| | | Children Party 12:00-15:00 Studio, Begonia, Camillia Only inc Lunchbox up to 20 children | Per Session | 270.00 | 285.00 | 5.6% |
| | | Children Party 09:00-11:30 Main Hall Only inc Lunchbox up to 30 children | Per Session | 480.00 | 495.00 | 3.1% |
| | | Children Party 12:00-15:00 Main Hall Only inc Lunchbox up to 30 children | Per Session | 530.00 | 560.00 | 5.7% |
| | | Children Party 09:00-11:30 Studio, Begonia Camillia Only inc Lunchbox up to 20 Children 2027/28 | Per Session | 230.00 | 250.00 | 8.7% |
| | | Children Party 12:00-15:00 Studio, Begonia, Camillia Only inc Lunchbox up to 20 children 2027/28 | Per Session | 285.00 | 300.00 | 5.3% |
| | | Children Party 09:00-11:30 Main Hall Only inc Lunchbox up to 30 children 2027/28 | Per Session | 495.00 | 525.00 | 6.1% |
| | | Children Party 12:00-15:00 Main Hall Only inc Lunchbox up to 30 children 2027/28 | Per Session | 560.00 | 595.00 | 6.3% |
| | | Additonal children lunchboxes | Per head | 5.50 | 6.00 | 9.1% |
| | | Refundable deposit for children Party | Per Session | 55.00 | 60.00 | 9.1% |
| | | Evening hire and Wedding Refundable deposit | Per event | 330.00 | 350.00 | 6.1% |
| | | Wedding Package Blossom Venue hire only up to 80 People Ceremony | Per event | 2,100.00 | 2,200.00 | 4.8% |
| | | Wedding Package Willow Venue hire only up to 150 People Ceremony | Per event | 2,300.00 | 2,400.00 | 4.3% |
| | | Wedding Package Blossom Venue hire only up to 80 People Ceremony2027/28 | Per event | 2,200.00 | 2,400.00 | 9.1% |
| | | Wedding Package Willow Venue hire only up to 150 People Ceremony 2027/28 | Per event | 2,400.00 | 2,600.00 | 8.3% |
| | | Patio/ studio Hire Mon - Sun 17:00 - 23:00 | Per event | 110.00 | 120.00 | 9.1% |

Service: Bourne Hall
Service Manager: Linda Scott

| Service | Charged At | Description | Unit | 2025/26 | 2026/27 | % Change |
|--------------------|------------|---|--------------|---------|---------|----------|
| Bourne Hall | | | | | | |
| Standard Rate | | | | | | |
| | | All Rooms (01:00-08:00 & Bank Holidays) | Per Hour | 290.00 | 310.00 | 6.9% |
| | | Art Exhibitions | Per week | 175.00 | 185.00 | 5.7% |
| | | Banqueting Suite (Mon-Fri 09.00-17.00) | day rate | 690.00 | 760.00 | 10.1% |
| | | Gift/Craft fairs | Per week | 375.00 | 400.00 | 6.7% |
| | | Kitchen (professional caterers only) | 11:00 -23:00 | 440.00 | 440.00 | 0.0% |
| | | Main Hall (Mon-Fri 09.00-17.00) | day rate | 680.00 | 750.00 | 10.3% |
| | | Main Hall or the Banqueting Suite (Mon-Fri 17:00-24:00) | Per hour | 112.00 | 118.00 | 5.4% |
| | | Main Hall or the Banqueting Suite (Mon-Sun 08:00-17:00) | Per Hour | 112.00 | 118.00 | 5.4% |
| | | Main Hall or the Banqueting Suite (Saturday/Sunday 17:00-24:00) | Per Hour | 180.00 | 180.00 | 0.0% |
| | | Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Mon-Fri 09.00-17.00) | day rate | 315.00 | 333.00 | 5.7% |
| | | Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Sat/Sun 08:00-17:00) | Per Hour | 52.00 | 56.00 | 7.7% |
| | | Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Mon-Fri 09:00-17:00) | Per Hour | 52.00 | 56.00 | 7.7% |
| | | Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Mon-Fri 17:00-24:00) | Per Hour | 68.00 | 72.00 | 5.9% |
| | | Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Saturday/Sunday 17:00-24:00) | Per Hour | 86.00 | 91.00 | 5.8% |
| Bourne Hall Museum | | | | | | |
| | | Museum Club Sessions | Per session | 6.50 | 6.50 | 0.0% |
| | | Museum Walks | Per session | 6.50 | 6.50 | 0.0% |

Service: Community & Wellbeing Centre
Service Manager: Linda Scott

| Service | Charged At | Description | Unit | 2025/26 | 2026/27 | % Change |
|-----------------------|------------|---|----------|--------------------|--------------------|----------|
| Social Centre | | | | with caretaking | with caretaking | |
| Community Rate | | | | | | |
| | | Dining Room (50) - Monday to Friday 18.00 to 23.00 | Per hour | 36.00 | 39.00 | 8.3% |
| | | Dining Room (50) - Saturday/Sunday 9.00 to 23.00 Min 2 hrs | Per hour | 36.00 | 39.00 | 8.3% |
| | | Half Hall (60) - Monday to Friday 18.00 to 23.00 | Per hour | 28.00 | 30.00 | 7.1% |
| | | Half Hall (60) - Monday to Friday 9.00 to 18.00 | Per hour | 23.00 | 25.00 | 8.7% |
| | | Half Hall (60) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs | Per hour | 28.50 | 30.50 | 7.0% |
| | | Hall (120) - Monday to Friday 18.00 to 23.00 | Per hour | 41.00 | 44.00 | 7.3% |
| | | Hall (120) - Monday to Friday 9.00 to 18.00 | Per hour | 37.00 | 38.55 | 4.2% |
| | | Hall (120) - Saturday/Sunday 18.00 to 23.00 Min 2hrs | Per hour | 57.00 | 61.00 | 7.0% |
| | | Hall (120) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs | Per hour | 41.00 | 45.00 | 9.8% |
| | | Park Lounge (50) - Monday to Friday 18.00 to 23.00 | Per hour | 36.00 | 39.00 | 8.3% |
| | | Park Lounge (50) - Saturday/Sunday 9.00 to 23.00 Min 2 hrs | Per hour | 37.00 | 40.00 | 8.1% |
| | | Small lounge (25) - Monday to Friday 18.00 to 23.00 | Per hour | 25.50 | 28.00 | 9.8% |
| | | Small lounge (25) - Saturday/Sunday 9.00 to 23.00 Min 2 hrs | Per hour | 26.00 | 28.50 | 9.6% |
| Standard Rate | | | | | | |
| | | Dining Room (50) - Monday to Friday 18.00 to 23.00 | Per hour | 46.00 | 50.00 | 8.7% |
| | | Dining Room (50) - Saturday/Sunday 9.00 to 23.00 Min 2 hrs | Per hour | 47.00 | 51.00 | 8.5% |
| | | Half Hall (60) - Monday to Friday 18.00 to 23.00 | Per hour | 33.00 | 35.00 | 6.1% |
| | | Half Hall (60) - Monday to Friday 9.00 to 18.00 | Per hour | 26.50 | 28.50 | 7.5% |
| | | Half Hall (60) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs | Per hour | 33.00 | 35.00 | 6.1% |
| | | Hall (120) - Monday to Friday 18.00 to 23.00 | Per hour | 53.00 | 56.00 | 5.7% |
| | | Hall (120) - Monday to Friday 9.00 to 18.00 | Per hour | 48.00 | 52.00 | 8.3% |
| | | Hall (120) - Saturday/Sunday 18.00 to 23.00 Min 2 hrs | Per hour | 65.00 | 70.00 | 7.7% |
| | | Hall (120) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs | Per hour | 52.00 | 56.00 | 7.7% |
| | | Park Lounge (50) - Monday to Friday 18.00 to 23.00 | Per hour | 46.00 | 50.00 | 8.7% |
| | | Park Lounge (50) - Saturday/Sunday 9.00 to 23.00 Min 2 hrs | Per hour | 46.00 | 50.00 | 8.7% |
| | | Small lounge (25) - Monday to Friday 18.00 to 23.00 | Per hour | 33.00 | 35.00 | 6.1% |
| | | Small lounge (25) - Saturday/Sunday 9.00 to 23.00 Min 2 hrs | Per hour | 33.00 | 35.00 | 6.1% |

Service: Community & Wellbeing Centre
Service Manager: Linda Scott

| Service | Charged At | Description | Unit | 2025/26 | 2026/27 | % Change |
|-----------------------|------------|--|----------|--------------------|--------------------|----------|
| Social Centre | | | | self caretaking | self caretaking | |
| Community Rate | | | | | | |
| | | Dining Room (50) - Monday to Friday 18:00 to 23:00 | Per hour | 34.00 | 36.00 | 5.9% |
| | | Dining Room (50) - Saturday/Sunday 9:00 to 23:00 (min 2hrs) | Per hour | 34.00 | 36.00 | 5.9% |
| | | Half Hall (60) - Monday to Friday 18:00 to 23:00 | Per hour | 25.50 | 27.50 | 7.8% |
| | | Half Hall (60) - Monday to Friday 9:00 to 18:00 | Per hour | 21.00 | 22.50 | 7.1% |
| | | Half Hall (60) - Saturday/Sunday 9:00 to 18:00 (min 2 hrs) | Per hour | 25.50 | 27.50 | 7.8% |
| | | Hall (120) - Monday to Friday 18:00 to 23:00 | Per hour | 38.00 | 41.00 | 7.9% |
| | | Hall (120) - Monday to Friday 9:00 to 18:00 | Per hour | 35.00 | 38.00 | 8.6% |
| | | Hall (120) - Saturday/Sunday 18:00 to 23:00 (min 2hrs) | Per hour | 53.00 | 57.00 | 7.5% |
| | | Hall (120) -Saturday/Sunday 9:00 to 18:00 (min 2hrs) | Per hour | 38.00 | 41.00 | 7.9% |
| | | Park Lounge (50) - Monday to Friday 18:00 to 23:00 | Per hour | 34.00 | 37.00 | 8.8% |
| | | Park Lounge (50) - Saturday/Sunday 9:00 to 23:00 (min 2hrs) | Per hour | 34.00 | 37.00 | 8.8% |
| | | Small Lounge (25) - Monday to Friday 18:00 to 23:00 | Per hour | 24.50 | 26.50 | 8.2% |
| | | Small Lounge (25) - Saturday/Sunday 9:00 to 23:00 (min 2hrs) | Per hour | 24.00 | 26.00 | 8.3% |
| | | Treatment Rooms - Monday to Friday 9am-6pm | Per hour | 20.50 | 22.00 | 7.3% |
| Standard Rate | | | | | | |
| | | Dining Room (50) - Monday to Friday 18:00 to 23:00 | Per hour | 43.00 | 45.50 | 5.8% |
| | | Dining Room (50) - Saturday/Sunday 9:00 to 23:00 (min 2hrs) | Per hour | 44.00 | 47.00 | 6.8% |
| | | Half Hall (60) - Monday to Friday 18:00 to 23:00 | Per hour | 31.00 | 33.00 | 6.5% |
| | | Half Hall (60) - Monday to Friday 9:00 to 18:00 | Per hour | 25.00 | 27.00 | 8.0% |
| | | Half Hall (60) - Saturday/Sunday 9:00 to 18:00 (min 2hrs) | Per hour | 30.00 | 32.00 | 6.7% |
| | | Hall (120) - Monday to Friday 18:00 to 23:00 | Per hour | 50.00 | 54.00 | 8.0% |
| | | Hall (120) - Monday to Friday 9:00 to 18:00 | Per hour | 45.00 | 49.00 | 8.9% |
| | | Hall (120) - Saturday/Sunday 18:00 to 23:00 (min 2hrs) | Per hour | 61.00 | 65.00 | 6.6% |
| | | Hall (120) - Saturday/Sunday 9:00 to 18:00 (min 2hrs) | Per hour | 48.50 | 51.00 | 5.2% |
| | | Park Lounge (50) - Monday to Friday 18:00 to 23:00 | Per hour | 43.50 | 47.00 | 8.0% |
| | | Park Lounge (50) - Saturday/Sunday 9:00 to 23:00 (min2hrs) | Per hour | 43.00 | 46.50 | 8.1% |
| | | Small Lounge (25) - Monday to Friday 18:00 to 23:00 | Per hour | 30.50 | 33.00 | 8.2% |
| | | Small Lounge (25) - Saturday/Sunday 9:00 to 23:00 (min2hrs) | Per hour | 31.00 | 33.00 | 6.5% |

Service: Community & Wellbeing Centre
 Service Manager: Linda Scott

| Service | Description | Unit | 2025/26 | 2026/27 | % Change |
|-------------------------|---|---------------------|------------|---------|----------|
| Wellbeing Centre | | | | | |
| | Bathing service | Per occasion | 23.50 | 25.50 | 8.5% |
| | Bathing Service (persons in receipt of Benefits) | Per occasion | 11.50 | 12.50 | 8.7% |
| | Hairdressing (Multiple hairdressers) | Per day | 60.00 | 65.00 | 8.3% |
| | Hairdressing (Multiple hairdressers) | Per half day | 32.00 | 35.00 | 9.4% |
| | Hairdressing (Single hairdressers) | Per day | 49.00 | 52.00 | 6.1% |
| | Hairdressing (Single hairdressers) | Per half day | 27.50 | 30.00 | 9.1% |
| | Social Centre Membership - out of borough | Per year | 31.00 | 34.00 | 9.7% |
| | Social Centre Membership - single person | Per year | 15.50 | 16.50 | 6.5% |
| | Social Centre Membership (persons in receipt of Benefits) | Per year | 8.80 | 9.30 | 5.7% |
| | Weekday meal - Members | Per meal | 6.80 | 7.30 | 7.4% |
| | Weekday meal - Non-Members | Per meal | 8.00 | 8.60 | 7.5% |
| | Weekday Special Meal - Members | Per meal | 8.00 | 8.50 | 6.3% |
| | Weekday Special Meal - Non-Members | Per meal | 9.50 | 10.40 | 9.5% |
| Daycare+ Service | | | | | |
| | Activities at Community & Wellbeing Centre | Per session | as advised | | |
| | Extra Support Day Care | Half Day | 24.00 | 26.00 | 8.3% |
| | Extra Support Day Care | Full Day | 48.00 | 52.00 | 8.3% |
| | Extra Support Services | per lunch hour care | | 8.00 | New |

Service: Community Services
Service Manager: Linda Scott

| Service | Description | Unit | 2025/26 | 2026/27 | % Change |
|----------------------------|---|-------------------------------|------------|------------|----------|
| Community Alarm | | | | | |
| | Equipment not returned on discontinuance of service | Alarm and pendant | 187.00 | 198.00 | 5.9% |
| | Key safe rental | Per month | 3.85 | 4.05 | 5.2% |
| | Replacement of lost pendants | Per item | 72.50 | 76.00 | 4.8% |
| | Sale of key boxes | Per item | 68.50 | 68.50 | 0.0% |
| | Standard charge | Per person per unit per month | 22.00 | 22.50 | 2.3% |
| | Standard charge (existing client in residential home on benefits 2,3,7, | Per person per unit per month | 22.50 | 22.50 | 0.0% |
| | New digital unit Standard charge | Per person per unit per month | 25.00 | 25.00 | 0.0% |
| | GPS Tracking Unit | Per person per unit per month | 24.00 | 24.00 | 0.0% |
| | GPS Tracking Unit Sim | per annum | 60.00 | 60.00 | 0.0% |
| Meals at Home | | | | | |
| | Delivery Service | Dessert only | 1.75 | 1.85 | 5.7% |
| | Delivery Service | Per sandwich | 3.50 | 3.80 | 8.6% |
| | Delivery Service | Main Meal only | 4.60 | 4.90 | 6.5% |
| | Delivery Service out of borough | Main meal only | 5.90 | 6.40 | 8.5% |
| | Delivery Service out of borough | Dessert only | 2.10 | 2.30 | 9.5% |
| | Delivery Service out of borough | Per sandwich | 4.10 | 4.50 | 9.8% |
| | Shopping Service | Per Occasion | 6.00 | 6.00 | 0.0% |
| | Shopping Service - reduced charge | Per Occasion | 4.50 | 4.50 | 0.0% |
| Transport from Home | | | | | |
| | Day Centre Transport | Return | 5.85 | 6.15 | 5.1% |
| | Dial-a-bus | Return | 8.90 | 9.35 | 5.1% |
| | Dial-a-ride | Single | 8.10 | 8.50 | 4.9% |
| | Dial-a-ride | Return | 16.20 | 17.00 | 4.9% |
| | Excursions | Priced per excursion | as advised | as advised | |
| | Membership | Annual | 19.75 | 20.70 | 4.8% |
| | Nursing Home adj Borough | Return | 17.50 | 19.20 | 9.7% |
| | Out of Borough Hospitals | Return | 31.00 | 33.00 | 6.5% |
| Shopmobility | | | | | |
| | Annual membership (2 hours free equipment use per visit) | Annual | 26.00 | 27.00 | 3.8% |
| | Non members - Day rate (includes 2 hours use of equipment) | Per visit | 6.50 | 6.75 | 3.8% |

Service: Private Sector Housing
Service Manager: Rod Brown

| Service | Description | Unit | 2025/26 | 2026/27 | % Change |
|-------------------------------|-------------------------------------|----------------------------|---------|---------|----------|
| Houses of Multiple Occupation | | | | | |
| | Application over 5 units (or lets) | Per unit (or let) | 165.00 | 173.00 | 4.8% |
| | Application up to 5 units (or lets) | Per application or renewal | 795.00 | 833.00 | 4.8% |

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