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Simon Young, Solicitor
Head of Legal and Democratic Services



COMMUNITY AND WELLBEING COMMITTEE

Tuesday 8 November 2016 at 7.30 pm

Council Chamber - Epsom Town Hall

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 Barry Nash (Chairman)
Councillor Tony Axelrod (Vice-Chairman)
Councillor Rekha Bansil
Councillor Kate Chinn
Councillor Hannah Dalton

Councillor Jane Race
Councillor Jean Steer
Councillor Alan Sursham
Councillor Peter Webb
Councillor Clive Woodbridge

Yours sincerely

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

Head of Legal and Democratic Services

For further information, please contact Tim Richardson, 01372 732122 or trichardson@epsom-ewell.gov.uk

AGENDA

1. QUESTION TIME

To take any questions from members of the Public.

Please note: Members of the Public are requested to inform the Democratic Services Officer before the meeting begins if they wish to ask a verbal question to the Committee.

2. DECLARATIONS OF INTEREST

Members are asked to declare the existence and nature of any Disclosable Pecuniary Interests in respect of any item of business to be considered at the meeting.

3. MINUTES OF THE PREVIOUS MEETING (Pages 3 - 6)

The Committee is asked to confirm as a true record the Minutes of the Meeting of the Committee held on 14 June 2016 (attached) and to authorise the Chairman to sign them.

4. VENUES REVIEW (Pages 7 - 38)

This report presents the Community & Wellbeing Committee with the Report of the Scrutiny Review Task Group on its Review of Venues – Bourne Hall and Hook Road Arena, approved by the Audit, Crime & Disorder and Scrutiny Committee.

5. VOLUNTARY SECTOR GRANTS AND FUNDING 2017/18 (Pages 39 - 44)

This report considers the general future support of voluntary organisations in 2017/18.

6. EAST SURREY OUTREACH SERVICE (Pages 45 - 62)

East Surrey Outreach Service (e.S.O.S) is an assertive outreach service for rough sleepers and non-priority-need homeless people.

Current funding for the project finishes on 31 March 2017 and further funding of £25,000 is required to continue the service for 2017/18. The three other partner local authorities are seeking further approval for match funding.

7. VENUES INCOME & SUBSIDY UPDATE - NOVEMBER 2016 (Pages 63 - 70)

This report details the performance to date and the potential year end outturn of the Venues income & Subsidy.

8. BUDGET TARGETS FOR 2017/18 (Pages 71 - 76)

This report informs the Committee of the Council's revenue budgets targets approved by the Strategy & Resources Committee. The report seeks support for changes to services and any further guidance on the preparation of the Committee's service estimates for 2017/18 and for the next 2 financial years.

9. CORPORATE PLAN: PERFORMANCE REPORT ONE 2016 TO 2017 (Pages 77 - 90)

This report provides an update against our Key Priority Performance Targets for 2016 to 2017, under our new Corporate Plan.

10. OUTSTANDING REFERENCES (Pages 91 - 96)

The references to Officers outstanding as at 8 November 2016.

**Minutes of the Meeting of the COMMUNITY AND WELLBEING COMMITTEE held
on 14 June 2016**

PRESENT -

Councillor Barry Nash (Chairman); Councillor Tony Axelrod (Vice-Chairman);
Councillors Rekha Bansil, Kate Chinn, Hannah Dalton (as nominated substitute for
Councillor Jean Steer), Jane Race, Guy Robbins, Alan Sursham, Peter Webb and
Clive Woodbridge

In Attendance:

Absent: Councillor Jean Steer

Officers present: Sam Beak (Leisure Development Manager), Russell Blackmur
(Business Development Manager), Rod Brown (Head of Housing & Environmental
Services), Ian Dyer (Head of Operational Services), Mohammed Hussain (Sale &
Venues Operations Manager), Andrew Lunt (Head of Venues & Facilities), Alison
Phillips (Accountant), Tim Richardson (Democratic Services Officer), Linda Scott
(Community Services Manager) and Lesley Shields (Senior Accountant)

1 QUESTION TIME

No questions were asked or had been submitted.

2 DECLARATIONS OF INTEREST

No declarations of interest were made by Councillors in items on this agenda.

3 MINUTES OF THE PREVIOUS MEETING

The Minutes of the meeting of the Leisure Committee held on 31 March 2016
and Minutes of the meeting of the Social Committee held on 11 April 2016 were
agreed as a true record and signed by the Chairman.

4 VENUES INCOME & SUBSIDY UPDATE – JUNE 2016

The Committee received a report detailing the performance to date and the
potential year end outturn of the Council's Venues.

The following matters were considered:

- a) 2015/16 performance. The Committee noted that income for the Councils
Venues during the 2015/16 financial year had been approximately

£100,000 under the budget target. The Committee was informed that a number of issues had contributed to the target not being met, including the disruption to bookings created by reinstatement works to Bourne Hall Main Hall (due to flooding) and Ewell Court House (due to a fire). Additionally, the Venues service had also been restructured within the year.

- b) Ebbisham Centre website. The Committee noted that content on the existing website for the Ebbisham Centre was out of date and needed to be refreshed. The Head of Venues and Facilities informed the Committee that the website was maintained by the Centre's previous owners. Officers had asked for it to be corrected, and the matter had now been raised with the new owners of the Ebbisham Centre.
- c) Total income chart - 2016-17 budget target. It was noted that the chart provided at paragraph 3.1 of the report did not display the 2016-17 budget target. Officers would circulate an amended copy of the chart including this information following the meeting.
- d) Ewell Court House update. The Committee noted the update provided within the report with regard to Ewell Court House, and was informed that it was anticipated that an additional £15,000 per annum income could be generated from the letting of three rooms on the first floor. The Committee was also informed that a micro-website specifically for Ewell Court House would be created, and would be launched later in the year.

Following consideration, the Committee:

- (1) Noted the update in regards to the Venues income & subsidy.
- (2) Agreed that the Head of Venues & Facilities, following consultation with the Head of Legal & Democratic Services and Chairman and Vice Chairman of the Committee, be authorised to let the first floor rooms at Ewell Court House on such terms as he thinks fit.

5 AURIOL PARK CAFE

The Committee received and considered a report presenting a proposal for a café in Auriol Park Pavilion. The Committee identified that income generation from the Council's assets was of importance in meeting budgetary targets.

The Committee discussed potential charging structures for use of the pavilion, and noted that (should the application be approved) the application of a market rate was likely to be more efficient than a profit-sharing arrangement.

The Committee supported, in principle, the further exploration of the proposal for the use of the Pavilion as a café, and noted that detailed negotiations would be required prior to a final agreement being granted.

Following consideration, the Committee:

- (1) Agreed in principle that it wished officers to explore proposals for the sale of refreshments from that part of the pavilion in Auriol Park shown cross-hatched black on the plan attached as Annexe 1 to the report.
- (2) Agreed to authorise the Chief Executive, following consultation with ward councillors and the Chairman and Vice-Chairman of the Committee to conclude negotiations with the proposed operator, having satisfied herself that the arrangements will offer a market rent for the occupation of the facilities.
- (3) Noted that the consent of Fields in Trust and any other relevant organisation would be sought as necessary.
- (4) Noted that on conclusion of the negotiations referred to above, the intention to grant the lease would be advertised in a local newspaper as necessary.
- (5) Did not specify any parameters which it wished officers to apply whilst undertaking negotiations over the proposal.

6 OUTSTANDING REFERENCES

The Committee noted the outstanding references detailed in the annexe to the report. Following a question from a Member of the Committee, it was noted that regular updates on housing and homelessness within the Borough were provided to all Councillors outside of the Committee process via the weekly "Members' Update".

7 EXCLUSION OF PRESS AND PUBLIC

The Committee resolved to exclude the Press and Public 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 paragraphs 3 and 4 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.

Note: Members of the Committee were reminded of the need for confidentiality in respect of those items not considered in public

8 NOT FOR PUBLICATION MINUTES OF THE PREVIOUS MEETING OF THE SOCIAL COMMITTEE

The not for publication Minutes of the meeting of the Social Committee held on 11 April 2016 were agreed as a true record and signed by the Chairman.

9 CESSATION OF TELECARE FUNDING FROM SURREY COUNTY COUNCIL

The Committee received a report proposing the introduction of a new stand-alone business model and charging structure for Community Alarm and Telecare

services, should Surrey County Council choose to withdraw its current annual payment for the supply and installation of Telecare equipment.

Surrey County Council had notified Epsom and Ewell Borough Council that it would undertake a review of its Telecare service, and would only currently issue a service level agreement for its provision for a period of 6 months. This review could potentially lead the County Council to withdraw its funding for the service in the future. The report proposed that Epsom and Ewell Borough Council introduce a new charging structure for Community Alarm and Telecare services, to enable their continued provision should Surrey County Council decide to withdraw its funding.

The Committee considered the report and noted the current market competition. Officers advised the Committee that the proposed service detailed within the report was competitively priced against the other market suppliers, and had additional benefits which they did not provide.

Following consideration, the Committee:

- (1) Agreed to the implementation of a new charging structure for Community Alarm/Telecare services which will apply to all new clients, if the offer of free Telecare equipment from Surrey County Council is withdrawn, as set out within the body of the report.
- (2) Agreed that any existing Community Alarm/Telecare clients be switched to the new charging structure once their existing Telecare equipment ceases to operate or needs to be upgraded, if the offer of free Telecare equipment from Surrey County Council is withdrawn.

The meeting began at 7.30 pm and ended at 8.19 pm

COUNCILLOR BARRY NASH (CHAIRMAN)

VENUES REVIEW

<u>Report of the:</u>	Head of Legal and Democratic Services
<u>Contact:</u>	Andrew Lunt/Margaret Jones
<u>Urgent Decision?(yes/no)</u>	No
<u>If yes, reason urgent decision required:</u>	N/A
<u>Annexes/Appendices (attached):</u>	<u>Annexe 1</u> – Venues Service Review Terms of Reference <u>Annexe 2</u> – Report of the Scrutiny Review Task Group on the Review of Venues – Bourne Hall and Hook Road Arena <u>Annexe 3</u> – Draft minutes of the meeting of the Audit, Crime & Disorder and Scrutiny Committee, 27 October 2016
<u>Other available papers (not attached):</u>	Agenda for the meeting of the Audit, Crime & Disorder and Scrutiny Committee, 27 October 2016

REPORT SUMMARY

This report presents the Community & Wellbeing Committee with the Report of the Scrutiny Review Task Group on its Review of Venues – Bourne Hall and Hook Road Arena, approved by the Audit, Crime & Disorder and Scrutiny Committee.

RECOMMENDATION (S)

That the Community & Wellbeing Committee:

- (1) receives the Report of the Scrutiny Review Task Group on Bourne Hall and Hook Road Arena (approved by the Audit, Crime & Disorder and Scrutiny Committee 11 October 2016) attached at Annexe 2;**
- (2) establishes a working party comprising the Chairman and Vice Chairman of the Community & Wellbeing Committee and Officers to undertake any agreed further investigations into securing improvements at Bourne Hall and Hook Road Arena;**

Notes

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| <p>(3) supports the £50,000 refurbishment of the kitchen at Bourne Hall from the repairs and renewals fund as contained within the 2016/17 revenue budget;</p> <p>(4) receives a fully costed business case identifying the funding sources for each project prior to the commencement of any improvement works at Bourne Hall.</p> | |
|---|--|

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

1.1 The Report of the Audit, Crime & Disorder and Scrutiny Committee contributes to two of the Council's Key Priorities:

1.1.1 Supporting our community; and

1.1.2 Managing our resources.

2 Background

2.1 In June 2015 the Financial Policy Panel received a report which set out a work programme for preparing the Medium Term Financial Strategy. Service reviews made up one element of this work programme.

2.2 The Audit, Crime & Disorder and Scrutiny Committee agreed to include a service review of venues in its work programme. In February 2016 the Committee received a copy of the review Terms of Reference (attached at Annexe 1) and appointed a task group to undertake the investigation. Councillors Smitheram, Reeve and Bridger were appointed to the task group; Councillor Michael Teasdale, member of the Strategy & Resources Committee, was co-opted.

2.3 At the beginning of the review the task group agreed that it wished to concentrate first on Bourne Hall and Hook Road Arena. It agreed to return to the Playhouse and Ewell Court House at a later stage(s).

2.4 The task group commenced its investigation of Bourne Hall and Hook Road Arena at the end of February 2016. It continued with its investigation until early September 2016, undertaking 20 different meetings and site visits. In accordance with the review timescale, the task group reported its findings to the Audit, Crime & Disorder and Scrutiny Committee on 11 October 2016; the Committee approved the report and agreed that it should be presented to the Community & Wellbeing Committee on 8 November 2016.

3 Proposals

- 3.1 A copy of the Report of the Scrutiny Review Task Group on Bourne Hall and Hook Road Arena, approved by the Audit Crime & Disorder and Scrutiny Committee on 11 October 2016 is attached at Annexe 2. In accordance with the Local Authorities (Committee System) (England) Regulations 2012, the Community & Wellbeing Committee is asked to consider this report and its two recommendations.
- 3.2 Further work is required in order for precise proposals for improving the efficiency of the service to be developed. As such the recommendations of the task group suggest that further investigative work be undertaken; it directs attention of the Community & Wellbeing Committee to particular aspects of the service.
- 3.3 If the Community & Wellbeing Committee is minded to accept the recommendations of the Scrutiny Review Task Group, it will wish to give some consideration to the timescale and means by which the ongoing work is undertaken. It is proposed that the Community & Wellbeing Committee establish a working party to take forward any agreed further investigative work. This working party would comprise the Chairman and Vice Chairman of the Community & Wellbeing Committee and officers. No other members will be permitted to attend except by prior invitation.
- 3.4 It is understood that some of the matters highlighted in respect of Bourne Hall are being worked on currently. These include, issues around maintenance and decoration, the sound system and the kitchen. It was reported to the Audit, Crime & Disorder and Scrutiny Committee that officers intend to progress with refurbishment of the kitchen in early 2017, and that the catering contract would be addressed at that time. It will be relevant to consider these factors before deciding on further investigations/actions.
- 3.5 It is noted that some of the data provided to members of the Task Group were significantly out of date, and it was not possible to assess how robust all the figures were.
- 3.6 It is considered that more work will be required in order to explore and validate the links between current usage, proposals for expenditure and future potential use/income.
- 3.7 A member of the Scrutiny Review Task Group will be present at the meeting of the Community & Wellbeing Committee to answer questions.

4 Financial and Manpower Implications

- 4.1 The Scrutiny Review Task Group is not in a position to recommend a particular proposal as a preferred way forward. It has, however, recommended that specific areas, all of which have implications on service delivery at Bourne Hall/Hook Road Arena, be reviewed further. These areas have associated financial implications for the Council.

- 4.2 In order for precise proposals to be developed, any options identified as a result of the scrutiny review will need to be evaluated fully on a financial basis (including any invest to save implications).
- 4.3 Any future investigative work planned will have manpower implications for the Council.
- 4.4 **Chief Finance Officer's comments:** The Scrutiny Review Task Group which has carried out a review of the Venues - Bourne Hall and Hook Road has identified a number of physical improvements which could be made to encourage utilisation and generate income.
- 4.5 The most significant items which have been identified are; repainting the banqueting suite and adjacent corridor estimated at £7,200, development of the main entrance to make more appealing (new plantings and renewal of the Council signage plus introduction of a digital advertising unit), replacement of audio visual equipment and the establishment of a strategic asset management plan covering a five year period to address the maintenance needs of the interior of Bourne Hall.
- 4.6 The report also notes that Officers are currently working on the issues of refurbishment of the kitchen facilities, maintenance and decoration and the audio visual system. It should be recognised that with the exception of the proposed kitchen refurbishment there is no funding available within the 2016/17 budgets to fund any of the other proposed improvements. It should also be noted that first indications are that the cost of the kitchen refurbishment could exceed the available funding in 2016/17 (£50,000). If it is not possible to contain the costs within the available funding alternative funding sources will need to be identified.
- 4.7 It is important that fully costed business cases are brought forward for consideration. This is so that the potential options for funding the proposed works at Bourne Hall can be fully considered by Strategy and Resources Committee as part of the 2017/18 budget setting process alongside the other competing priorities facing the Council. It is suggested that the Service Accountant is fully involved in the production of all the fully costed Business Cases which are brought for consideration for funding.
- 4.8 Council subsidy of each of the venues is shown below:

	Bourne Hall	Museum	Hook Road Arena
	£'000	£'000	£'000
Income	(310)	(3)	(57)
Expenditure	387	126	9
Central Support Costs	28	16	14
Net Subsidy (excluding Asset Rent)	106	139	(34)

*Hook Road Arena expenditure shown in the table above does not include costs of ground maintenance.

- 4.9 In order to address the four year budget gap identified of £1.837m in the Medium Term Financial Strategy, £556,000 of savings have been identified and agreed for 2017/18. Included within the £556,000, a £64,000 saving has been agreed for the review of venues. This saving has yet to be confirmed.
- 4.10 There is a predicted shortfall against the income target for lettings at Bourne Hall of £20,000 for 2016/17. This shortfall is likely to be £26,000 for 2017/18.

5 Legal Implications (including implications for matters relating to equality)

- 5.1 A number of different legal implications are associated with the matters highlighted by the task group in its report. The task group has touched very briefly on the surface of these legal considerations. The Council will need to give full detailed consideration to these matters before any final decisions can be made.
- 5.2 The Community & Wellbeing Committee will also need to give consideration as to whether any form of consultation is required and to its duties under the Equalities Act 2010.
- 5.3 **Monitoring Officer's comments:** Some of the key issues relate to fees & charges, property interests, and contracts. It will be important to consider the relevant implications before deciding on future actions. This could help plan future work. There would be little point, for example, in undertaking any work which might involve relocation/reconfiguration of the library, unless key principles were first agreed with Surrey County Council.

6 Sustainability Policy and Community Safety Implications

- 6.1 No particular implications.

7 Partnerships

- 7.1 Implementation of the task group's recommendations will necessitate close work with partners.

8 Risk Assessment

- 8.1 The Scrutiny Review task group has not undertaken a formal risk assessment process. However, implementation of the task group's recommendations will raise a number of risks to the Council which will need to be considered in any decision making process.

9 Conclusion and Recommendations

- 9.1 In November 2015 the Audit, Crime & Disorder and Scrutiny Committee agreed to undertake a service review of Venues. A task group, appointed to undertake this work, commenced its investigations at the end of February 2016 and completed its investigations at the beginning of September in order to meet the review timescale set out in the terms of reference.
- 9.2 The Audit, Crime & Disorder and Scrutiny Committee approved the report of the task group on 11 October 2016 and agreed that the report should be presented to the Community & Wellbeing Committee on 8 November 2016.
- 9.3 The aim of the scrutiny investigation was to ensure that services provided were fit for purpose, met the needs of local residents and were cost effective to provide. Although precise proposals have not been developed by the task group, matters which the task group consider are having an impact on efficiency etc. and therefore require further investigation are highlighted in its report.
- 9.4 The Community & Wellbeing Committee is asked to receive the report of the Scrutiny Review Task Group on Bourne Hall and Hook Road Arena. It is recommended that a working party be established to undertake any agreed further investigative work and that the committee support the £50,000 refurbishment of the kitchen at Bourne Hall from the repairs and renewals fund as contained within the 2016/17 revenue budget. Lastly, it is recommended that the Community & Wellbeing Committee receives a fully costed business case identifying the funding sources for each project prior to the commencement of any improvement works at Bourne Hall.

WARD(S) AFFECTED: (All Wards);

Terms of Reference for Service Review

Review Title: **Venues Service Centres**

Date: **20/10/2015**

What items are within the scope of this review? *Identify any specific items considered outside the scope.*

In Scope

- Services provided by the Epsom Playhouse, Bourne Hall & Bourne Hall Museum, Ewell Court House and Hook Road Arena.

Out of Scope

- The Rainbow Centre
- The Ebbisham Centre
- Central services charges
- Asset rents

What is the overall aim of doing this work?

- This review forms part of the work programme for preparing the Medium Term Financial Strategy outlined in the report to Financial Policy Panel on the 9 June 2015 to ensure services provided are fit for purpose, meet the needs of local residents and are cost effective to provide.
- Proposals to be developed for improving the efficiency of the service including an analysis of the customer base.

What are the objectives?

- To outline the current service provided by the above named venues including (but not limited to)
 - Services delivered
 - Method of providing the current services
 - Detailed budget for the last three years including revenue and capital expenditure
 - Provision of performance data and comparison with others (where possible)
- To measure and assess the effectiveness of the present service, including staff, to identify the best use of resources.

Objectives (cont)

- To identify key issues that affects the service in the day today operation of supplying the service
- To understand the needs of the customer base and how the service could be developed to generate further income or reduce costs.
- To identify alternative ways to deliver the service including the do nothing option
- To evaluate the different options put forward (including but not limited to)
 - Service delivery outputs
 - Financial implications including any invest to save investment required
 - Key risks and how they can be mitigated
 - Timeline for implementation

What is the delivery methodology?

- Creation of a Scrutiny Working Group consisting of four members appointed by Scrutiny Committee.
- Consideration of a report by the Head of Venues & Facilities which will address the objectives described above. Namely:
 - Budget review identifying operational costs, incomes from fees and charges and grants, fixed cost, such as central services and asset rents etc.
 - Identify the range of services provided and the effect of each service has on the use of the resources.
- Recommend ways to deliver the service, efficiently and effectively.

Duration of Enquiry *Highlight any specific time limits or linked activities to consider.*

- The review will commence early in 2016 following the meeting of Financial Policy Panel on 1 December 2015 where Members will be consulted on the terms of reference for the review.
- Recommendations from this review to be presented to the Leisure Committee in October 2016 to adhere to the MTFS timetable and enable any identified efficiencies to be achieved within the 2017/18 budget.

What information is needed? *Include any evidence required, background information such as research results and statistics from consultation, existing reports, legislation, central government documents, guidance notes.*

- Report to be produced by Head of Venues & Facilities to address the objectives identified for the review.

Would the Scrutiny review benefit from the co-option of an additional member (internal or external)? If so who?

- Member from Strategy and Resources appointed by the Chairman of S&R Committee

What other processes could be used to inform the review?

Interviews, site visits, observation, telephone or written questionnaire or survey, comparison with other authorities or private sector.

Interviews with

- Chairman of Leisure Committee
- Business Development & Commercial Venues Manager
- Epsom Playhouse Site Manager
- Bourne Hall Site Manager
- Head of Operations
- Ward Members

How should the public be involved and when?

Options include Forums with users, questionnaires, Citizens Panel

At the completion of the review hold a session to evaluate the success of the review and any lessons learnt.

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Report of the Scrutiny Review Task Group on the Review of Venues – Bourne Hall and Hook Road Arena

1. Introduction

- 1.1 At the meeting of the Audit, Crime & Disorder and Scrutiny Committee in November 2015, the Committee agreed to include a review of Venues in its work programme.
- 1.2 The Committee received the review terms of reference at its meeting in February 2016, these having been reviewed earlier by the Financial Policy Panel. Councillors Clive Smitheram, David Reeve and Steve Bridger were appointed to form a task group to undertake the investigative work. Councillor Michael Teasdale, member of the Strategy & Resources Committee, was co-opted on to the task group.

2. Aim of the Review

- 2.1 The Venues review was intended to contribute to the development of the Council's Medium Term Financial Strategy by ensuring services provided by the Playhouse, Bourne Hall (including the museum), Ewell Court House and Hook Road Arena were fit for purpose, met the needs of local residents and were cost effective to provide. Proposals were to be developed for improving the efficiency of the service including an analysis of the customer base.

3. The Investigation

- 3.1 At the beginning of the investigation the task group agreed that it wished to approach the Venues review in stages. As such, the task group has concentrated on Hook Road Arena and Bourne Hall to date. These two venues form the subject matter of this first report of the scrutiny review task group.
- 3.2 The task group's investigation started at the end of February 2016. It continued over the summer into September. The task group undertook site visits, held meetings with Epsom and Ewell Borough Council (EEBC) officers and members, Surrey County Council (SCC) officers, and different voluntary groups. It undertook a small survey on the Bourne Hall Museum.
- 3.3 The dates of all the information gathering exercises of the task group are set out in Table 1 below. In addition, the task group did seek a meeting with the Friends of Bourne Hall Museum, but unfortunately this meeting was unable to take place as planned.

Table 1 – Task Group Activities Undertaken

	Scrutiny Review Task Group Activity	Date
1.	First Meeting of the Task Group	26 February 2016
2.	Bourne Hall Site Visit	3 March 2016
3.	Hook Road Arena Site Visit	9 March 2016
4.	Meeting with the Head of Venues & Facilities	5 April 2016
5.	Task Group Meeting	19 April 2016
6.	Meeting with the Curator, Bourne Hall Museum	27 April 2016
7.	Meeting with the Head of Legal & Democratic Services	10 May 2016
8.	Meeting with the Business Development and Commercial	12 May 2016

	Scrutiny Review Task Group Activity	Date
	Venues Manager	
9.	Meeting with the Epsom & Ewell History & Archaeology Society	24 May 2016
10.	Meeting with the Epsom & Ewell Local and Family History Centre	24 May 2016
11.	Task Group visit to Bourne Hall Yard and Garages	25 May 2016
12.	Museum Consultation with Local Primary Schools	27 June – 9 September 2016
13.	Meeting of the Task Group with the Head of Venues & Facilities, Business Development and Commercial Venues Manager and Bourne Hall Manager	7 July 2016
14.	Meeting with Museum Assistant	20 July 2016
15.	Meeting with Surrey Heritage and the Surrey Museums Partnership	28 July 2016
16.	Meeting with Head of Place Development	4 August 2016
17.	Meeting with Surrey County Council Libraries	23 August 2016
18.	Meeting with Chairman and Vice Chairman of the Community & Wellbeing Committee	6 September 2016
19.	Meeting with Ward Councillors	6 and 8 September 2016
20.	Meeting of the Task Group	6 September 2016

4. Key Findings

- 4.1 The key findings of the task group on Bourne Hall and Hook Road Arena are set out in Parts A and B below.

Part A – Bourne Hall

Overview

- 4.2 Bourne Hall, situated in Spring Street, Ewell, is a distinct, circular building set in gardens. Officially opened in 1970, it was designed as a public building to house a library and community facilities. Design features included space on a mezzanine floor for a museum, an exhibition space, as well as rooms for community use. The design included an entrance ramp and lift for improved accessibility.
- 4.3 Today, the building continues to provide a community facility, housing Ewell Library (now SCC controlled), Bourne Hall Museum, a café, physiotherapist and a range of rooms for commercial and community groups as well as individuals to hire. Within its curtilage, and within the scope of the scrutiny review, are gardens and a lake, small yard with garages (formerly the gardens' nursery) and a former caretaker's cottage. Site plans of Bourne Hall are attached at [Appendix 1](#). (External aspects of Bourne Hall not mentioned above such as the car park and Lodge are outside the scope of this review.)
- 4.4 In recognition of its architectural and historic interest, the building is Grade II listed under the Planning (Listed Buildings and Conservation Areas) Act 1990. First listed in April 2015, the Historic England list entry description states it is architecturally “a striking design, notable for its space-age flair and the generous, top-lit principal interior space”. Under historic interest it is listed as ‘an ambitious example of the

expansion of the library service and the integration of community facilities and disabled access' (Historic England Listing Description¹).

- 4.5 The public entrance to Bourne Hall is situated on the south side of the building, with level access from the adjacent car park. The covered entrance leads into the main foyer, with a corridor running from the left and the right to various rooms. An open stairway (under which the Friends of Bourne Hall Museum shop is located) provides access to the mezzanine floor and the museum. Situated on the right hand side of the foyer is a reception desk. The foyer, a large open space in which exhibitions are often held, is open, with light permeating from the central, round roof lights. At the far end of the foyer are stairs down to the Main Hall with a stage and access to a discreet bar. The café, located behind the stairs down to the Main Hall, has tables and chairs set up across a section of the foyer for use by visitors.
- 4.6 Ewell library is situated across the back of the building looking out onto the gardens and lake, although there is no ready access for the public out into the gardens from the library. The library is separated from the foyer by secure, but moveable room dividers. Its footprint encompasses a children's library, a reference/borrowing area, the Epsom & Ewell Local and Family History Centre, and a number of offices for private (staff) use.

Visitor Attraction

- 4.7 Through its numerous visits and discussions the task group saw first-hand that Bourne Hall was a popular building, often thriving with visitors. People of all ages were seen visiting the museum and library, or relaxing in the café and gardens. The task group understands that Ewell Library is a high performing library with approximately 2,000 book issues each week. Across the week Monday was the quietest day at Bourne Hall, the task group noted that this coincided with the library's Monday closure.
- 4.8 Recognising that data from the most recent of the Council's Citizens Panel Surveys (March 2014) was two years old, and that changes had been implemented to some of the Council's venues in that time, the task group still noted some pertinent results. Bourne Hall was identified as the Council's most visited venue by respondents. The top three reasons for respondents' most recent visit to a Council venue (included Bourne Hall amongst others) were (i) library, (ii) café, and (iii) exercise. These three reasons were, however, closely followed by (iv) event, (v) leisure time socialising, (vi) medical visit and (vii) museum. The top three most important factors for respondents when visiting Bourne Hall were (i) access to the building, (ii) size, and (iii) catering and ease of parking (equal factors). Lastly, respondents' awareness of meeting and activity rooms for hire in Bourne Hall was 80%.
- 4.9 The task group noted that reviews on Trip Advisor (www.tripadvisor.co.uk) relating to Bourne Hall were, in the main positive, many highlighting the range of facilities available at the venue.

Utilisation and Appearance

- 4.10 As a community facility Bourne Hall has a number of different rooms for hire. Bourne Hall is promoted as a versatile venue with space and facilities to accommodate both business and private hirers (individuals and community groups). Its excellent village location, good transport links, gardens and lake are all highlighted in the Bourne Hall

¹ <https://historicengland.org.uk/listing/the-list/list-entry/1425772>

brochure. Bourne Hall is promoted as a venue for wedding receptions and civil ceremonies. Currently the Main Hall, Rose Room and Studio Room are licensed for weddings and civil ceremonies, the Banqueting Suite can be dressed for dining and the terrace used for outside socialisation. The meeting and conference markets are also targeted with the venue able to accommodate a range of needs from small meetings to large conferences of 300 attendees. Lastly, Bourne Hall is able to accommodate other events and activities such as birthday celebrations, dance evenings, shows, festivals, concerts, exhibitions and classes of varying genre.

- 4.11 On entering the building, turning left gives access to four rooms on ground floor level which are available for hire. The Azalea, Begonia and Camelia Rooms are located on the outer side of the building and overlook the car park. These rooms can be hired either individually or together as one (the Banqueting Suite). Linked to the Azalea Room is a bar which has its own access onto the corridor. On the opposite side of the corridor is the Rose Room. This room is an internal room. Turning right immediately on entering Bourne Hall leads to the Studio Room which is located at the far end of the corridor. This room has access onto the external terrace and from there the gardens and lake. 2015/16 utilisation of these rooms is set out in Table 2 below.

Table 2 – Current Room Utilisation

Room	Utilisation 2015/16 ² (%)
Azalea Room	16.47*
Begonia Room	19.17*
Camelia Room	22.32*
Rose Room	8.78
Studio Room	18.02
Foyer	80.00
Main Hall	34.88

* figures include individual and banqueting suite bookings

- 4.12 The foyer is available for hire and will often be used to hold art exhibitions and craft fairs. In comparison to the other rooms, utilisation currently stands at 80% of its bookable yearly hours. The foyer has over the last three years consistently secured 80% utilisation. It is by far the most popular space for hire within the building. The remaining room at Bourne Hall available for hire is the Main Hall. The Main Hall, as highlighted above, is located downstairs. It comprises a large space with newly installed wooden flooring, a stage and access to a separate bar. Access to this room is via stairs or the lift located just inside the foyer. Utilisation of the Main Hall currently stands at around 35%. For 14/15 its utilisation was very low at 6.13%, this is due to refurbishment work taking place following flooding in March 2014.
- 4.13 All utilisation figures discussed above are also illustrated at Appendix 2. In addition, Appendix 2 includes Sunday bookings where the whole venue is booked by just one particular hirer. Sunday utilisation figures are based on 350 bookable hrs per annum (8am – 3pm for 50 weeks of the year). Average utilisation is also illustrated at Appendix 2. The average utilisation figures reflect utilisation figures for rooms booked from Monday to Saturday as well as Sunday whole venue bookings.

² Utilisation is measured as a percentage of the room's bookable yearly hours which equate to 4000 hrs (Monday – Friday 9am – 10pm and Saturday 9am – midnight, for 50 weeks of the year)

Average utilisation at Bourne Hall across a three year period, 2013/14, 2014/15 and 2015/16 has maintained a near constant level of 40%.

- 4.14 Officers indicated that it was feasible for the Council to generate additional income from an increase in hirers; an examination of unused capacity had been undertaken and a potential field of new hirers identified. However, officers also highlighted that the Council's ability to generate additional income was subject to a number of associated issues being addressed. These are discussed below.
- 4.15 Officers considered that there was a real need for Bourne Hall to be redecorated in order to maximise income capacity. Officers were currently restricted in their ability to target particular markets in a more focussed fashion and compete with other venues given the general appearance of a number of the rooms. There was a particular need for the Banqueting Suite (Azalea, Begonia and Camelia Rooms), Rose and Studio Rooms as well as the Foyer to be repainted. A direct relationship existed between appearance and potential additional income generation. The task group learned that the estimated cost of repainting the Banqueting Suite and adjacent corridor was approximately £6k plus VAT.
- 4.16 Connected to this officers raised issues around the appearance of the venue's main entrance. Officers highlighted that it was desirable to develop the main entrance of Bourne Hall in order to make the venue more appealing, for example new planting and renewal of the Council signs. Incorporation of an external digital advertising unit (similar to that used by the Playhouse) instead of the current advertising banners tied to the main entrance's railings, had the potential to generate a small amount of additional income on an annual basis.
- 4.17 The need to develop a strategic asset management plan to address the maintenance of the interior of the building was highlighted. Development of such a plan would enable officers to plan ahead across a five year period instead of responding to demands as they arose.
- 4.18 A need for new audio/visual equipment at Bourne Hall was highlighted. Current equipment was temperamental and unreliable. Updating the equipment would enable officers to form a marketing strategy to further target the business and conference sectors. Funds to cover the cost of replacing this equipment were available (residual funds from the Main Hall refurbishment following the flood in March 2014).
- 4.19 During visits to Bourne Hall, task group members viewed the overall appearance of the building both inside and out. Members were in agreement that internally rooms appeared dated and were in need of refreshing. Members were, however, impressed with the refurbishment of the Main Hall following the flood. Members considered that signage for visitors just inside the entrance appeared poor; this meant that visitors were reliant upon staff at the reception desk for direction. Outside, although the general overall appearance of the gardens and lake was impressive, members identified details which they considered detrimental to a person's full enjoyment of the grounds. The terrace area needed attention; tall weeds had grown up over the summer and needed removing. On one occasion reference was made by members to a bale of straw left over from the Herald of Spring event which needed clearing. Members considered that there was further potential to improve the overall attractiveness of the terrace area.

Catering Provision

- 4.20 The provision of catering at Bourne Hall which encompasses the Bourne Hall Café, all banqueting/events catering requirements and provision of bar services at the venue's two bars, is met by a private caterer under contract with the Council. Under this contract the caterer has sole catering rights for the public parts of the building. This means that all catering requirements for meetings, conferences, parties and weddings etc. held at Bourne Hall will be serviced by the caterer as per the terms of the contract. Should it wish, the caterer can choose not to service some events, in such cases the Council has a right to engage a substitute caterer. However, should a hirer wish to undertake their own catering, for example, children's parties, or engage their own caterer for a wedding, the hirer will need to pay the caterer a fee for use of the kitchen and its facilities. It would appear that this 'exclusivity clause' is having some negative impact on the take up of rooms and facilities at Bourne Hall by potential hirers and thereby leading to a loss of potential income generation for the Council.
- 4.21 The task group learnt that the catering contract had actually expired in 2014. Catering arrangements had been extended whilst officers were working on development of the future provision of catering at the venue. One particular aspect which was being examined and which the task group was keen to explore was the potential to develop the terrace area to house an outside café facility. However, in addition, a need to redevelop the kitchen at Bourne Hall was highlighted by officers.

Bourne Hall Museum

- 4.22 The museum was founded in 1967, before Bourne Hall was officially opened. It resulted from joint work by the library (then under the control of the Borough Council), the Epsom & Ewell History & Archaeology Society (EEHAS) and the Surrey Archaeological Society (SArS). Working as a documentary group they brought together basic records and archives associated with the borough. Today these documents form the core Borough Records, some of which are held by the museum, others by the Surrey History Centre in Woking.
- 4.23 Bourne Hall Museum is accredited with the Arts Council England. This means it has met nationally agreed standards. Accreditation covers issues such as sustainable development, responsible collections management and active engagement with communities. The museum's ability to meet these standards is reviewed every 2 years. Benefits of accreditation include access to professional advice, support and increased funding opportunities. The museum is staffed by a part-time curator and a part-time museum assistant. Evidence to the review indicated that paid staff brought benefits to a museum's operations including direction, stability and strategic overview.
- 4.24 The aim of the Bourne Hall Museum is 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 objectives are:
- To make the museum collections accessible as a resource for the study of local history
 - To offer visitors an exciting and informative experience in the museum's displays and exhibitions
 - To promote historical awareness in the borough through activities and festivals
 - To provide an educational service suited to all stages and abilities.

- 4.25 The museum, as mentioned above is found on the mezzanine floor of Bourne Hall and is accessed via the circular stairs or the lift, both of which are just inside the foyer. The museum has many artefacts, photographs and information on permanent display including some of particular note such as Lord Rosebery's Hansom cab. Display items are rotated regularly to ensure renewed interest. It is understood that a museum's collection is designed around a central theme.
- 4.26 Over the years the Bourne Hall Museum collection has grown, at the end of 2015 it comprised 14,222 objects. Those not on display are stored at Bourne Hall. Each year objects are bought by the museum (funded by the Friends of Bourne Hall Museum) the museum stores archaeological finds of the EEHAS and others are donated. The museum is the long-term guardian of all these objects and as such has legal and ethical obligations. Stringent rules on disposal apply. This means that any proposed closure or reduction of a museum can lead to lengthy and costly follow up action.
- 4.27 Bourne Hall Museum is open to visitors to view its permanent displays from 9am until 7pm Monday through to Saturday. The office (located off the museum) is staffed from 9am until 5pm Tuesday to Friday. Unfortunately, as the museum's visitor counter broke in 2012 and full records have not been kept since, it is not possible to identify the current number of visitors to the museum. The last figures recorded in 2011/12 highlighted 35,316 visits to the museum.
- 4.28 Museum staff run numerous activities which support the museum's key objectives. They undertake school tours of the museum gallery and will visit schools in the borough (includes those schools just outside the borough, but which are attended by children living in Epsom and Ewell). Staff provide historical talks from a local perspective to the school children and will lead local walks, in the main around Ewell Village, again to provide the children with a sense of local history. Recently staff delivered talks to school children in commemoration of World War 1; about 3,000 school children have been addressed to date. The museum offers a loan box service to teachers. Loan boxes (48 in total), put together by the museum staff, are used by teachers as an educational resource. They each include approximately 20 themed items, for example, covering the Victorian or prehistoric periods. Lastly, staff offer work experience placements for secondary school students each year at the museum.
- 4.29 The museum does not charge for school related activities unless external input is bought in such as re-enactors, in such cases the museum looks to recover its costs. The museum does not charge for its loan boxes. However, if an item is lost or broken the museum will seek recompense. The museum works on a partnership basis with the schools which will advertise museum events in their school newsletters on a regular basis. Museum staff consider that charging schools for museum activities would impact upon their uptake. Some support for running school related activities is provided by the Surrey Museums Partnership which is discussed below.
- 4.30 An exercise was undertaken to gather some feedback from primary schools on their take up and views of the services provided by the museum (services were used by primary schools in the main). Unfortunately minimal response to the survey was received, only four responses from three different schools. One school had visited the museum in the last twelve months, but highlighted that it had visited two or three times. All schools had used the museum's loan boxes and had been visited by museum staff. One particular school had been visited by museum staff more than three times in the past twelve months. Respondents considered that the museum

and its services were highly valuable to their school. One commented “The Bourne Hall Museum is an invaluable resource for the school. It supports the curriculum and brings history to life. It is an excellent tool in helping children of all abilities particularly children with Special Educational Needs to be able to contextualise their learning and give them a hands-on experience that they cannot get elsewhere....” Lastly, all schools stated that it was highly likely that their school would visit the museum in the future.

- 4.31 In addition to school related activities, museum staff run a children’s museum club, re-enactment events such as the Herald of Spring which last attracted 2,600 attendees (approximately 3,000 when including young children), festivals, guided walks (£5 fee for each person attending) and talks to adult groups. The children’s museum club holds meetings on the second Saturday of every month. Between 25 and 50 children attend each session. Any period of history can be covered, for example, Stone Age, World War 2, Ancient Egypt, the Romans and Vikings. One particular event looked at horrible jobs for children in history, another involved metal detecting activities. Summer club activities included flint knapping and an archaeological dig in the grounds of Bourne Hall. The museum applies a small charge to these activities.
- 4.32 Examples of other activities involving the museum include those held to commemorate World War 1. These events provided a local perspective and included an exhibition at Bourne Hall, the use of poppies to mark different events, a recruiting event in Epsom market place, a military camp held at the Ebbisham Centre, different re-enactments including ‘From Town to Trench’ weekend and ‘Kitchener’s March’, establishment of a Facebook page (Epsom and Ewell in World War 1). Positive comments were received regarding the Council’s World War 1 Commemoration events held to date.
- 4.33 Remaining activities undertaken by museum staff include the preparation of temporary exhibitions (often displayed in the Bourne Hall foyer), the provision of family history, building restoration and archaeological support, digitisation of artefacts and records and the publication of events. The museum recorded 21,449 requests for input in 2011/12. This number encompasses all contact made with the museum in that year such as queries, school and other group visits, talks and walks etc. It excludes ad hoc visits to the museum gallery which are covered in paragraph 4.27 above.
- 4.34 Throughout, museum staff work closely with a number of voluntary and other groups including:
- Surrey Museums Partnership (formerly Surrey Museums Consultative Committee)
 - Surrey Heritage (SCC)
 - Surrey Archaeological Society
 - Epsom & Ewell History & Archaeology Society
 - Epsom & Ewell Local and Family History Centre
 - Epsom Civic Society
 - Friends of Bourne Hall Museum

This partnership work is extremely important to the effective operation of the museum and its outreach activities. A brief overview of some of this work is outlined below.

- 4.35 The Surrey Museums Partnership (SMP) is jointly funded by the County, Borough, and District Councils in Surrey. It works with Surrey Heritage at Surrey County Council to support over 40 museums countywide, including Bourne Hall Museum which contributes just under £3,000 per annum. In return Bourne Hall Museum is supported by a county wide network which has a strong voice on a regional and national field, it gains from professional advice (for example disaster handling), countywide advertising and project collaboration (for example celebration of Gypsy Roma Traveller History Month and 'Learning on My Doorstep': Museum Enriching the Curriculum). It also has access to the SMP small grants programme.
- 4.36 EEHAS continues to work closely with the museum today, in particular, on archaeological excavations in the local area, for example the excavation at Church Meadow in Ewell. The museum also contributed to the excavations which took place on the site formerly owned by the North East Surrey College of Technology prior to building works commencing. The museum continues to work with the EEHAS on the cataloguing of all finds which are then stored at Bourne Hall if not placed on display.
- 4.37 The museum is actively supported by the Friends of Bourne Hall. An autonomous organisation comprising volunteers, the Friends of Bourne Hall Museum run the Museum Shop located under the stairs just inside the foyer. It provides the museum with small monetary funds for the purchase of items. It will also provide small scale funding for projects undertaken by the museum which require community input, for example it added £3000 to the Heritage Lottery Fund of £19,300 provided to the museum to fund the Council's recent World War 1 commemoration events.

External Elements

- 4.38 Located close to the exit from Bourne Hall car park, adjacent to the gardens, is the former caretaker's cottage. This building is currently leased to Surrey County Council for the provision of adult services. The task group requested that officers review the terms of the lease to establish whether it continued to be fit for purpose, met each parties needs and whether any improvements could be realised. This work is on-going.
- 4.39 The final area which the task group investigated comprises a yard on the north side of Bourne Hall. This yard, formerly known as 'The Turrets', was once used as the gardens' nursery. It is an enclosed area, located just outside the formal garden walls of Bourne Hall, backing on to the Bourne Hall Health Centre rear car park. It has its own access road off the Chessington Road. Currently used by Operational Services as well as Venues & Facilities as a storage area, the yard is accessed through a locked roll up shutter.
- 4.40 The yard area and garages, visited by the task group on a number of occasions, were unkempt. Various items were stacked up and stored around the enclosure which had weeds growing throughout. Although the three garages were currently used for storage, the small office was boarded up and had not been used for some time.

Part B – Hook Road Arena

Overview

- 4.41 Hook Road Arena is situated between Chessington Road and Hook Road. Site plans are attached at Appendix 3. Hook Road Arena is a large open space comprising a number of fields available to hire for public events. The land was originally

transferred to the Council in 1973 by the Department of Health. SCC part funded the transfer. Restrictions on future use of the land were imposed at the time of the transfer; green belt conditions were also applied. The covenant stipulated that the land was to be used for recreation, for example walking, grazing, and riding or for agricultural use. No buildings were to be erected on the site unless their purpose was ancillary to an activity allowed under the covenant.

- 4.42 Maintenance of Hook Road Arena is currently fulfilled by Operational Services. Some changes have been implemented to the site over time including provision of a gravel track for improved vehicle access. Following heavy rain the ground is soft and unusable by both heavy pedestrian and vehicle traffic. The far end of the site adjacent to Richards Field and Oakdale Road was particularly prone to being waterlogged after sustained rain. This area had not been used for some time.
- 4.43 Hook Road Arena is currently used by both community and private hirers. Regular hirers included car boot sale organisers as well as a local Scout Group which organises a firework display on an annual basis. Hook Road Arena is generating a net profit for the Council although income generation is dependent upon the type of event held.
- 4.44 Officers intensified efforts recently to further promote the venue. A marketing campaign was held at the beginning of the year. Only seven new enquiries were generated. As a result officer time has been refocussed onto other Council venues. Officers have, however, given some consideration to new events that could be targeted as suitable for Hook Road Arena and its surrounding environment.

5. Conclusions and Recommendations

- 5.1 The conclusions and recommendations of the task group on Bourne Hall and Hook Road Arena are set out in Parts A and B below. It is worth noting that a number of the task group's conclusions and the recommendation on Bourne Hall suggest that further work and analysis be undertaken. The task group intends that this will assist the Council in making decisions on the best means by which to ensure Bourne Hall continues to meet the needs of local residents and is efficient and effective in its operations.

Part A – Bourne Hall

- 5.2 The task group considers that Bourne Hall is a valuable asset for the whole community. Although located in Ewell Ward, it reaches out beyond Ward and even Borough boundaries. Its collection of different attractions and facilities such as the library, café, museum and gardens encourage people to visit and help promote residents' wellbeing, a link highlighted by the Department for Culture Media and Sports. "Culture brings huge benefits by providing better quality of life and wellbeing within local communities" (The Culture White Paper, Department for Culture Media and Sport, March 2016, Cm 9218, page 32).
- 5.3 Although feedback is generally positive, the task group considers that with some further investment the potential for future income generation at Bourne Hall can increase through people's greater use and enjoyment of the facility. The task group believes that there are opportunities for the Council to look to use the space provided by the unique building and its gardens to better effect, for example utilising the terrace which overlooks the gardens and lake.

Bourne Hall Museum

- 5.4 The task group considers that Bourne Hall Museum is a valuable resource, any loss of which would deprive the borough of a large record of its history and heritage. The museum actively engages with the local community through various means. It interacts directly with young children through the Museum Club and its services to schools. It is involved in different borough festivals and events such as the Herald of Spring; it organises and delivers group walks and talks for adults on local history, works closely with voluntary groups and provides extensive information and advice. Both the Museum and its officers are held by partners in high esteem.
- 5.5 The task group considers that the museum located on the mezzanine floor makes good use of this particular area. Being open both visually and audibly to the foyer and library, alternative income generating uses of this space are restricted. The task group has some concerns regarding the potential for the museum's collection to grow exponentially and the need for extra space that accompanies this. It therefore wishes to emphasise the need for efficient collections management in order to ensure the collection remains relevant, manageable and accessible.
- 5.6 The task group would like the museum in future to ensure it collects and presents appropriate statistical data covering all areas of its work. The task group considers that this should help the museum to illustrate to both residents and members the impact of its work. The Museum should continue to report annually to members of the Community & Wellbeing Committee.

Internal Configuration and Appearance

- 5.7 The task group considers that Bourne Hall has potential to attract greater use of the building and facilities. However, in order to do this the task group believes that some degree of investment by the Council is required in order to provide the best use of the space available and to present the building and gardens in the best light.
- 5.8 The task group considers that the current configuration of the open space at Bourne Hall does not necessarily provide the best basis for realising maximum income generation. The task group believes that the Council would benefit from exploring the possibility of potential adaptations in order to use to best advantage highlights of the building. For example access to the south terrace overlooking the gardens and lake could potentially provide a more attractive wedding venue. Surrey County Council Library Service has expressed a willingness to work in partnership with the Borough Council. Officer suggestions to increase rental opportunities should also be explored.
- 5.9 In connection with the above the task group considers that particular areas of Bourne Hall would benefit from being repainted. The task group believes that rooms available for hire at the venue looked tired and as a consequence utilisation of the rooms was impacted negatively. Consideration should also be given to taking other steps to make the venue more attractive to potential hirers such as use of a digital display, new planting and signs at the main entrance. The task group is supportive of officers' intention to replace the venue's audio/visual equipment with funds left over from the refurbishment of the Main Hall. It understands that officers are currently working on a business case for this purchase.
- 5.10 Lastly, the task group considers that officers should develop a five year maintenance plan for Bourne Hall which reflects any Council decisions regarding the venue.

Catering Provision

- 5.11 The task group is concerned to learn that although the catering contract had expired in 2014, the Council is still reliant upon an extension of this contract. The task group believes strongly that catering provision is a key element to ensuring Bourne Hall is able to provide competitive room hire arrangements. Although recognising other pressures are present, the task group feels that the catering arrangements need to be resolved as early as possible.
- 5.12 The task group is supportive of establishing an external café believing that this has the potential to attract more customers. As such it agrees that the Council should look at a business case for such provision and to link this work with any undertaken in relation to configuration and appearance (discussed above). Work undertaken on potential refurbishment of the kitchen should also be factored in. The task group considers that developmental work should encompass an analysis of whether the kitchen is positioned in the best place to meet future catering needs and associated costs before any refurbishment is finalised.

External Elements

- 5.13 The task group considers that the main opportunities relate to the small yard and garages, formerly known as 'The Turretts', located on the north side of Bourne Hall. Although recognising that the area is used by the Operational Services and Venues & Facilities Teams, the task group considers that the area could perhaps be better utilised. It recommends that the Council undertakes an exploration of potential alternative uses of this site including an analysis of any associated implications, benefits and restrictions.
- 5.14 Lastly, the task group considers that work on-going to review the provision of the former caretaker's cottage should be pursued in order to identify any potential improvements.

Recommendation

In order to ensure that Bourne Hall can continue to thrive in the future, meeting the needs of residents, efficiently and effectively, the Community and Wellbeing Committee should (i) consider and (ii) investigate further as necessary, the matters highlighted by the scrutiny task group in its report concerning:

- (a) Internal configuration and appearance;***
- (b) Catering Provision; and***
- (c) External elements***

Part B – Hook Road Arena

- 5.15 Recognising that Hook Road Arena was currently generating an income for the Council, and that restrictions on its use were in place, the task group considers that officers should continue to explore suitable opportunities to generate additional income wherever possible.

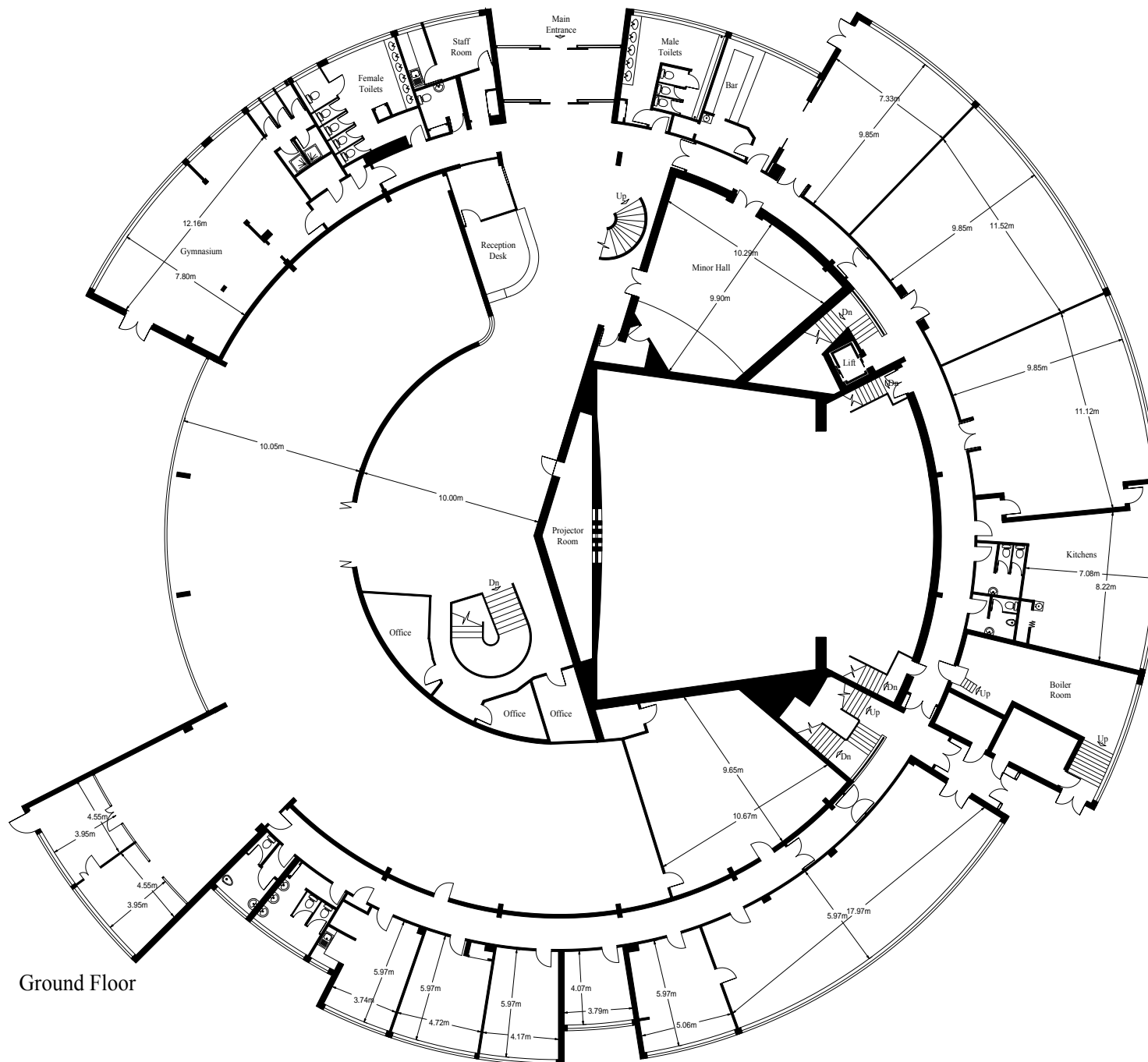
Recommendation

In order to ensure that Hook Road Arena continues to generate income for the Council, the Community & Wellbeing Committee should (i) consider and (ii)

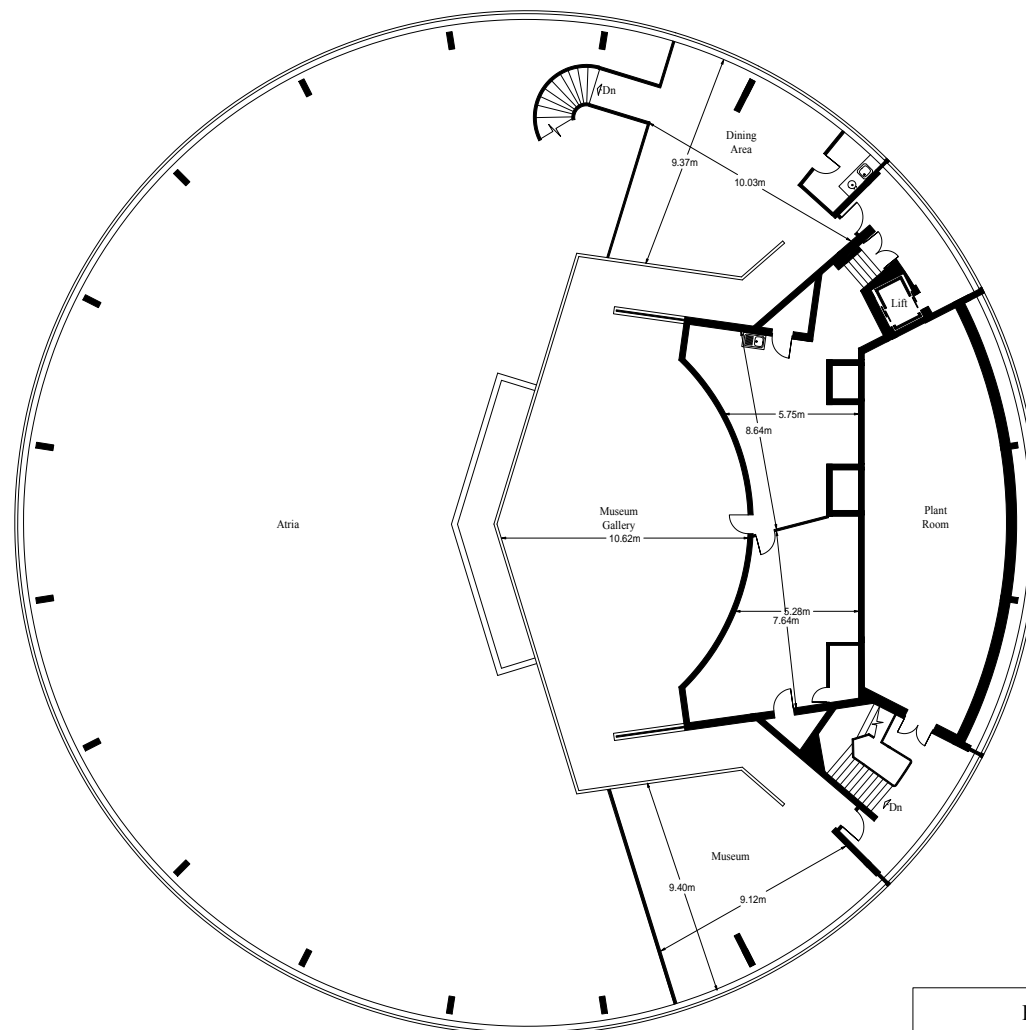
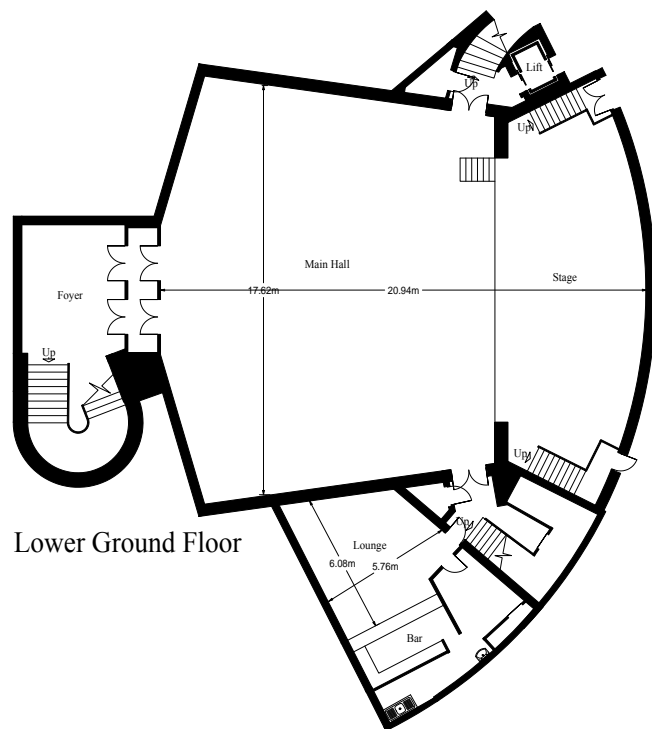
investigate further, as necessary, the matters highlighted by the scrutiny task group in its report to target new events for the Arena.

6. Acknowledgements

- 6.1 The Scrutiny Task Group wishes to thank all those who assisted the task group complete its investigations, in particular those who attended and provided evidence.



<p>Bourne Hall, Ewell, Surrey</p>
<p>Approximate Gross Internal Floor Area 36576 sq.ft. / 3398 sq.mts.</p>
<p>Scale 1:XX Survey Date - 27.4.2005</p>
<p>Floor Plans produced by Proplan 01491 842925 This plan is for guidance only and must not be relied upon as a statement of fact.</p>



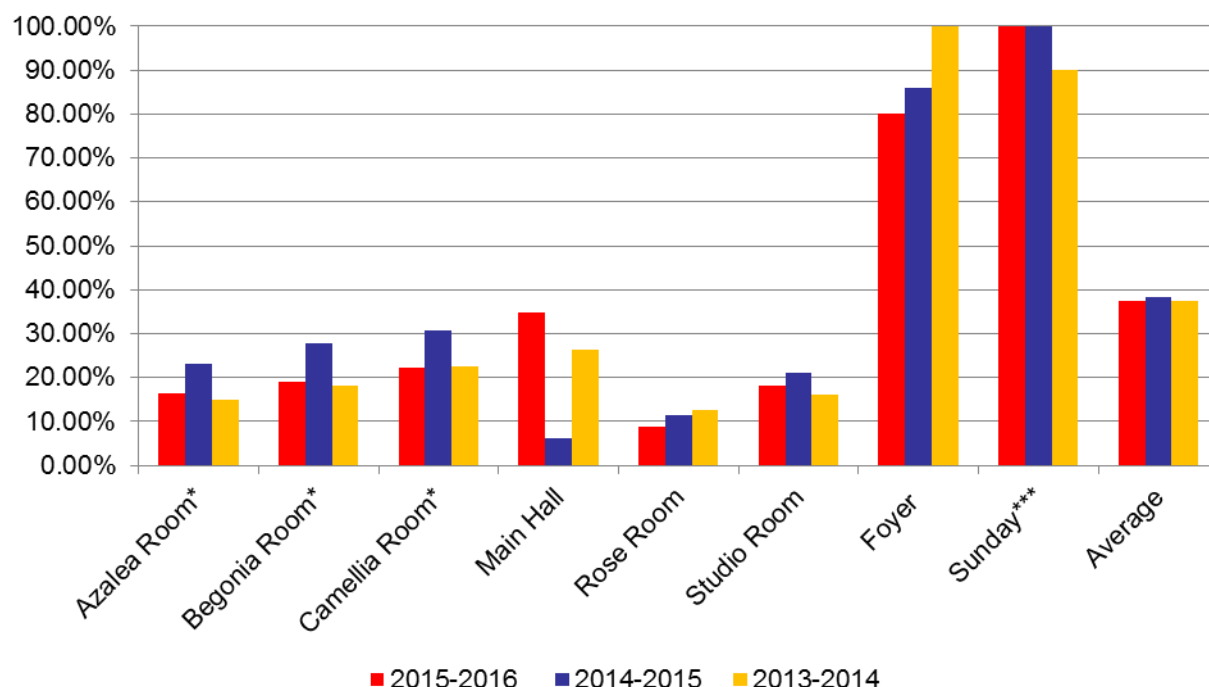
Bourne Hall,
Ewell, Surrey

Scale 1:XX
Survey Date - 27.4.2005

Floor Plans produced by
Proplan
01491 842925

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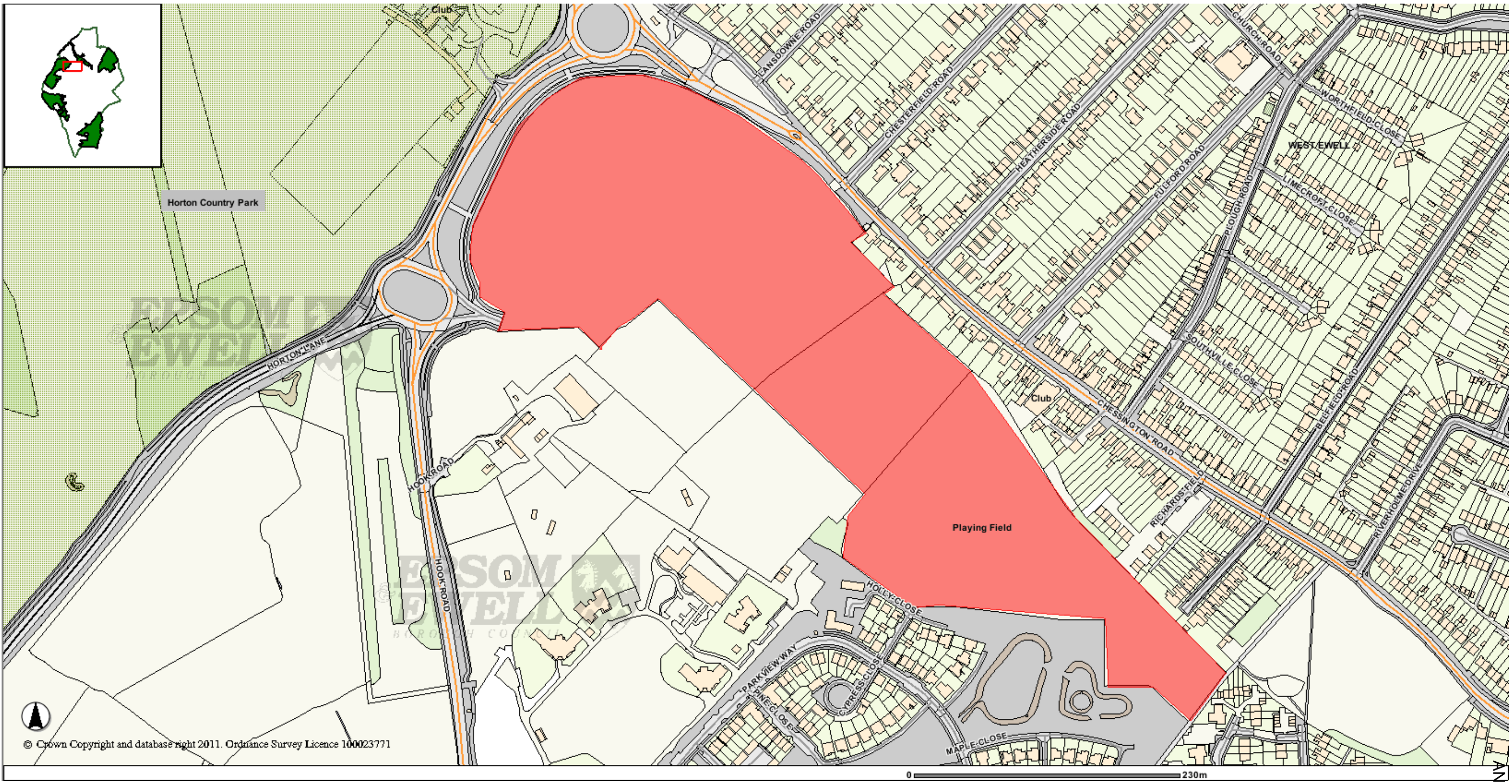
Bourne Hall Utilisation - yearly figures all Hours **



* As part of Banquet Suite added use of Banquet Suite to their figures

** Bookable yearly hours for room estimated as 4000.

***Sunday use (whole venue) estimated as 350 (50 weeks*7) hours



Minutes of the Meeting of the AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE held on 11 October 2016

PRESENT -

Councillor David Reeve (Chairman); Councillor Clive Smitheram (Vice-Chairman);
Councillors Tony Axelrod, Steve Bridger, Alex Clarke, Rob Geleit, Jan Mason,
Peter O'Donovan, Humphrey Reynolds and David Wood

In Attendance: Councillor Mike Teasdale

Absent:

Officers present: Margaret Jones (Scrutiny Officer), Andrew Lunt (Head of Venues & Facilities), Tim Richardson (Democratic Services Officer) and Simon Young (Head of Legal and Democratic Services)

12 QUESTION TIME

No questions were asked or had been submitted by members of the Public.

13 DECLARATIONS OF INTEREST

No declarations of interest were made by Councillors in items on the agenda for this meeting.

14 MINUTES OF THE PREVIOUS MEETING

The Minutes of the meeting of the Audit, Crime & Disorder and Scrutiny Committee held on 28 June 2016 were agreed as a true record and signed by the Chairman.

15 VENUES REVIEW

The Committee received a report of the Scrutiny Review Task Group on Bourne Hall (including Bourne Hall Museum) and Hook Road Arena. The report provided an overview of the Task Group's investigation into both venues, alongside its findings and recommendations.

The Committee noted the arrangements for the Task Group's formation and its terms of reference. The Task Group would also consider the services provided by Epsom Playhouse and Ewell Court House; these would be undertaken as its next phase of work and detailed in a report to a future meeting of the Audit, Crime & Disorder and Scrutiny Committee.

The Vice-Chairman provided the Committee with a verbal introduction and summary of the Task Group's report, which was attached as Annexe 2 to the Committee report. The following matters detailed within the Task Group's report were considered:

- a) Continuance of the Bourne Hall Museum. The Committee was informed that the Task Group viewed the work of the Museum and its staff as being of importance to the community, and that it was much valued by educational establishments and public who visited it. The Task Group considered that the Bourne Hall Museum should continue as it was currently operated, but that officers should continue to monitor the Museum's collection management to ensure that it remained relevant, manageable and accessible. The Task Group also considered that a report on the activities of the Museum, including appropriate statistical data should continue to be presented to members of the Community and Wellbeing Committee on an annual basis.
- b) Bourne Hall catering arrangements. The Task Group had expressed concern that the catering contract for Bourne Hall was reliant upon the extension of an arrangement which had expired in 2014. It had been reassured by the action being taken by officers to address this matter and noted that a decision on the catering arrangements for the venue would be linked to a decision regarding the nature of the kitchen facilities provided.
- c) Internal configuration and refurbishment of Bourne Hall. The Task Group supported the principle of altering the internal configuration of Bourne Hall, and undertaking refurbishment works to improve its visual appearance. In particular, the Task Group considered that benefits would be received if the configuration could be amended to enable the external patio area to be utilised for wedding functions, or a café. This would require a change to the location or layout of the library, and therefore also require an agreement with Surrey County Council. The Task Group considered that internal refurbishment of the Banqueting Suite and access corridor would be necessary to achieve a higher level of occupancy for those rooms.
- d) Level of usage of Bourne Hall. The Committee noted that Bourne Hall was a very well used community facility, and that it met the needs of a wide variety of users. The Task Group had been informed that over 130 different organisations hired facilities at Bourne Hall each year. However, the utilisation levels of rooms identified in Table 2 of the Task Group's report showed that some rooms did not receive a high level of use. The Committee noted that whilst the statistics provided in Table 2 were accurate, they should be interpreted in a realistic manner, as it was unlikely that all available slots would or could be booked in practice. This was particularly the case early in the morning, and when a booking required a set-up or break down period.

- e) Bourne Hall Keeper's bungalow. It was noted that this was leased to Surrey County Council and used to provide services to adults with learning difficulties. The Head of Legal and Democratic Services informed the Committee that the lease for the property would be available for renewal in the near future, and that the Council's Head of Property was discussing it with Surrey County Council.
- f) Bourne Hall Turrets area. The Task Group considered that the Turrets area external to the main building of Bourne Hall was underutilised. It was noted that the Council's Head of Place Development was investigating the site's potential for alternative use.
- g) Hook Road Arena. Usage of Hook Road arena was heavily restricted by covenants placed upon it. The Task Group considered that officers should continue to explore potential opportunities to generate further income from its use. The Task Group had also identified an area of the Arena adjacent to Richards Field and Oakdale Road which was very rarely used for events, due to its poor drainage. It was noted that the Head of Legal and Democratic Services would investigate the potential for this area to be utilised for other purposes.

Following consideration, the Committee:

- (1) Approved the Report of the Scrutiny Review Task Group on Bourne Hall and Hook Road Arena attached at Annexe 2 to the committee report.
- (2) Agreed that the Report be presented to the Community and Wellbeing Committee on 8 November 2016.
- (3) Thanked the Scrutiny Review Task Group and Officers involved in the review for their work on the matter.

The Committee noted that the Chairman and Vice Chairman hoped to attend the meeting of the Community and Wellbeing Committee on 8 November 2016 to represent the Audit, Crime and Disorder and Scrutiny Committee's views on the review.

16 WORK PROGRAMME 2016/17

The Committee received and noted its work programme 2016/17. During consideration of the report, the following matters were considered:

- a) Scrutiny Review of the Arrangements for Publicising and Determining Planning Applications – Progress Update. The Committee noted that this item had been omitted from its work programme in error, and would be presented to its meeting in April 2017.
- b) Review of CCTV Provision. The Committee was informed that this item was likely to be presented to its February 2017 meeting, rather than

November 2016, as information and a decision regarding street scene CCTV was still awaited from partners.

The meeting began at 7.30 pm and ended at 8.25 pm

COUNCILLOR DAVID REEVE (CHAIRMAN)

VOLUNTARY SECTOR GRANTS AND FUNDING 2017/18

Report of the: Chief Executive

Contact: Serena Powis

Urgent Decision?(yes/no) No

If yes, reason urgent decision
required:

Annexes/Appendices (attached): Annexe 1 - Support for Voluntary
Organisations 2017/18

Other available papers (not
attached):

REPORT SUMMARY

This report considers the general future support of voluntary organisations in 2017/18.

RECOMMENDATION (S)

Notes

(1) That the Community and Wellbeing Committee approves the proposed support for voluntary organisations in 2017/18, as detailed in Annexe 1 to this report.

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

1.1 This report links to the Council's Key Priority "Supporting our Community". It also relates to the Core Values of "Openness" and "Integrity".

2 Background

2.1 The Council provides support to a range of voluntary organisations in Epsom and Ewell in order to maintain and improve the quality of life for residents and in particular, to support some of the more vulnerable sectors in our community.

2.2 This report is brought to the Community and Wellbeing Committee recognising the continued pressure on the Council's finances in the medium term and the need to secure good value for money in all of our activities.

2.3 The Council currently supports the following bodies:

- 2.3.1 Age Concern Epsom and Ewell
- 2.3.2 Epsom and Ewell Citizens Advice Bureau (CAB)
- 2.3.3 Voluntary Action Mid Surrey (VAMS)
- 2.3.4 Carers of Epsom
- 2.3.5 Relate Mid-Surrey
- 2.4 Attached at Annexe 1 is the full breakdown of the current support provided to voluntary organisations and the proposed level of support for 2017/18.
- 2.5 The current year's (2016/17) cash grant budgets are as follows:
 - 2.5.1 CAB = £74,115
 - 2.5.2 VAMS = £7,989
- 2.6 The level of support proposed for 2017/18 is the same as that agreed for 2016/17. It should be noted that the cash grant element (detailed in 2.5.1 – 2.5.2 above) makes up only £82,000 of the overall support package, which totals in the order of £202,000 for 2017/18. Details of the full proposed support (such as the usage of Council accommodation) is detailed within Annexe 1.

3 Services provided by Voluntary Organisations

- 3.1 VAMS has a major role to play in ensuring that voluntary organisations are consulted on local and national policy and service delivery issues. It can also help to ensure that good practice on equalities issues is applied in local voluntary sector organisations and facilitates access to outside funding.
- 3.2 Age Concern Epsom & Ewell and Carers of Epsom have a particular focus on the elderly as a client group. RELATE counselling could indirectly impact on the wellbeing of children and families where there are relationship problems.
- 3.3 The Epsom and Ewell CAB provides services to clients from a range of minority or vulnerable groups.

4 Financial and Manpower Implications

- 4.1 If VAMS and CAB do not have adequate capacity to support its clients there would be a considerable knock-on effect to the Council's own staff and operations (e.g. Housing and Council Tax).

- 4.2 If, when new leases/licences are agreed, the passing rent and or service charge is to be increased, it is proposed that the notional grant in respect of these elements will likewise be increased, so that the organisation concerned is no worse off financially
- 4.3 **Chief Finance Officer's comments:** The estimated cost of the proposals recommended in this report are :-.

2017/18 Proposed Funding of Voluntary Sector

£

Cash Grant to be paid to Voluntary Sector bodies	82,104
Cash Rental Income receivable from Voluntary Sector bodies	<u>(5,610)</u>
Net Cash funding of Voluntary Sector	76,494
Notional Grant by the Council (Market Rent & Other subsidies)	<u>120,025</u>
Overall cost of support provided to Voluntary Sector in 2017/18	<u>196,519</u>

There is financial provision to fund the expenditure shown in the table above from within the 2017/18 Budget.

5 Legal Implications (including implications for matters relating to equality)

- 5.1 None of these proposals are considered to have significant impact that will be detrimental on the various organisations. However, the pressures on services provided by the CAB in particular, including those for a range of vulnerable people are recognised.
- 5.2 The Council is a signatory to the Surrey Compact which is an agreement between public sector bodies and voluntary and community organisations. It requires that "Reasonable Notice of Funding be given to Voluntary Organisations". Whilst not a formal legal agreement, the Council's endorsement of the Surrey Compact means that any changes to funding levels needs to be implemented in a reasonable manner and should follow Compact principles.
- 5.3 There are legal implications linked to the agreements to use Council accommodation and, potentially, the form of any future Funding/Service Level Agreement.
- 5.4 **Monitoring Officer's comments:** Any reduction in the funding to voluntary organisations should be taken in line with the procedures outlined in section 4.5 of this report.

6 Sustainability Policy and Community Safety Implications

- 6.1 The Voluntary Organisations play an important role within the Borough by assisting the Statutory Services to enable the Family Support Programme to support residents requiring professional interventions, supporting the Community Incident Action Groups (CIAG's) and Joint Action Groups (JAG's), plus their role in Safeguarding Vulnerable Children and Adults.

7 Partnerships

- 7.1 Voluntary organisations comprise members of the "third sector" that support the local community through the delivery of services.
- 7.2 It is increasingly recognised that partnership working between statutory bodies and the voluntary sector is essential for the future effective operation of modern local government.

8 Risk Assessment

- 8.1 Should the current and future recommended support to voluntary organisations be reduced, there could be a serious detrimental effect on the organisations, and ultimately the Borough's residents.

9 Conclusion and Recommendations

- 9.1 With the ever increasing pressure on the Council's finances the Committee must be satisfied that it is achieving value for money and that the financial support is directed to priority areas where it will have the greatest effect. It is considered that the package of support for the voluntary organisations listed continues to provide good value for money for the Council and residents of the Borough.
- 9.2 The Committee is asked to approve the proposed grants as set out in paragraph 2.5 and to note the overall support package set out in paragraph 2.6 and Annexe 1.

WARD(S) AFFECTED: (All Wards);

Organisation	Cash Grant	Rent – Notional Grant	Service Charge – Notional Grant	Lease/Licence arrangements	Car Parking for Volunteers – Notional value £530 and £1040	Cash Grant for Volunteer Parking	Subsidy for staff parking permits (purchased at £120, but notional value £410)	Total ⁱ
Age Concern – Epsom and Ewell VOL 04	Nil	2016/17 = £8,544	2016/17 = £7,476	Licence is agreed at a “market” rent. The license expires on 31 March 2017. It is intended to grant a new licence on largely the same terms.	Nil	£100	3x£410 = £1,230	2016/17 = £17,350 Proposed 2017/18 = £17,350
Carers of Epsom VOL 03	Nil	2016/17 = £9,195	2016/17 = £9,798	Licence is agreed at a “market” rent. The license expires on: 31 March 2017. It is intended to grant a new licence on largely the same terms.	Nil	Nil	9x £410 = £3,690	2016/17 = £18,273 Proposed 2017/18 = £18,273 Carers of Epsom pay £4,410 payment to EEBC for Rent

Citizens Advice Bureau Epsom and Ewell VOL 05	£74,115	2016/17 = £23,332	2016/17 = £20,238	Licence is agreed at a “market” rent. The license expires on: 31 March 2017. It is intended to grant a new licence on largely the same terms.	9 Hook Road permits – Notional Grant = £4,770. 1 Town Hall Permit = £1,040. Total = £5,810	£1,920 (maximum cost to EEBC – to be reimbursed for actual costs incurred)	6x £410 = £2,460	2016/17 = £127,875 Proposed 2017/18 = £127,875
Voluntary Action Mid Surrey (VAMS) VOL 09	£7,989	2016/17 = £6,060	2016/17 = £5,252	Licence is agreed at a “market” rent. The license expires on: 31 March 2017. It is intended to grant a new licence on largely the same terms.	Nil	Nil	2x £410 = £820	2016/17 = £20,121 Proposed 2017/18 = £20,121
RELATE Mid-Surrey VOL 06	Nil	2016/17 = £14,910	2016/17 = £4,800	Licence is agreed at a “market” rent. The license expires on: 31 March 2017. It is intended to grant a new licence on largely the same terms.	Nil	Nil	Nil	2016/17 = £18,510 Proposed 2017/18 = £18,510 RELATE pays EEBC £1200 towards rent and service.

¹ If, when new leases/licences are agreed, the passing rent and or service charge is to be increased, it is proposed that the notional grant in respect of these elements will likewise be increased, so that the organisation concerned is no worse off financially.

EAST SURREY OUTREACH SERVICE

Report of the: Head of Housing & Environmental Services
Contact: Annette Snell
Urgent Decision?(yes/no) No
If yes, reason urgent decision required:
Annexes/Appendices (attached): Annexe 1 - e.S.O.S Annual Statistics for 2015/16.
Annexe 2 – e.S.O.S Statistics Sept 2016
Other available papers (not attached):

REPORT SUMMARY

East Surrey Outreach Service (e.S.O.S) is an assertive outreach service for rough sleepers and non-priority-need homeless people.

Current funding for the project finishes on 31 March 2017 and further funding of £25,000 is required to continue the service for 2017/18. The three other partner local authorities are seeking further approval for match funding.

RECOMMENDATION (S)

(1) That the Committee requests the Strategy and Resources Committee, as part of the 2017/18 budget setting process, to consider a growth bid in relation to the 2017/18 Budget of up to £25,000 to enable the ESOS Outreach Service to continue.

Notes

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

1.1 The proposals of this report contribute to the following Key Priorities contained within the Council's Corporate Plan 2016-2020:

1.1.1 Managing our Resources

1.1.2 Supporting our Community

1.1.3 Keeping our Borough clean and green

2 Background

- 2.1 In August 2014 an East Surrey partnership of Epsom and Ewell Borough Council, Mole Valley District Council, Reigate and Banstead Borough Council and Tandridge District Council successfully secured £157,000 funding from the Department of Communities and Local Government (DCLG)'s Help for Single Homeless Fund. This funding was used to set up East Surrey Outreach Service (e.S.O.S) which is an assertive outreach service for rough sleepers and non-priority need homeless people.
- 2.2 East Surrey Outreach Service (e.S.O.S) has been in operation since March 2015 and is managed by Stonham (Home Group Care & Support) in partnership with and procured by Mole Valley District Council, Epsom and Ewell Borough Council, Reigate and Banstead Borough Council and Tandridge District Council. It is overseen and monitored by the partnership of the local authorities, Leatherhead Start and Homeless Link.
- 2.3 e.S.O.S is the first outreach service provided across East Surrey that makes direct contact with rough sleepers. In the first year of operation the official rough sleeping estimates in these areas have reduced by 26% in a time when across the South-East there has been a 36% rise in the same period.
- 2.4 The aim of the service is to reduce homelessness and provide support, guidance and accommodation options to entrenched rough sleepers with complex needs, as well prevention for those who might be facing homelessness for the first time. The Outreach team have an office base in Leatherhead and have hot desks at the above authorities, as well as using existing community services.
- 2.5 e.S.O.S works with a range of existing agencies to improve the clients' quality of life by reaching the hard to reach and making every contact count. Stonham is an experienced provider of social care and support services across all client groups so the team have a number of organisational resources to draw from. Much of this work is carried out in partnership with Leatherhead Start, which provides assessment beds/emergency accommodation for up to six weeks for e.S.O.S clients. These beds would not be available to Epsom & Ewell clients without e.S.O.S.
- 2.6 The service works with a significant number of clients with complex needs. In the past 12 months 74% (103) of individuals supported by the service have been homeless individuals, experiencing mental health issues, alcohol and substance misuse issues and/or are ex-offenders. They have a history of disengagement from statutory services and many have been excluded from all other support options or accommodation solutions due to their behaviour. The majority of clients to date have been male (83.6%).
- 2.7 The outreach team of 2.5 staff plus a team leader support clients to:

- i. apply for the correct benefits and grants
 - ii. engage with services such as the Probation Service, the Community Mental Health Recovery Service, alcohol and substance misuse services such as i-access and Catalyst, GP's and local health services
 - iii. be referred to six week assessment beds at Leatherhead Start (formerly Leatherhead Night Hostel <http://leatherheadstart.org/>), so they gain stability whilst e.S.O.S supports them to work towards longer term accommodation
 - iv. be referred to supported housing accommodation across Surrey
 - v. attend important meetings including health appointments
 - vi. reconnect with their home area if they do not have a local connection, so that they do not face another night of rough sleeping
 - vii. manage debt and rent arrears, to improve their eligibility for social housing
 - viii. improve their quality of life with a personal support plan to meet their needs.
- 2.8 In addition to the support work with individual clients, e.S.O.S is also instrumental in eliminating the use of unsuitable dwellings e.g illegally parked caravans, illegally pitched tents, town centre car parks, and temporary encampments behind shops, under fire escapes and on other public land.
- 2.9 In addition to having positive outcomes the service has significantly helped Epsom & Ewell Borough Council to meet its duty to provide advice and assistance to this client group.
- 2.10 Having a specialised outreach service available rather than using EEBC's own existing staff has led to cost efficiencies for Housing Services, especially as these groups have chaotic lifestyles and arrive at Housing services without appointments resulting in Housing staff having to drop other work in order to respond to a lengthy and complex emergency situation.
- 2.11 In addition e.S.O.S has taken over responsibility for the coordination of the Severe Weather Emergency Protocol (SWEP) to ensure rough sleepers are not on the streets and at risk of dying during periods of severe cold weather. In recent years this has been an increasing pressure on Housing Services.

- 2.12 The outcomes from the project are clear evidence of the value of e.S.O.S and of the benefits to the four district and borough councils, as to well as the wider community. The outcomes from the project are monitored monthly by the partnership board. Each of the key members analyses the statistics from e.S.O.S against its own local area statistics in order to prove the achievements of the project. Baseline data is available on the number of rough sleepers locally as well as nationally. The number of reconnections of clients with their home areas, the number of clients supported, the number registered with a GP and number accommodated are detailed by e.S.O.S and can be verified by the partnership.
- 2.13 The annual statistics for 2015/16 are attached at Annexe 1. The latest monthly monitoring report for September 2016 provides a wide range of data and is attached at Annexe 2.
- 2.14 Current demand for the service has increased with over 114 referrals from 1 July to 31 September 2016 across the East Surrey region. Future welfare reform, especially for those under 35, is likely to further increase the demand for the service during 2017/18.

3 Proposals

- 3.1 The project started on 1 March 2015, and was funded by the DCLG Help for Single Homeless Fund until 30 September 2016. Further funding of £10,000 was secured from Police & Crime Commissioner Community Safety Fund and this was match funded by the four local authorities. This will fund the project until 31 March 2017.
- 3.2 This reports requests £25,000 funding to further fund the project for 2017/18. The three other partner local authorities are seeking further approval for match funding making a total of £100,000.
- 3.3 The partnership will also apply, where possible, for other funding opportunities. Single people with complex needs is a work stream within the transformation of public services in Surrey and it is hoped that this may lead to a longer term funding.
- 3.4 It not unusual for Councils to fund such projects and Guildford Borough Council has have done so for a number of years.
- 3.5 The following table shows a breakdown of the costings for running the e.S.O.S for 2017/18.

Staff costs including NI, pension and liability insurance.	£71,900
Staff travel	£5,720
Staff direct training	£2,650
Contribution to marketing material	£1,120
Contribution to client activities-group support	£1,850
Office stationery, telephones (landline & mobiles), IT equipment & licences	£5,940
20% central overheads – HR, L & D, Legal, finance, strategic	£10,820

management	
Total Expenditure for 2017/18	£100,000

4 Financial and Manpower Implications

- 4.1 Having a specialised outreach service available rather than using EEBC's own existing staff has led to cost efficiencies for Housing Services. On average these costs are considered to be in the region of £2000 per case.
- 4.2 e.S.O.S provides value for money and savings can be made from other public services. It is possible to work out a unit cost per client cohort and make some comparisons with costs pre – e.S.O.S involvement. There is no accurate baseline information available, but best estimates can be used and additional information to support these can be taken from the Homeless Link report 'What's it Worth?' Example of these calculations and the information the partnership submitted to the DCLG for the evaluation of the project is available.
- 4.3 The Association of Housing Advice Services (AHAS) has under taken a benchmarking exercise to estimate the financial implications for local authorities of the Homelessness Reduction Bill and the extension of homelessness prevention duties to single non vulnerable people.
- 4.4 The ASAH information represents 5 London local authorities, but it is anticipated that the additional caseloads and costs will be replicated in other areas.
- 4.5 AHAS have evaluated the potential increase in caseloads, reviews, the cost of providing emergency accommodation and additional staffing costs. Their figures indicate there is likely to be more than 250% increase in caseloads.
- 4.6 In order to evaluate the potential savings/cost avoidance the e.S.O.S could bring, the likely cost to the Council of the potential new 56 day duty to provide emergency accommodation to non-vulnerable people have been considered. This has been based on the 41 EEBC cases that were referred to and were assisted by the e.S.O.S. project during 2015/16.
- 4.7 Based on this the resulting net avoidable expenditure/savings is estimated to be £110,713 for the 41 EEBC's cases referred to e.S.O.S.
- 4.8 These costs are based on the average net cost of emergency accommodation of £2700 per case over 56 days. These costs are likely to be an underestimate due to more excessive net costs due to housing benefit (HB) restrictions for those under 35's and the inability to recover full HB or Universal Credit (UC) for short term placements. It is proposed this will be a recurring 6 monthly duty so annual costs could be doubled.
- 4.9 This estimate does not take into account the additional staff resources that would be required to undertake the additional homeless prevention casework. These are outlined in 4.1 above.

- 4.10 Whilst the financial implications outlined above are estimates, there is good reason to believe that the contribution to e.S.O.S. will reduce the costs relating to rough sleepers and non-priority-need homeless people by at least the value of the contribution £25,000.
- 4.11 **Chief Finance Officer's comments:** Currently the ESOS service is funded by Grant. This funding for the ESOS Outreach Service comes to an end on the 1st April 2017. If the Council wishes to continue the service in 2017/18, this will require a contribution by the Council of £25,000 which cannot be met from within existing budgets and would represent a significant growth pressure on the 2017/18 Budget. Any requests for funding need to be considered against other competing Council priorities by Strategy and Resources Committee as part of the overall budget setting process.
- 4.12 There are early indications that there may be opportunities to make a bid for DCLG funding together with other external sources for 2017/18 to reduce the contribution required. This is being taken forward by Housing Services.

5 Legal Implications (including implications for matters relating to equality)

- 5.1 **Duty to provide advice & assistance under Part 7 of the Housing Act 1996** - Section 179 of the Housing Act 1996 provides that every local housing authority in England shall secure that advice and information about homelessness, and the prevention of homelessness, is available free of charge to any person in their district. Section 180 of the Act empowers a local housing authority in England to give assistance by way of grant or loan to voluntary organisations concerned with homelessness or matters relating to homelessness. e.S.O.S helps Epsom & Ewell Borough Council meet its duty to provide advice and assistance under the above legislation to this client group.
- 5.2 **Homeless Reduction Bill** - The Homelessness Reduction Bill is a private members' bill, introduced by Conservative MP Bob Blackman. It has the backing of a number of homelessness charities and has the support of the cross-party Communities & Local Government Select Committee of MPs. It is due to have its second reading in the House of Commons on 28 October 2016. If it becomes law, it will impose a significant raft of new duties on local authorities to non-priority-need client groups. Referrals to e.S.O.S assist Housing Services to meet their current duty to provide advice and assistance however e.S.O.S could also be utilised to meet any future new duties.. The Bill proposes:
- i. A new duty for local authorities to take action to prevent the homelessness of anyone eligible for assistance and threatened with homelessness within 56 days, without regard to their priority need status
 - ii. A new duty for local authorities to take steps to relieve the homelessness of anyone who is currently homeless, eligible for assistance and has a local connection to the area

- iii. For households who are not in priority need but have nowhere to stay, the local authority must provide emergency interim accommodation for up to 56 days.

5.3 **Monitoring Officer's comments:** None for the purposes of this report.

6 Sustainability Policy and Community Safety Implications

- 6.1 e.S.O.S is contributing to reduced demand on police resources and the resources of other statutory organisations such as health (including accident and emergency), adult social care and mental health services by working in a pro-active way and ensuring their first contact with rough sleepers is meaningful in order to gain access to accommodation.
- 6.2 **Anti-Social Behaviour (ASB)** - Rough sleeping and the often associated 'begging' in public places are seen as ASB. The associated behaviours of rough sleepers, the wide use of alcohol and the creation of encampments can all be reduced through the work of e.S.O.S.
- 6.3 **Offending** - e.S.O.S seeks to minimise contact with the criminal justice system and has introduced three way meetings with the Probation Service for high risk clients and participation in Community Impact Action Groups and Joint Action Groups to make sure risk is monitored and the impact of offending behaviour reduced within the community. By providing ex-offenders with support to access benefits and accommodation e.S.O.S reduces the risks of reoffending.
- 6.1 e.S.O.S has engaged with a high percentage of ex-offenders through its work with HMP Highdown, HMP Coldingley, Surrey and Redhill Probation service.
- 6.2 **Mental Health & Substance Misuse** - In the past 12 months e.S.O.S has made 174 referrals to drug services, alcohol services and to the healthcare services for physical and mental health needs.
- 6.3 A significant number of the clients supported in the past 12 months have had mental health issues. These have often gone undiagnosed or untreated due to the transient lifestyles of the clients and the barriers they encounter in engaging with statutory services. The e.S.O.S team provide 1-2-1 support to engage with services, supporting attendance at every appointment and ensuring follow-up checks are maintained
- 6.4 63% of the clients supported by e.S.O.S in the past 12 months needed support with drug misuse and 47% with alcohol misuse. Both groups also had associated physical health needs related to their lifestyle. e.S.O.S has supported these clients to engage with appropriate support services e.g Catalyst, i-access, to address their addictions.

- 6.5 All this has contributed to safer communities by ensuring that vulnerable individuals gain the right support to enable them to regain control over their lives and reduces the anti-social behaviour and petty crime associated with rough sleeping.

7 Partnerships

- 7.1 e.S.O.S is an East Surrey partnership of Epsom and Ewell Borough Council, Mole Valley District Council, Reigate and Banstead Borough Council and Tandridge District Council and Stonham (Home Group Care & Support), Leatherhead Start and Homeless Link. It is an excellent example of joint working with multiple agencies to support clients.

8 Risk Assessment

- 8.1 If funding cannot be secured the service will have to embark on an exit strategy in order to ensure that our current clients are adequately accommodated and settled in the community. New clients will not be accepted and current (and future) responsibility for assisting these clients will revert back to Housing Services, further increasing pressures on the service.

9 Conclusion and Recommendations

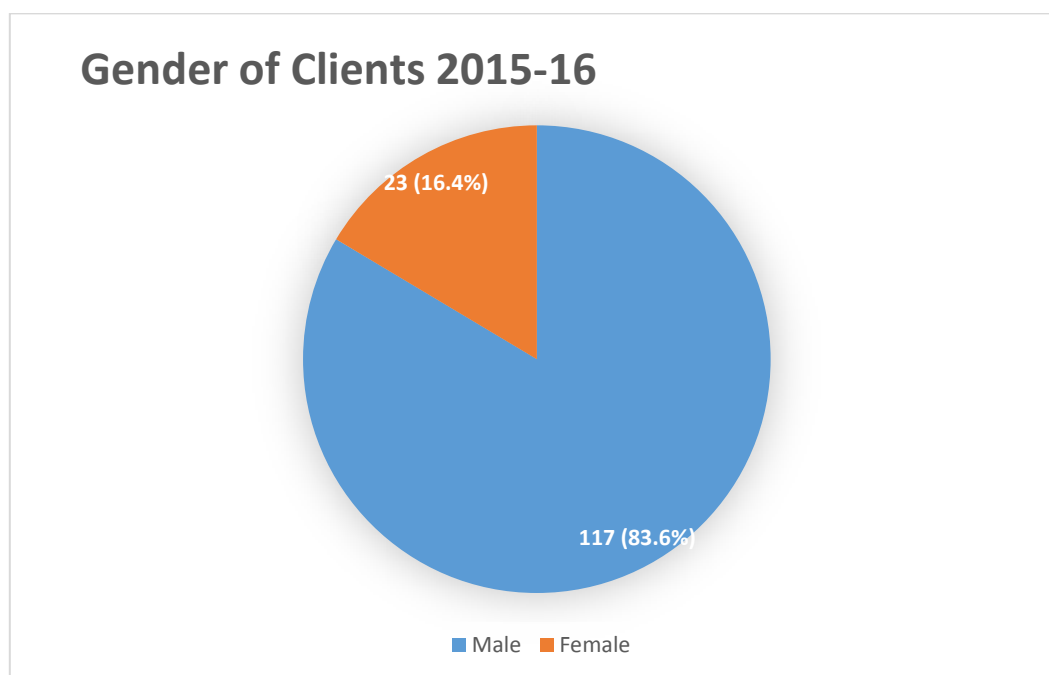
- 9.1 East Surrey Outreach Service (e.S.O.S) is a joint initiative with other East Surrey Councils which reduces homelessness and provides support, guidance and accommodation options to entrenched rough sleepers with complex needs, as well as to those who might be facing homelessness for the first time. Funding for the project ends on 31 March 2017. Given the success of e.S.O.S and the significant savings in Council officers' time, it is recommended that Epsom & Ewell Borough Council contribute £25,000 for the continuation of the service for 2017/18.

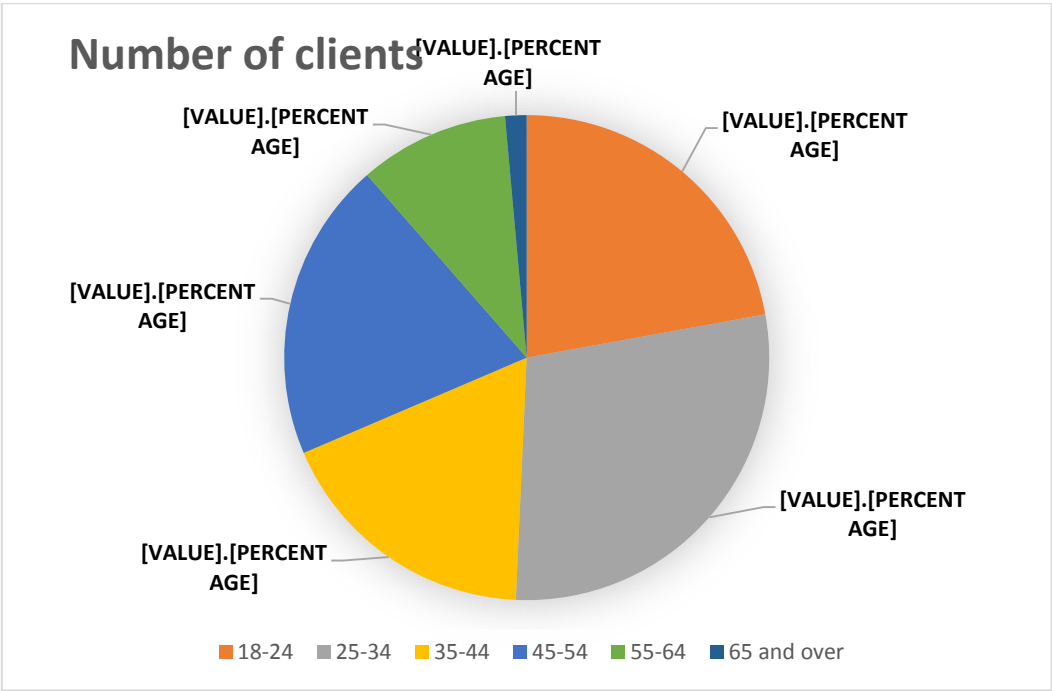
WARD(S) AFFECTED: (All Wards);

e.S.O.S. Year End Statistics Report 2015-2016

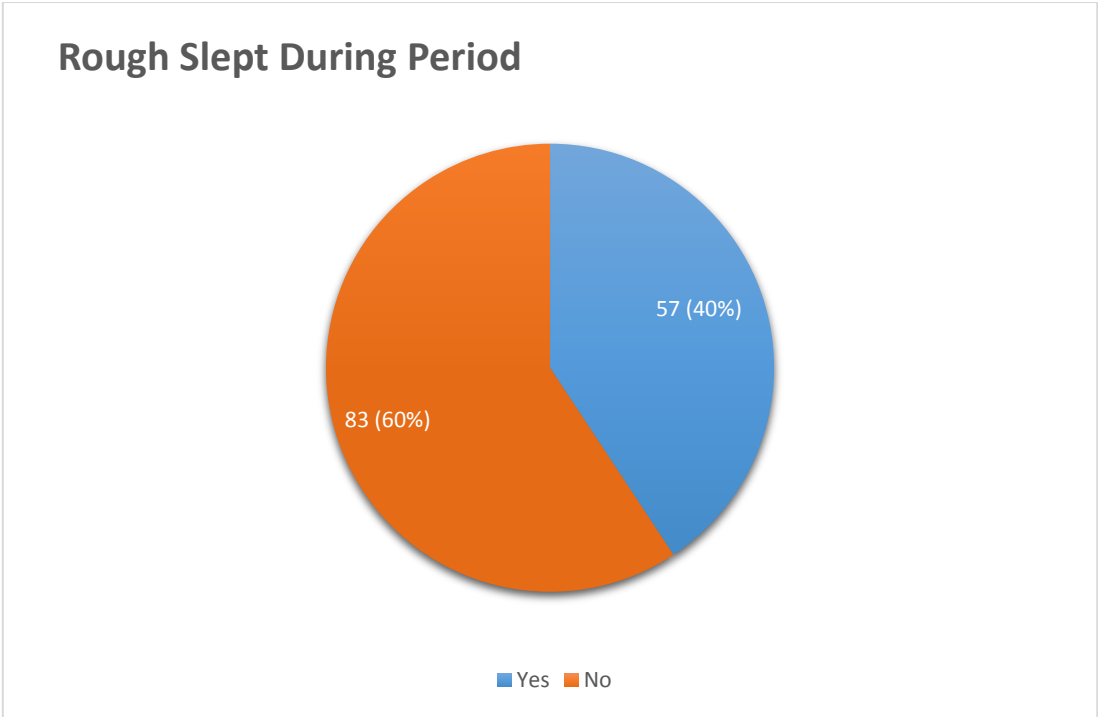
The East Surrey Outreach Service (e.S.O.S.) became fully operational in May 2015 to support and assist rough sleepers and people who are facing homelessness within the boroughs of Mole Valley, Reigate and Banstead, Tandridge, and Epsom & Ewell. The service has two fulltime support co-ordinators (37.5 hours weekly) and one part time support coordinator (22 hours weekly) overseen by a Client Services Manager. The service accepts self-referrals and also has a referral form that can be submitted by statutory agencies. Another way we gather information is by receiving Street Link reports and completing monthly rough sleeper walks which are conducted alternately in the early morning or at night. We work alongside Leatherhead Start Night Shelter who provided us with two assessment unit beds when we started in May 2015. The aim of the beds is to offer rough sleepers a 6 week period of stability with a joint support package from Leatherhead Start and e.S.O.S. enabling us to engage the hard to reach clients and set up additional support to address previous debts and barriers to re-housing, working towards securing secure accommodation and breaking the cycle of rough sleeping. Since May 2015 we have increased the number of clients that we support at Leatherhead Start to 5 clients. We cover a large area, which is both urban and rural, and this can bring its own challenges to a small team. We have remained a dedicated open door service and we believe this is reflected in this report.

2015-16 Year end has seen e.S.O.S. work with 140 individual clients; 117 (83.6%) of which were male, 23 (16.4%) female





Our first year stats have shown us that almost half of our clients are aged between 25-34 years old (40.29%) followed by 18-24 years old (31.22%) and 45-54 years old (28.20%), the second lowest was the 55-64 year olds (14.10%) and the lowest was 65 year olds and over (2.1%)



According to the CLG definition, out of the 140 clients worked with, 57 (40%) had reported to have rough slept, 83 (60%) had been sofa surfing or staying with family and friends or supported accommodation. Many of the 140 clients had reported rough sleeping but could not be counted as it could not be verified and it would have been historical. We found that a large percentage of clients that had a history of rough sleeping had debts from previous housing tenancies and had even been evicted from properties and were not eligible to go on to the housing register. They also had a history of disengagement with statutory services which had led them to be excluded due to the nature of the complex needs that they have.

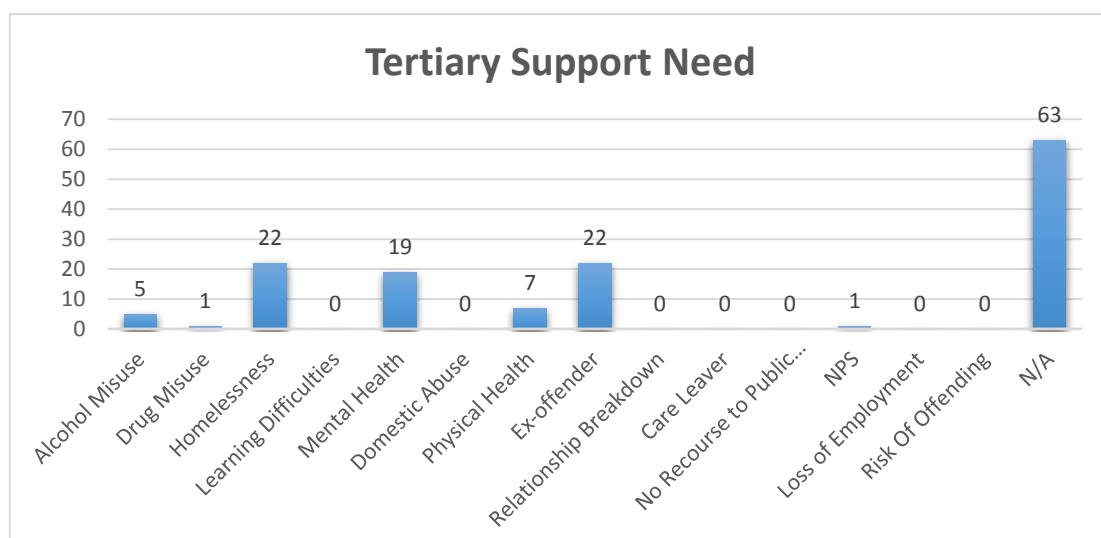
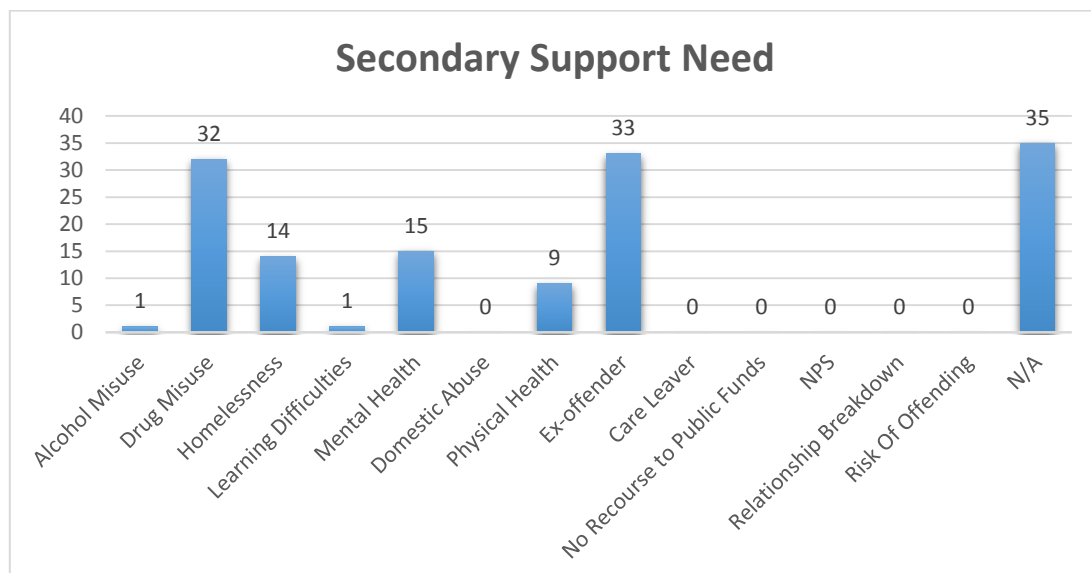
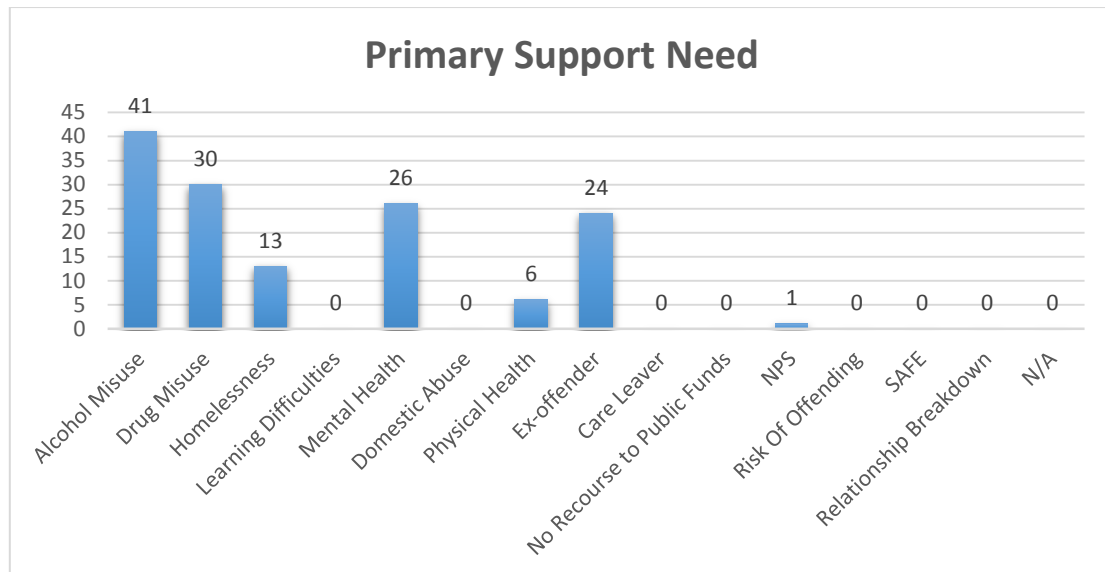
According to the CLG definition of what a complex needs service user is, we collated the three main support needs of a service user for example Alcohol misuse, Mental health and ex offender (we already included homelessness as all of our clients are Homeless or at risk) confirming them as meeting the criteria of a complex need client.

In our first year May 2015-16 103 (74%) of the clients that we worked with had complex needs.

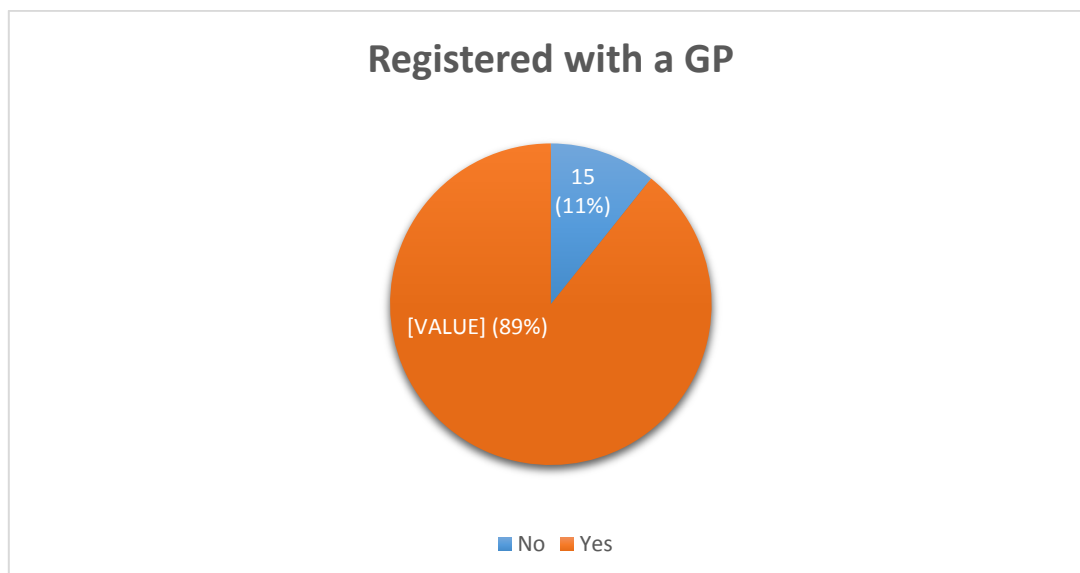


e.S.O.S have recognised that 100% of our clients have been homeless or at risk of facing homelessness. Of the three support needs, the overall totals were Ex-offender 79 (56%), Drug misuse 63 (45%), Mental Health 60 (43%), Alcohol misuse 47 (34%), Physical Health 21 (15%), NPS (legal highs) 1 (1%), and 49 (35%) of our clients saw homelessness as a main support need.

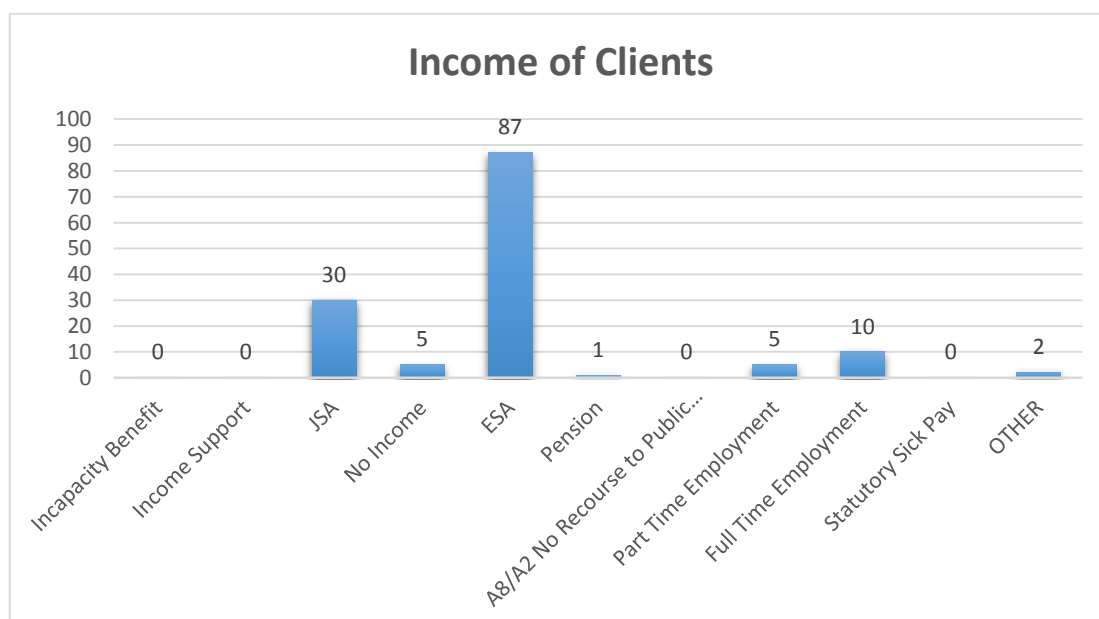
The one figure that stands out is the NPS (legal high) use, which is not representative of national and local statistics, only 1 client out of 140. We are not able to determine if this is due to the environmental factors, location and/or availability.



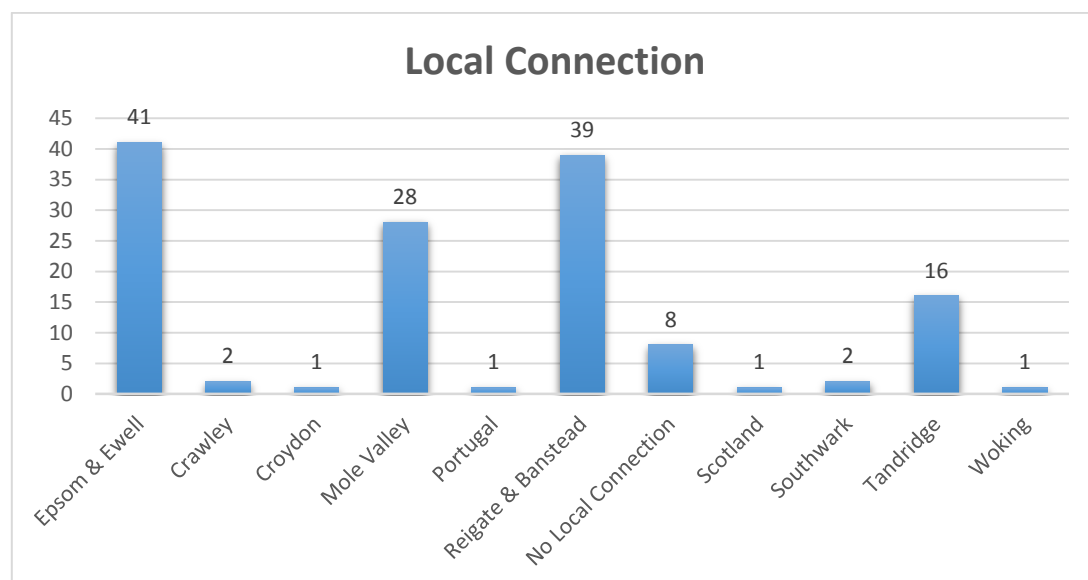
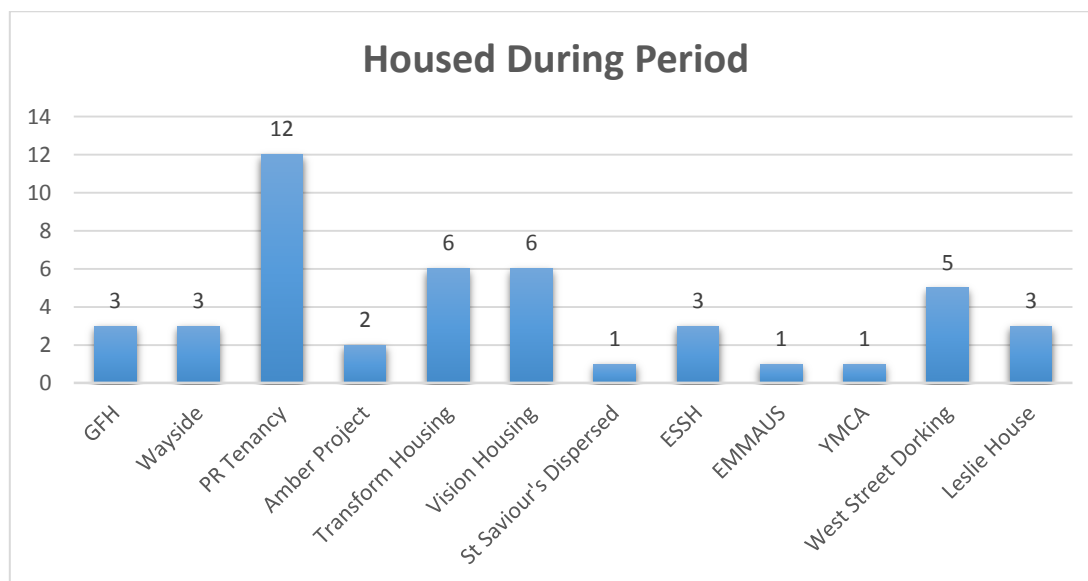
125 (89%) of our clients were already registered with a Local Doctors practice and only 15 (11%) were not. We are not sure if this is because the clients we have worked with were more settled in established locations and have not had an outreach team within the boroughs or whether this is a direct correlation to the number claiming Employment and Support allowance (ESA) and having to have regular contact with the GP services in order to receive benefit.



87 (62%) of our clients claimed ESA, 30 (21%) clients claimed JSA, 10 (7.1%) were in fulltime employment, 5 (3.6%) were in part time employment, 5 (3.6%) had nil income (this was normally due to either being sanctioned from benefits or having no recourse to public funds), 1 (1%) client had a pension.



Since May 2015 to April 2016 we have housed 46 (34%) clients in supported housing, Private rented accommodation, and housing association tenancies. We are currently still offering ongoing tenancy support to 1 client in a housing association tenancy. We have primarily utilised existing accommodation providers in Surrey but have also placed clients in supported housing outside of Surrey where local housing options have been limited. Another 9 (6.4%) clients have been placed securely with friends and family. It is important to remember these re-housing figures do not count temporary placements such as night-shelters or winter weather placements.



A high number of our clients had a local connection to one of the four boroughs. Out of the 8 clients with no local connection, 4 were reconnected and the other 4 either refused reconnection or declined to work with our service.

Our first assessment bed placement at Leatherhead Start started in June 2015 and since then we have placed 28 clients in assessment beds. Of the 28 clients, 5 are still currently working with us. 3 clients were unfortunately evicted and these 3 clients are still working with e.S.O.S. 1 has since returned to an assessment bed, 1 has his own housing association tenancy and the other is in emergency accommodation so eviction is not the end of the client's journey with e.S.O.S. We have also had 1 client abandon the assessment bed. The other 19 assessment bed clients have all been accommodated; 13 clients were referred and accepted into supported housing schemes, 3 clients returned to the family home and 3 clients secured private rented lets.

The need for multi-agency collaboration and a joined up approach has been shown with the number of agencies we have worked with and alongside. These have included: Catalyst, Respond, Pit stop, AMBER, Transform, Vision Housing, Redhill and Surrey Probation Services, Vaughan House St Saviours, Mulberry House, Churchfelle, Raven Housing, Leatherhead Start, CRI, HOST, York rd. project, Leslie House, East Surrey Hospital, CMHRS Clarendon House, Adult Social Care team across the 4 boroughs, Partnership borough councils, Street Link, No 5 Night shelter, Crawley Open House, CAB, Food banks, Winter watch, SPACES, Kingston churches, Parachute, YMCA Redhill, Surrey police services, CIAG, RSAG, ETHOS, DWP, Kingston wellbeing centre, VISOR team Reigate, MAPPA, East Surrey domestic abuse service and Richmond fellowship. We would like to thank them all for their support to us and our clients.

The first year has seen e.S.O.S establish itself as the primary contact for Rough sleepers in the four partnership boroughs. There have been specific challenges in the size of the geographical area we cover and the mix of urban and rural environments. We also have had the national challenges of welfare change, increasing complex need clients, client and service engagement and increasing client mobility versus local connection. We are however looking to the future and despite the funding pressures believe we can continue to help prevent the need for rough sleeping in east Surrey.

Culmative Breakdown of Statistics for ESOS - Sept 2016

Total number of outreach clients = 102

Gender of clients	Number of clients	Percentage
Male	84	82.4%
Female	18	17.6%

Age	Number of clients	Percentage
16/17	0	0.0%
18-24	24	23.5%
25-34	30	29.4%
35-44	18	17.6%
45-54	20	19.6%
55-64	10	9.8%
65 and over	0	0.0%
Unknown	0	0.0%

Household Type	Number of clients	Percentage
Single	101	99.0%
Couple living together	1	1.0%
Couple not living together	0	0.0%
Couple pregnant	0	0.0%
Single pregnant	0	0.0%

Ethnicity	Number of clients	Percentage
WB	91	89.2%
A8/A2	6	5.9%
AAB	0	0.0%
BBB	5	4.9%
MR	0	0.0%
GT	0	0.0%
C	0	0.0%
OTH	0	0.0%

Rough Slept During Period	Number of Clients	Percentage
Yes	24	23.5%
No	78	76.5%

Rough Slept During Period	Number of Clients	Percentage
Male	23	95.8%
Female	1	4.2%

Immigration Status	Number of clients	Percentage
BC	98	96.1%
NRPF	0	0.0%
AS	0	0.0%
URTR	4	3.9%
LRTR	0	0.0%

Accommodation at point of contact	Number of clients	Percentage
Sofa Surfing	29	28.4%
Vehicle	11	10.8%
Tent	0	0.0%
YRP	0	0.0%
Night Shelter	4	3.9%

Risk Of Offending	0	0.0%
N/A	61	59.8%

Complex Needs Client	Number of clients	Percentage
Yes	64	62.7%
No	38	37.3%

Care Leaver Clients	Number of clients	Percentage
Yes	4	3.9%
No	98	96.1%

Ex-Army Clients	Number of clients	Percentage
Yes	2	2.0%
No	100	98.0%

Prison Discharge	Number of clients	Percentage
Yes	8	7.8%
No	94	92.2%

Hospital Discharge	Number of clients	Percentage
Yes	4	3.9%
No	98	96.1%

At Risk of Domestic Abuse	Number of clients	Percentage
Yes	6	5.9%
No	96	94.1%

Registered with a G.P	Number of clients	Percentage
No	14	13.7%
Yes	88	86.3%

Income	Number of clients	Percentage
Incapacity Benefit	0	0.0%
Income Support	0	0.0%
JSA	11	10.8%
No Income	8	7.8%
ESA	75	73.5%
Pension	0	0.0%
A8/A2 No Recourse to Public Funds	0	0.0%
Part Time Employment	1	1.0%
Full Time Employment	7	6.9%
Statutory Sick Pay	0	0.0%
OTHER	0	0.0%

PIP	Number of clients	Percentage
High rate	0	0.0%
Low rate	4	3.9%

Those housed during the period = 9

Type of housing	Number of clients	Percentage
GFH	2	2.0%
Wayside	0	0.0%
PR Tenancy	0	0.0%
Amber Project	0	0.0%
LHA	2	2.0%
Transform Housing	0	0.0%
Vision Housing	3	2.9%
St Saviour's Dispersed	0	0.0%

VENUES INCOME & SUBSIDY UPDATE - NOVEMBER 2016

<u>Report of the:</u>	Head of Venues and Facilities
<u>Contact:</u>	Russell Blackmur
<u>Urgent Decision?(yes/no)</u>	no
<u>If yes, reason urgent decision required:</u>	
<u>Annexes/Appendices (attached):</u>	None
<u>Other available papers (not attached):</u>	Reports and minutes of meetings of the Community and Wellbeing and Leisure Committees held since October 2011

REPORT SUMMARY

This report details the performance to date and the potential year end outturn of the Venues income & Subsidy.

RECOMMENDATION (S)

Notes

- (1) That the Committee notes the update in regards to the Venues income & subsidy.**
- (2) That the Committee agrees that this report no longer be presented at each meeting of the Committee, and that information regarding venues income and subsidies instead be provided to Members on a quarterly basis via the quarterly monitoring report and Members' Update document.**

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

- 1.1 One of the Council's Key Priorities is to manage our resources. By delivering income growth and reducing operational costs the aim is to reduce the overall subsidy to the Venues.

2 Background

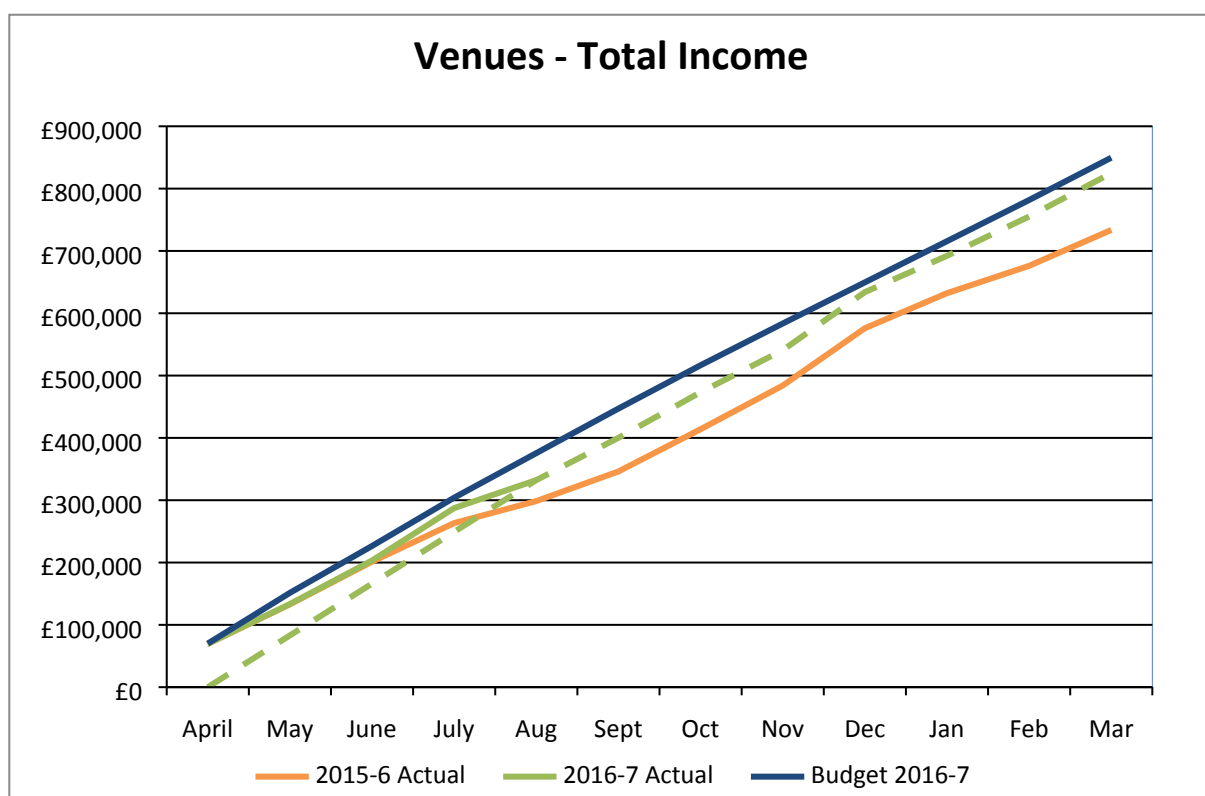
- 2.1 Since October 2011 the Committee (and previous Leisure Committee) has received an update on progress towards income targets for the Council's Venues at each of its meetings. This report provides a further update on income and subsidies for the Council's Venues, in the format approved by the previous Leisure Committee on 20 October 2015.

3 Proposals

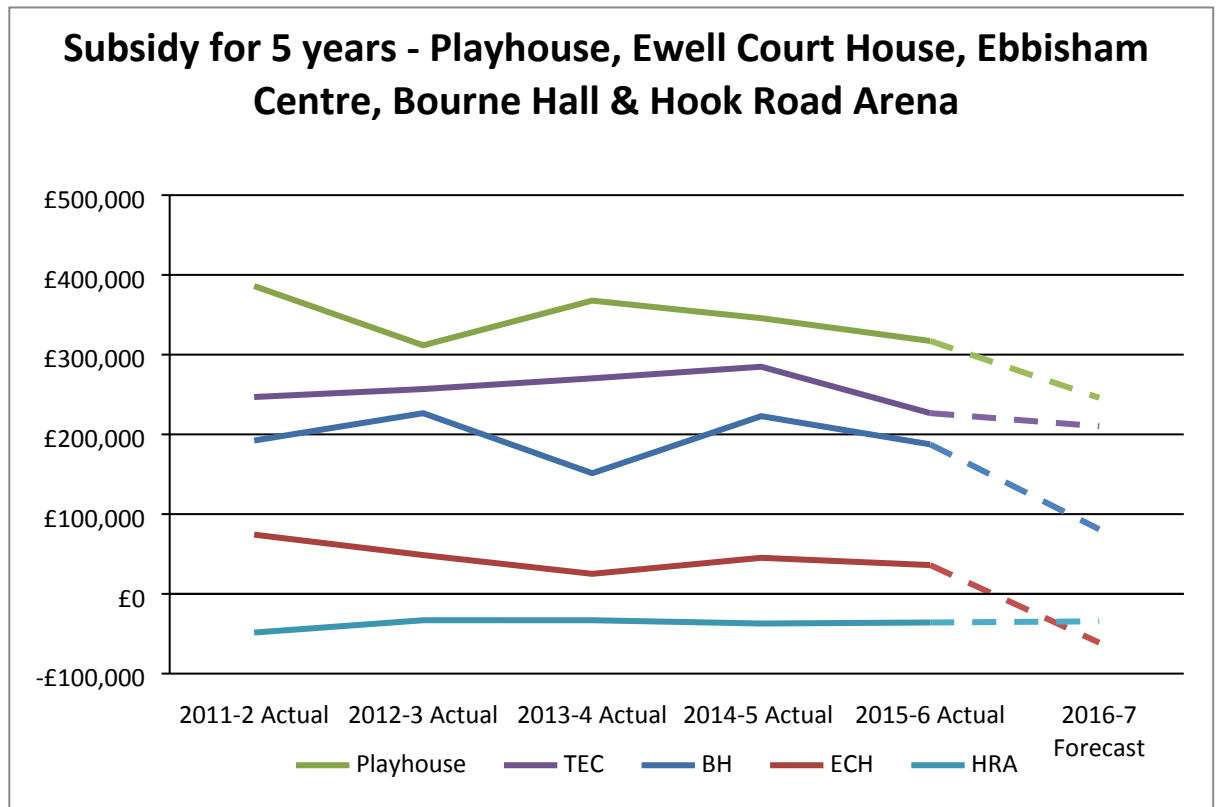
- 3.1 The financial information displayed in this report is available via the quarterly monitoring report provided to Members. Due to the current challenges facing the Venues Division in relation to available resources, it is proposed instead of providing a Committee report to future meetings, information is instead provided on a quarterly basis to Committee Members via the monitoring report and Members' Update document.

4 Venues income & subsidy updates

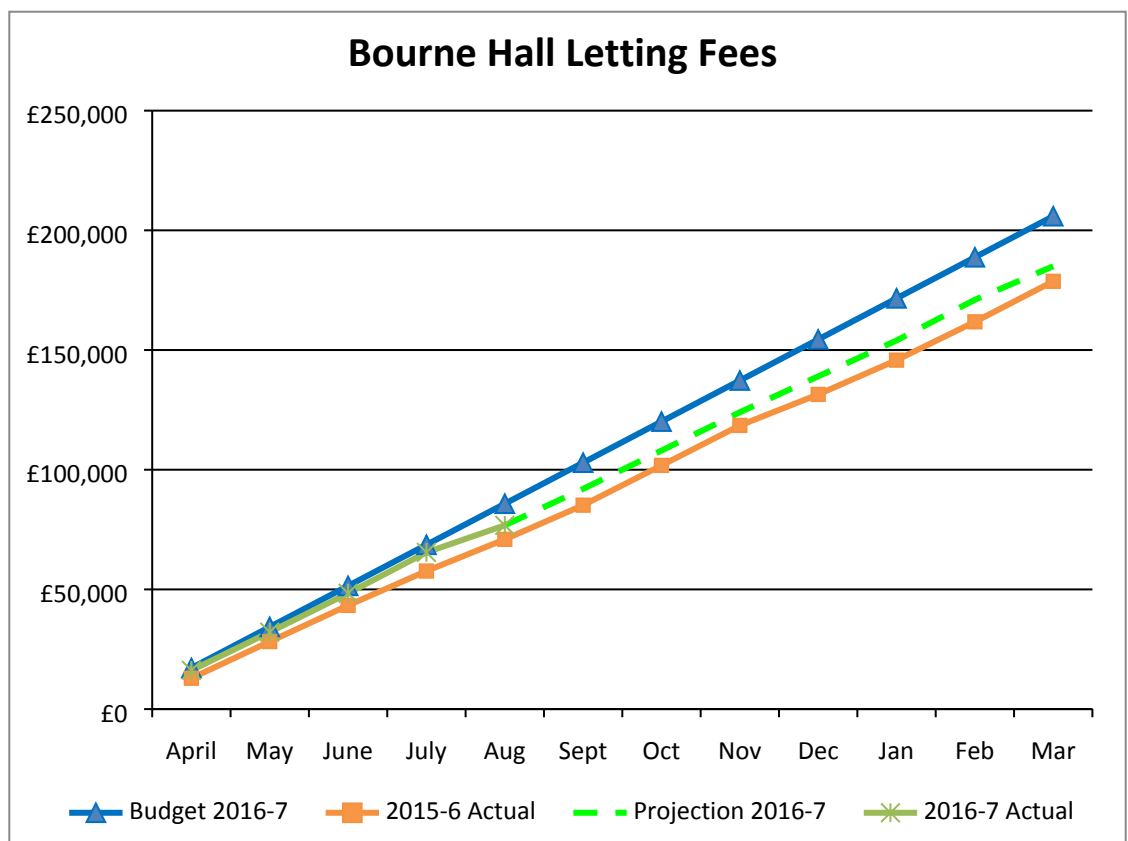
- 4.1 The Venues total income update:



- 4.2 The Venues subsidy update:



4.3 Bourne Hall



Current performance:

Budget: £205,000.00

Projected outturn: £185,000.00

4.60% increase above 2015/16 financial period 5

- Officers are waiting for the final audio/visual equipment quotes.
- The kitchen improvement works are currently being finalised by Officers.
- The new Catering provision will be implemented by 01 April 2017.
- Officers are working with the Finance department to secure funds for the decoration of the Banqueting Suite and foyer corridor.

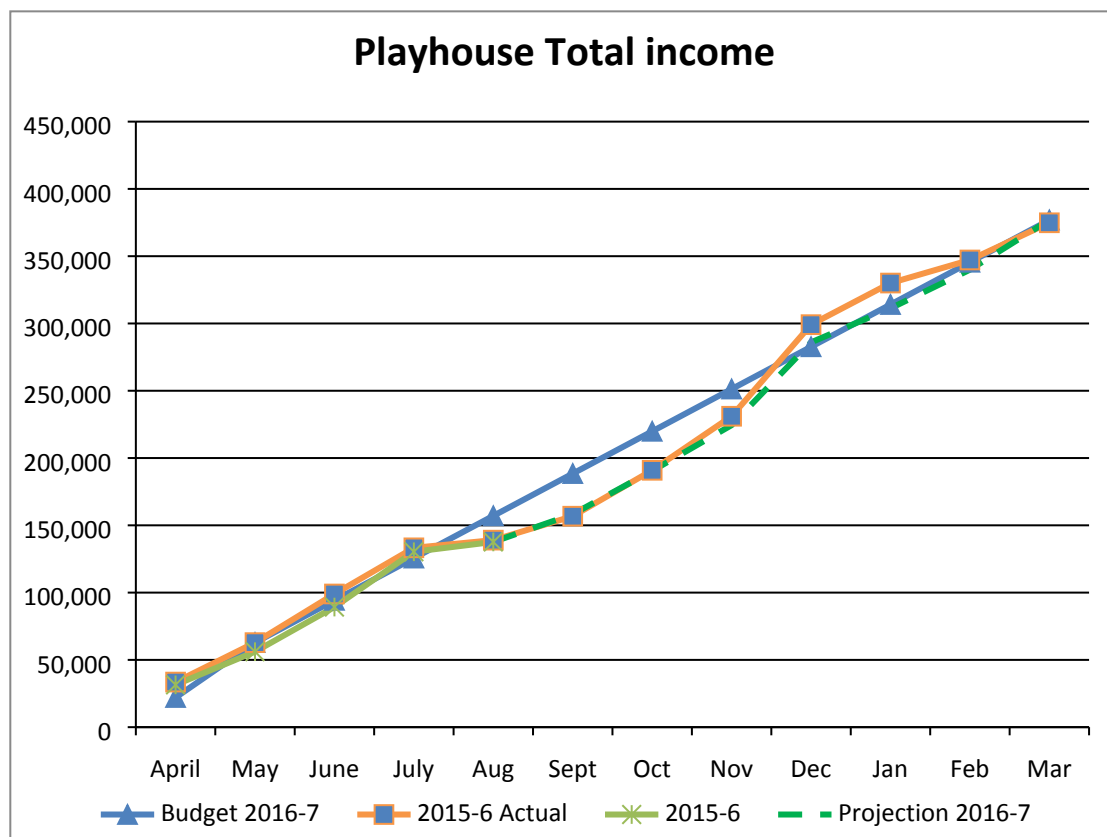
Why the current position is below forecast:

- This is due to the lack of flexibility provided by the current catering contract and the loss of children's parties in the Main Hall.

What is being done to rectify the position?

- See bullet points above.

4.4 The Epsom Playhouse



Current performance:

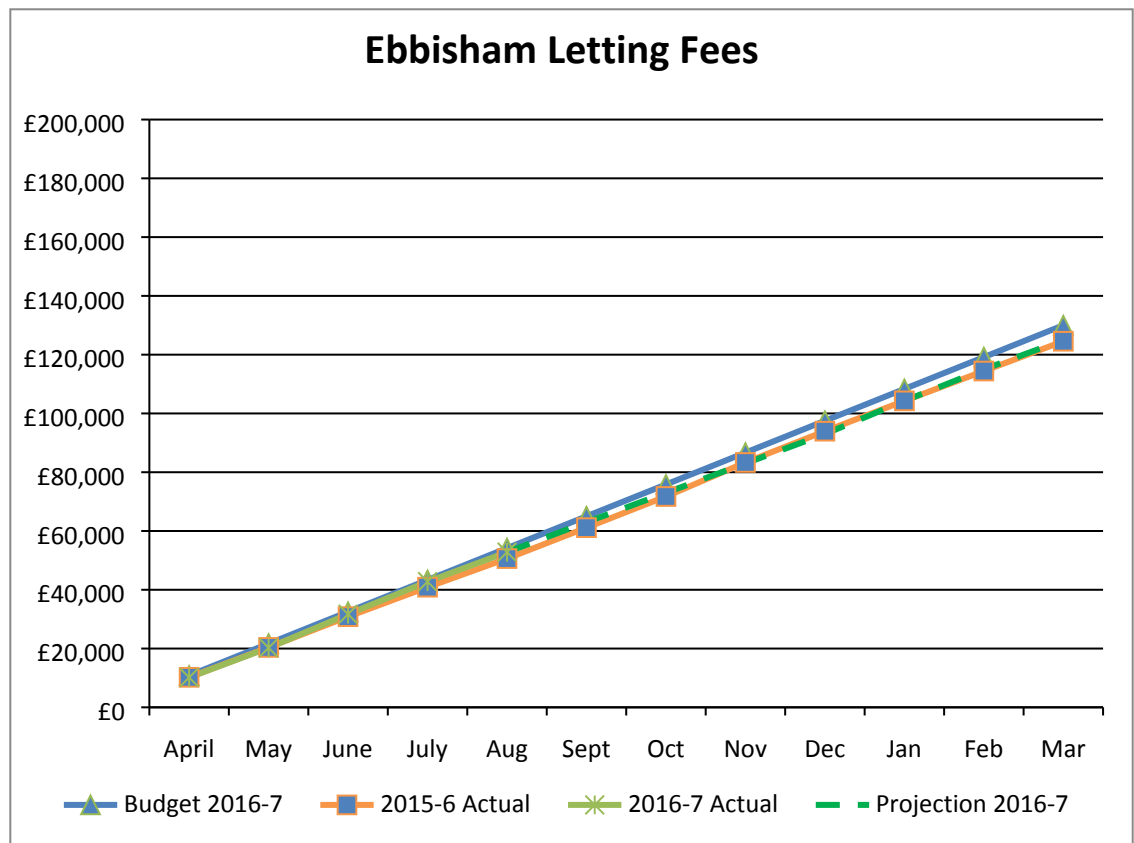
Budget: £376,877.00

Projected outturn: £376,877.00

(0.96)% below 2014/15 financial period 5

- The new brochure has been very popular and the Playhouse Team have now distributed 32,000 copies since the beginning of August.
- On 12 September 2016 the Pantomime was 47.42% up on last year's NET ticket sales figure.
- On 12 September 2016 the Santa Show was 28.45% up on last year's NET ticket sales figure.

4.5 The Ebbisham Centre



Current performance:

Budget: £130,000.00

Projected outturn: £125,000.00

4.32% increase above 2015/16 financial period 5

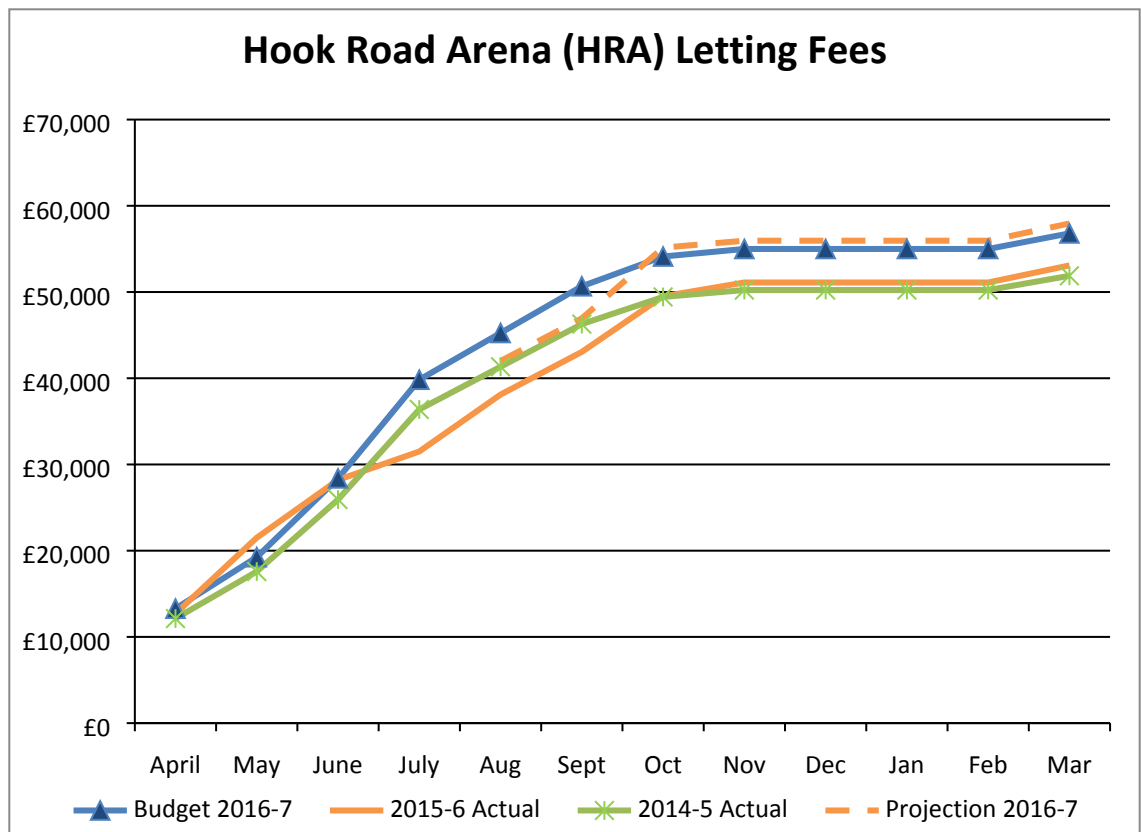
Why the current position is below forecast:

- This is due to the Workers Education Association reducing their hours of hire in the Rosebery Room.

What is being done to rectify the position?

- Officers are currently discussing potential business opportunities with the new Landlords.

4.6 Hook Road Arena



Current performance:

Budget: £56,800.00

Projected outturn: £57,950.00

10.22% above 2015/16 financial period 5

- Events this year: Easter Fun Park, Car Boot Sales, Surrey Scouts Community Day, EEBC Fun Day & Dog Show, Circus Fantasia, South London & Surrey Landrover Club Rally, 7th Epsom (Methodist) Scout Group Fireworks.

4.7 Ewell Court House

Current performance:

Budget: £80,000.00

Projected outturn: £80,000.00

Net confirmed bookings to 31.03.2017 are currently £60,000.00

- The three offices on the first floor have been leased to Four Seasons Financial Planning Limited.
- The steps to the Park have been completed.
- Officers continue to work with the contractor to complete the snagging list.
- The Winter Wonderland Wedding Fair will take place on Sunday 27 November.

- Regular hirers include County Care Independent Living, ECHO Film Club, ECRA Bingo, Ewell Court House Artist's Workshop, Sutton, Kingston and Epsom Parkinson's UK and the Wine Education Course.

4.8 The Longmead Centre

Current performance:

Budget – Letting Fee Income: £44,000.00

Projected outturn: £38,000.00

2.14% increase above 2015/16 financial period 5

- Since April 2016 our membership numbers have increased by 52%. Membership of the centre now stands at 690 (a 237 increase; in December 2015 membership was 453). This rise is in part due to the closure of the Wells Centre.
- The Centre offers 6 Tai Chi Classes, 2 Yoga classes, 2 Keep Fit classes and 1 Line Dancing class each week.
- For those who prefer mental stimulation the Centre offers Musical Bingo, Chess Club, Table Quiz, Whist Drive, Card Making, Short Mat Bowling, Cash Bingo, Singing Club, Singing for Pleasure and Art groups.
- For the more frail members we offer a Balance Class, Reiki sessions and massage.
- The popular river cruises and Bluebell Railway trips have been increased to accommodate as many members as possible. There have also been trips to the theatre and crazy golf.
- Our bi-monthly special lunches with live entertainment are very well attended and we will be holding a Halloween party on 28 October, 2 Grand Christmas events on 7 and 16 December and a post-Christmas blues remedy of a pantomime and afternoon tea party in February.

5 Financial and Manpower Implications

- 5.1 The progression towards the Venues income targets and the reduction of operational costs will reduce the Venues subsidy.
- 5.2 Officers will continue to monitor the financial performance of all the Venues on a monthly basis.
- 5.3 **Chief Finance Officer's comments:** This summary outturn of the Venues Income budget shows an overall forecast shortfall of £29,850 at the end of 2016/17 (7% of the 2016/17 Budget) as shown below:-

Venue Income	Budget 2016/17 £	Projected Outturn £	Projected Shortfall £
Bourne Hall	205,000	185,000	20,000
Playhouse Theatre	376,877	376,877	0
Ebbisham	130,000	125,000	5,000
Hook Road Arena	56,800	57,950	(1,150)
Longmead Centre	44,000	38,000	6,000
	812,677	782,827	29,850

The impact of the current level of demand in 2016/17 upon projected income levels for 2017/18 will need to be considered carefully during the 2017/18 budget setting process.

6 Legal Implications (including implications for matters relating to equality)

6.1 There are no equalities or legal implications.

6.2 **Monitoring Officer's comments:** There are no legal issues to be considered.

7 Sustainability Policy and Community Safety Implications

7.1 There are no sustainability or community safety implications.

8 Partnerships

8.1 Partnership working with interested organisations would be required in order to support business growth for all Venues. These partnerships include all hirers, community groups and friends of the individual Venues.

9 Risk Assessment

9.1 There is a risk that due to strong competition the loss of long term hires may affect the progress towards the income targets.

10 Conclusion and Recommendations

10.1 That the Committee notes the update in regards to the Venues income & subsidy and agrees to receive this information via the quarterly monitoring report and Members' Update in the future.

WARD(S) AFFECTED: (All Wards);

BUDGET TARGETS FOR 2017/18

<u>Report of the:</u>	Chief Accountant (Interim)
<u>Contact:</u>	Brian Thompson
<u>Urgent Decision?(yes/no)</u>	No
<u>If yes, reason urgent decision required:</u>	
<u>Annexes/Appendices (attached):</u>	None
<u>Other available papers (not attached):</u>	Budget Targets Report to Strategy & Resources Committee 27 September 2016

REPORT SUMMARY

This report informs the Committee of the Council's revenue budgets targets approved by the Strategy & Resources Committee. The report seeks support for changes to services and any further guidance on the preparation of the Committee's service estimates for 2017/18 and for the next 2 financial years.

RECOMMENDATIONS

That the Committee:

- (1) notes the implications of the budget targets approved by the Strategy & Resources Committee;
- (2) supports the changes to services and savings identified in section 3.3 of this report and that these are included within the budget presented to this Committee in January 2017;
- (3) supports in principle the future savings options as set out in 3.4 of this report for further work and inclusion in the Medium Term Financial Strategy;
- (4) endorses the work streams as set out in 3.6 of this report;
- (5) considers how additional savings can be generated to address the Council-wide funding gap of £220,000 as identified in section 3.8 of this report.

Notes

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

- 1.1 The Medium Term Financial Strategy and Efficiency Plan aims to maintain the financial health of the Council whilst delivering the priorities in the Corporate Plan.

2 Background

- 2.1 At its meeting on 27 September 2016, the Strategy & Resources Committee approved the following General Fund budget targets for 2017/18 based on the financial requirement within the four year Medium Term Financial Strategy and Efficiency Plan. The targets are as follows:-

- Estimates are prepared including options to reduce organisational costs by £556,000 to minimise the use of working balances and maintain a minimum working balance of £2.5m in accordance with the medium term financial strategy;
- That at least £200,000 in additional revenue is generated from an increase in discretionary fees and charges, based on minimum overall increase in yield of 3% in 2017/18;
- That a provision for 2017/18 pay award is made of £180,000 which represents 1% pay increase and 0.6% progression;
- That further efficiencies be identified to address the budget shortfalls of £220,000 in 2017/18, £374,000 in 2018/19 and £688,000 in 2019/20;
- That the Capital Member Group seeks to limit schemes included within the capital expenditure programme that enable the retention of agreed minimum level of capital reserves.

3 Budget Savings to meet the targets for this Committee

- 3.1 The budget targets outlined above include operational and efficiency savings across the organisation in 2017/18 of £556,000. This Committee has previously agreed savings of £149,000 for 2017/18 and details of the £134,000 savings are listed in para 3.3 – 3.5 below. Efficiency savings and income generation of £24,000 have also been identified by Officers in 2017/18 making the total savings for this Committee £158,000. The Committee is to note that the savings required for the Council wide shortfall of £220,000 in 2017/18 is in addition to the savings detailed in this report.
- 3.2 The delivery of all these savings, will assist the Council in being able to deliver its services in a sustainable way in the future with no reliance on the Council's limited working balances.
- 3.3 The savings for this Committee in 2017/18 are listed below in the following tables. Any known changes to these savings based on recent decisions are also listed below.

Table 1 - Savings agreed in principle (based on the 2016/17 savings list agreed for this Committee)	2017/18 £'000
Issuing of licences for professional park use	10
Introduce vending in parks	5
Venues service review	64
Rental income from South Street*	21
Rental income from Blenheim*	34
Total	134

*These decisions were made subsequent to last year's budget targets report

- 3.4 This Committee also agreed in principle a number of savings listed below which contribute to the funding shortfall in future years.

Table 2 – Future years savings (identified from 2016/17 lists)	2018/19 £'000	2019/20 £'000
Allotments – self management	4	
Amalgamation of street care, rangers and downs keepers		77
Vending in parks	5	5
Total	9	82

- 3.5 The Committee should note that £24,000 of operational efficiency and income generation proposals for 2017/18 are also built into the 2017/18 budget.
- 3.6 In addition to the savings identified above, the Committee endorsed the future work streams below which are essentially existing service reviews which will assist in the identification of current and future savings, and additional income generation:

3.6.1 Blenheim Road Flat Refurbishment

- 3.6.2 Private Sector Leasing Scheme for Housing
- 3.6.3 Creation of café facilities and charging for car park use at Horton Country Park
- 3.7 Subject to the savings agreed for this Committee in paragraphs 3.3 and 3.4 and the discretionary fees and charges increases required from paragraph 2.1, this still leaves the Council with a budget deficit of £220,000 for 2017/18 as reported to Strategy and Resources Committee on 27 September 2016. Further savings are therefore still required by Committees to address the funding gap through:
 - 3.7.1 Continued Service reviews – In addition to the venues review we will also be looking at Venues car parks through the Car Park Working Group for ways to increase income and reduce costs.
 - 3.7.2 Efficiency savings – officers will continue to review service delivery to identify any further efficiencies, income streams and economies of scale.
 - 3.7.3 Income generation – The Capital bid process will include schemes that have the potential to generate future income streams for the Council.
- 3.8 It is proposed that Officers continue to undertake reviews throughout the year and during the budget setting process to help deliver a balanced budget for 2017/18. If necessary a list of proposals will be presented to members of this Committee with suggestions of how to reduce the Council-wide £220,000 shortfall.

4 Capital

- 4.1 The capital programme agreed in February 2016 can be found in the Policy Book 2016/17.
- 4.2 The total of capital schemes approved is £3.4m; £2.38m for schemes brought forward and £1.03m for new schemes in 2016/17.
- 4.3 The capital programme review for 2017-2018 is under way. The Capital Member Group will meet this month to review draft bids. However, no new capital receipts have been obtained, therefore any additional bids will need to be funded from reprioritising existing approved schemes.

5 Financial and Manpower Implications

- 5.1 **Chief Financial Officer's comments:** Decisions on a pay settlement for April 2017 are not required prior to the budget being agreed however, resource constraints will need to be taken into account in any pay award.
- 5.2 The financial outlook for 2017/18 and four year plan was detailed in the report - Budget Targets Report to Strategy & Resources Committee 27 September 2016.

- 5.3 The 2017/18 budget figures will change throughout the budget setting process as managers and Accountants review budgets and trends.

6 Legal Implications (including implications for matters relating to equality)

- 6.1 The Council will continue to fulfil its statutory obligations on all services provided.
- 6.2 ***Monitoring Officer's comments:*** It will be particularly important to ensure that changes to services are implemented in ways which ensure that the Council continues to comply with its statutory obligations. It is important that changes to fees and charges are implemented in accordance with the relevant statutory procedures.

7 Partnerships

- 7.1 Partnership issues will be identified in the preparation of service budgets.

8 Risk Assessment

- 8.1 The Financial Plan includes an assessment of the main financial risks faced by the Council, along with measures to help manage those risks.

9 Conclusion and Recommendations

- 9.1 The current budget strategy involves continuing to deliver efficiency savings and generate extra service income whilst reviewing service levels so that service costs can be reduced as needed to achieve a balanced budget year on year.
- 9.2 This report identifies the impact of the budget targets on this Committee's budget. It also provides an opportunity for the Committee to give guidance on the preparation of the service estimates and savings options for 2017/18 and 2018/19 to 2019/20.
- 9.3 The Committee will receive service estimates on 24 January 2017.

WARD(S) AFFECTED:

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CORPORATE PLAN: PERFORMANCE REPORT ONE 2016 TO 2017

<u>Report of the:</u>	Chief Executive
<u>Contact:</u>	Adama Roberts
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
<u>Annexes/Appendices</u> (attached):	<u>Annexe 1</u> – Performance Report One 2016 to 2017
<u>Other available papers</u> (not attached):	None

REPORT SUMMARY

This report provides an update against our Key Priority Performance Targets for 2016 to 2017, under our new Corporate Plan.

RECOMMENDATION (S)

Notes




- (1) That the Committee considers the performance reported in Annexe 1 to this report, and identifies any areas of concern.**

1 Background

- 1.1 The Council has a four-year Corporate Plan for the period 2016-2010.
- 1.2 The Corporate Plan sets out the Council's vision together with its four Key Priorities. The four Key Priorities are underpinned by 19 Key Priority Objectives and measured against 57 Key Priority Performance Targets.
- 1.3 The delivery of the Corporate Plan will be captured in the performance reports, which are based around Committee cycles and detail what will be done, what the Key Priority Performance Targets are and how these will be measured. The desired key outcomes have also been outlined in the Corporate Plan. An annual year-end report will be produced to highlight delivery against the Corporate Plan.

2 Corporate Plan: Delivery against Key Priority Performance Targets set

- 2.1 This report tracks the progress against the Key Priority Performance Targets previously agreed by the Committee. On the whole performance is good as shown in the table below.

Performance status		
Key to reporting status		Number
Achieved	Target achieved	3
Not achieved	Target not achieved	1
	On track	10
	Slightly off track not a major concern or slippage	2
	Off track or unlikely to be achieved for projected year	0
Missing Key Priority Performance Target	Information not available	0
Total		16

3 Actions identified for the Key Priority Performance Targets where performance is currently a concern

3.1 There are no Key Priority Performance Targets where performance is currently a concern for the purpose of this report.

4 Financial and Manpower Implications

4.1 **Chief Finance Officer's comments:** All financial implications are detailed in the body of this report.

4.2 Legal Implications (including implications for matters relating to equality)

4.3 **Monitoring Officer's comments:** There are no legal issues relating to this report.

5 Sustainability Policy and Community Safety Implications

5.1 There are no particular community safety implications for the purpose of this report.

6 Risk Assessment

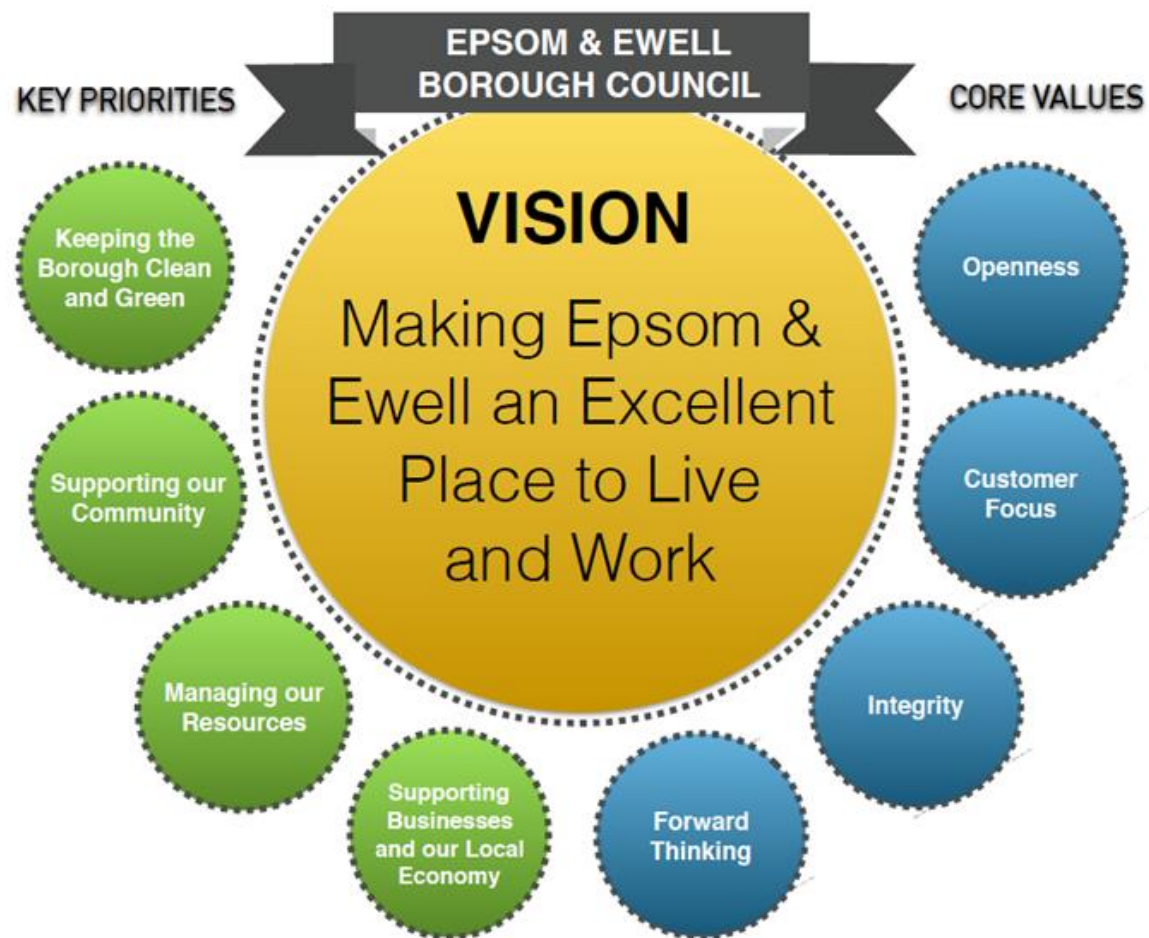
6.1 As there are not any Key Priority Performance Targets where performance is currently a concern there are no particular risks involved.

7 Conclusion and Recommendations

- 7.1 The Committee is requested to consider the performance reported, and identify any areas of concern.

WARD(S) AFFECTED: N/A

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Corporate Plan: Key Priority Performance Targets
Community & Wellbeing Committee – Performance Report One 2016/2017

Keeping our Borough Clean and Green

We will do this by:

Providing quality parks, nature reserves and other public spaces that are safe, pleasant and well maintained

Accommodating sustainable development whilst protecting the green belt in accordance with Policy

Introducing a premium weekly waste and recycling service as standard for all residents and encourage more household waste to be recycled

Keeping the streets and public spaces clean and tidy

Taking action to reduce graffiti, littering, flytipping, flyposting illegal, advertising and dog fouling

KEY OUTCOMES

- Management plans for all major parks and public spaces
- Premium weekly recycling and waste service as standard for all residents introduced from Spring 2017
- Recycling clubs with local schools


KEY SUCCESS MEASURES



- External accreditation for our major parks and public spaces
- Delivery of the Biodiversity Action Plan
- Increase in recycled household refuse
- Street cleanliness assessment

Performance status

Key to reporting target status		Number
Achieved	Target achieved	3
Not achieved	Target not achieved	1
G	On track	10
A	Slightly off track not a major concern or slippage	2
R	Off track or unlikely to be achieved for projected year	0
Missing Key Priority Performance Target	Information not available	0
Total		16

Keeping our borough clean and green – Key priority					
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Providing quality parks, nature reserves and other open spaces that are safe, pleasant and well maintained	Obtain external accreditation to recognise the quality of: <ul style="list-style-type: none"> Alexandra Recreation Grounds Ewell Court Park Rosebery Park Epsom Common 	Head of Operational Service Ian Dyer	31 March 2017	<p>April to Sept: Green Flags have been awarded to all of our submitted parks and open spaces as detailed in this target.</p> <p>In addition Nonsuch Park submitted an entry and has been awarded a South & South East in Bloom (SSEIB) silver for the first time; it missed silver gilt by one mark.</p>	Target Achieved
	Produce an Operational Management Plan for: <ul style="list-style-type: none"> Alexandra Recreational Ground Auriol Park 	Head of Operational Service Ian Dyer	31 March 2017	<p>April to Sept: Plans for both Auriol and Alexandra have been completed. Both plans will be reported to the January committee meeting for approval.</p>	G
				Oct to Dec:	
				Jan to March:	
	Continue to deliver: <ul style="list-style-type: none"> The Local Biodiversity Action Plan (LBAP) and Management Plans for Horton Country Park and Hogsmill Local Nature Reserve 	Head of Operational Service Ian Dyer	31 March 2017	<p>April to Sept: The LBAP Working Group met on 31 August 2016 to assess progress on various actions. A detailed annual report will be prepared at the end of the calendar year as per previous years.</p> <p>The Horton Country Park Management Plan will be reported to the November meeting and the Hogsmill Local Nature Reserve Management Plan will be reported to the January meeting.</p>	G
				Oct to Dec:	
				Jan to March:	

Supporting our Community – Key priority					
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Promoting healthy and active lifestyles, especially for the young and elderly	<ul style="list-style-type: none"> Round the Borough Bike – to have 135 participants (5% increase) 	Leisure Development Manager Sam Beak	31 May 2016	April to Sept: Round the Borough Bike took place on Sunday 15 May 2016. Overall, 278 people registered and 187 participants actually took part on the day. This is an increase of 46% compared to last year.	Target Achieved
	<ul style="list-style-type: none"> Deliver Epsom & Ewell entry into the Surrey Youth Games (SYG) 	Leisure Development Manager Sam Beak	31 July 2016	April to Sept: There were 523 young people from Epsom & Ewell registered for the SYG 2016. This compared to 494 in 2015. We had 20 volunteer coaches representing 15 local sports clubs and organisations who helped to deliver free taster sessions. Team Epsom & Ewell came 2 nd by one point and retained the Highest Team Entry Award for the 9 th consecutive year.	Target Achieved
	<ul style="list-style-type: none"> To deliver a programme of physical activities for older people 	Leisure Development Manager Sam Beak	31 March 2017	April to Sept: The Get Active 50+ programme has gone 'live' with the following activities available at subsidised rates for anyone over 50yrs: Bowls, Racketball, Dance & Exercise Classes, swimming, golf, Boccia and Community Golf.	
				Oct to Dec:	
				Jan to March:	
	<ul style="list-style-type: none"> Round the Borough Hike – to have 70 participants (5% increase) 	Leisure Development Manager Sam Beak	30 Sept 2016	April to Sept: Round the Borough Hike took place on Saturday 3 September 2016. Overall, 124 people registered and 55 participants actually took part. The low numbers on the day were due primarily to the bad weather forecast that afternoon which put many of the participants off. Feedback from those that did complete the Hike was very positive.	Not Achieved

Supporting our Community – Key priority					
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Promoting healthy and active lifestyles, especially for the young and elderly	<ul style="list-style-type: none"> Membership at the Epsom Centre to increase to at least 120 members 	Head of Venues & Facilities Andrew Lunt	31 March 2017	April to Sept: Membership of the centre now stands at 690 (a 237 increase; in December 2015 membership was 453). This rise is in part due to the closure of the Wells Centre. There have been 60 new members joining since April and numbers continue to rise, however the capacity of the building and the comfort of its users will place a natural limit on usage and membership levels.	
				Oct to Dec:	
				Jan to March:	
	<ul style="list-style-type: none"> Members to consider a review of the new Routecall arrangements 	Head of Operational Services Ian Dyer	31 March 2017	April to Sept: The driver/technician post of multi skilled working has been in place and it is working efficiently and effectively within the new arrangements. Awaiting the outcome of the specification of the new vehicles within the transport project.	
				Oct to Dec:	
				Jan to March:	

Supporting our Community – Key priority					
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Supporting and enabling the delivery of affordable homes	• Install community alarms within two days of the assessment	Head of Operational Services Ian Dyer	31 March 2017	April to Sept: Overall, 99 new community alarms have been installed to date. September’s figures are provisional. Membership now stands at 834.	<div>G</div>
				Oct to Dec:	
				Jan to March:	

Install community alarms within two days of the assessment

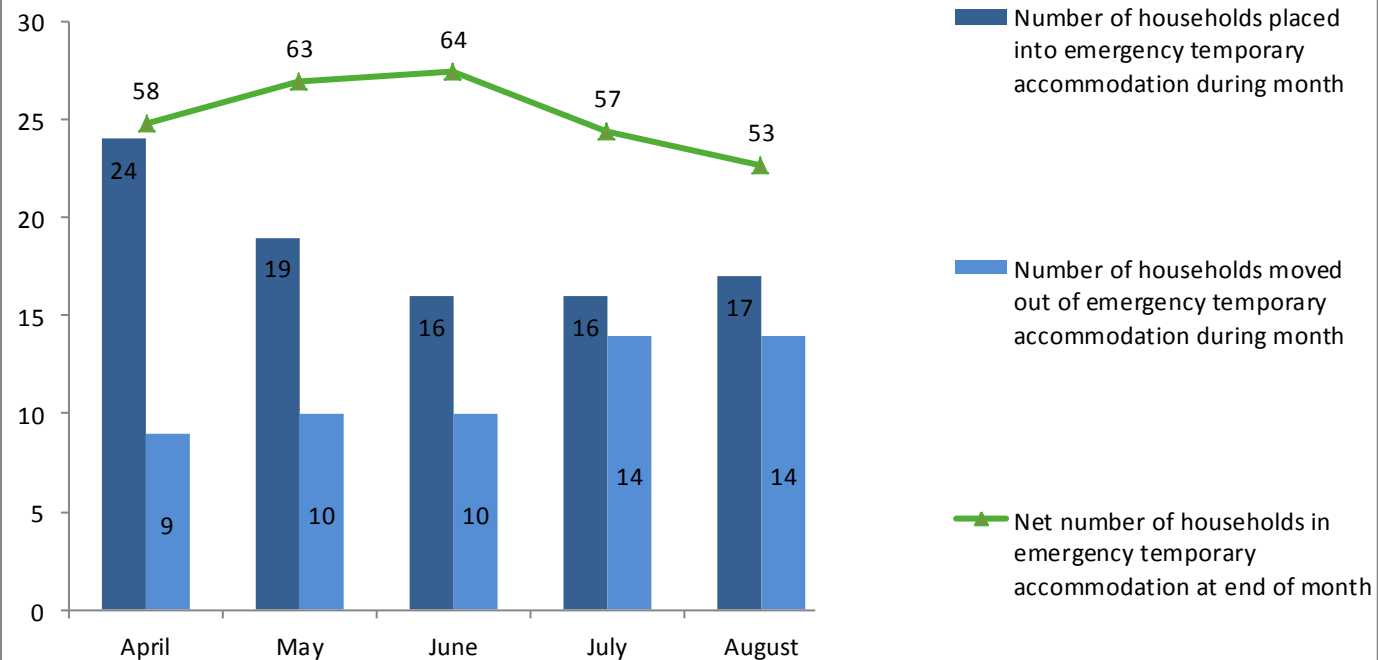
■ Total number installed per month
■ Numbers Installed within two days of the assessment



Month	Total number installed per month	Numbers Installed within two days of the assessment
April	20	20
May	15	15
June	20	20
July	17	17
August	19	19
September	8	8




Supporting our Community – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Supporting and enabling the delivery of affordable homes	<ul style="list-style-type: none"> Have no more than 60 households living in emergency temporary accommodation 	Head of Housing & Environmental Services Rod Brown	31 March 2017	April to Sept: As at August, the number of households living in emergency temporary accommodation is 53. Of the 53, one is by choice; they were offered shared but preferred to stay in current accommodation. Oct to Dec: Jan to March:	G

Emergency temporary accommodation admissions



Supporting our Community – Key priority					
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
	<ul style="list-style-type: none"> Bring back at least three long term empty properties into use 	Head of Housing & Environmental Services Rod Brown	31 March 2017	April to Sept: The nine flats in Blenheim Road have been empty since 2014. Refurbishment will in effect bring all nine long term empty properties into use before the target date. So far, 19 properties have been secured through the Rent Deposit Scheme.	
				Oct to Dec:	
				Jan to March:	
	<ul style="list-style-type: none"> Provide nine additional units of temporary accommodation at Blenheim Road for occupation 	Head of Housing & Environmental Services Rod Brown	31 March 2017	April to Sept: Contractors have been appointed and work started on site. Transform Housing Association selected to manage properties and documentation agreed.	
				Oct to Dec:	
				Jan to March:	

Supporting our Community – Key priority					
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Supporting and enabling the delivery of affordable homes	<ul style="list-style-type: none"> At least five households accommodated through the private sector leasing scheme by March 2017 	Head of Housing & Environmental Services Rod Brown	31 March 2017	April to Sept: Private Sector Leasing scheme is in the process of being established. Recruitment process has commenced.	
				Oct to Dec:	
				Jan to March:	
	<ul style="list-style-type: none"> Housing allocation policy to be fully implemented 	Head of Housing & Environmental Services Rod Brown	31 March 2017	April to Sept: Final stage of the Housing Allocation Policy is currently being implemented. The new housing register computer system, with on-line application form, went live on 01 September 2016. We are currently in the process of writing to 2220 applicants requesting that they reapply in order to be reassessed to check they meet the new qualification criteria and for banding. This will be completed by December 2016.	
				Oct to Dec:	
				Jan to March:	
	<ul style="list-style-type: none"> Hold one event each quarter to promote services available to assist residents to remain in their homes 	Head of Housing & Environmental Services Rod Brown	31 March 2017	April to Sept: A wide range of promotion and awareness campaigns were undertaken - giving advice and information on the Home Improvement Agency (HIA), including: Three events to date, they are the Hub, High Street, Epsom; Attendance at a Carers of Epsom meeting; Several attendances at St Barnabas Church's weekly evening drop-in sessions.	
				Oct to Dec:	
				Jan to March:	

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OUTSTANDING REFERENCES

<u>Report of the:</u>	Head of Legal and Democratic Services
<u>Contact:</u>	Tim Richardson
<u>Urgent Decision?(yes/no)</u>	No
<u>If yes, reason urgent decision required:</u>	N/A
<u>Annexes/Appendices (attached):</u>	<u>Annexe 1</u> – Outstanding References
<u>Other available papers (not attached):</u>	

REPORT SUMMARY

This report lists the Committee's outstanding references as at 8 November 2016.

RECOMMENDATION (S)

(1) That the outstanding references detailed in the Annexe be noted.

Notes

WARD(S) AFFECTED: All

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COMMUNITY & WELLBEING COMMITTEE
8 NOVEMBER 2016

The following references to Officers are outstanding as at 8 November 2016:-

Reference No.	Date of reference/item	Title and nature of report back	Officers	Report due	Position at last meeting	Current Position
1	Leisure Cttee 18/01/2012 Min 25	Update on Venues income targets	Head of Venues	Report to each normal meeting of the Committee	Regular updates on progress to be provided to Committee.	<u>Item on this Agenda.</u>
2	Leisure Cttee 10/06/2013 Min 4 21/10/2013 Min 17 26/01/2015 Min 32	Ewell Court House – Reinstatement Progress	Head of Venues	November 2016	Ewell Court House was reopened on 12 November 2015 and updates on it are provided at each meeting of the Committee within the Venues income targets report.	An update on Ewell Court House will be provided to Members of the Committee via email and Members update.
3	Social Cttee 28/01/2016 Min 29	Review of Grant to Funding Voluntary Organisations	Community and Voluntary Sector Liaison Officer	November 2016	Report pending	<u>Item on this Agenda.</u>

COMMUNITY & WELLBEING COMMITTEE
8 NOVEMBER 2016

Reference No.	Date of reference/item	Title and nature of report back	Officers	Report due	Position at last meeting	Current Position
4	Social Cttee 29/10/15 Min 19	Shopmobility (Consideration of a more detailed cost benefit analysis of this service)	Head of Customer Services & Business Support	November 2016	Report pending	Report to January 2017 Meeting.
5	Social Cttee 29/10/15 Min 24	Social Centres (Review of Mission Statement, re-launch and external funding)	Head of Venues & Facilities	November 2016	Report pending	Report to January 2017 Meeting.
6	Social Cttee 29/10/15 Min 25	Routecall (Developing and rebranding service)	Head of Operational Services	November 2016	Report pending	Report to March 2017 Meeting.

Annual reports

The Committee will receive the following reports annually:

Date of Reference/item	Title and nature of annual report	Responsible Officer	Next report to be received
26/03/12 Min 41	Pricing flexibility authorisation procedure – annual report	Head of Venues and Facilities	June 2017

COMMUNITY & WELLBEING COMMITTEE
8 NOVEMBER 2016

Annual updates

Members of the Committee will receive the following information updates annually. These will be provided via email and Members Update.

Title and nature of update	Responsible Officer	Month annual update will be provided each year
Annual report on Allotments	Head of Operational Services	November
Annual report on Bourne Hall Museum	Head of Venues and Facilities	June

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