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Legal and Democratic Services



COMMUNITY AND WELLBEING COMMITTEE

Tuesday 23 January 2018 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 Humphrey Reynolds
Councillor Jean Steer
Councillor Clive Woodbridge
Councillor Tella Wormington
Councillor David Reeve

Yours sincerely

A handwritten signature in black ink that reads 'K. Beldan'.

Chief Executive

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

AGENDA

1. 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.

2. 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.

3. MINUTES OF THE PREVIOUS MEETING (Pages 3 - 8)

The Committee is asked to confirm as a true record the Minutes of the Meeting of the Committee held on 9 October 2017 (attached) and to authorise the Chairman to sign them.

4. CIVIL PENALTIES UNDER THE HOUSING AND PLANNING ACT 2016 FOR PRIVATE SECTOR HOUSING ENFORCEMENT (Pages 9 - 14)

To determine the charging structure for civil penalties for certain Housing Act offences.

5. HEALTH AND WELLBEING POSITION STATEMENT (Pages 15 - 88)

This report outlines our current position in the delivery of Health and Wellbeing to our residents, and identifies the range of council activities which are linked to the priorities in Surrey's Joint Health and Wellbeing strategy. It also proposes how this involvement can be developed in future, to ensure it continues to meet both county and any emerging local priorities.

6. SCRUTINY REVIEW OF EPSOM PLAYHOUSE (Pages 89 - 160)

This report presents the Community and Wellbeing Committee with the Report of the Scrutiny Review Task Group on Epsom Playhouse, approved by the Audit, Crime & Disorder and Scrutiny Committee in November 2017.

7. CAPITAL PROGRAMME 2018/19 (Pages 161 - 210)

This report summarises the proposed 2018/19 capital programme and a provisional programme for 2019-21 and seeks the Committee's approval for it to be submitted to Council in February 2018.

8. FEES AND CHARGES 2018/19 (Pages 211 - 228)

This report recommends fees and charges for which this Committee is responsible, with the new charges being effective from 1 April 2018.

9. REVENUE BUDGET REPORT (Pages 229 - 236)

This report sets out estimates for income and expenditure on services in 2018/19.

10. OUTSTANDING REFERENCES (Pages 237 - 240)

The references to Officers outstanding as at 23 January 2018.

**Minutes of the Meeting of the COMMUNITY AND WELLBEING COMMITTEE held
on 9 October 2017**

PRESENT -

Councillor Barry Nash (Chairman); Councillor Tony Axelrod (Vice-Chairman);
Councillors Rekha Bansil, Kate Chinn, Hannah Dalton, Jane Race,
Humphrey Reynolds, Jean Steer, Clive Woodbridge and Tella Wormington

In Attendance:

Absent:

Officers present: Rod Brown (Head of Housing and Community), Ian Dyer (Head of Operational Services), Joy Stevens (Head of Customer Services and Business Support), Richard Chevalier (Parking Manager), Jan Strivens (Accountant), Teresa Wingfield (Senior Accountant) and Tim Richardson (Democratic Services Officer)

11 QUESTION TIME

The Committee received one written question and one verbal question from a member of the public. These are set out below:

Question from Mr Michael Ware

What is the Council's reaction to a proposal from myself and my partners to finance and build a community cafe in Alexandra Park. Our thinking is as follows:

- The park is heavily used by young children, bowlers, footballers, cricket players and basketball players particularly during the summer months.
- There are no amenities for refreshments or toilets.
- There is spare land adjacent to the playground where we could site a single storey community cafe serving light refreshments and containing a toilet.
- The cafe would lease this land from the Council
- We would finance and construct a timber framed building designed to add to the aesthetic of the park whilst being environmentally friendly and incorporating renewable energy technologies.

- Similar cafes operate successfully in the parks in neighbouring parks and boroughs.
- We are currently meeting architects and building providers and can make drawings available to you.
- The cafe would be open during day and early even in the summer months and at the weekends in the winter.
- It would act as a community hub for the neighbourhood with a small meeting room, noticeboard, wifi etc.
- The cafe would be owned and managed by myself and my fellow shareholders.
- We would raise the funding as far as possible from the local community utilising the Government's Enterprise initiative Scheme (EIS) which confers significant tax advantages to investors in schemes such as these.
- There would be a net income to the Council from the lease and we would use a share of the profits to enhance the other facilities in the park.

Response to question

Dear Mr Ware

We are grateful for the details of your proposal to develop a community café within Alexandra Park.

The Council has already been looking at this type of proposal, including the café in Bourne Hall (the operation of which we have successfully taken over in recent months), as well as the new privately managed café in Auriol Park. A review of these operations, including the costs and benefits of extending similar enterprises to other areas within the Borough will be completed by June 2018. We will then be in a position to consider the best way forward for future café sites across the Borough.

We want to ensure that should it be decided to extend the café provision, that any new enterprise is successful and able to provide our residents with a quality service. You will appreciate therefore that it is vital that we fully understand and assess the commercial opportunities and viability of both private and Council managed facilities within our parks and venues, before making recommendations and moving forward.

Verbal question

The Committee received one verbal question from Mr Michael Ware regarding the review of café operations being undertaken by the Council. The Chairman informed Mr Ware that he would receive a written response regarding this matter following the meeting.

12 DECLARATIONS OF INTEREST

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

13 MINUTES OF THE PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 13 June 2017 were agreed as a true record and signed by the Chairman.

14 SHOPMOBILITY

The Committee received a report presenting the findings of a review of the Shopmobility service and asking whether it wished to continue to operate it.

The following matters were considered:

Support for the service. Members of the Committee expressed their support for the shopmobility service, noting that it was valued by a number of residents. The Committee also noted that the Council was one of only a few in Surrey which still provided such a service.

Release of repairs and renewals funds into the general fund. The Committee considered the recommendation that £12,000 be moved from the repairs and renewals fund into the general fund. It was noted that the funds would not be transferred to the Committee's direct budget, but that they would be marked as having come from the Committee.

Insurance claim following damage to shopmobility vehicles by a car accident. The Committee was informed that officers were pursuing an insurance claim for the recent accident which had damaged several shopmobility vehicles. It was noted that officers would also examine the terms of the council's insurance policy to ensure that it continued to provide adequate cover for the future.

Following consideration, the Committee agreed:

- (1) To continue running the Shopmobility Service.
- (2) To release funds from the repairs and renewals fund, estimated to be a maximum of £8,500, to purchase six new mobility scooters.
- (3) To release £12,000 of the remaining repairs and renewals fund back to the Epsom & Ewell Borough Council general fund.
- (4) To reduce the amount transferred to the repairs and renewals fund from £3,000 to £1,500 per annum.

15 BUDGET TARGETS FOR 2018/19

The Committee received a report informing it of the Council's revenue budget targets and seeking support for changes to services.

The following matters were considered:

- **Ebbisham Centre.** The Committee noted that the ownership of the Ebbisham Centre was unlikely to change hands before January 2018.

Following consideration, the Committee:

- (1) Noted the implications of the budget targets presented to the Strategy & Resources Committee.
- (2) Supported the changes to services and savings identified in section 3.3 of the report and that these be included within the budget presented to this Committee in January 2018.
- (3) Supported in principle the future savings options as set out in 3.3 of the report for further work and inclusion in the Medium Term Financial Strategy.
- (4) Considered how additional savings could be generated to address the Council-wide funding gaps of £90,000 in 2018/19 as identified in section 3 of the report. No specific savings were identified.

16 CORPORATE PLAN: PERFORMANCE REPORT ONE 2017 TO 2018

The Committee received a report providing an update on progress against its key priority targets.

The following matters were considered:

- **Residential properties for temporary emergency accommodation.** A member of the Committee requested further information regarding the status of the action detailed on page 30 of the agenda with regard to securing two properties for temporary emergency accommodation. This was currently listed as 'Green'. The Head of Housing and Community informed the Committee that whilst no properties had yet been secured, he was confident that progress was being made, and that this status was correct.
- **Accommodation of 15 households through the private sector leasing (PSL)scheme.** A member of the Committee requested further information regarding the status of the action detailed on page 30 of the agenda with regard to accommodating 15 households through the PSL scheme. This was currently listed as 'Green'. The Head of Housing and Community informed the Committee that difficulties were being experienced in this project in relation to the willingness of banks to lend money for properties participating in the scheme. In light of this, the status of the action might change to 'Amber' in future monitoring. Officers would investigate whether the leases issued by the Council could be amended to assist with the issue. Members of the Committee suggested that if bank lending persisted as a problem, that the Local Government Association should be contacted to raise the profile of the issue.

Following consideration, the Committee:

- (1) Noted the actions that had been proposed or taken where performance was currently a concern, as shown in table 3.1 of the report.

17 OUTSTANDING REFERENCES

The Committee noted the outstanding references detailed in the Annexe to the report.

18 EXCLUSION OF PRESS AND PUBLIC

As there were no members of the press or public present, the Committee did not pass a resolution of exclusion.

19 SELF MANAGED ALLOTMENTS

The Committee received a report setting out the options for the leases of the three self-managed allotments within the Borough. The existing leases were due to end on 31 December 2017.

Following consideration, the Committee:

- (1) Agreed to offer the three self-managed sites the following options:
 - a) Option 1: to continue under a self-managed agreement as per the terms set out in section 3 of this report.
 - b) Option 2: to return 50% of all income to the council in return for the continued provision of all large maintenance and repair work.
 - c) Option 3: to return the self-managed site to the council and not grant a further lease.
- (2) Agreed that the consultation with the three self-managed sites be delegated to the Head of Operational Services to reach an agreement of their preferred option.
- (3) Agreed to remove the option for any further sites to become self-managed.

The meeting began at 7.30 pm and ended at 8.40 pm

COUNCILLOR BARRY NASH (CHAIRMAN)

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**CIVIL PENALTIES UNDER THE HOUSING AND PLANNING ACT 2016 FOR
PRIVATE SECTOR HOUSING ENFORCEMENT**

Report of the:	Head of Housing & Community
Contact:	Oliver Nelson
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	
Annexes/Appendices (attached):	Annexe 1 - Housing Civil Penalties charging structure
Other available papers (not attached):	Civil Penalties under the Housing and Planning Act 2016 Guidance for Local Housing Authorities – DCLG April 2017. Housing Act 2004. Epsom & Ewell Borough Council Environmental Health and Licensing Enforcement Policy.

REPORT SUMMARY

To determine the charging structure for civil penalties for certain Housing Act offences.

RECOMMENDATION (S)

That the Committee:

- (1) Approves the charging structure set out in Annexe 1 to this report.**
- (2) Delegates to the Head of Housing and Community the determination of individual financial penalties in accordance with the charging structure.**

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

- 1.1 **Supporting our Community** – The private rented sector in Epsom and Ewell accounts for 14 percent of total borough housing stock and is growing. The link between housing and health is long established as is the fact that the private rented sector contains the worst housing conditions and the most vulnerable occupants.
- 1.2 **Managing our Resources** – The income received from civil penalties as outlined in this report can be retained by the authority provided it is used to further the authority's statutory functions in relation to private sector housing as defined in regulations.

2 Background

- 2.1 The Council has statutory responsibility for the enforcement of acceptable conditions in borough housing stock, with the main focus being on the private rented sector. This function is presently discharged through the Environmental Health Service.
- 2.2 The majority of landlords are law abiding and keen to act on advice given. Experience has shown that enforcement is generally only required in a relatively small number of cases which take up the majority of resources.
- 2.3 Where deficiencies are found, a range of enforcement tools exist including improvement notices, prohibition orders, emergency remedial action notices as well as the Houses in Multiple Occupation (HMO) licensing regime provided by the Housing Act 2004. A criminal offence is created for breach or non-compliance with these provisions for which a prosecution may be considered.
- 2.4 The power given to local housing authorities to impose a civil penalty of up to £30,000 as an alternative to prosecution for certain specified housing offences was introduced by section 126 and Schedule 9 of the Housing and Planning Act 2016. It is expected that the higher level of fines will be reserved for the worst offending only. For the very worst offences, it may still be appropriate to launch a criminal prosecution.
- 2.5 Civil penalties are intended to be used against landlords who are in breach of one or more of the sections of the Housing Act 2004 listed below:
- Section 30 – Failure to comply with an Improvement Notice
 - Section 72 – Offences in relation to licensing of Houses in Multiple Occupation
 - Section 95 – Offences in relation to licensing of houses under Part 3 of the Act

- Section 139 – Offences of contravention of an overcrowding notice
- Section 234 - Failure to comply with management regulations in respect of Houses in Multiple Occupation

2.6 The existing Environmental Health and Licensing Enforcement Policy promotes an informal approach to enforcement in the first instance. Only when any subsequent formal action has not been complied with will these proposals have effect as an alternative to prosecution.

3 Proposals

3.1 It is proposed to adopt the charging structure contained in **Annexe 1** to this report and to review it over the course of the next twelve months. It is proposed that any revised scheme devised in light of experience will be brought back to the Committee for approval.

3.2 It is also proposed that officers be delegated the responsibility of determining the appropriate civil penalty on a case by case basis per breach of law.

4 Financial and Manpower Implications

4.1 There are no additional adverse financial or manpower considerations.

4.2 The proposals are expected to have a positive effect in reducing any future unplanned expenditure on court proceedings together with the receipt of penalty income which may be retained by the authority subject to it being used in the field of private sector housing enforcement.

4.3 Government guidance states that both the evidential and public interests tests must be met before issuing a civil penalty and the burden of proof is at the criminal level (beyond reasonable doubt). This will require therefore the input of the Council's legal service in the same way as for prosecution although there will be no costly court attendances.

4.4 Chief Finance Officer's comments:

Any income generated from civil penalties will be retained and used for the purposes of statutory private sector housing functions.

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

5.1 These proposals will help improve the housing conditions and the life chances of people with protected characteristics, including homeless people, people with disabilities and families with children. They will therefore have a positive impact on equality.

5.2 The Environmental Health Team are trained in working within legal frameworks and once approved, expect to be able to adopt these proposals with relative ease. Enforcement action is guided by the existing enforcement policy which contains the principles of proportionality, accountability, consistency and transparency.

5.3 **Monitoring Officer's comments:** The Housing and Planning Act 2016 amended the Housing Act 2004 (HA) to allow local authorities to impose civil penalties for certain breaches of the HA. The HA sets out the process to be followed when imposing a civil penalty and this must be followed to ensure compliance with the legislation. The government has issued guidance that must be followed when dealing with civil penalties. The proposed charging structure takes account of this guidance. In addition, regulations provide that income received from HA civil penalties must be used to meet the costs and expenses (whether administrative or legal) incurred in, or associated with, carrying out any of its enforcement functions in relation to the private rented sector. Failure to comply with this requirement will result in any income being sent to a central government fund.

6 Sustainability Policy and Community Safety Implications

6.1 There are no implications for policies on sustainability or community safety.

7 Partnerships

7.1 Although the Housing Act and therefore action stemming from it is technically tenure neutral, current working arrangements ensure the properties owned and managed by Social Housing Providers are dealt with by them without recourse for formal action from the Council except in extraordinary cases involving, for example, an emergency.

8 Risk Assessment

8.1 As it is a recent development, the civil penalty scheme is largely untested and there are appeal provisions built into the law. The Government has made it clear however that offenders must not derive any financial benefit from their offences and it has briefed Tribunals on what is expected from them.

9 Conclusion and Recommendations

9.1 It is concluded that adoption of these proposals will allow additional flexibility in deciding on how to discharge Housing Act offences in the interests of the occupants of these dwellings and to the majority of law abiding landlords.

WARD(S) AFFECTED: (All Wards);

Epsom & Ewell Borough Council Housing Civil Penalties Charging Structure

Step 1: Score the offence using the scoring table

Step 2: Compare the score with the penalty table

Step 3: Make any adjustments necessary taking into account the Totality Principle

Scoring Table				
Factors	Low Score 1-10	Medium Score 11-21	High Score 22-32	Score Selected
Severity of Offence <ul style="list-style-type: none"> • Seriousness of offence • Blatancy of offence/intent • Persistency of offence 				
Previous History <ul style="list-style-type: none"> • Previous history of non-compliance with this or other obligations • Offender knew or ought to have known they were in breach • Deliberate breach 				
Deter and prevent <ul style="list-style-type: none"> • Deterrence of the offender from repeating the offence • Deterrence to others committing similar offences 				
Harm to Tenants <ul style="list-style-type: none"> • Impact to tenant's health including mental health • Vulnerability of the tenant(s) • Evidence of discrimination 				
Removal of financial benefit <ul style="list-style-type: none"> • Level of financial benefit gained from offence including asset values, savings and rental income • Elimination of any financial benefit from having committed the offence (ie it should not be cheaper to offend than ensure the property is well maintained and properly managed) 				
Total Score				

Penalty Table			
Score	Fine	Score	Fine
5-7	£300	74-79	£5,000
8-10	£400	80-85	£5,500
11-13	£500	86-92	£6,000
14-16	£600	93-98	£6,500
17-19	£700	99-104	£7,000
20-22	£800	105-110	£7,500
23-25	£900	111-116	£8,000
26-31	£1,000	117-122	£8,500
32-37	£1,500	123-128	£9,000
38-43	£2,000	129-134	£9,500
44-49	£2,500	135-140	£10,000
50-55	£3,000	141-146	£15,000
56-61	£3,500	147-152	£20,000
62-67	£4,000	153-158	£25,000
68-73	£4,500	159+	£30,000

Totality Principle

Where a penalty has been applied to more than one offence, consideration is to be given to ensure this amount is just and proportionate. If it is found not to be just and proportionate the following alternative course of actions will be considered

- Where an offender is to be penalised for two or more offences that arose out of the same incident or where there are multiple offences of a repetitive kind, especially when committed against the same person, it will often be appropriate to impose for the most serious offence a financial penalty. This should reflect the totality of the offending where this can be achieved within the maximum penalty for that offence. No separate penalty should be imposed for the other offences.
- Where an offender is to be penalised for two or more offences that arose out of different incidents, it will often be appropriate to impose a separate financial penalties for each of the offences. The Council should add up the financial penalties for each offence and consider if they are just and proportionate. If the aggregate amount is not just and proportionate the Council should consider whether all of the financial penalties can be proportionately reduced. Separate financial penalties should then be passed.

HEALTH AND WELLBEING POSITION STATEMENT

Report of the:	Head of Housing & Community
Contact:	Rod Brown
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	
Annexes/Appendices (attached):	Annexe 1 - EEBC Health and Wellbeing Position Statement and Action Plan Annexe 2 - Surrey's Joint Health and Wellbeing Strategy
Other available papers (not attached):	

REPORT SUMMARY

This report outlines our current position in the delivery of Health and Wellbeing to our residents, and identifies the range of council activities which are linked to the priorities in Surrey's Joint Health and Wellbeing strategy. It also proposes how this involvement can be developed in future, to ensure it continues to meet both county and any emerging local priorities.

RECOMMENDATION (S)

- (1) That the Committee considers the council's current approach to supporting Health and Wellbeing activities within the borough as set out in the Health and Wellbeing Position Statement and Action Plan in Annexe 1.**
- (2) That the Committee agrees to the development of a borough Health and Wellbeing Strategy to incorporate identified local priorities as well as those set out in the Surrey's Joint Health and Wellbeing Strategy (Annexe 2).**

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

- 1.1 The council's current activities and the proposed strategies will contribute to the council's key priority of supporting our community by promoting healthy and active lifestyles especially for the young and elderly.

2 Background

- 2.1 The health of our residents is primarily determined by factors other than health care. District and Borough councils are well placed to exercise positive influence on the health and wellbeing of their residents through delivery of their key functions and in working in partnership with other providers of health and wellbeing care.
- 2.2 Local government has a long and proud history of promoting public health, dating back to the Victorian era and developments in public sanitation to protect public health. In 1974 responsibility for public health was largely transferred to the National Health Service.
- 2.3 Responsibility for improving the health of their local populations and for public health services was transferred back to local authorities in 2013. In two tier areas this was given to 1st tier authorities, such as county councils.
- 2.4 2nd tier authorities (boroughs and districts), have specific roles which impact on health and wellbeing, including Economic Development, Planning, Environmental Health and Housing, but also a wider role of engaging with local populations and in influencing within their communities and with partners.
- 2.5 The Secretary of State continues to have overall responsibility for improving health, with national public health functions delegated to Public Health England.

3 Surrey Health and Wellbeing Board and Joint Health and Wellbeing Strategy

- 3.1 The Health and Social Care Act (2012) established Health and Wellbeing Boards (HWB) nationally and set out a statutory responsibility on them to publish a Joint Strategic Needs Assessment (JSNA) and produce a Joint Health and Wellbeing Strategy (JHWS).
- 3.2 The JSNA is an assessment of the current and future health and social care needs of the local community which could be met by the Local Authority, Clinical Commissioning Groups (CCGs), or NHS England (NHSE). The JSNA influences the development of the JHWS
- 3.3 In 2016, the Surrey HWB agreed Surrey's JHWS (**Annexe 2**) which identified five Health and Wellbeing priorities. These priorities are:
 - Improving children's health and wellbeing
 - Developing a preventative approach
 - Promoting emotional wellbeing and mental health
 - Improving older adults' health and wellbeing

- Safeguarding the population

- 3.4 It is intended that the JHWS will adapt and change over time, reflecting new emerging data from the JSNA. The Surrey JSNA was last completed in 2017. The Surrey JHWS is expected to be updated later in 2018.
- 3.5 The Surrey HWB is chaired jointly by Surrey County Council (SCC) Cabinet Member for Health and the Chief Officer from Surrey Heath Clinical Commissioning Group (CCG). There is further representation from senior Members and officers from SCC, all CCGs, health watch, Surrey Police and Crime Commissioner and Reigate and Banstead BC, Guildford BC and Epsom and Ewell Borough Council.

4 Current Borough Health and Wellbeing activity

- 4.1 In an attempt to analyse the council's impact upon Health and Wellbeing and subsequently to examine whether this could be managed more strategically, an informal officer group was established to identify the relevant activities. This process involved officers responsible for a wide range of statutory and non-statutory functions.
- 4.2 As a result, a list of council activities and functions was compiled and listed beneath each of the five priorities in the JHWS to illustrate the extent of council activity around the priorities. Some activities impacted on more than one of the five priorities and therefore these are repeated more than once within the Action Plan, appearing under different priorities. The council's corporate priorities which also related to health and wellbeing were also included.
- 4.3 This analysis illustrated that over the range of functions, the council was active in every JHWS priority area. This analysis is represented by the attached Action Plan (**Annexe 1**).
- 4.4 Many of the council's activities or interventions are delivered by the team responsible for that activity within the council and as such are often delivered independently from each other.
- 4.5 A number of the activities are targeted at the same group of residents, for example elderly and vulnerable residents. There may be an opportunity to review delivery of these services to help identify whether further co-ordination would enhance the health and wellbeing outcomes for those in receipt of services.
- 4.6 There is now an opportunity therefore to take stock of the impact the council has on health and wellbeing within the borough and how the council works across the organisation and with external partners.

- 4.7 Whilst the priorities set out in the JHWS are evidentially based and pertinent to the county as a whole, it is not known whether there is any local variation in health and wellbeing need at a borough level.
- 4.8 There is significant health and wellbeing data held about the borough, down to the ward level and an analysis of this data should confirm whether health and wellbeing needs of Epsom and Ewell borough were similar to those set out in the JHWS.

5 Proposals

- 5.1 At an operational level the council has a considerable resource involved in the delivery of health and wellbeing to our residents, across a wide range of council departments. This involvement is composed of both statutory and non-statutory services and has grown in recent years. Whilst this council resource is likely to be delivering positive health and wellbeing outcomes for our residents, current delivery and developments have not historically been managed in a strategic manner when making and implementing decisions about the future direction of the services we provide.
- 5.2 It is proposed that the attached Health and Wellbeing Position Statement and Action Plan, in **Annexe 1**, represents an assessment of the council's current involvement and delivery of the county-wide HWB's strategy for Health and Wellbeing.
- 5.3 There would be a strategic review of this current involvement. This strategic review would include identification of any possibilities for co-ordinating services or initiatives to provide enhanced outcomes, within existing resources and where there were gaps in council activities against the five priorities in the JHWS.
- 5.4 To inform this strategic approach, it is proposed that a local borough level assessment of health and wellbeing needs is conducted. This can be achieved through a review of the health and wellbeing data pertinent to the borough. This will enable officers to confirm whether there are any health and wellbeing needs specific to our residents which are not represented by the existing JHWS priorities.
- 5.5 This strategic review would conclude with the production of a draft borough specific Health and Wellbeing Strategy, combining the above analysis and strategic review. It would also serve to set out the future borough council's involvement in promoting health and wellbeing.

6 Health Liaison Panel Consultation

- 6.1 In preparing the draft Health and Wellbeing Position Statement and Action Plan (**Annexe 1**), officers consulted with the Council's Health Liaison Panel (HLP). The work of the panel includes preparing, promoting and monitoring the Council's Health Strategy.

- 6.2 The Panel's involvement provided invaluable advice in the development of the attached documents and it is proposed that the Council's Health and Liaison Panel would be consulted on the emerging strategic review of health and wellbeing activities and the production of the Council's Health and Wellbeing Strategy.

7 Financial and Manpower Implications

- 7.1 The proposals set out in this report are to be delivered within existing resources. The majority of required resource will be in officer time. It is proposed to utilise the existing corporate Health and Wellbeing officer group to perform the review and develop the draft strategy, in consultation with the Health Liaison Panel.
- 7.2 The review may identify areas where there is duplication or overlap in provision of services, or where services or initiatives could be delivered more effectively.
- 7.3 Although officers are not currently aware of any pending sources of additional funding, should future bids for funding of health and wellbeing initiatives become available, the council would be well positioned with relevant information to hand, if the proposed review were completed.
- 7.4 **Chief Finance Officer's comments:** None for the purposes of this report.

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

- 8.1 A number of council services, which are identified in the attached Health and Wellbeing Action Plan, are statutory functions for which the Council is under a duty to provide. The review will not adversely affect these duties which will continue to be delivered.
- 8.2 **Monitoring Officer's comments:** The legal issues have been addressed in the report.

9 Sustainability Policy and Community Safety Implications

- 9.1 There are no particular sustainability or community safety implications for the purpose of this report.

10 Partnerships

- 10.1 Delivery of health and wellbeing is shared between various partners. The council works in partnership with Surrey County Council, other Surrey Borough and District councils, Surrey Downs CCG, Surrey Police and Surrey Police and Crime Commissioner.
- 10.2 The strategic review proposed would develop many of the existing partnerships.

11 Risk Assessment

- 11.1 The review and development of the Council's draft Health and Wellbeing Strategy would be completed within existing budgets. Consultations will be conducted with partner organisations and the Health Liaison Panel and the Council's statutory functions will not be adversely affected.

12 Conclusion and Recommendations

- 12.1 There is an opportunity to take stock of the council's impact on delivery of health and wellbeing outcomes to our residents. The proposed review would help focus scarce council resources on obtaining the best outcomes for our residents, within existing budgets.
- 12.2 The proposals would provide a strategy for future involvement in health and wellbeing based on making the most of existing resources and being able to respond to future opportunities should they arise.
- 12.3 The recommendation is that the Committee considers the review of current activities supporting Health and Wellbeing within the borough and supports the development of a borough Health and Wellbeing strategy.

WARD(S) AFFECTED: All

Epsom and Ewell Borough Council

Health and Wellbeing Position Statement

The council is involved in supporting the health and wellbeing of our residents as the central components for a happy, productive and rewarding life. Many of Epsom and Ewell Borough Council's services help support our resident's health and wellbeing, ranging from the successful participation in the Surrey Youth Games, providing services through the Community and Wellbeing Centre, provision of Meals on Wheels, encouraging residents to become volunteers and the operation of the Disabled facilities Grant and many more.

Purpose of the Health and Wellbeing Position Statement

The Health and Wellbeing Position Statement is intended as the first stage in developing a more strategic approach to influencing Health and Wellbeing in the borough. It is intended that subsequent iterations will bring more focus on emerging key local health and wellbeing priorities.

The Position Statement is intended to:

- a) Recognise the role of the borough council in improving Health and Wellbeing
- b) Enable the development of a more strategic approach to the delivery of Health and Wellbeing in the future
- c) Assist in developing improved service delivery, such as co-ordination of interventions in future services
- d) Enhance the influence with partner organisations involved in Health and Wellbeing

Existing strategy and plans

The Surrey Health and Wellbeing Board established Surrey's Joint Health and Wellbeing Strategy which was refreshed by the Board in April 2016.

https://www.healthysurrey.org.uk/_data/assets/pdf_file/0003/139251/Health-and-Wellbeing-Strategy-2016-web2-Compressed.pdf

This sets out the Board's key Health and Wellbeing priorities as:

- Improving children's health and wellbeing
- Developing a preventative approach
- Promoting emotional wellbeing and mental health
- Improving older adults' health and wellbeing
- Safeguarding the population

Each of these five priorities themselves contains specific objectives which are focussed on achieving that priority. Although the county council are significant contributors to improving Health and Wellbeing across Surrey, along with other partners, Epsom and Ewell Borough Council's services also deliver on each of the five priorities and the borough council plays a real role in the delivery of the Boards' strategy.

Under the borough council's vision 'Making Epsom and Ewell an excellent place to live and work' the Epsom and Ewell Borough Council Corporate Plan has four key priorities, which themselves can have a significant influence on Health and Wellbeing.

1. Supporting our community
2. Managing our resources
3. Supporting business and our local economy
4. Keeping the Borough clean and green

Structure of the Health and Wellbeing Action Plan

This position statement of current work activity includes the attached Health and Wellbeing Action Plan which has brought together the wide range of Borough Council services which impact on Health and Wellbeing. It is therefore possible to identify what the borough council is doing against each priority, the services have been listed against each of the five Health and Wellbeing priorities and the also identifies any of the council's key priorities that may apply.

The borough council is also involved in shaping other aspects of health care within the borough through the activities of the various committees and particularly the Community and Wellbeing Committee (CWBC) and the Health Liaison Panel, which includes provision of leadership and liaison with NHS bodies, reporting to the CWBC.

Next Steps

- Report to Community and Wellbeing Committee January 2018
- Identify potential for co-ordinating activities or initiatives to provide enhanced outcomes within existing resources
- Discussions with Surrey County Council (e.g. Adult Social Care and Social Services) and Public Health England to raise awareness of relevant borough council activity and identify areas for further co-ordination or service development within existing resources
- Review existing data to identify the Health and Wellbeing priorities specific to the borough

Partner organisations/groups involved in Health and Wellbeing

- Surrey Smoke Free Tobacco Control Alliance
- Chartered Institute of Environmental Health Surrey Housing Study Group
- Chartered Institute of Environmental Health Surrey Health and Safety Study Group
- Chartered Institute of Environmental Health Surrey Food Safety Study Group
- Chartered Institute of Environmental Health Surrey Pollution Study Group
- Chartered Institute of Environmental Health Surrey Environmental Health Managers Group
- Public Health England Health Protection Surrey/Sussex Group
- Surrey Air Quality Alliance
- Multi–Agency Public Protection Arrangement - MAPPA 2 & 3
- Multi–Agency Risk Assessment Conference – MARAC
- CHARMM
- Surrey Chief Housing Officers Group
- Surrey Housing Needs Managers Group
- Surrey Homeless Alliance
- NE Surrey Young People, Looked After & Care Leaders Meetings
- Surrey Borders
- East Surrey Community Safety Partnership
- Surrey Drug and Alcohol Group
- Public Health and Social Education Advisory Group
- D&B Lead Member & Officer (Surrey Social Services)
- D&B Lead Officer Safeguarding Leads.
- PREVENT/CHANNEL Lead
- Local Joint Commissioning Group
- Surrey Downs Preventative Action Network
- Social Prescribing Group
- Health and Wellbeing Leads
- Surrey Officers Group
- Surrey Heartlands Stakeholder Reference Group meetings
- Hospital Trust Quality Account
- Adult Social Care Caseload meetings
- Equipment and Adaptations Review Project Working Group
- Surrey Communications Group
- Epsom Health and Care Programme Delivery Board
- Systems Resilience Group

Epsom & Ewell Health & Wellbeing Action Plan 2017 - 2021

Year 1 Work Programme 2017 - 2018

Surrey Health & Wellbeing Strategy Aim 1: Improving Children’s Health and Wellbeing

Giving every child the best start in life and supporting children and young people to achieve the best health outcomes possible

Epsom & Ewell Key Priorities: **Supporting our Community**

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
1.1 To decrease the number of overweight or obese Children in Epsom & Ewell.	Surrey Youth Games: Annual entry provides children 6 weeks of free coaching sessions across 15 sports linking to local sports clubs and organisations helping to increase physical activity levels.	Existing budget & sponsorship	By end of July 2017	To plan and prepare the borough entry into the 2017 Surrey Youth Games.	SYG 2016 registrations = 523 coaches/vols = 20 Clubs = 15 15 sports included in the SYG in 2016	SYG 2017 registrations = 559 young people Coaches/volunteers = 60 Clubs = 15 15 sports included in the SYG in 2017	Complete
	Development of sporting and play facilities: New sporting and play opportunities for children & young people within the Borough helps to increase physical activity levels.	Budget identified and confirmed through S106	By March 2018 By Oct 2017	To develop and build an extension at Long Grove Skate Park. To resurface the tennis courts at Alexandra Rec	No baseline No baseline	Planning permission has now been submitted and an outcome is due by Jan 18. Expected to have started work by Feb 2017. All 3 tennis courts have been resurfaced. Discussions have taken place with local tennis	Amber Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
						coaches to develop a parks programme	
	Tennis development: Continue to work in partnership with Epsom Community Tennis and other providers to support tennis opportunities across the borough providing affordable opportunities to increase physical activity levels.	EEBC provides courts for free and Epsom Community Tennis provide free coaching	By March 2018	To develop a partnership between ECT and Ebbisham Tennis Club to provide further tennis opportunities within the borough	No baseline	ECT have provided free tennis coaching every Saturday since March. Average attendance per week is 15. Discussions have taken place to link Ebbisham Sports Club with the programme to provide further playing opportunities.	Green
	Eat out Eat Well: Promotion of healthy eating award for caterers offering healthy menu choices	Funded via County Council and resourced by EEBC during food hygiene inspections	Ongoing	No target specified but EH officers signpost suitable businesses where appropriate	N/A	To date there are 5 businesses with this award	Green
	Provision of exercise classes for children at Bourne Hall	Self-funded	Ongoing	To support our regular hirers to promote healthy & active lifestyles for the young.	No baseline	Exercise classes for children are well attended and the hirer has committed to hiring in 2018.	Green
	Promotion of healthy eating campaigns such as Change 4 Life	Officer time	Ongoing	N/A	N/A	Promotion of Change 4 Life campaign via e-Borough Insight Jul	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
						& Aug 17; Twitter, Facebook; posters in Council venues.	
1.2 To ensure Early Help provision for children in Epsom & Ewell who have a mental health disorder.	Longmeadz Kickn Project: The project targets 'at risk' young people and signposts them to services that can support their needs, this includes mental health needs.	Partnership Fund collected over a number of years from funding bids and partner contributions	By Aug 2017	To put in place new delivery arrangements to ensure the sustainability of Longmeadz Kickn once SCC's Prevention contract has ceased.	No baseline	New management arrangements have been identified and the project continues to attract between 15-20 young people per week. Those young people with special needs are signposted to relevant services for additional support where appropriate.	Green
1.3 To consider the provision for Looked After Children in Epsom & Ewell.							
1.4 To provide support to children who have day-to-day activities limited by a long term health problem or disability							
1.5 To provide support for pregnant women to help	Contributions to Surrey Smoke Free Alliance	EHO Attendance at meetings as and when they can contribute to the	Twice a year	No target specified for EH Officers	N/A	Minutes are received when available and officers have	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
them stop smoking.		agenda (up to twice per year).				attended meetings this year	
	Voluntary smoking ban in Council playparks	None	Complete	Installation of signage	None	Passive deterrence to denormalise smoking near children	Green
1.6 To encourage mothers to continue breastfeeding beyond 6-8 weeks.							

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
1a) To decrease air pollution in Epsom & Ewell.	Air Alert- Air Pollution warning service (via text messaging) for residents	£1000 per year	3 year commitment	None at present, may be possible to devise one based on take up	66 people however there may be more who use the app directly	None, opportunities for publicity Comms: Promotion of Air Alert in e-Borough Insight (on-going) and social media.	Green
	Air Quality Monitoring – Diffusion Tubes	Budgeted	Ongoing since 1999	Ideally to improve air quality in all areas	Annual NO2 national objective is 40 mg/m3	There has been an improvement over long-term however there are still hot spots that are being monitored.	Green
1b) Pest Control	Provision of Pest Control Service	Budgeted	New service commenced 10/16	Income target established at £8000 p/a	-	First year of service appears to show resident satisfied with service and income generated is over £10,000	Green

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
						Comms: Promotion of Pest Control Service in Borough Insight Issue 69, e-Borough Insight Aug 2017; social media; Posters in council venues and borough noticeboards.	
1c) Nuisance Investigations	Response to complaints of noise, bonfires, accumulations of waste, flytipping, odour, artificial light	Budgeted	Ongoing	None	c.800 complaints annually	Successful prosecution of a fly-tipper and issued fix penalty notices throughout the year. Comms: Promotion of SCC & EEBC info on fly-tipping and bonfires in e-Borough Insight (various issues); social media; SCC campaign in Members' Update.	Green
1d) Support for travellers	Dealing with encampments/welfare checks and support to local settled residents	Within existing budgets	Ongoing	As required and to provide regular updates on Council website to support local residents			
1e) Promoting healthy and active lifestyles for the young	Implement the Leisure Development Strategy	Within existing budgets	By end of March 2018	To deliver against all identified targets within the Leisure			

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
				Developments Strategy			
	Provision of exercise & dance/drama classes at Bourne Hall	Self - funded	Ongoing	To support our regular hirers to promote healthy & active lifestyles for the young.	No baseline	Classes are well attended and hirer has committed to hiring in 2018.	Green
	Community clean up campaigns	Within existing budgets	On-going	As part of Volunteer Initiatives performance management target in Corporate Plan: Support at least three community/ volunteer clean up campaigns		Target has been met	Green
	Communications conduit for NHS national campaigns such as NHS England, NHS Choices, Public Health England South East					Comms: Promote messages put out by NHS and PHE; Healthy Surrey, Surrey Downs CCG etc via e-Borough Insight, social media, Borough Insight (where relevant), posters.	
	Communications conduit for local campaigns such a Surrey and Borders Partnership, NHS Foundation Trust, Surrey Downs CCG					Comms: Proactively engaged with these bodies via Surrey Comms Group. Agreed messaging promulgated as required.	

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	and Healthwatch Surrey						

Surrey Health & Wellbeing Strategy Aim 2: Developing a Preventative Approach

Preventing ill-health and promoting wellness, spotting potential problems as early as possible and ensuring effective support for people

Epsom & Ewell Key Priorities: **Supporting our Community**

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
2.1 To help decrease the number of alcohol drinkers in Epsom & Ewell who are considered as increasing risk or higher risk drinkers	Social Prescribing will sign post to Don't bottle it up when they are referred under the title of being Healthy for over 55s (e.g. exercise, weight loss, alcohol consumption)	Existing resources	March 2018	To sign post to Don't bottle it up		Pilot is for a period of one year end date March 2018	Green
	High Impact Complex Drinkers Pilot	Existing resources includes officer time attending bi-monthly meeting	April 2017-2019	A 2 year pilot responding to high impact complex drinkers (HICD) in East Surrey by providing an enhanced element to the existing substance misuse service provided by Catalyst, focusing solely on the classic 'Blue Light client group'.		EEBC has referred 2 clients to date.	Green
2.2 To help decrease the number of smokers in Epsom & Ewell	Smoke Free Playparks – Voluntary ban on smoking within selected play parks within the Borough	Existing budget, supply of signage from SCC	Complete	Install signs highlighting Smoke Free Playparks	N/A	Comms: Promotion of #Stoptober and One You PHE and NHS campaigns linking with Health	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
						Surrey via all our channels – e-Borough Insight and social media.	
	Social Prescribing will sign post to Quit 51 when they are referred under the title of being Healthy for over 55s (e.g. exercise, weight loss, alcohol consumption)	Existing resources	March 2018	To signpost to Quit 51 when they are referred to Social prescribing		Pilot is for a period of one year end date March 2018 Comms: signpost to Quit 51 ongoing through comms toolset.	Green
2.3 To decrease the number of adults in Epsom & Ewell who are over-weight or obese.	Get Active 50+ programme: Targets sedentary, over 50s and offers a programme of activities to help increase physical activity levels	Grant through Sport England – 2 year grant	By Dec 2017	To deliver a physical activity programme aimed at ages 50+ focused on racketball To identify, develop and support the delivery of new classes for those aged 50+ in the Borough	2016 = 52 unique participants No baseline	Comms: Promotion of all EEBC Get Active 50+ initiatives through all comms channels – Get Active 50+ programme ended in Dec 17. 193 unique participants took part in year 2. Ebbisham Sports Club attracted 80 of those to their racketball and rackets morning sessions. 42 new participants were introduced to bowls within the Borough and are now new members within local clubs.	Green
	Provision of Weightwatchers	Self-funded	Ongoing	To support our regular hirer to promote	No baseline	Classes are well attended, hirer has	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	sessions at Bourne Hall			healthy & active lifestyles for our borough residents		committed to hiring in 2018	
	Social Prescribing will sign post to Activities within the borough when they are referred under the title of being Healthy for over 55s (e.g. exercise, weight loss, alcohol consumption)	Existing resources	March 2018	To signpost the over 55's to activities within the borough to support weight loss		Pilot is for a period of one year end date March 2018	Green
2.4 To encourage more adults in Epsom & Ewell to eat the recommended 5 portions of fruit and vegetables per day	Eat out Eat Well: Promotion of healthy eating award for caterers offering healthy menu choices	Funded via County Council and resourced by EEBC during food hygiene inspections	Ongoing	No target specified but EH officers signpost suitable businesses where appropriate	N/A	To date there are 5 businesses with this award	Green
	Social Prescribing will sign post to 'Eat well' when they are referred under the title of being Healthy for over 55s (e.g. exercise, weight loss, alcohol consumption)	Existing resources	March 2018	To signpost to 'Eat well' when they are referred to Social prescribing		Pilot is for a period of one year end date March 2018	Green
2.5 To increase the number of adults in Epsom & Ewell completing 150 minutes of activity a week.	Round the Borough Hike & Bike: Delivery of these annual events encourage more people to take part in physical activity	Existing budget	By end Sept 2017	To increase the number of participants who register for the Hike and Bike events by 5%	RBB 2016 278 registered 187 took part RBH 2016 124 registered	RBB 2017 285 registered 192 took part on day RBH 2017 101 registered	Green Amber

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
					55 took part	54 took part on the day.	
	Get Active 50+ programme: Targets sedentary, over 50s and offers a programme of activities to help increase physical activity levels	Grant through Sport England – 2 year grant	By Dec 2017	To deliver a physical activity programme aimed at ages 50+ focused on racketball To identify, develop and support the delivery of new classes for those aged 50+ in the Borough	2016 = 52 unique participants No baseline	Racketball sessions have continued, with 4 sessions taking place per week. There have been 38 unique participants in 2017. The rackets morning session that started in January 2017 has attracted 46 new participants. A new 6-week badminton course will be starting in November.	Green
	Epsom & Ewell Health Walks: The Council prints the leaflets and promotes the walks to encourage more people to take part.	Run by volunteers but EEBC provides support through printing brochures each quarter	By March 2018	In partnership with E&EHW, assist in the production and promotion of a quarterly walk programme	4 times a year	EEBC has helped with printing 3 quarterly leaflets to date. The walks continue to attract a good number of people from varying backgrounds. Comms: promotion of walks in e-borough Insight monthly and display of leaflets in Council venues.	Green
	Development of sport facilities: New sporting opportunities	Capital funding from s106, CIL or external grants	By March 2018	To develop and build an extension at	No baseline	Planning permission has now been submitted and an	Amber

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	within the Borough helps to increase physical activity levels.		By Oct 2017	Long Grove Skate Park. To resurface the tennis courts at Alexandra Rec	No baseline	outcome is due by Jan 18. Expected to have started work by Feb 2017. All 3 tennis courts have been resurfaced. Discussions have taken place with local tennis coaches to develop a parks programme	Green
	To work in partnership with Better (GLL) to encourage healthy and active lifestyles by supporting and developing community focused activity programmes at the Rainbow Leisure Centre	Use of CSAF funding – 2 year external grant programme	By Dec 2017	Work with the Rainbow Leisure Centre and Amateur Swimming Association to facilitate and promote adult only (50+) beginners swimming courses at the RLC	2016 = 29 unique participants	32 participants attended the first 2 courses that took place between May and June. 2 new courses started in September. 8 participants have registered for the Friday class, with 5 registering for the Monday class	Green
	Countryside Team Conservation Volunteers	Operates within existing budgets which are very reliant on external grants	On going	Requires Countryside Officer to be employed for three days per week.	Currently average approx 400 volunteer days annually which is valued at approx. £23,000		

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
2.6 To support Epsom & Ewell Schools in providing school pupils with 3 hours of PE a week.	Work with schools to encourage school-club links and encourage use of school facilities			To support the development of a junior fencing club based at Glyn school in partnership with Epsom Fencing Club	No baseline	A weekly session started at Glyn School in September. The sessions have attracted 10 participants.	Green
2.7 To help decrease the number of alcohol-related hospital admissions in Epsom & Ewell.	To receive A&E data for alcohol related admissions based upon the Cambridge model to identify licensed facilities that are hot spots	Within existing budget	Ongoing				

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
2a) Food Hygiene	Food Hygiene Rating Scheme: Promotion of 5 rated food businesses in the Borough through Social Media to encourage food hygiene compliance	Within existing budget	2017-2018	10 percent reduction in 0,1 and 2 rated premises	58 premises	To date approx. 40% percent recorded improvement Comms: Ongoing – promotion of all 5 rated FHRS establishments via social media.	Green
	Food safety campaigns from Food Standards Agency	None		Promotion of food safety week, safe summer catering, safe Christmas catering			
2b) Air Pollution	Air Alert- Air Pollution warning service (via	£1000 per year	3 year commitment	None at present, may be possible to	66 people however there may be	None, opportunities for publicity	Green

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	text messaging) for residents			devise one based on take up	more people who access the app directly.		
	Air Quality Monitoring – Diffusion Tubes	Budgeted	Ongoing since 1999	Ideally to improve air quality in all areas	Annual NO2 national objective is 40 mg/m3	There has been an improvement over long-term however there are still hot spots that are being monitored.	Green
2c) Clinical Waste Collection	Provision of service to supply residents with a safe means of disposing of clinical and sharps waste	Within existing budget	Ongoing	None	N/A	Officers continue to provide this statutory service throughout the year.	Green
2d) Pest Control	Provision of a comprehensive Pest Control Service	Budgeted	New service commenced 10/16	Income target established at £8000 p/a	N/A	First year of service appears to show resident satisfied with service and income generated is over £10,000	Green
2e) Infectious Disease Control	Investigation and control of infectious diseases.	Within existing budget	Ongoing	No target specified	Up to 140 per year, up to six which require close management	Suspected outbreaks have been investigated and recommendations have been made.	Green
2f) Nuisance Investigations around noise/odour etc	Response to complaints of noise, bonfires, accumulations of waste, flytipping, odour, artificial light	Budgeted	Ongoing	None	c.800 complaints annually	Successful prosecution of a fly-tipper and issued fix penalty notices throughout the year. Comms: Promotion of SCC & EEBC info on fly-tipping	Green

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
						and bonfires in e-Borough Insight (various issues); social media; SCC campaign in Members' Update.	
2g) Private Sector Housing Enforcement	Licence certain houses in multiple occupation, enforce minimum standards of housing in the private sector	Within existing budget	Ongoing	No target specified	100 complaints per year. 35 licenced HMOs at present	Proposal for altering licensable criteria will result in three times the number of licenced properties	Green
2h) Filthy and Verminous property clearances	Detect and tackle properties contributing to ill health through visual loss of amenity and physical hazard.	Within existing budget where clearance is funded by the occupant/charge on the property	Ongoing	No target specified	Up to six assessments per year	Continues to be a tricky area involving multiple agencies.	Green
2i) CCTV (Streetscape)	Currently operate 20 (16 Epsom/2 Ewell Village & 2 Stoneleigh) CCTV cameras and data feeds to Surrey Police.	Within existing budget allocated for the provision of CCTV	An Annual review of the cameras takes place each year as per national codes of practice	To maintain 20 camera feeds at all times.	20 cameras operational with minimum maintenance downtime	Strategy in place for replacing unserviceable cameras due to age.	Green
2j) Promoting proportionate risk management of work activities	-Training -Policy and guidance in place to guide employees	Within existing budget	Ongoing	Risk assessment of our work activities that could affect the health, welfare and safety of employees and others affected	Risk assessments in place	Annual review or when there are changes in the work activity	Green

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
				by our work activities.			
2k) Supporting employees to remain at work and in good health	-Policies and risk assessments for identifying workplace stress and return to work	Within existing budget	Ongoing	Prevention of long term sickness and return to work	When required	Annual review of policies and risk assessment.	Green
2l) Preventing ill health arising from workplace activities	-Training -Monitoring and supervision of tasks -Policies and guidance in place -Occupational health monitoring when required	Within existing budgets	Ongoing	Preventing long term disease and ill health	When required by legislation or advice from Occupational Health Physician	Review of sickness records Review of results of occupational health screening	Green
2m) Policies and guidance in place to achieve a safe and healthy working environment	-Policies and guidance in place to assist managers achieve a safe and healthy work environment	Within existing budgets	Ongoing due to changes in legislation and good practice guidance	Achieving legal compliance Achieving an environment in which employees and others are able to maintain current health	Sickness absence relating to work activities	Review of reported accidents, incidents and near misses and sickness absence records	Amber

Surrey Health & Wellbeing Strategy Aim 3: Promoting Emotional Wellbeing and Mental Health

Promoting good mental health, ensuring early intervention and providing effective treatment and support services for people with enduring mental health problems

*Epsom & Ewell Key Priorities: **Supporting our Community and Keeping our Borough Clean and Green***

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
3.1 To offer support for those adults in Epsom & Ewell with depression or severe depression.	<p>Link with and promote services offering expert help</p> <p>Work with Epsom Community Mental Health Week (ECMHW) and St Barnabas Church.</p> <p>Also work with Work-stress Solutions</p> <p>The Mary Frances Trust</p> <p>Disability North Surrey (DANS)</p>	Work within existing budgets – no separate budget	Ongoing	No target specified	None	<p>Comms: Promotion of Epsom Mental Health Week and Wellbeing Festival through all comms channels.</p> <p>Ongoing – regular promotion of relevant activities by individual locally based charities – (e.g. The Mary Frances Trust and national charities e.g. Age Concern UK) through the E&E Community and Voluntary Sector Network operated by E&EBC</p>	Green
3.2 To signpost support services to ensure early intervention for people with mental health problems	Surrey Mental Health & Housing Protocol. Through joint working with Mental Health Services, Adult Social Care and the Borough Council Housing	Existing resources	On-going	No target specified	None	Comms: Regular promotion of Epsom Safe Haven in e-Borough Insight and social media channels.	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Departments and social housing providers, the Surrey wide Mental Health and Housing Protocol establishes common procedures and improves outcomes for people with mental health needs in Surrey.					E&E Community and Voluntary Sector Network receive regular notifications and promotions helping to signpost any new initiatives and projects for E&E based organisations.	
	Special Needs Register/Panel	Existing resources	On-going				
	Social Prescribing will sign post to 'Mental Wellbeing' when they are referred under the title of being Healthy for over 55s (e.g. exercise, weight loss, alcohol consumption)	Existing resources	March 2018	To signpost to 'Mental Wellbeing' when they are referred to Social prescribing		Pilot is for a period of one year end date March 2018	Green
3.3 To promote good mental health.	Provision of Spiritual Healing sessions at Bourne Hall	Self-funded	Ongoing	To support our regular hirers to promote wellbeing and mindfulness to our borough residents.	No baseline	Sessions are well attended and hirer has committed to hiring in 2018.	Green
	Epsom Playhouse – Provision of entertainments results in opportunities to socialise with friends,	Self-funded	Ongoing	No specific target under Health & Wellbeing	N/A	N/A	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	family and the community, combating loneliness and providing volunteering opportunities for people to further engage.						

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
3a) Support Travellers wellbeing	Dealing with encampments/welfare checks and support to local settled residents	Within existing budgets	Ongoing	As required and to provide regular updates on Council website to support local residents			
3b) Encouraging and supporting volunteering initiatives	Organising volunteer activities	Within existing budgets	On-going	Support at least three community/ volunteer clean up campaigns		Target Met Comms: Promote SCC Volunteering campaign to tie in with any EEBC volunteering opportunities.	Green
	To provide office premises for Voluntary Groups	Cost of premises subsidised by EEBC	Annually	No target specified	N/A	Annual report due in March	Green
	To organise The Voluntary E&E Volunteering Conference with Voluntary Action Mid-	Provision of Ewell Court House free of charge	Annually	To support the delivery of one event a year	1 per year	November's event was postponed until March 2018	Amber

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Surrey (VAMS) and Epsom Rotary Club						
	To support the Annual E&E Volunteer Awards Ceremony Evening.	£1000 contribution	Annually	To support the delivery of one event a year	1 per year	Event took place in Nov 2017	Green
	Countryside Team Conservation Volunteers	Operates within existing budgets which are very reliant on external grants	On going	Continue providing 50 weekly tasks per year	Currently average approx 400 volunteer days annually which is valued at approx. £23,000	Currently being successfully delivered.	Green
	Countryside Team Ecological Monitoring Volunteers	Operates within existing budgets which are very reliant on external grants	On going	Continue to recruit and support volunteers to assist with ecological monitoring in the Boroughs Open spaces	Currently average approx 70 volunteer days annually which is valued at approx. £4,000	Currently being successfully delivered	Green
	The Lower Mole Partnership are directly funded by EEBC, MVDC, EBC, RBK, SCC and CoL and carry out a minimum of 200 volunteers days per year in Epsom & Ewell (476 during 16/17)	Operates within existing budgets	On going	Continue to support the work of the partnership with both officer and member support	Maintain minimum of 200 volunteers days annually	Currently being successfully delivered	Green

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	The Epsom Common Association ECOVOLS are supported and directed by EEBC	Operates within existing budgets	On going	Continue to support the work of the partnership with both officer and member support	Maintain the current one task per month as a minimum	Currently being successfully delivered	Green
	To host community events which offer opportunities for local residents to volunteer.		By March 2018	To host Round the Borough Hike & Bike events and identify 30 volunteers for each event.	25 Vols in each event in 2016	Hike & Bike events were delivered in September and May respectively. The Bike event saw 30 volunteers support the event. The Hike had 29 volunteers.	Green
	EEBC has a network of 100 local organisations sharing info on a regular basis – info exchange between groups	Only officer time circulating information to network on a daily basis	Ongoing	No target specified	N/A	Information has been shared regularly throughout the network	Green
	To enter the 2017 Surrey Youth Games:		By end of July 2017	To enter a squad into the 2017 Surrey Youth Games (SYG) whilst maximising opportunities for club, coach and volunteer development	Coaches/ volunteers = 20 in 2016	SYG 2017 Coaches/volunteers = 60 Clubs = 15	Green
	Dedicated Ranger Liaison Officer to support Friends	Within existing budget	On-giong	To continue to support and encourage			

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	groups in parks. Thriving, established volunteer groups at Nonsuch Park supported by Streetcare Manager			volunteer activity.			
	Supporting Community and Wellbeing services	Within existing budget	On going	Continue to recruit and support volunteers to assist with the Community and Wellbeing services	Meals at home 1xvolunteer Community Alarm plus x2 volunteers Wellbeing Centre x6 volunteers	On target continuing to recruit throughout the year	
3c) To provide quality parks, nature reserves and other public spaces that are safe, pleasant and well maintained	Local Nature Reserve Management Plans (Inclusive of: habitat & species conservation, improving public access and site interpretation)	Implementation of plans limited to extent of agreed funding or current external funding sources	The plans have a 100 year time frame reviewed every 10 years up to 2116/2117	Continue to deliver the plans	First 10 year plans from 2005/6 to 2015/16 were in large part successfully delivered so a proven way to manage and enhance our nature reserves	Subject to available funding the plans are being successfully delivered	Green
	Delivery of Epsom & Ewell Biodiversity Action Plan	Implementation of plans limited to extent of agreed funding or current external funding sources	The plan is a 10 year plan due for review in 2019/2020	Continue to deliver as much of the plans as current funding arrangements permit	The implementation the first plan provides a baseline and has proved an effective way of achieving, recording and	Subject to available funding the plans are being successfully delivered	Green

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
					highlighting progress		
	Development of management plans for all major parks & public spaces leading to external accreditation.	Within existing budgets	On-going	Produce an Operational Management Plan for Rosebery Park and Ewell Court Maintain external accreditation to recognise the quality of Alexandra Recreation Ground, Ewell Court Park, Rosebery Park and Nonsuch		Rosebery Management Plan is now complete. Green Flag awarded to Alex, Ewell Court and Rosebery and South & South East In Bloom Silver Gilt Awards (Heritage and Large Park categories) for Nonsuch Park. Comms: Promotion of Green Flag Award and South & South East in Bloom awards for our winning parks through all comms channels.	Green
3d) Accommodating sustainable development whilst protecting the green belt in accordance with Policy	Provision of planning advice on biodiversity	Within existing budgets	On going	Continue to develop this recently developed in house ability	No net loss of biodiversity is the overall aim	The function is in operation and contributing to EEBC Planning Policy	Green
3e) Keeping the streets & public spaces clean & tidy	Taking action to reduce graffiti, littering, flyposting, illegal advertising and dog fouling.	Within existing budgets	Ongoing	None	N/A	Successful interventions to tackle waste offences via fixed penalty notices and prosecutions.	Green

Surrey Health & Wellbeing Strategy Aim 4: Improving Older Adults Health & Wellbeing

The growing number of older people will have a major impact on health care provision as they are more likely to experience disability and long-term conditions

*Key Priorities: **Supporting our Community***

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
4.1 To help reduce the number of people at risk of falling.	Provision of exercise classes at Longmead Community Centre	Premises provided by EEBC & income from hire of premises	On going	9800	9750		
	Deliver in partnership the Get Active 50+ programme with specific focus on those at risk of falling.	Funded through Active Surrey grant with matched funding from EEBC	By Dec 2017	To deliver 2 x 9 week programme of OTAGO strength training at Bourne Hall and Epsom Methodist Church.	No baseline	Both courses were fully subscribed and demand has resulted in three further courses being run within the Borough in the New Year.	Green
	Provision of exercise & dance classes for over 50s at Bourne Hall	Self-funded	Ongoing	To support our regular hirers to promote healthy & active lifestyles for the over 50's and prevent social isolation.	No baseline	Dance classes are well attended and hirer has committed to hiring in 2018.	Green
	Handyman Service	Currently commissioned by Adult Social Care	Funding until March 2018	Typically 300 small jobs completed per annum	300	On target to deliver within the budget.	Green
	Mandatory Disabled Facilities Grant (DFG) programme	Bettercare Fund	Ongoing programme	Programme delivered within the budget	£535K budget plus carry over.	On target	Green
	Social Prescribing will sign post to Activities within the	Existing resources	March 2018	To signpost the over 55's to activities within		Pilot is for a period of one year end date March 2018	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	borough when they are referred under the title of being Healthy for over 55s (e.g. exercise, weight loss, alcohol consumption)			the borough to support the reduction of people at risk of falls			
	Raise awareness of the importance of keeping active by promoting what is available in the borough to all the Community and wellbeing services clients	Use existing resource's	On going	1,100 Clients	1,110	On target Leaflets provided to clients when they travel on the Transport or delivered with meals and added to post when letters issued. Comms: Promotion of Council and third party services service through comms channels.	Green
4.2 To support older adults independence and reduce the need for hospitalisation or social care.	Home Improvement Agency provides a one stop shop advice service and delivery of:	Currently commissioned by Adult Social Care	Funding until march 2018.	Ongoing signposting service and assistance for grant applications.	£37K budget from SCC	There is a wide review of aids and adaptations being undertaken by SCC, this will directly impact on funding for HP and HIA services from 2018. Comms: Promotion of HIA through comms channels.	

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Handyman Service	Currently commissioned by Adult Social Care	Funding until March 2018	Typically 300 small jobs completed per annum	300	On target to deliver within the budget. Comms: Promotion of service through comms channels.	
	Hardship Fund	Fee generated from HIA agency service and payment of charges on DFG adapted properties	Ongoing until March 2018 and until funding has been used..	Ad-hoc as client needs.	N/A delivered within available budget.	Two cases already completed. Comms: Promotion of service through comms channels.	Green
	Discretionary Fund	Funded through the BCF DFG Grant allocation	Approved in July, scheme launch in December 2017 and ongoing subject to finding	Ad-hoc as client needs.	N/A delivered within available budget.	Scheme will allow for a flexible use of the DFG budget to provide a wide range of options to enable vulnerable residents to keep safe and secure in their home. Comms: Promotion of service through comms channels.	Green
	Provision of a bathing service at Longmead Community Centre	Funded by EEBC Topped up by clients	On going	350 per year	300 per year	Comms: Promotion of service through comms channels.	
	Provision of a massage service for older people at Longmead Community Centre	Self-funding	On going	336 per year	336 per year		

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Provision of a hairdressing service for older people at Longmead Community Centre	Self funding + income from hire of the premises	On going	1500 per year	1500 per year		
	Provision of a foot care clinic for older people at Longmead Community Centre	Funded by Age concern	On going	Records need to be obtained from Age Concern			
	Provision of computer classes for older people at Longmead Community Centre	funded by WEA	On going	70 per year	66 per year	Comms: Promotion of service through comms channels.	
	Provision of Caged Cricket for older people at Longmead Community Centre	Originally funded by Active Surrey but at present funded by EEBC and the tutors	On going	320	300	Comms: Promotion of service through comms channels.	
	Provision of Soft ball Tennis games for the older people at Longmead Community Centre	Self-funding	On going	304 participants per year	No base line	Comms: Promotion of service through comms channels.	
	Meals at home and Shopping service	Grant funded from SCC	SLA to March 2018	120 Clients	110	On target To date we provide meals for 140 clients per day 5 days a week Comms: Promotion of service through comms channels.	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Community Alarm plus (Includes Telecare)	Existing budget and fees & charges from private clients	On going	870 for 2017/18	846	From April 2017 we provide a linked smoke alarm as part of the basic package Installation are completed within 2 /3 of receipt of referral Comms: Promotion of service through comms channels.	Green
	Home safe in partnership with EGH Mobile community alarms and key safes	Existing budget and fees & charges from private clients	On going	As required		Installation are completed within 2 /3 of receipt of referral	Green
	Key safe installation which enables Carers/GP's and other health professionals gain access to clients home so they can receive care at home.	Existing budget and fees & charges from private clients	On going	As required		Installation are completed within 2 /3 of receipt of referral	Green
	Social Prescribing will sign post to Activities within the borough when they are referred under the title of being Healthy for over 55s (e.g. exercise, weight loss, alcohol consumption)	Existing resources	March 2018	To signpost the over 55's to services and activities within the borough		Pilot is for a period of one year end date March 2018	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Transport from home which supports older adults independence	Grant funded from SCC	SLA to March 2018		120	On target Comms: Promotion of service through comms channels.	Green
	Link with other organisations able to deliver this service to promote availability. Link with Police to keep an up to date vulnerable adults register?						
4.3 To support older adults during extreme weather conditions.	Vulnerable adults list provided to the Emergency planning team	Existing resources	Monthly	To produce as requested		Flexiroute will enable us to upload the data to SCC in a format conducive to their formatting.	Green
	Promotion of Stay Well this Winter SCC and EEBC messages through all comms channels.						
	Meals at home Emergency meals provided to vulnerable clients in extreme weather conditions	Existing resources	When requested	When requested		Comms: Promotion of service through comms channels.	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Shopping service Emergency shopping provided to vulnerable clients in extreme weather conditions	Existing resources	When requested	When requested		Comms: Promotion of service through comms channels.	Green
	Winter warmer Packs Some packs kept at the Wellbeing Centre to be given out in case of emergency	Existing resources	When requested	When requested			Green
4.4 To support those adults who suffer with dementia	Provision of restaurant/ coffee shop at Longmead Community Centre	Funded by EEBC but topped up by clients	On going	12500 per year	12250 covers per year	Comms: Promotion of service through comms channels.	
	Wellbeing Centre Extra support Group	Pump primed from PPP in year 1 to become self-sustaining from year 2	November 2017	8-10 members		Delayed due to building works being behind schedule	Amber
	Transport from home Which supports older adults independence	Grant funded from SCC	SLA to March 2018		120	On target Comms: Promotion of service through comms channels.	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
4.5 To support and encourage social engagement amongst older adults	Provision of singing groups at Longmead Community Centre	Funded by EEBC	On going	925 people per year	925 people per year		
	Provision of dance groups at Longmead Community Centre	Premises funded by EEBC	On going	270	265		
	Provision of 2 Singing Clubs and 2 Ukulele Clubs at Longmead community Centre	Premises funded by EEBC	On going	2600	2600		
	Provision of weekly Bridge Club, Chess club and Arts and craft clubs at Longmead Community Centre	Premises funded by EEBC	On going	1350	1350		
	Provision of excursions and activities for older people at Longmead Community Centre	Self funded trips to Theatre, river cruises and Bluebell railway etc	7 trips per year	112	112		
	Transport from home	Grant funded by SCC	SLA to March 2018		120	On target	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Epsom & Ewell Health Walks	Run by volunteers but EEBC provides support through printing brochures each quarter	Every quarter a new programme is published	To continue to support through promotion and printing options, the delivery of the Epsom & Ewell Health Walks	4 x walk programmes a year	3 leaflets have been produced to date. Walks continue to attract people from a variety of backgrounds	Green
	Ongoing promotion of One You – 10mins brisk walking; Heart Age app through all comms channels.						
	Countryside Team Conservation Volunteers	Operates within existing budgets which are very reliant on external grants.	On going	Continue providing 50 weekly tasks per year	Currently average approx 400 volunteer days annually which is valued at approx. £23,000	Currently being successfully delivered.	Green
	Provision of social and community activities at Bourne Hall	Self- funded	Ongoing	To support our regular hirers to encourage social engagement amongst older adults	No baseline	Bourne Hall continues to retain a variety of hirers who provide social and community activities at Bourne Hall. All hirers have committed to hiring in 2018. New website launched.	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Wellbeing Centre Extra support Group	Pump primed from PPP in year 1 to become self-sustaining from year 2	November 2017	8-10 members		Delayed awaiting building works	Amber

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
1.1 To decrease air pollution in Epsom & Ewell.	Air Alert- Air Pollution warning service (via text messaging) for residents	£1000 per year existing budget	3 year commitment	None at present, may be possible to devise one based on take up	66 people however more people may access the app directly	None, opportunities for publicity	Green
	Air Quality Monitoring – Diffusion Tubes	Budgeted	Ongoing since 1999	Ideally to improve air quality in all areas	Annual NO2 national objective is 40 mg/m3	There has been an improvement over long-term however there are still hot spots that are being monitored.	Green
1.2 Pest Control	Provision of a comprehensive Pest Control Service	Budgeted	New service commenced 10/16	Income target established at £8000 p/a	N/A	First year of service appears to show resident satisfied with service and income generated is over £10,000	Green
1.3 Nuisance Investigations around noise/odour etc	Response to complaints of noise, bonfires, accumulations of waste, flytipping, odour, artificial light	Budgeted	Ongoing	None	c.800 complaints annually	Successful prosecution of a fly-tipper and issued fix penalty notices throughout the year.	Green

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
						Comms: Promotion of SCC & EEBC info on fly-tipping and bonfires in e-Borough Insight (various issues); social media; SCC campaign in Members' Update.	
1.4 Promoting healthy and active lifestyles for older adults	Implement the Leisure Development Strategy and provide quarterly updates to H&W Committee.	From existing budget and staffing resources	By end Mar 2018 but with updates each quarter	To deliver against each target as per the LD action plan	As per LD action plan	Quarterly updates have been sent to the Community & Wellbeing Committee	Green
	Communications conduit for NHS National Campaigns such as NHS England, NHS Choices, Public Health England South East						
	Communications conduit for local campaigns such as Surrey and Borders Partnership, NHS Foundation Trust, Surrey Downs CCG, Surrey Heartlands STP and Health-watch Surrey						

Surrey Health & Wellbeing Strategy Aim 5: Safeguarding the Population

Living a life that is free from harm and abuse is a fundamental right of every person and protecting this right means that people can grow up and live a life that makes the most of their opportunities

Key Priorities: Supporting our Community

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
5.1 Support the safeguarding of children & vulnerable adults	Safeguarding (Adults and Children)	Contribution from D&Bs to boards and training. Council	Ongoing	N/A	N/A	Invoices paid 2017/18	Green
	Communications conduit for Surrey Safeguarding Adults Board	Existing budgets	Ongoing	All relevant information dispersed to Council agencies via the nominated EEBC safeguarding champions	N/A	All MASH progress updates circulated	Green
	Communications conduit for Surrey Safeguarding Children's Board	Existing budgets	Ongoing	As above	N/A	As above.	Green.
	All Community and Wellbeing services supports the safeguarding of vulnerable adults	Existing budgets	On going	As soon as an issue is raised		We report all safeguarding issues to ASC [MASH]	Green
	Community alarm plus Is installed into homes of vulnerable adults to monitor safeguarding issues within the home	Existing budgets	On going	As soon as an issue is raised		We report all safeguarding issues to ASC [MASH]	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Implement safeguarding policy for EEBC that includes users of EEBC facilities and voluntary organisations supported by EEBC	Existing budgets	Ongoing	Review of annually including updating of reporting channels.	N/A	Revised details on MASH reported contained within policy.	Green
	To implement the principles of the PREVENT programme to protect young people and vulnerable adults from radicalisation	Existing budgets	Ongoing	Principles of PREVENT embedded in the safeguarding policy.	N/A	One CHANNEL case identified.	Green
5.2 Support a multi-agency approach to working with families with multiple needs.	Family Support Programme (Troubled Families) – Governance of programme with E&E CSP of which EEBC is a statutory partner	DCLG. Council staffing costs	DCLG funding to 2020	All families identified as meeting criteria admitted into the programme.	None	Number of families referred in 2017/18 = 18 (to Dec 17) Number of families in intensive support = 10 (to Dec 17)	Green
	Longmeadz Kickn: The project targets 'at risk' young people and then signposts them to services that can support their needs, this includes support for the wider family.	Partnership Fund collected over a number of years from funding bids and partner contributions	By Sept 2017	To implement new coaching and management arrangements for the continuation of Longmeadz Kickn in Court Rec and monitor attendance.	No baseline	New management arrangements have been identified and the project continues to attract between 15-20 young people per week. Those young people with special needs are signposted to relevant services for additional support where appropriate.	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Dealing with encampments/welfare checks and support to local settled residents	Within existing budgets	Ongoing	As required and to provide regular updates on Council website to support local residents			
5.3 Raise awareness of Domestic Abuse and the services available to help those suffering from DA	Sanctuary Scheme	£5,000 pa - DCLG Homeless prevention grant which forms part of Housings existing budget					
	Surrey Domestic Abuse Mobility Scheme	Existing budgets	On-going				
	Communications conduit - national and local police campaigns	Existing budgets				Comms: Promotion of Surrey Against Domestic Abuse week (9 – 15 Oct) through social media.	
5.4 Work in partnership to address the number of people in housing need and/or homeless in Epsom & Ewell.	eSOS (East Surrey Outreach Service)	EEBC growth bid approved for 2017/18 - £25,000 pa					
	ETHOS (Employment , Training Housing Options Service)	£10, 000 pa DCLG Homeless prevention grant which forms part of Housings existing budget				Comms: Promotion of ETHOS job club.	

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Support the delivery of Epsom and Ewell's annual Employment Fair	Free provision of rooms to host the fair.	Annually	No target specified	1 per year	Comms: Promotion of employment fair through comms channels.	
	Surrey wide Homeless Health Needs Audit 2018	Existing budgets	Every 2 years				
	Special Needs Register/Panel	Existing budgets	On going				
	Housing Allocations & Choice Based Lettings policy. The policy enables the Council to consider the individual needs of applicants while making best use of the limited housing stock.	Existing budgets	On going				
	Hospital Discharge Protocol. The protocol ensures that people who are homeless or threatened with homelessness are identified on admission and that their pending discharge is notified to relevant Housing Services	Existing budgets	On going				

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
	Housing Benefit – Discretionary Hardship Payments	Central Govt grant					
	Provision of affordable housing to meet identified housing needs within the Borough, including aiding the prevention of homelessness	<p>Planning gain & Section 106 funds</p> <p>Housing Association funding</p> <p>Central Govt grants direct to Housing Associations</p> <p>Council Officer resources (time)</p>	Deliver 1260 affordable housing units between 2006 and 2026	Deliver (an average of) 63 affordable homes per annum as set out in the Local Development Framework Core Strategy		During the period 2015-16, 49% (102) of all completions were affordable. This exceeds the target of 35% and 63 affordable units (35% of 181).	Green
	Hollymoor Lane re-development in Court Ward, encompassing 30 affordable homes (one of which is a two bedroom fully wheelchair accessible unit) and a mini supermarket.	<p>Housing Association funding</p> <p>Central Govt grants direct to Housing Association</p> <p>Deployment of Section 106 funds from the Council if necessary</p> <p>Council officer resources (time)</p>	Entire scheme is due to complete in late 2018	<p>Deliver 30 affordable homes to be owned and managed by Orbit Housing Association.</p> <p>All homes will meet or exceed Government and local space standards, provide a high quality residential environment at an affordable cost to local residents in housing need. One of the units</p>	N/A – was a formerly derelict site	Demolition has taken place. A ceremony is taking place on November 6 th 2017 to mark the laying of the first brick on site. Construction of the shop unit and flats above is well advanced.	Green

SCC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
				<p>will be provided as a fully wheelchair accessible home.</p> <p>Deliver a new mini supermarket for the Council to lease on. This will enable the provision of a wider range of healthier food options, including an expanded fresh fruit and vegetables and frozen food.</p>			

EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
1.1 Private Sector Housing	Licence certain houses in multiple occupation, enforce minimum standards of housing in the private sector	Within existing budget	Ongoing	No target specified	100 complaints per year. 35 licenced HMOs at present	Proposal for altering licensable criteria will result in three times the number of licenced properties	Green
1.2 To increase public perception of safety within	Patrolling the Parks adds to public safety and well being	Within existing budgets	On-going		Dedicated Patrol Ranger team		

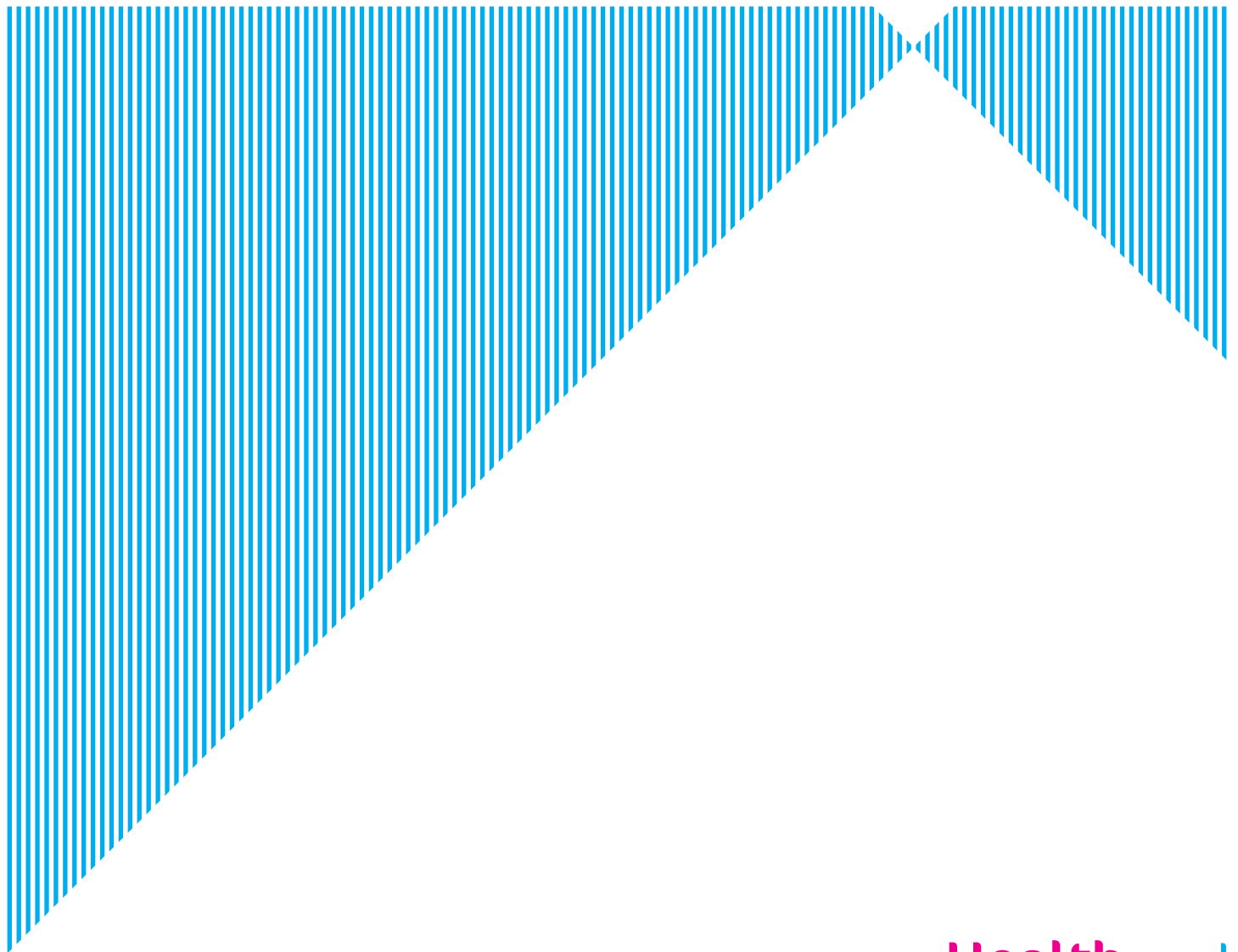
EEBC Objectives	Actions	Funding/Resource Implications	Timescale	Target	Baseline	Update/Progress	Traffic Light
Parks & Open Spaces	Host and organise Nonsuch Park Awareness Day with focus on fitness, nature and culture	Within existing budget	Annually		Approximately 1000 visitors		
1.3 Provision of financial support	Council Tax Support (financial help with the council tax)	Some Admin grant from central govt	On-going	Not applicable	Not applicable	Not applicable	Green
	Council Tax Support – Discretionary Hardship Payments	Currently set at £25,000, it is funded by EEBC	On-going	Not applicable	Not applicable	Not applicable	Green
	Universal Credit – locally delivered support	Some small funding from central govt	On-going	Not applicable	Not applicable	Not applicable	Green
	Housing Benefit (financial help with rents)	Funded through DWP subsidy scheme	On-going	Not applicable	Not applicable	Not applicable	Green

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Surrey's Joint Health and Wellbeing Strategy



“Through mutual trust, strong leadership, and shared values, we will improve the health and wellbeing of Surrey people”



Dear Residents/Patients

All of us at some time are patients. This is a 2016 refresh of the joint strategy between health and social care presented by the Health and Wellbeing Board. The criteria for selecting our priorities is what can we do better together than apart that will benefit all. The joint strategy is an evolutionary document and the start of a conversation with you, our patients, people who use services, their carers, families, and partners.

Councillor Helyn Clack

Cabinet Member – Wellbeing and Health

Joint Chair – Surrey Health and

Wellbeing Board

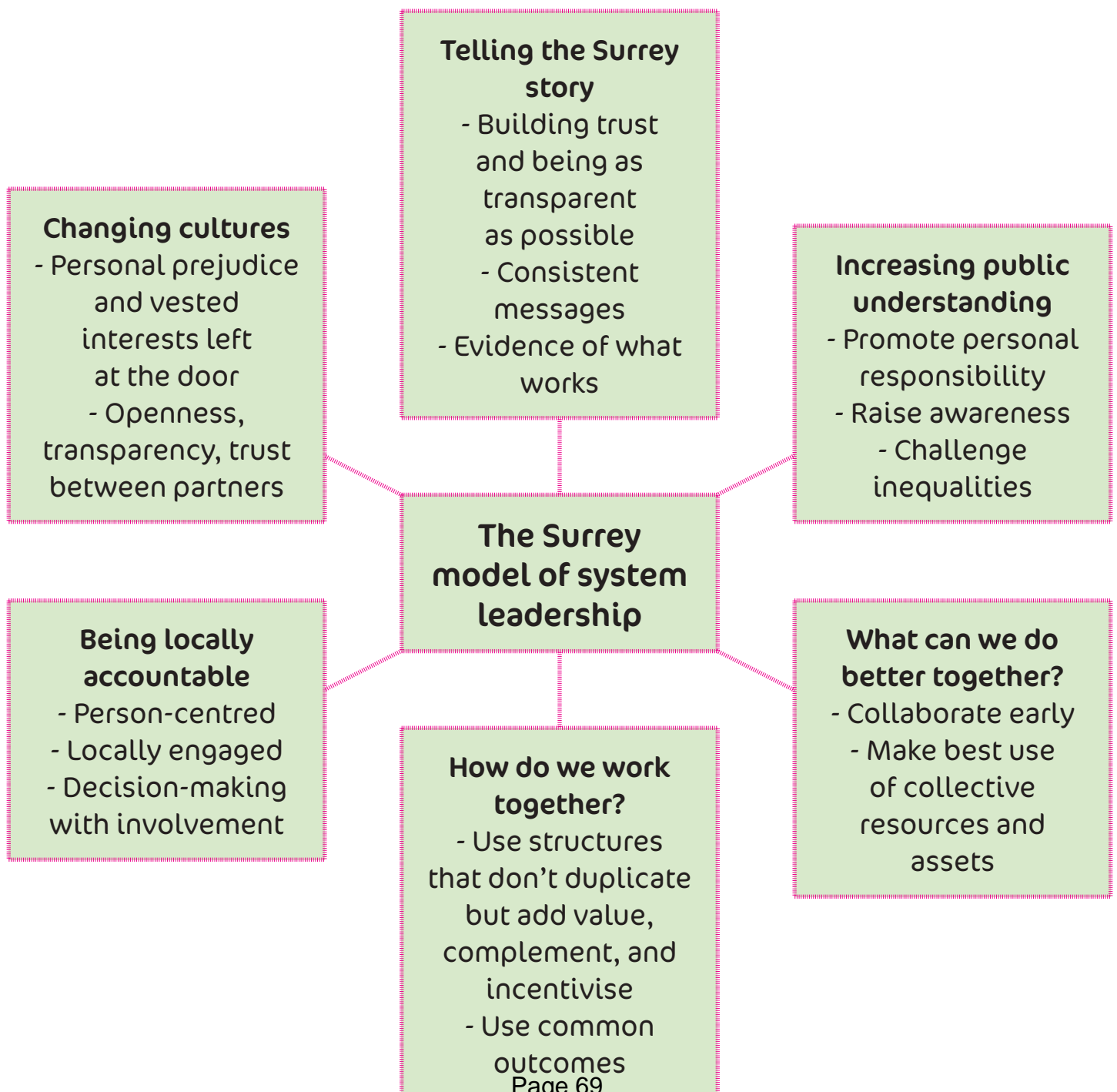
Dr David Eyre-Brook

Chair – Guildford and Waverley Clinical
Commissioning Group

Joint Chair – Surrey Health and
Wellbeing Board

Health and Wellbeing Boards were set up around the country in 2013 as part of the Government’s changes to the NHS. The Board is the place for the NHS, Public Health, children’s and adult social care, local councillors and service user representatives to work together to improve the health and wellbeing of the people of Surrey.

This joint strategy was refreshed by Surrey’s Health and Wellbeing Board in April 2016. The Board has set itself the ambitious challenge of developing the most innovative and effective health and social care system in the country. Surrey’s Board has built a strong foundation for leading this change by working in the following ways:



The Board sets direction and makes sure that direction is translated into activity, supporting each partner organisation. Some areas are led by specific partners and some are led by the Board as a whole.

To develop this strategy initially the Board asked for the help of Surrey residents, partner organisations and key stakeholders, to decide what it should focus on. While lots of work continues across all the areas considered, you helped us select five priorities where the Board should work together.

These are:

Improving children's health and wellbeing

Developing a preventative approach

Promoting emotional wellbeing and mental health

Improving older adults' health and wellbeing

Safeguarding the population

You can find more information about all the priorities in the Joint Strategic Needs Assessment at www.surreyi.gov.uk. This pulls together lots of information about people in Surrey, how they live, where they live and their health and wellbeing needs. This information, along with the views of residents and partner organisations, provided the evidence base for the Health and Wellbeing Strategy.

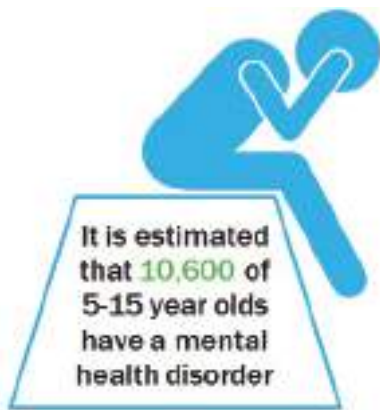
Priority 1: Improving children's health and wellbeing

Improving children's health and wellbeing means giving every child the best start in life and supporting children and young people to achieve the best health and wellbeing outcomes possible. We can do this by supporting families from the very start, right through to children becoming adults, and giving additional support where this is needed.

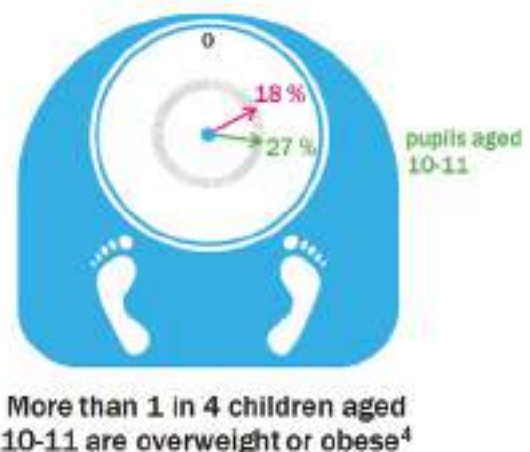
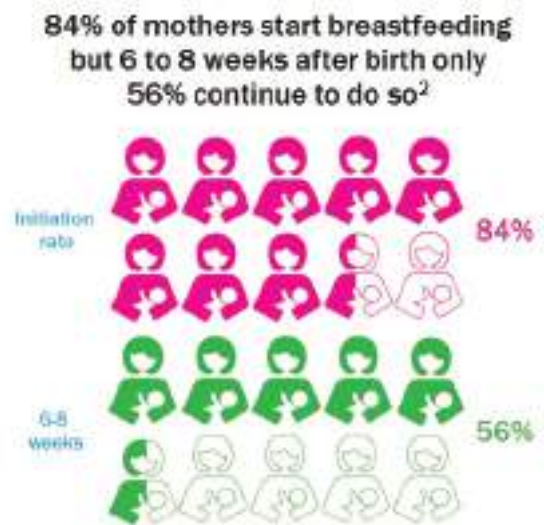
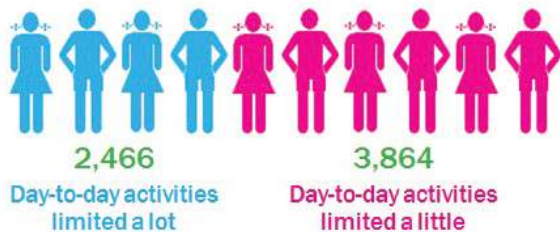
If we get this right we hope to see the following outcomes:

- More babies will be born healthy.
- Children and young people with complex needs will have a good, 'joined up' experience of care and support.
- More families, children and young people will have healthy behaviours.
- Health outcomes for looked after children and care leavers will improve.
- More children and young people will be emotionally healthy and resilient.

Our Joint Strategic Needs Assessment tells us that:



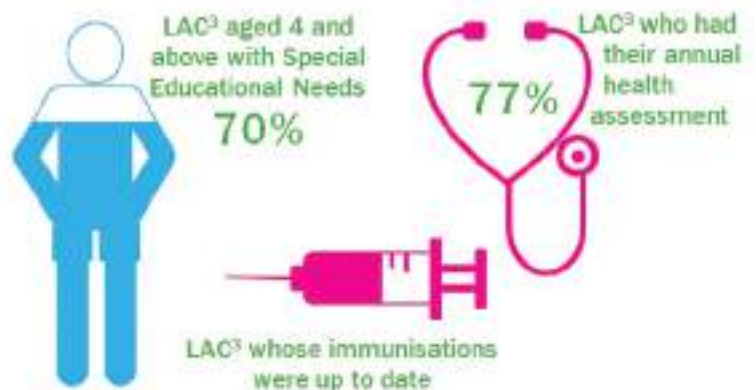
In 2011, 3% of children under 16 (6,330) had day-to-day activities limited by a long term health problem or disability



5 out of every 30 pupils have Special Educational Needs



In March 2013 there were 830 Looked After Children (LAC); 550 had been looked after for at least 12 months



Priority 2: Developing a preventative approach

We want to prevent ill-health and promote wellness, as well as spot potential problems as early as possible and ensure effective support for people. National and international evidence tells us that there is a clear link between social status, income and health, which creates a significant gap in life expectancy. Put simply people are healthy when they:

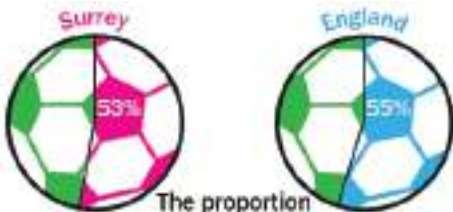
Have a good start in life, reach their full potential and have control over their lives, have a healthy standard of living, have good jobs and working conditions, live in healthy and sustainable places and communities.

You can find out more about this from: www.instituteofhealthequity.org

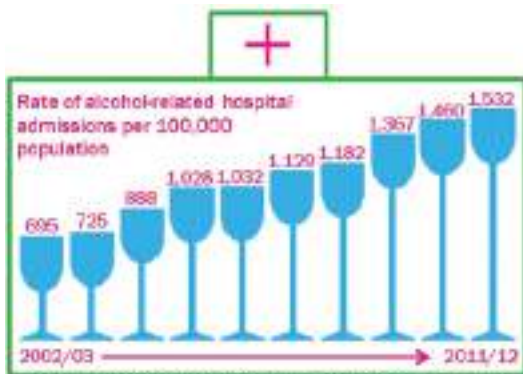
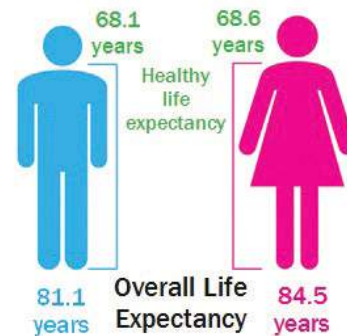
If we get this right we hope to see the following outcomes:

- The gap in life expectancy across Surrey will narrow.
- More people (people means all people in this strategy- children and adults) will be physically active.
- More people will be a healthy weight.
- The current increase in people being admitted to hospital due to drinking alcohol will slow.
- There will be fewer avoidable winter deaths.

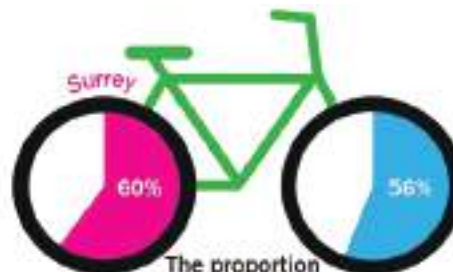
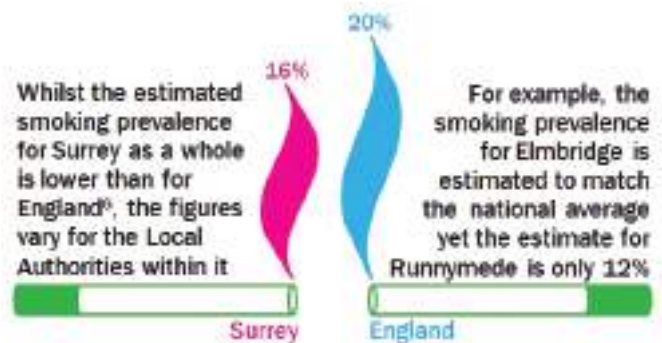
Our Joint Strategic Needs Assessment tells us that:



The proportion of school pupils completing 3 hours of PE a week is lower for Surrey than England³, but in both cases almost half of children are not meeting the recommendations



Alcohol-related hospital admissions in Surrey have more than doubled since 2002



The proportion of adults completing 150 minutes of activity a week is higher for Surrey than England², yet 40% are still not meeting the recommendations

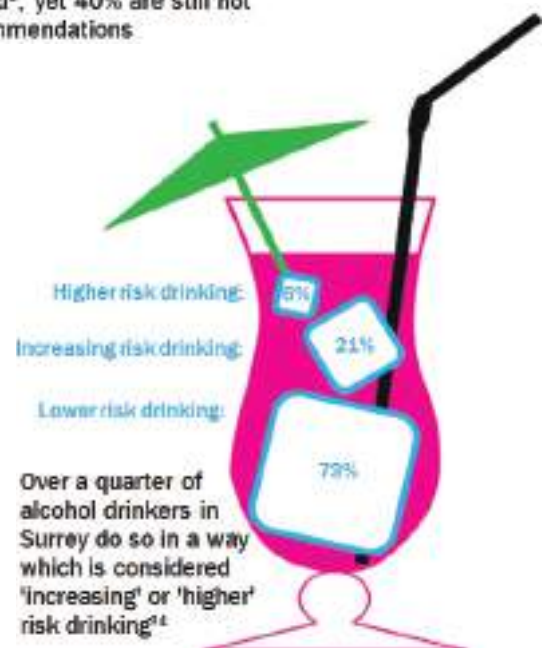


Adults aged 16+

Almost a quarter of adults, and more than 1 in 7 children aged 10-11 are obese⁵



Year 6 pupils



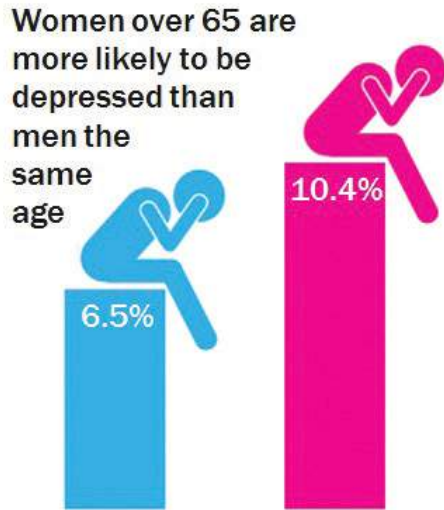
Priority 3: Promoting emotional wellbeing and mental health

Positive mental health is a foundation of individual and community wellbeing. The communities in which we live, the local economy and the environment all impact on an individual's mental health. We want to promote good mental health for the wider population, early intervention to support people with emerging mental health needs and effective treatment and support services for people with enduring mental health problems.

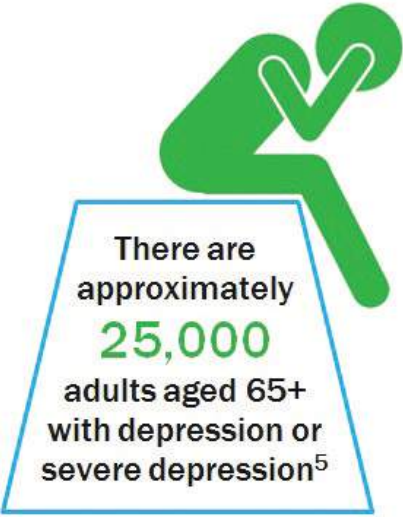
If we get this right we hope to see the following outcomes:

- More people (people means all people in this strategy - children and adults) will have good mental health.
- More people with mental health problems will recover.
- More people with mental health problems will have good physical health.
- More people will have a positive experience of care and support.
- Fewer people will experience stigma and discrimination.

Our Joint Strategic Needs Assessment tells us that:



Following the credit crunch in 2008, the suicide rate⁶ in Surrey peaked to above the England figure, but more recently has dipped back down



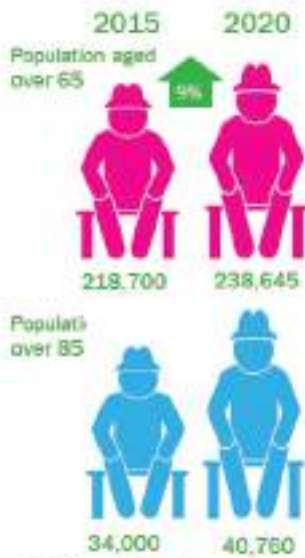
Priority 4: Improving older adults' health and wellbeing

More people in Surrey are living longer. This is great news, but there are also some challenges. The growing number of older people in Surrey will have a major impact, as older people are more likely to experience disability and long-term conditions. Part of the challenge will be to make sure that the right services are in place so that older people can remain independent for as long as possible. The number of people over 85 years old is predicted to increase significantly. People over the age of 85 often need more support from health and social care services. They are also at greatest risk of isolation and of poor, inadequately heated housing, both of which can impact on health and wellbeing.

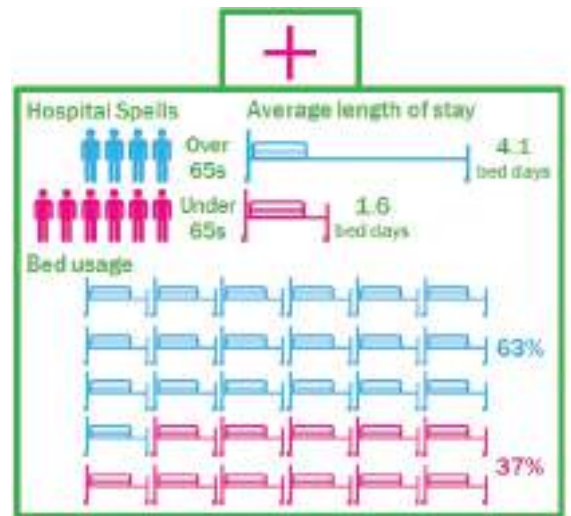
If we get this right we hope to see the following outcomes:

- Older adults will stay healthier and independent for longer.
- Older adults will have a good experience of care and support.
- More older adults with dementia will have access to care and support.
- Older adults will experience hospital admission only when needed and will be supported to return home as soon as possible.
- Older carers will be supported to live a fulfilling life outside caring.

Our Joint Strategic Needs Assessment tells us that:

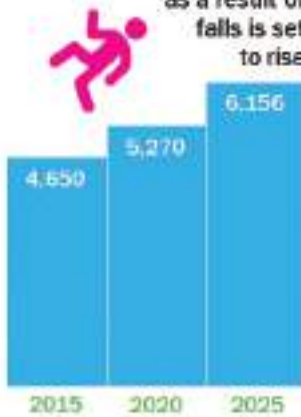


In the next 5 years, the rate of increase in over 85s is projected to be greater than that for over 65s

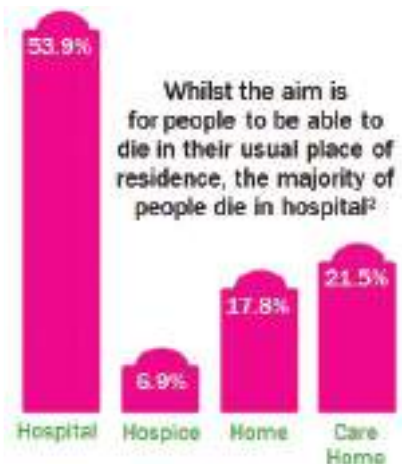
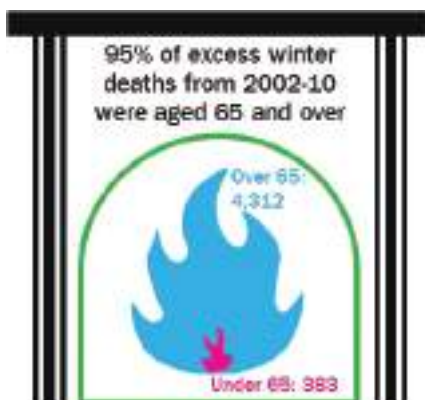
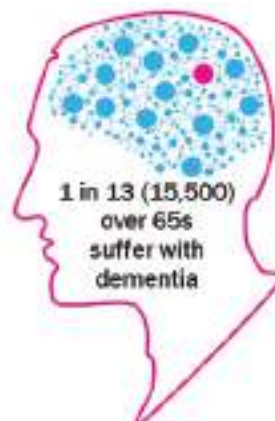


Over 65s accounted for 4 out of 10 hospital spells² but over 67% of total beds used

The number of people aged over 65 predicted to be admitted to hospital as a result of falls is set to rise



£885M
is the estimated health and social care cost for the elderly in Surrey⁴



Priority 5: Safeguarding the population

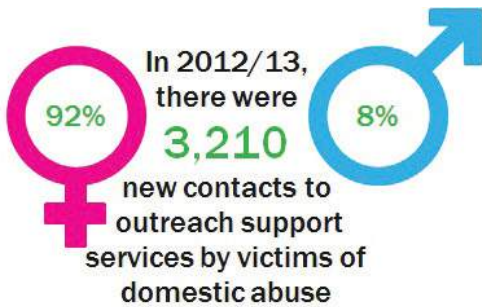
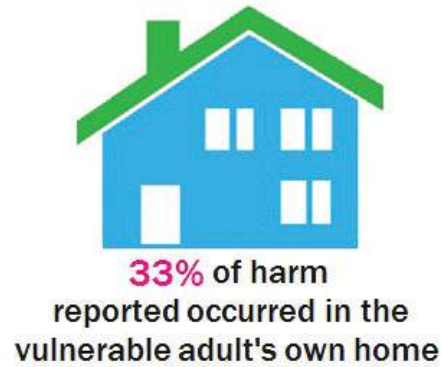
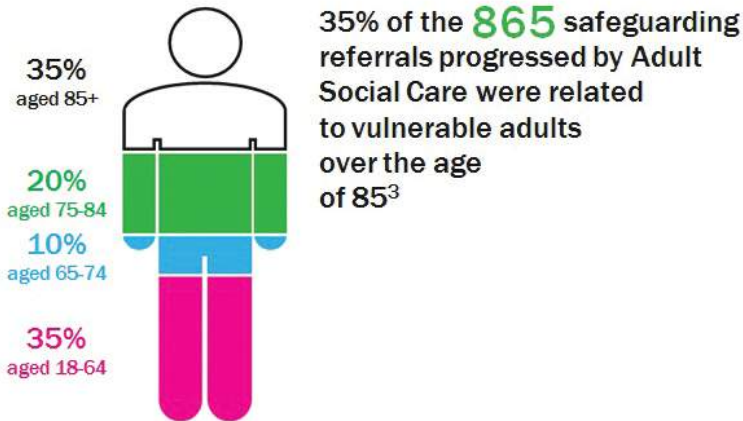
Living a life that is free from harm and abuse is a fundamental right of every person and everyone has a responsibility for safeguarding children and adults. Any individual can be hurt, put at risk of harm or abuse regardless of their age, gender, religion or ethnicity. When abuse does take place, it needs to be dealt with swiftly, effectively and in ways that are proportionate to the issues, with the individual's views at the heart of the process.

Protecting this right means that people can grow up and live safely, and live a life that makes the most of their opportunities.

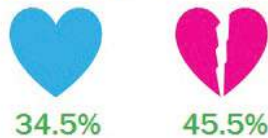
If we get this right we hope to see the following outcomes:

- People (people means all people - children and adults) whose circumstances make them vulnerable will be safeguarded and protected from avoidable harm.
- People will receive care in hospital that always promotes their health and wellbeing.
- People who use services will feel safe.
- Fewer people will experience domestic abuse and repeat incidents of domestic abuse.

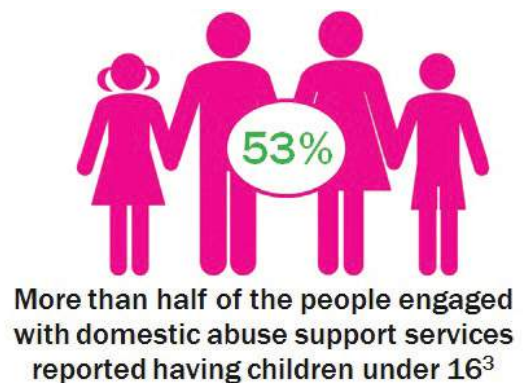
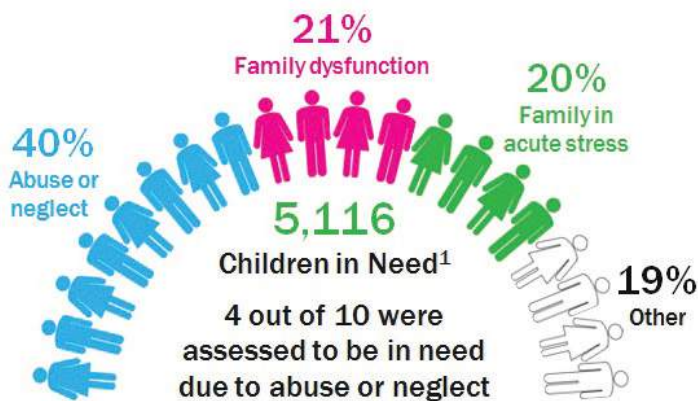
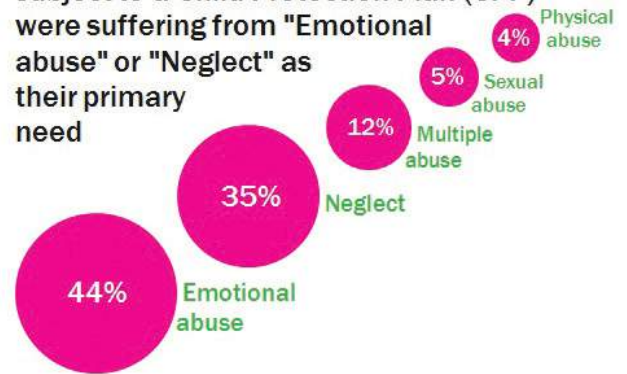
Our Joint Strategic Needs Assessment tells us that:



80% of them suffered abuse from their current or ex-partner

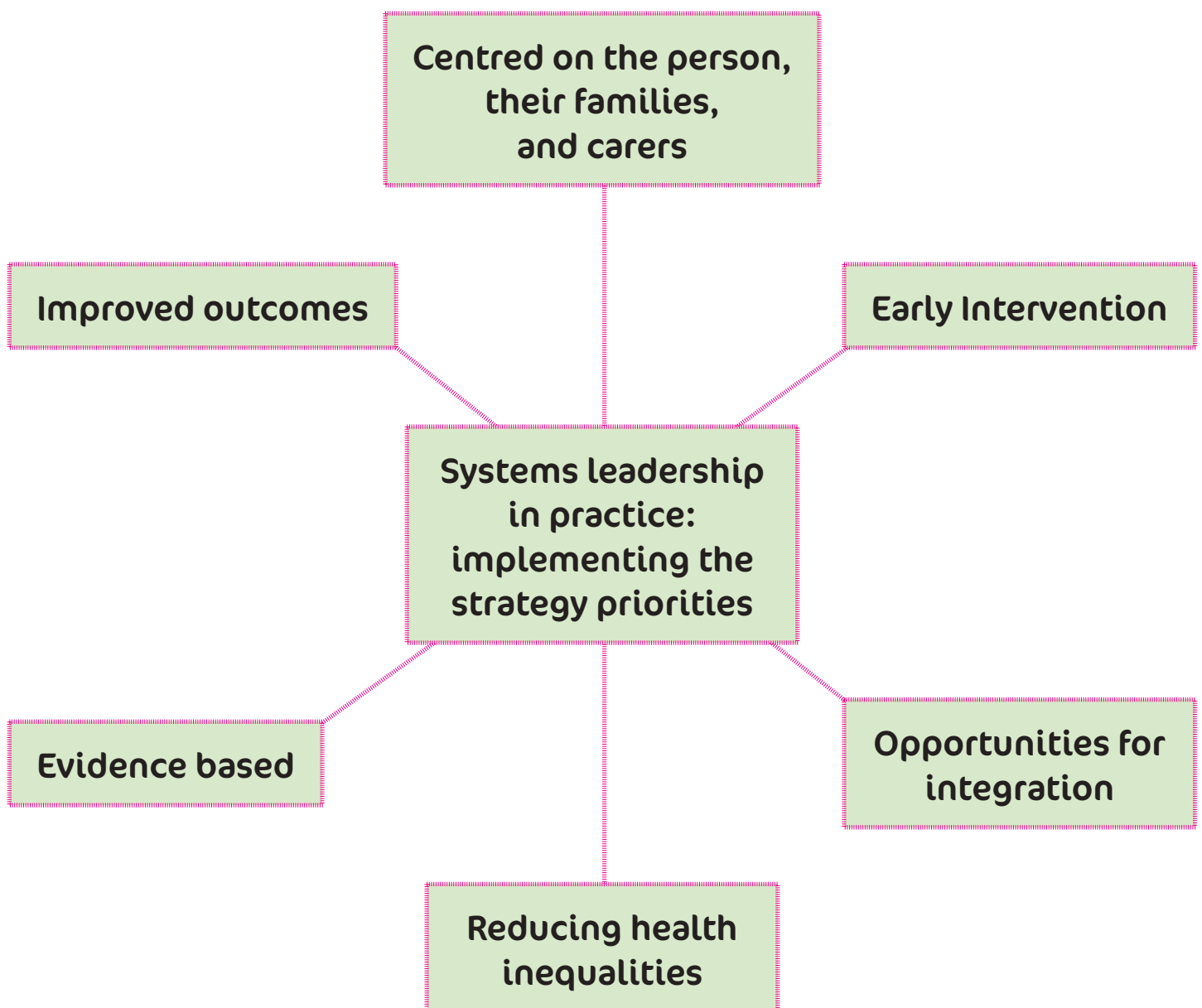


As of March 2013, 79% of the 890 children subject to a Child Protection Plan (CPP) were suffering from "Emotional abuse" or "Neglect" as their primary need



The Health and Wellbeing Board is the place to ensure each of these priorities is clear and present in the plans and actions of all its partner organisations. Each priority has an action plan and related strategy attached to it.

The Board has agreed a set of principles that will underpin its work together on each priority. The principles provide reference points for each discussion at the Board and will help to identify where to facilitate an improved outcome, support existing arrangements, challenge underperformance, or develop new ways of working:



The Board wants everybody in Surrey to be involved in improving their health and wellbeing.

You can keep an eye on the Board and let us know what you think or share any ideas you have by following us on www.surreycc.gov.uk/healthandwellbeingboard. As well as joining us at Health and Wellbeing Board meetings you can find out what is going on in your local area.

Healthwatch Surrey represent the views of local people on health and social care issues, and they are members of the Health and Wellbeing Board. You can contact them and they always welcome new volunteers who want to be involved.

We will be reviewing our strategy and looking at what we will need to do in the future. We really need your help to do this so please join in. To find out more visit www.healthwatchesurrey.co.uk.

Working to improve your health and wellbeing

The Surrey Health and Wellbeing Board membership is made up of the following representatives:

Councillor Helyn Clack - Joint Chair, Surrey Health and Wellbeing Board, Cabinet Member for Wellbeing and Health, Surrey County Council

Dr David Eyre-Brook - Joint Chair, Surrey Health and Wellbeing Board, Chair, Guildford and Waverley Clinical Commissioning Group.

Helen Atkinson - Strategic Director Adult Social Care and Public Health, Surrey County Council

Dr Andy Brooks - Clinical Chief Officer, Surrey Heath Clinical Commissioning Group

Dr Charlotte Canniff - Chair, North West Surrey Clinical Commissioning Group

Councillor Clare Curran - Cabinet Member for Children and Families Wellbeing, Surrey County Council

Ivor Duffy - Director of Assurance and Delivery, NHS England - South

Nick Ephgrave - Temporary Chief Constable, Surrey Police

Councillor Mel Few - Cabinet Member for Adult Social Care, Wellbeing and Independence, Surrey County Council

Julie Fisher - Deputy Chief Executive including strategic lead for Children, Schools and Families, Surrey County Council

Councillor James Friend - Leader, Mole Valley District Council (district and borough elected member representative)

Dr Claire Fuller - Chair, Surrey Downs Clinical Commissioning Group

Peter Gordon - Chair, Healthwatch Surrey

John Jory - Chief Executive, Reigate and Banstead Borough Council (district and borough officer representative)

Councillor John Kingsbury - Leader, Woking Borough Council

Dr Elango Vijaykumar - Chair, East Surrey Clinical Commissioning Group

Dr Andy Whitfield - Chair, North East Hampshire and Farnham Clinical Commissioning Group

Useful links and references

For further details on the Board's work visit
www.surreycc.gov.uk/healthandwellbeingboard

To find your nearest healthcare services and for comprehensive online information to help people make choices about their health visit: www.nhs.uk and www.healthysurrey.org.uk

For health advice and information about local services call **NHS 111**; a new, free to call number when you need medical help fast, but it is not an emergency.

For information about the health needs of the Surrey population visit:
www.surreyi.gov.uk

To find out what local support and services are available in your area visit
www.surreyinformationpoint.org.uk

The Board will use the following indicators to monitor whether we have achieved what we set out to achieve and to track progress against the strategy:

Priority ①
Improving children’s health and wellbeing

- Outcome** →
- More babies will be born healthy
 - Children and young people with complex needs will have a good, ‘joined up’ experience of care and support
 - More families, children and young people will have healthy behaviours
 - Health outcomes for looked after children and care leavers will improve
 - More children and young people will be emotionally resilient

- Indicators** ●●●
- Low birth weight of term babies
 - Percentage of overweight or obese 10 – 11 year olds
 - Emotional wellbeing score of looked after children
 - Average emotional wellbeing score

Priority ②
Developing a preventative approach

- Outcome** →
- The gap in life expectancy across Surrey will narrow
 - More people will be physically active
 - More people will be a healthy weight
 - The current increase in people being admitted to hospital due to drinking alcohol will slow
 - There will be fewer avoidable winter deaths

- Indicators** ●●●
- Slope index of inequality at birth
 - Percentage of physically active adults
 - Percentage of overweight or obese adults
 - Rate of alcohol related admissions to hospital
 - Ratio of excess winter deaths

Priority ③

**Promoting
emotional
wellbeing and
mental health**

Outcome →

- More people will have good mental health
- More people with mental health problems will recover
- More people with mental health problems will have good physical health
- More people will have a positive experience of care and support
- Fewer people will experience stigma and discrimination

Indicators ●●●

- Rate of access to Improving Access to Psychological Therapy (IAPT)
- The proportion of adults in contact with secondary mental health services in paid employment
- The average score of physical health checks for patients with a severe mental illness
- Proportion of people feeling supported to manage their condition
- Number of people reached by the anti-stigma campaign 'Time to Change'

Priority ④

Improving older adults' health and wellbeing

Outcome →

- Older adults will stay healthier and independent for longer
- Older adults will have a good experience of care and support
- More older adults with dementia will have access to care and support
- Older adults will experience hospital admission only when needed and will be supported to return home as soon as possible
- Older carers will be supported to live a fulfilling life outside caring

Indicators ●●●

- Rate of non-elective admissions
- The proportion of people aged 65 and over who are still at home 91 days after discharge into rehabilitation
- Overall satisfaction with their care and support of people using adult social care services
- Estimated diagnosis rate for people with dementia
- Carer reported quality of life

Priority ⑤

Safeguarding the population

Outcome →

- People whose circumstances make them vulnerable will be safeguarded and protected from avoidable harm
- People will receive care in hospital that always promotes their health and wellbeing
- People who use services will feel safe
- Fewer people will experience domestic abuse and repeat incidents of domestic abuse

Indicators ●●●

- Percentage of people who would recommend their care to friends and family
- Proportion of people who use services who feel safe
- Rate of domestic abuse incidents recorded by police
- Rate of repeat incidents of domestic abuse recorded by police

SCRUTINY REVIEW OF EPSOM PLAYHOUSE

Report of the:	Head of Venues and Facilities
Contact:	Andrew Lunt/Margaret Jones
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	
Annexes/Appendices (attached):	Annexe 1 – Report of the Scrutiny Review Task Group on the Review of Venues – Epsom Playhouse Annexe 2 – Draft minutes of the meeting of the Audit, Crime & Disorder and Scrutiny Committee, 23 November 2017
Other available papers (not attached):	Report of the Audit, Crime & Disorder and Scrutiny Committee, 23 November 2017 Reports and Minutes for the meetings of: Audit, Crime & Disorder and Scrutiny Committee, 11 October 2016 Community and Wellbeing Committee, 8 November 2016 Audit, Crime & Disorder and Scrutiny Committee, 4 February 2016 Financial Policy Panel, 9 June 2015

REPORT SUMMARY

This report presents the Community and Wellbeing Committee with the Report of the Scrutiny Review Task Group on Epsom Playhouse, approved by the Audit, Crime & Disorder and Scrutiny Committee in November 2017.

RECOMMENDATION (S)

That the Committee:

- (1) considers the Report of the Scrutiny Review Task Group attached at Annexe 1, in accordance with the Local Authorities (Committee System) (England) Regulations 2012;**
- (2) agrees the findings of the Scrutiny Review Task Group set out in its report including, in particular, that Epsom Playhouse should continue to deliver its services to the community and that staff should continue their work to reduce the overall costs of running the theatre;**

- (3) agrees that officers explore implementation of the matters listed in the conclusion of the Scrutiny Review Task Group report under the headings 'Income Generation', 'Equipment' and 'Building', taking into consideration operational viability, legal implications and financial constraints;**
- (4) receives a future report(s), as appropriate, on those matters identified by officers as having potential positive business opportunities for Epsom Playhouse.**

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

1.1 The Report of the Scrutiny Review Task Group 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 undertake a service review of venues; it received the terms of reference in February 2016. The review was intended to ensure services were fit for purpose, met the needs of local residents and were cost effective to provide. Venues included within scope comprised Bourne Hall (including Bourne Hall Museum), Hook Road Arena, Epsom Playhouse and Ewell Court House.

2.3 The Audit, Crime & Disorder and Scrutiny Committee appointed a task group to undertake the investigations. Councillors Reeve, Bridger and Smitheram were appointed to the task group; Councillor Teasdale, member of the Strategy & Resources Committee, was co-opted to the task group.

2.4 The task group has approached the venues service review in stages, looking at the venues in turn. Reviewing Bourne Hall and Hook Road Arena first, the Report of the Scrutiny Review Task Group on Bourne Hall and Hook Road Arena was presented to the Community and Wellbeing Committee in November 2016.

- 2.5 In January 2017 the task group turned its attention to Epsom Playhouse. On completion of its investigations the task group reported its findings to the Audit, Crime & Disorder and Scrutiny Committee in November 2017. The Committee approved the report and agreed that it should be presented to the January 2018 meeting of the Community and Wellbeing Committee.
- 2.6 A copy of the Report of the Scrutiny Review Task Group on Epsom Playhouse, approved by the Audit, Crime & Disorder and Scrutiny Committee, is attached at **Annexe 1**.

3 Community and Wellbeing Committee to Consider and Respond

- 3.1 In accordance with the Local Authorities (Committee System) (England) Regulations 2012, the Community and Wellbeing Committee is asked to consider the scrutiny report attached at **Annexe 1**, to indicate what (if any) action it proposes to take and to publish its response within 2 months of receiving the report.
- 3.2 The Scrutiny Review Task Group has not set out any specific recommendations in its report attached at Annexe 1, but it has highlighted a number of findings and conclusions.
- 3.3 The Scrutiny Review Task Group found that Epsom Playhouse is a valued Council resource. It considers that it should continue to deliver its services to the community and that staff should continue their work to reduce the overall costs of running the theatre.
- 3.4 The task group does highlight that the theatre is facing a number of issues (discussed at paragraphs 5.58 to 5.69 of **Annexe 1**), but that it considers the theatre has the potential to explore a number of new business opportunities. The task group lists a number of matters listed under 3 headings, 'Income Generation', 'Equipment' and 'Building', for further exploration and consideration (see paragraph 6.3 of **Annexe 1**).

4 Proposals

- 4.1 It is proposed that the Community and Wellbeing Committee considers the report of the Scrutiny Review Task Group in accordance with the Local Authorities (Committee System) (England) Regulations 2012.
- 4.2 It is also proposed that the Committee agrees the findings and conclusions of the Scrutiny Review Task Group set out in its report, in particular, that Epsom Playhouse continues to deliver its services to the community and that staff continue their work to reduce the overall costs of running the theatre.

- 4.3 In addition, it is proposed that the Committee agrees that officers should explore implementation of those matters set out by the Scrutiny Review Task Group in the conclusion of its report under the headings 'Income Generation', 'Equipment' and 'Building', taking into consideration operational viability, legal implications and financial constraints.
- 4.4 Lastly, it is proposed that the Committee agrees to receive, as appropriate, a future report(s) on those matters identified by officers as having potential positive business benefits for Epsom Playhouse. This report will give full consideration to operational viability, legal and financial implications.

5 Financial and Manpower Implications

- 5.1 Any financial implications associated with matters highlighted by the Scrutiny Review Task Group for further exploration will need to be fully quantified.
- 5.2 The Committee will wish to note that end of year figures for the three year period 2014/15 to 2016/17 were used in the scrutiny report. In comparison, budgeted figures, current at the time of the scrutiny investigation, were used for the current year (latest position reflected in Appendix 4 of the scrutiny report was Q2).
- 5.3 **Chief Finance Officer's comments:** None for the purposes of this report.

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

- 6.1 If the Community and Wellbeing Committee is minded to explore and consider those matters highlighted in the conclusion of the Scrutiny Review Task Group's report, it will need to consider any associated legal implications.
- 6.2 **Monitoring Officer's comments:** If the Committee agrees to adopt the recommendation of the task group for the Playhouse to continue to deliver its services, there are no legal issues arising from this. Officers will need to consult with the Legal team in respect of recommendation 3 to ensure that all legal issues are addressed at an early stage and in order that the advice can inform officers' proposals.

7 Sustainability Policy and Community Safety Implications

- 7.1 No particular implications.

8 Partnerships

- 8.1 Epsom Playhouse works in close partnership with a large number of local community and amateur groups.

9 Risk Assessment

- 9.1 Implementation of the task group's findings and conclusions will raise a number of risks to the Council which will need to be considered in the decision making and implementation process.

10 Conclusion and Recommendations

- 10.1 The Scrutiny Review Task Group highlighted in its report that Epsom Playhouse is a venue which is highly valued by the population of the borough, it provides many economic benefits to the area and supports the health and wellbeing of the community.
- 10.2 It was also identified in the scrutiny report that the commitment, professionalism and enthusiasm of the staff and volunteers of Epsom Playhouse was, and is, central to the success of the venue.
- 10.3 Therefore in line with the scrutiny review report, it is recommended that Epsom Playhouse continues to provide its services to the community and that the Playhouse team continues in their efforts to reduce the running costs of the venue.
- 10.4 It is further recommended that the implementation of those areas highlighted by the Scrutiny Review Task Group under the headings Income Generation, Equipment and Building be explored by officers, taking into consideration operational viability, legal implications and financial constraints. Lastly, that the Committee receives a future report(s) on those matters identified as having potential positive business benefits.

WARD(S) AFFECTED: (All Wards);

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Report of the Scrutiny Review Task Group on the Review of Venues

Epsom Playhouse

1. Introduction

- 1.1 This report forms Part 2 of the Audit, Crime & Disorder and Scrutiny Committee Review of Venues, placed in the Committee's work programme in November 2015. The investigation into Epsom Playhouse commenced in January 2017 following the conclusion of Part 1 of the review which looked at Bourne Hall and Hook Road Arena.

2. Aim of the Review

- 2.1 The Review of Venues was intended to contribute to the development of the Council's Medium Term Financial Strategy by ensuring services provided 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. Review Objectives

- 3.1 Six objectives were included within the review Terms of Reference.
- To outline the current service provided by the above named venue 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.
 - To identify key issues that affect the service in the day to day 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.

4. Review Methodology

- 4.1 The Scrutiny Review Task Group appointed in February 2016 to undertake the Review of Venues (Councillors Reeve, Bridger, Smitheram and Teasdale) completed all investigative work. The Task Group held site visits and meetings with numerous Epsom & Ewell Borough Council (EEBC) officers and members. It met with an officer from another district authority with responsibility for its Council owned theatre, and issued an extensive survey to, amongst others, users of Epsom Playhouse. The dates of all information gathering exercises of the Task Group are set out in Table 1 below.

Table 1 – Task Group Activities Undertaken

	Scrutiny Review Task Group Activity	Date
1.	Meeting with outgoing Senior Accountant	5 January 2017
2.	Meeting of Task Group	12 January 2017
3.	Meeting with Head of Legal & Democratic Services and Head of Property	12 January 2017
4.	Site Visit	19 January 2017
5.	Meeting with Head of Venues and Facilities, Business Development Manager, Playhouse Manager and Technical Production Manager	19 January 2017
6.	Meeting of Task Group	2 February 2017
7.	Meeting with Assistant Marketing Manager, House Manager and Box Office Receptionist	2 February 2017
8.	Meeting with Head of Venues and Facilities, Playhouse Manager and Senior Accountant	31 March 2017
9.	Meeting with District Authority	21 April 2017
10.	Meeting of the Task Group	13 June 2017
11.	Consultation	10 – 28 July 2017
11.	Meeting with Community & Wellbeing Chairman and Vice Chairman, and Town Centre Ward Councillors	7 September 2017
12.	Meeting of the Task Group	8 September 2017
13.	Meeting of the Task Group	19 October 2017

- 4.2 The survey ran for 3 weeks from 10 to 28 July. The aim of the survey was to discover the views of local residents and visitors to Epsom Playhouse. It was hoped that these findings would help the Task Group identify whether any specific areas were performing above or below expectations, and whether there was any potential for development. A copy of the report 'Epsom Playhouse Survey 2017' is attached at **Appendix 1**.
- 4.3 The survey was made available both electronically and in paper format. As well as making the survey available on the Council's website, copies were sent to Epsom Playhouse mail shot subscribers and Citizens Panel members. Hard copies were made available in the Playhouse foyer. A total of 1256 survey responses were received.

5. Key Findings

- 5.1 The key findings of the Task Group are discussed below. The findings have been set out according to relevance to each of the six review objectives.

Objective 1: To outline the current service provided by the Epsom Playhouse 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)***

Services Delivered

- 5.2 Epsom Playhouse is a theatre owned by EEBC, situated at the junction of Ashley Avenue and South Street in Epsom. Epsom Playhouse was opened formally on 24 January 1984 and so is now over 30 years old. Part of its current focus is to develop and maintain a friendly and welcoming atmosphere at the venue that is of benefit to the Borough.
- 5.3 Epsom Playhouse is a receiving house (as opposed to a production house). It creates a programme from acts and companies that wish to perform at the theatre, both professional and community. These shows are performed to local residents as well as visitors from outside the borough. The Epsom Playhouse is able to offer the following for performers: 5 dressing rooms; specialised theatre equipment and technical expertise; a Box Office for ticket sales and different marketing options to support the promotion of events and performances. A bar and a Members' bar are provided for theatre goers, members and other visitors. One of the main attractions to Epsom Playhouse over the course of a year is the Christmas pantomime.
- 5.4 Epsom Playhouse also offers room hire for meetings, conferences and training events etc. (See paragraphs 5.14 to 5.20 below.)

Method of Providing the Current Services

Staff

- 5.5 Epsom Playhouse is currently run by a team of 12 permanent staff. A staff organogram is attached at **Appendix 2**. Overall responsibility for the theatre lies with the Head of Venues & Facilities. Two members of staff report directly to the Head of Venues & Facilities, the Technical Production Manager and the Business Development Manager (both roles are discussed below). It is, however, the Theatre Manager that is responsible for Epsom Playhouse on a day to day basis.
- 5.6 The Theatre Manager has a critically important role, being responsible for the development of a varied programme of shows at the theatre across the year and for the smooth day to day running of Epsom Playhouse. Development of the Epsom Playhouse programme is an art. Consideration needs to be given to, amongst others, the nature of the show, anticipated popularity, show saturation, and reputational benefit. The success of Epsom Playhouse is dependent upon its programme. In addition, the Theatre Manager is responsible for the box office, house management, bar and catering operations at the Theatre, as well as carrying out all hire and company negotiations, financial management and invoicing.

- 5.7 The Technical Production Manager is assisted by 2 technicians. Together they are responsible for the provision of technical support at Epsom Playhouse to both professional and community productions/events and for the maintenance of all theatre-specific equipment. The Technical Production Manager also has a number of additional technical responsibilities beyond Epsom Playhouse, such as the provision of technical advice at other EEBC venues, including advice and fault-finding at Bourne Hall, and the provision of lighting and sound for the annual Christmas Lights Switch on. All technicians are multi-skilled, capable in lighting, sound and stage, both in the ability to run shows and in connecting/interfacing visiting companies' equipment, assembling sets etc.
- 5.8 The Technical Team has a pool of casual staff to call upon when needed. In the main, casual staff undertake supplementary work, for example, complete stage format changes. They do occasionally fill in for a permanent member of staff when a staff member is on leave, or whenever there is a greater than usual demand for technicians – arises whenever an event in the Myers Studio clashes with a large-crew show in the Main Auditorium.
- 5.9 As mentioned above, the Playhouse Technical Department is responsible for the maintenance of all the theatre-specific equipment within the building. This includes both loose equipment such as lights, control systems and speakers, and installed equipment such as dimmers (excluding electrical supplies), motorised winches, and the manual-flying system. In the main, first-line maintenance is carried out by the Playhouse Technical Team with further repairs or other requirements such as inspections/certifications undertaken by contractors or suppliers.
- 5.10 Epsom Playhouse's flying system is maintained and inspected annually by its manufacturer/installer. Certification issued to the theatre is kept by the Technical Team. The tallescope (aluminium alloy ladder with platform used within the theatre profession for gaining access to high rigging etc.) is inspected by its manufacturer; certification is kept on display in the load dock. Production lighting installation (dimmers etc.) are maintained and inspected annually by an electronic engineer; certification is not required. PAT testing of production lighting equipment is performed in-house on an annual rolling basis. There are a number of other inspections and certifications which take place in and around the building in accordance with various requirements, not least general fire safety and fire extinguishers. Fire risk assessments of Epsom Playhouse are undertaken (Regulatory Reform (Fire Safety) Order 2005).
- 5.11 The theatre shuts down in August to enable essential maintenance, inspections, cleaning and redecoration, and any major improvement works to take place. A rolling schedule for backstage redecoration is operated during which the back stage corridors, kitchen, dressing rooms as well as the Myers Studio are re-painted; this work is undertaken by the Playhouse Technical Team.
- 5.12 The Business Development Manager's responsibilities relate to development of the commercial success of Epsom Playhouse (and other EEBC venues). Included within this is a responsibility for marketing the venue for which he is supported by the Assistant Marketing Manager. The Assistant Marketing Manager has the additional responsibility to promote individual shows depending on the wishes of the professional artist or community hirer.

5.13 The remaining staff at Epsom Playhouse include 2 part time House Managers, 2 part time Box Office receptionists and from 1 April 2017, a full time Bar Manager, all of whom report direct to the Theatre Manager. The House Managers are supported by 43 volunteer stewards (discussed in paragraphs 5.56 and 5.57 below), together they support shows performed at Epsom Playhouse, managing/assisting the audience and ensuring that health and safety policies are adhered to. The Box Office staff and Bar Manager are assisted by casual staff as and when needed.

The Main Auditorium, Myers Studio and other rooms at Epsom Playhouse
5.14 Shows are performed in the Main Auditorium and the Myers Studio. The Main Auditorium, accessed directly from the foyer and first floor, is a raked auditorium seating 450. As highlighted above, it is hired by professional artists, for example, Des O'Connor and Paul Zerdin have both visited Epsom Playhouse, community groups such as resident drama school classes, music and dance groups, as well as companies and other organisations for meetings and training events. Currently the Playhouse programme for the auditorium is weighted 60% professional and 40% community. The Main Auditorium has a full programme across the year and rarely has any spare capacity to schedule any further shows. The least likely day for a professional performance to be scheduled in the Main Auditorium is a Monday.

5.15 Film seasons were once held in the Main Auditorium at Epsom Playhouse. These film seasons have now ceased. Reasons behind this decision highlighted to the Scrutiny Review Task Group include: lack of financial viability; need for a digital projector for the auditorium (estimated costs start at £25k plus maintenance costs – the current equipment is obsolete as the majority is over 25 years old). There is also the inability to offer sufficient theatre time (only able to offer supplier ad hoc dates as opposed to a run of dates) which restricts showings to second releases only; local competition and accessibility of films on line. All the above areas have been considered thoroughly, it was felt that this option is not financially viable when staffing, ticketing and ancillary services required for the events are also taken into consideration for a minimal return.

5.16 In comparison, the Myers Studio, accessed directly from the foyer at ground floor level, is a much smaller hall, seating just 80. It lends itself to the smaller performance such as magic and jazz shows as well as meetings, presentations and small conferences. The Myers Studio has greater spare capacity - 9.30am to 4.30pm most days apart from August, December and term time Saturday mornings.

5.17 Technical provision is well established in both the Main Auditorium and the Myers Studio. It is professional, but is on a smaller scale in comparison to the larger theatres. Technical hire charges exist for the different technical packages/elements although professional show contracts will usually address the technical requirement of a production including any associated costs.

5.18 The Playhouse bar, also available to hire for meetings or workshops etc., is located on the ground floor and is accessed towards the rear of the foyer just to the left of the Box Office. It is located (together with the Myers Studio) in an area known colloquially as 'the cottages' (the façade onto South Street takes the appearance of three cottages). The cottages are leased by the Council. The current lease remains in place until 2022. The bar was operated by an independent company, but was brought in house on 1 April 2017. The bar offers pre show snacks as well as drinks. Interval drinks can be ordered in advance by use of an order form. The Members' Bar is located on the first floor. Unfortunately, this room has restricted access; the

Members' bar can only be accessed via stairs from the foyer, no lift is available. The room is used sparingly for meetings, functions and other such bookings.

5.19 The Box Office, which is located at the rear of the foyer, is normally open from 10am until 8pm Mondays through to Saturdays. On Sundays and public holidays it is open 1 hour prior to curtain up whenever there is a performance. Outside these times messages can be left on a 24 hour answer phone. Occasionally, the theatre may close earlier if there is no evening performance. Over the last few years box office hours have reduced; between 1 April 2013 and 31 March 2016 they were reduced by 460.5 hours. All shows can now be booked online via the Playhouse website. Epsom Playhouse Box Office currently provides box office services for 2 external shows (Wings and Wheels, and Epsom Fireworks Display and Funfair).

5.20 The remaining public facilities at Epsom Playhouse that should be mentioned are the toilets. The male and female toilets are located both sides of the main entrance, on the ground floor, and on the first floor. A disabled toilet is provided on the ground floor.

Hirer Categories

5.21 Epsom Playhouse recognises different categories of hirer. The different hire rates are shown on the Epsom Playhouse website. In relation to the Main Auditorium, 3 categories of hirer are recognised:

- Commercial - person or organisation who hires for commercial gain
- Standard - voluntary organisations based outside Epsom & Ewell, or private parties, dance exercise classes and staff training for Epsom and Ewell based companies
- Community – Epsom and Ewell based voluntary organisations whose activities are held within the borough.

For the Myers Studio there are just 2 categories of hirer: standard and community.

5.22 When hiring the Main Auditorium or Myers Studio, a hirer may choose to take up the additional services on offer at Epsom Playhouse, that is, Box Office services, and/or technical and marketing packages. Professional hirers will draw up a contract with the Epsom Playhouse Manager to cover these and other relevant matters.

5.23 Various types of contract with receiving houses can be sought by the promoter or agent of the professional artist or company. The amount of income that a theatre can secure from an agreement (excludes additional sources of income such as ice cream sales etc.) is dependent upon the type of agreement secured. The different forms of agreement comprise:

- Percentage – ticket sales are split between the theatre and the professional company/artist according to an agreed percentage
- Guarantee – a fee is fixed between the professional company/artist and the theatre, this amount is paid to the company/artist whatever ticket sales are made.
- Guarantee then percentage – as for guarantee a figure is agreed between the company/artist and theatre. Any ticket sales made above this figure are then divided according to an agreed percentage split
- First Call – company/artist receives all the ticket sales up to an agreed first call, any additional ticket sales are kept by the theatre
- First Call v percentage – ticket sales up to an agreed amount belong to the company/artist, or if the amount works out greater, the company/artist will take the agreed percentage split.

Examples of how the different forms of agreement are applied have been set out at **Appendix 3**.

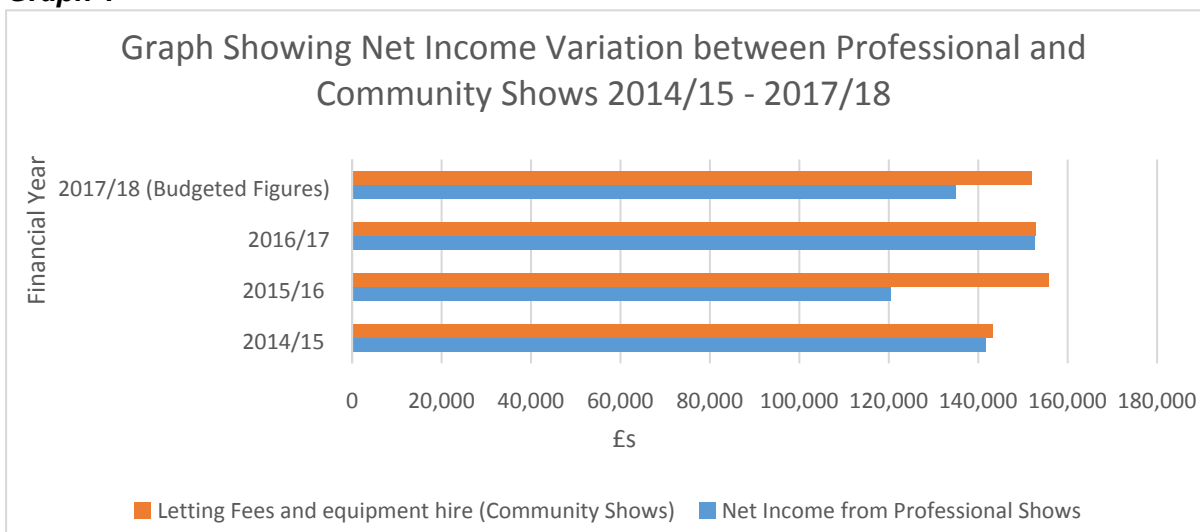
- 5.24 Guarantee agreements expose a theatre to an element of risk; any individual guarantee agreement could result in a loss for a theatre. In the 10 years between 2006 and 2016, the Epsom Playhouse budget for guarantee fees has reduced by approximately 97 %. First call agreements are of lower risk for a theatre. Although first call agreements can generate zero income for a theatre, they will not result in a loss for a theatre.

Detailed Budget for the last three years including revenue and capital expenditure.

Revenue

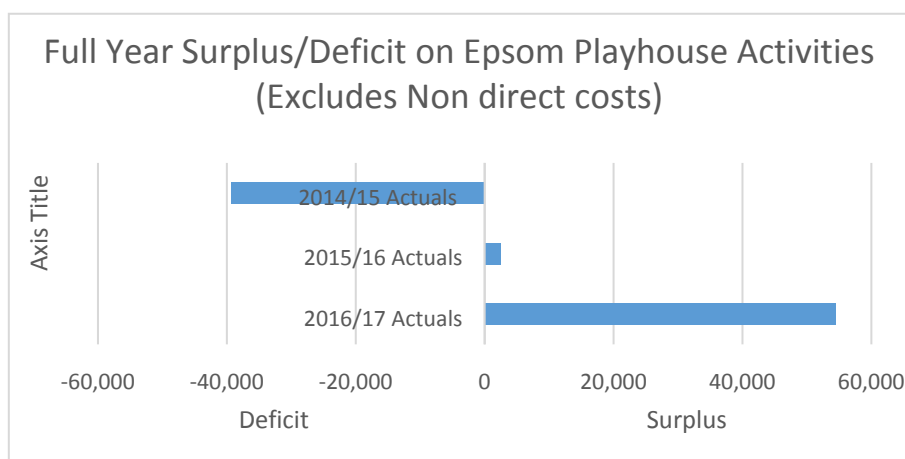
- 5.25 The Epsom Playhouse budgets together with end of year actuals for the three year period 2014/15 to 2016/17 are set out at **Appendix 4**. Also included are 2017/18 budget figures and the 2017/18 quarter 2 forecast.
- 5.26 The data at Appendix 4 is separated into two tables. The top table shows the surplus and deficit made on Epsom Playhouse activities. The second table sets out Epsom Playhouse non direct costs including building costs, capital expenditure, and other additional costs (indirect employee costs, central charges and asset rents). The overall subsidy met by the Council for each of the three years concerned is set out in bold at the bottom of the page.
- 5.27 Comments made to the review stated that the Playhouse budget is best viewed over a 3 year period due to variations arising year to year. Some years would see net income from professional shows outperforming net income from community performances/other events and vice versa. Professional shows, although they do often return to Epsom Playhouse, would not normally return year on year due to show saturation. Depending on the community hirer, community shows might be held on an annual or longer basis.
- 5.28 Analysis of the Playhouse Actuals 2014/15 – 2016/17 and the 2017/18 budget highlights a number of points which have been set out in the bullet points below and illustrated in Graph 1 below.
- Net income (including equipment) generated from community hires:
Improved by approximately £12.5k between 2014/15 and 2015/16.
Remained fairly constant between 2015/16 and 2016/17
Is planned to remain fairly constant between 2016/17 and 2017/18.
 - Net income generated from professional shows:
Fell between 2014/15 and 2015/16 by just over £21k.
Improved by over £32k between 2015/16 and 2016/17.
Is planned to reduce by over £17k between 2016/17 and 2017/18.
 - Net income generated by professional shows was fairly constant with that generated from community hires (excluding commission) in 2014/15 and 2016/17.
 - Community hires outperformed professional shows by over £35k in 2015/16.
 - Net income generated from community hires (excluding commission) is budgeted to outperform that generated by professional shows in 2017/18.

Graph 1



5.29 Over the 3 year period 2014/15 – 2016/17, actual figures show an overall improved position of over £90k on Epsom Playhouse direct activities (top table at Appendix 4 and Graph 2 below) despite increases in direct employee costs and the cost of utilities. Current service running costs have reduced from 2014/15 levels, although they are budgeted to increase this year (2017/18) in comparison to last year. Income from sales of programmes, confectionary, ice cream etc. has seen fairly constant uptake. However, membership levels have been reducing since 2014/15 and as such income generated from membership has reduced (see paragraph 5.54 below).

Graph 2



5.30 During the three year period 2014/15 – 2016/17 the Playhouse Bar was outsourced. The Council received a set income from this contract irrespective of how well the bar performed (included within Contract receipts, advertising income). Exclusivity clauses restricted the production of food and drink at Epsom Playhouse to the external company alone. On 1 April 2017, the Epsom Playhouse Bar was brought in house. Staff plan to increase income generated from the bar by developing the bar's operations in house. (Bar expenditure and income have been included at Appendix 4 as from 2017/18.)

5.31 At the end of Q1 2017/18 the income for drinks and snacks etc. was broadly on target and in line with profiled estimates. However, since then, expenditure on staffing and

provisions have increased beyond budget placing some pressure on the net income figure which is reflected in the Q2 figures at Appendix 4. The full position will not be clear until after the busy Pantomime season.

- 5.32 Epsom Playhouse non direct costs, business rates and insurance have increased over the last few years. However, in comparison, costs associated with cleaning and maintenance as well as indirect employee costs have reduced. Asset rents reflect accounting entries relating to assets used by services. The most common charge is for depreciation, but in 2016/17 accounts there was a credit relating to a notional revaluation, resulting in a charge lower than budget. No further revaluations are anticipated over the next few years.

Capital

- 5.33 During the 3 year period 2014/15 – 2016/17 capital expenditure was used to meet the cost of essential roof repairs. The Scrutiny Review Task Group understands that this current year 2 capital bids have been made. Further details are set out at paragraph 5.63 below.

Other Financial Considerations

- 5.34 The potential for Epsom Playhouse to influence the economic prosperity of Epsom Town Centre was raised during the review. Questions in the survey were developed to try and understand what affect, if any, Epsom Playhouse visitors had on the Town Centre. Respondents to the survey were asked 'On your most recent visit to Epsom Playhouse, did you also:

- Go shopping?
- Have a meal in a local restaurant/pub?
- Have a drink in a local restaurant/pub?

- 5.35 The responses received are set out in Table 2 below. Those respondents who stated that they had visited a local restaurant/pub/café highlighted a variety of establishments (see Appendix 1 for details).

Table 2 – Responses to survey questions

<i>On your most recent visit to Epsom Playhouse, did you also:</i>	Yes	No
Go shopping?	16% (n=151)	84% (n=787)
Have a meal in a local restaurant/pub?	40% (n=431)	60% (n=652)
Have a drink in a local restaurant/pub?	28% (n=277)	72% (n=706)

- 5.36 Epsom Playhouse is currently working in partnership with Bill's Restaurant. A scheme has been agreed whereby customers who buy tickets for Epsom Playhouse are given a Bill's voucher. This voucher entitles the bearer to 20% off the total bill if they eat at the restaurant between the hours of 4pm and 7pm. The scheme is designed to be mutually beneficial to both Epsom Playhouse and Bill's Restaurant.
- 5.37 Respondents to the survey were asked whether they thought Epsom Town Centre benefitted from Epsom Playhouse. 95% of respondents to this question (n=1055) stated yes. In response to a separate question which asked respondents whether they thought that the Borough benefitted from Epsom Playhouse, 95% of these respondents (n=1057) stated yes.
- 5.38 In addition to the above, the Task Group looked to see whether Epsom Playhouse generated any 'other' income, that is, income not attributed to Epsom Playhouse accounts. For example, respondents to the survey that stated they travelled by car to the Epsom Playhouse were asked where they parked their car. 89% (n=887) of those that responded to this question stated that they parked in the Ashley Centre multi-storey car park.
- 5.39 Although there is no precise way of knowing whether a car park user of the Ashley Centre car park has visited Epsom Playhouse or not, the number of car park users leaving the car park between 9pm and midnight on show nights was gathered and compared with that of non-show nights. The average income taken by the pay machines after 9pm on these dates was also compared. Figures for the whole of 2016/17 showed that on average across the year, an additional £182.70 is taken on a show night in comparison to a non-show night. This equates to £34,164.26 additional income for the year.
- 5.40 It should be noted that the above calculation is very rough and is intended only to provide a picture of the wider impact of Epsom Playhouse. It does not take into account the pantomime and shows/events held during the day. In addition, it should be highlighted that there are additional costs to running the Ashley Centre car park arising from Epsom Playhouse, in particular, those related to ensuring users are provided with an efficient and safe service across all relevant hours.

Provision of performance data and comparison with others (where possible)

- 5.41 A number of other theatres are located in the areas surrounding Epsom Playhouse. These include:

- Leatherhead Theatre - a Grade II Listed theatre run by the Leatherhead Revival Trust since 2001. It receives no funding from the local authority and is dependent upon its ticket sales, venue hire, coffee shop, bar and donations. It shows live performances, the latest film releases, and other screenings such as the Royal Shakespeare Company Live.
 - Croydon Fairfield Halls – this venue is currently closed for refurbishment, forming part of a £30million redevelopment of the area into a cultural quarter for Croydon. The venue is due to reopen in 2018.
 - Dorking Halls – this venue is owned by Mole Valley District Authority. It currently shows live performances, the latest films and other event screenings. It is home to a regular antiques fair, organises trips to West End shows and runs a Comedy Club with Comedy and Curry nights.
 - The Harlequin Theatre and Cinema, Redhill – this is a Reigate and Banstead Borough Council venue. Shows are held in the Auditorium (seating 422 - 764) and include live performances such as drama and music. The latest film releases are shown in the Waller Cinema (100 seat cinema). It has its own Harlequin café open Monday to Saturday serving light bites and hot food from 12 noon to 2pm.
 - Rose Theatre, Kingston – largest producing theatre in South West London, seats up to 900 people in the main auditorium, two other spaces and the café are available for hire.
- 5.42 The circumstances relating to two theatres located in the London Borough of Sutton, the Secombe Theatre and the Charles Cryer Studio Theatre, were viewed with interest. The operation of all theatre related services at these two theatres were transferred by Sutton Council to the Sutton Theatre Trust in June 2015. The Council remained as landlord to both properties. Unfortunately the Trust went into liquidation on 11 August 2016; the theatre buildings were handed back to the Council in October 2016. Minutes of a meeting of the Environment and Neighbourhood Committee at Sutton Council held on 26 January 2017, record that a 'failure to attract audiences and a lack of financial sustainability were given as reasons behind the recent closure of Sutton Theatres Trust'. The minutes went on to record that '...any new proposal needed to cover maintenance and repair costs in addition to means of income generation'.
- 5.43 The Chairman of the Task Group visited a council owned theatre with the Head of Venues & Facilities to view how it operated and to identify any examples of good practice. The theatre, which was comparable to Epsom Playhouse, started in 1965; it was refurbished in 2014. The theatre was of a similar size, was a receiving house, and had the same 60% / 40% split of professional shows to community hires. The professional shows were, however, limited to Thursday through to Sunday in the main. The theatre offered rooms for hire and was licensed to hold weddings. The seating in the main auditorium could be retracted which enabled that area to be used in different ways, for example a series of comedy curry nights. The seats themselves were refurbished, the cost of which is being met by means of a levy of £1 on each ticket sold. This levy is openly highlighted to customers.
- 5.44 The theatre produces its own pantomime, purchasing a script and hiring a director to organise the show. In addition to holding professional and community shows/events, the theatre screens performances of the National Theatre Live and also has a very successful children's theme party organiser. The theatre organises a 2/3 day open-air music festival with tribute bands, but this has not always proved as successful as hoped as it is weather dependent. Like Epsom Playhouse, the theatre has taken its bar back in-house, although catering is brought in as needed. Diversification into

providing meals did not prove successful. Unlike the Epsom Playhouse, volunteer stewards were not utilised at the theatre.

- 5.45 The Council concerned has previously looked at the potential of moving management of the theatre to a Trust, but this was rejected. The Council has also looked at paying a management fee to a production company; this was rejected for financial reasons. The theatre is currently subsidised by its relevant council to a greater extent than the Epsom Playhouse.

Objective 2: To measure and assess the effectiveness of the present service, including staff, to identify the best use of resources.

Epsom Playhouse Consultation

- 5.46 The findings of the survey provide one means by which the effectiveness of the service at the Epsom Playhouse can be measured. An overview of the survey's more relevant findings are set out below.
- 5.47 Overall, the results to the survey were positive with respondents generally registering favourable feedback. 50% (n= 592) of respondents stated that they had visited Epsom Playhouse within the six months immediately preceding the survey. A very small percentage stated that they had never visited Epsom Playhouse (4%, n= 50). When these respondents were asked what would make them interested in visiting Epsom Playhouse more often, the majority of respondents commented on the quality of the shows (52%, n=22). Respondents commented that they wanted 'interesting plays', 'Better quality productions such as touring rep plays', 'Shakespeare and opera' and 'Bigger stars and bigger shows'.
- 5.48 Out of all those respondents who had visited Epsom Playhouse, the purpose of their most recent visit was to attend a show/event in the Main Auditorium (93%, n=1108). 82% (n=935) of respondents stated that they made, on average, one to three visits per year. Unfortunately it was not possible from these results to see how many of these respondents actually made return visits to Epsom Playhouse. This would have provided some understanding of how many respondents chose to return to Epsom Playhouse and therefore evidence a perceived level of satisfaction. Respondents were, however, asked to rate satisfaction levels with various aspects of the theatre, in relation to the quality of the show/event, 90% (n=1092) provided favourable responses, only 3% (n=34) reported an unfavourable response.
- 5.49 Satisfaction levels associated with other aspects of Epsom Playhouse evidenced a positive response. In particular, the following favourable responses were recorded:
- Ease of booking - 90% (n=1004)
 - Box Office – 86% (n=998)
 - Politeness and friendliness of staff – 91% (n=1064)
 - Availability of staff – 80% (n=923).

The lowest satisfaction rate recorded related to the bar service. Although fairly high neutral (19%, n=220) and 'Don't know' (20%, n=233) responses were received, unfavourable responses were recorded at 8% (n=82). Other areas recorded unfavourable responses of no greater than 3%. Comments received to explain an unfavourable response include 'Bar service is very, very slow', 'Slow service' and 'Very long queue for drinks at the interval'. Other general comments received include 'The bar area and seating looks old, tatty run down and extremely tired. It is the

worst bar area of all theatres’, ‘The place could really do with some renovation. The toilets were terrible’, and ‘There are 2 rows with restricted leg room’.

- 5.50 Cleanliness levels across Epsom Playhouse were on the whole fairly high. The best satisfaction levels for cleanliness related to the entrance area (92% n=1077), Main Auditorium (91% n=1054) and toilets (79% n=924). The Myers Studio only recorded a favourable response of 28% (n=303) regarding its cleanliness levels, but its ‘Don’t know’ responses were recorded at 61% (n=655).
- 5.51 A number of comments were received from respondents to the survey highlighting areas that they considered needed to be changed or improved at Epsom Playhouse. Similar themes permeated through these comments including: variety / quality of shows (n=188), bar/restaurant (n=62), décor/updating/maintenance (n=51), seating (n=50), toilets (n=33), films (n=21), accessibility / lift (n=18), and foyer (n=6). A full list of comments is included at Appendix 1. However, it is also worth noting that 94% of respondents (n=1092) stated that Epsom Playhouse offered good value for money. In addition, 95% of respondents (n=1057) stated that they would recommend Epsom Playhouse.

Ticket Sale Performance

- 5.52 Table 3 below shows the number of Epsom Playhouse tickets which were sold for the years 2014/15 and 2015/16, total annual subsidies and subsidy per ticket. Please note that in column 2, the number of tickets issued does not include those ticket sales made via an independent ticket agent nor those made via a community hirer’s own box office.

Table 3 – Annual subsidy per ticket figures

Year	Number of Tickets Issued*	Total Subsidy (£s)	Subsidy per Ticket (£s)
2014/15	71,115	418,197	5.88
2015/16	76,071	396,141 (excludes capital costs)	5.21 (excludes capital costs)

- 5.53 Figures on the number of ticket sales made according to postcodes were viewed in order to try and establish the sale of tickets to customers living within and outside the borough (postcodes are not known for all ticket sales made). However, this information has not been used in this report as the reliability of the data was queried - some postcodes attributed to being outside the borough were known to cross both sides of the borough boundary. It is perhaps worth noting however, that 72% of respondents (n=835) to the Epsom Playhouse survey stated that they were a resident of the borough.

Pass card Membership

- 5.54 Over the last 3 years, membership of Epsom Playhouse has fallen. This is illustrated by the amount of income generated each year under membership fees. In 2014/15, £2010 was generated; in 2015/16, £1547 was generated and in 2016/17, £1,345 was generated. The decline is expected to continue in 2017/18 - membership fees for 2017/18 are budgeted to generate £1000 in income, a reduction of 50% in comparison to 2014/15 figures.
- 5.55 Just 10% (n=104) of the respondents to the survey stated that they were a current member of the Epsom Playhouse pass card. Staff are aware of this decline in membership and have started to design a new scheme.

Use of Volunteer Stewards

- 5.56 Epsom Playhouse has a team of 43 volunteer stewards. The review has heard evidence that Epsom Playhouse would not be able to operate as it does without these volunteers, some of whom have been supporting Epsom Playhouse for a long time. The majority of current volunteers have been stewarding for over 20 years, the longest serving volunteer has been stewarding for 31 years.
- 5.57 Most volunteer stewards provide support to a minimum of 3 performances during the course of a month. This commitment fluctuates according to the number of performances scheduled, it peaks during the Christmas period when volunteers can support 3 or more performances a week. A list of volunteer steward duties is attached at **Appendix 5**. As highlighted in paragraph 5.49 above, although not specific to volunteer stewards, 91% (n= 1064) of respondents to the survey reported a favourable response when asked to rate the politeness and friendliness of Epsom Playhouse staff.

Objective 3: To identify key issues that affect the service in the day to day operation of supplying the service.

- 5.58 During the course of the review a number of issues, all of which impact the service provided to varying degrees, have become apparent. Some of these issues have been highlighted through first-hand experience of Task Group members, others through meetings and lastly others through the Epsom Playhouse Consultation.
- 5.59 The first key issue relates to the technical equipment. The production equipment at Epsom Playhouse is generally professional, theatre specific equipment. A lot is original to the building, installed back in 1984. As the equipment has aged, maintenance and repairs have proved more difficult to undertake in relation to some items.
- 5.60 General theatre lights are simple to maintain and are long-lived. Although now surpassed technically by newer equipment, the theatre lighting at Epsom Playhouse remains maintained and serviceable. In comparison, technical equipment such as mounted lights and sound controls, are more-short lived. The lighting desk is kept current by software updates; this will continue until the hardware is obsolete. Likewise, the analogue sound desk is still fully functional but it is starting to fall behind the latest digital technologies; being a high value item it will remain in service until uneconomical to maintain. Other examples of technical equipment include the radio mics which, due to the nature of the item, are prone to damage, and intercom headsets which have high levels of wear and tear.

- 5.61 The Technical Department does have a general maintenance/equipment budget, currently this is set at £18,200. All current update/upgrade projects plus the rolling programme of backstage building redecorations are funded from within this budget. There is no set provision for upgrades or replacement of high-value items. Where major projects are identified, staff have applied for capital funds from the Council. Some applications have been granted, others not.
- 5.62 The Scrutiny Review Task Group was provided with a list of all technical equipment at Epsom Playhouse. This list sets out the age of the equipment, its future life expectancy and current renewal costs. The Technical Manager was asked to identify from the equipment list that equipment which will be at 'end of life' within the next 5 years. Three items were highlighted as being in most need of replacement, these are set out in Table 3 below.

Table 3: Epsom Playhouse Technical Renewals – 5 Year Assessment

Technical Renewal Identified as being required within 5 years	Stage Floor (lino) and Substructure (High Priority)	Stage Lighting Dimmers 86 Rank Permus dimmers (80 x 2.4kW, 6x4.8kW) 48 Rank PIPS dimmers (48 x 2.4kW)	Stage Lights 13 Sil 30 1kW 16 Sil 25 1kW 8 Harmony 22/40
Current Age	17 - 22 years	20 – 30 years	32 years
Comments	The stage floor has reached the end of its effective life and hence is requiring repeated maintenance.	186 dimmers are installed in the Main Auditorium, 86 are original to the building, and a further 48 are over 20 years old. Although maintained regularly, they have been obsolete for over 10 years. Current contractor is still supporting these units but this will not continue indefinitely.	Although some stage lights have been replaced, others (the same age as the building) are still being used despite being obsolete. Spare parts are in short supply. New units are more efficient and effective therefore in order to maintain consistent lighting, as a minimum, identical units need to be replaced in batches of 4.
Renewal Cost (at 2017) (£s)	15,000 (approximate value - stage covering only)	20,000 10,000	6,500 8,000 4,000

- 5.63 This current year staff have submitted 2 applications for capital funds in relation to Epsom Playhouse as set out below:

- Replacement of stage (cost £36k), the stage flooring has reached the end of its effective life and requires repeated maintenance.

- Refurbishment of existing first floor dressing rooms (cost £30k)
- 5.64 Previously, Epsom Playhouse has paid into a repairs and renewals reserve. However, in 2015/16 these funds were put towards roof repairs. Payments into the repairs and renewal fund are budgeted at £3k per annum from 2017/18 but the fund is starting from a nil position.
- 5.65 A second issue identified during the review relates to the seating in the Main Auditorium. The seats, which are the same age as the building, can be restrictive to some in both size and leg room. Only four spaces on either side of the auditorium are available for customers with wheel chairs. These spaces are limited when large speakers are in use for a particular show. In addition, the front 2 rows of seats need to be adjusted whenever the orchestra pit is required. In response to a question in the Epsom Playhouse Consultation which asked whether there was anything respondents would like to see improved at Epsom Playhouse, 8% (n=50) of respondents to this question commented on the seating. Examples of comments made include 'Cramped seating', 'The seating is very squashed. Although I am short I feel very confined and have no leg room' and 'I find the leg room very limited and I am only 5 feet tall'.
- 5.66 Other issues identified relate to the building itself. General accessibility issues for customers in wheel chairs exist. Access to space for wheelchairs in the Main Auditorium (far side from the foyer) require visitors to go back outside the theatre and gain access through an emergency exit. The Members' Bar has accessibility issues, being accessible only by means of stairs from the foyer. This limits the ability to hire out this room.
- 5.67 The size of the foyer was raised. At busy times the foyer can become very tight for customers and staff. Six respondents to the Epsom Playhouse survey commented on the foyer as being an area for change or improvement. Comments made include 'The foyer is rather small' and 'A bigger foyer area'. The current location of the Box Office was also raised during the review (protruding into foyer). Noise from the foyer can be distracting for Box Office staff, especially at busy times.
- 5.68 The number and condition of the toilets was highlighted as an issue. During performance intervals a large queue for the ladies toilets can develop, impacting on an already tight foyer area. Respondents to the Epsom Playhouse survey (n=33) commented that better toilet facilities were needed, that there were insufficient toilets especially during intervals and that the toilets were old and not nice to use.
- 5.69 Lastly, issues surrounding the Epsom Playhouse bar were identified. As mentioned earlier in this report, the Playhouse Bar was, prior to 1 April 2017, contracted out to an external company. This contract provided exclusivity rights to that company which impacted on the ability of Epsom Playhouse staff to develop the potential of this particular resource. Since 1 April 2017 the Playhouse Bar has been operated by the Council. Issues surrounding its layout, accessibility and the kitchen have been discussed. A particular issue which has been raised relates to the pre-ordering and collection of interval drinks. Queues at the bar during performance intervals can be long and impact negatively on a visitor's enjoyment of interval drinks/social time (see also paragraph 5.49 above).

Objective 4: To understand the needs of the customer base and how the service could be developed to generate further income or reduce costs.

- 5.70 Some of the findings of the Epsom Playhouse survey help support an understanding of the needs of the Epsom Playhouse customer base. This information is discussed below.
- 5.71 Responses to the survey showed that the majority of respondents were within the middle three age groups specified, 45-54 (20%, n=247), 55-64 (27%, n=325) and 65-74 (29%, n=352). The younger age bands saw a collective response of 11.8% (n=147). The older age bands received a collective response of 12.5% (n=151). In total 90% of the respondents stated that they were British White (65% n=789) or English White (25% n=302). In relation to religion or beliefs, the majority of respondents stated that they were Christian (60%, n=730), this was followed by of 'no religion' (28%, n=329). Minority religions or beliefs included Buddhist (n=6), Hindu (n=5), Muslim (n=3), and Jewish (n=1). Lastly, 71% (n=840) of respondents stated that they were married or were in a civil partnership.
- 5.72 When asked which genre of show respondents were interested in seeing at the Epsom Playhouse, music gained the highest percentage with 80% (n=952). Comedy followed with 59% (n=699) and then drama with 54% (n=642). Music and comedy are currently catered for at Epsom Playhouse. However, the Scrutiny Review Task Group was informed that drama has proved unpopular with visitors to Epsom Playhouse.
- 5.73 Further analysis of these 3 particular genres (music, comedy and drama) according to age highlights some interesting facts, although the small numbers involved in some cases should be noted (details set out at Appendix 1). Music was most popular in the 55-64 age range (second largest age group represented in the survey responses). Comedy evidenced a rough general decline in popularity as the age range increased (excludes the 95+ age group). Drama evidenced greater popularity in the middle three age ranges together with the 75-84 age range (excludes the 95+ age group). Lastly, although both drama and music were most popular in the 55-64 age range, drama secured just 60% whereas music gained a 90% response.
- 5.74 Although receiving a low number of responses, examples of other genres of show which respondents stated they were interested in include talk shows/lectures (20%, n=18), film (16%, n=15), Variety/Theatre shows (7%, n=6), and Solo/Talent/Ethnic productions (7%, n=6). (Details are set out at Appendix 1.)
- 5.75 Respondents to the survey identified how they found out about the last show they attended at the Epsom Playhouse. The majority of respondents (35%, n=415) highlighted 'Leaflets/brochures/posters'. The second most popular response was the 'Epsom Playhouse website' (31%, n=367). The third most popular response was 'Epsom Playhouse's What's on Guide' (29%, n=349). Other more popular responses include, 'Local newspaper/magazine', 'E-shot/newsletter', 'Roadside banner/noticeboard', and 'In person' at the Epsom Playhouse.
- 5.76 Lastly, in relation to general room hire at Epsom Playhouse, 51% (n=584) of respondents to the survey stated that they were aware that the rooms, including the Main Auditorium, were available for hire. Only 11% (n=117) of respondents stated that they hired rooms elsewhere. Where respondents had hired rooms elsewhere, the majority were located at local community halls, churches and schools (n=29).

5.77 Staff at Epsom Playhouse have given consideration to different ways by which services provided at Epsom Playhouse could be developed further. Ideas highlighted include:

- Sponsorship of Epsom Playhouse by local companies
- Development of a business balcony in the Main Auditorium
- Increased advertising – use of banner space in quieter times
- Arts and craft fairs
- Development of the Members' Bar
- Development of a new membership scheme
- Potential for a digital advertising display outside Epsom Playhouse
- Provision of afternoon teas when matinee shows held
- Provision of a free standing gallery bar
- Provision of a cash machine
- Potential to explore utilisation of current film equipment to provide a film season in the Myer's Studio

Objective 5: To identify alternative ways to deliver the service including the do nothing option

5.78 During the review, five different options for the future delivery of services at Epsom Playhouse were identified and considered by the Task Group. To ensure completeness, the fifth option, closure of the venue, was included within the list. The full list of options considered is set out below.

- Do nothing, continue as is
- Continue to deliver services as is, but explore options for further business development
- Transfer operation of Epsom Playhouse to an external management company
- Hand over operation of Epsom Playhouse to a trust
- Closure of venue.

Objective 6: 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

5.79 Each option identified for the future delivery of services at Epsom Playhouse, set out in paragraph 5.78 above, has been evaluated. This evaluation has not included a detailed financial assessment of the different aspects of each option, but instead appraises the potential strengths, weaknesses, opportunities and threats arising from each. The full evaluation is set out at **Appendix 6**.

6. Conclusion

6.1 Overall, the Scrutiny Review Task Group consider that review investigations have shown that Epsom Playhouse is a valued Council resource. Testimonials have been received from professional artists, representatives of local community groups and from visitors to the venue; survey responses were positive. Epsom Playhouse contributes to the Council's Corporate Priorities, notably 'Supporting our Community' and 'Supporting Businesses and our Local Economy'. It provides professional

support to local community music, dance and theatrical groups, health and wellbeing benefits to the local population, and economic benefits for the area, Epsom Town Centre in particular.

- 6.2 Staff and volunteers working at Epsom Playhouse are professional and committed. They are full of enthusiasm and support for the venue. They are key to the continued success of the venue.
- 6.3 The Scrutiny Review Task Group consider that Epsom Playhouse should continue to deliver its services to the community and that staff should continue their work to reduce the overall costs of running the theatre. The Scrutiny Review Task Group recognise that Epsom Playhouse is facing a number of issues, but also consider that it has potential to explore a number of new business opportunities. As such, the Scrutiny Review Task Group wishes to highlight a number of matters under 3 headings 'Income Generation', 'Equipment' and 'Building' for further exploration and consideration. The practical, legal and financial implications of each will need to be considered in line with any future town centre plans.

Income Generation

- Digital Advertising Display outside Epsom Playhouse
- Development of an Epsom Playhouse App which enables theatre seat bookings, pre and interval drinks orders, and, potentially in the future, restaurant bookings
- Naming and sponsorship of Epsom Playhouse
- Sponsorship of the Epsom Playhouse Bar
- Work on development of Epsom Playhouse membership scheme to be completed
- Concessionary priced tickets offered to social clubs of local businesses for those shows with lower uptake of seats (it is recognised that this will be dependent upon the agreement of the professional artist/community hirer)
- Possible use of theatre for themed children parties

Equipment

- Establishment of a rolling replacement/refurbishment plan for technical equipment at Epsom Playhouse
- Exploration of external funding sources, for example, the Arts Council

Building

- Use (where possible) of the Myers Studio for the collection of pre ordered drinks
- Further consideration of the best use of the Members Bar
- Refurbishment of the public toilets (number of toilets provided is controlled by the British Standard on Sanitary Installations for buildings such as theatres)
- Any potential redevelopment opportunity to provide greater space within foyer
- Potential to create theatre boxes upstairs in the Main Auditorium

7. Acknowledgments

- 7.1 The Scrutiny Review Task Group wishes to thank all those who assisted the Task Group in completing its investigations - attending meetings with the Task Group members and providing evidence to its review. The Scrutiny Review Task Group would, in particular, like to thank the Epsom Playhouse Manager and Technical Production Manager for their input.

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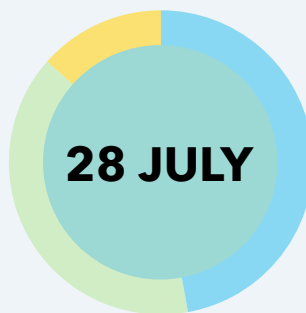
Epsom Playhouse Survey 2017

Report prepared for: Audit, Crime & Disorder
and Scrutiny Committee

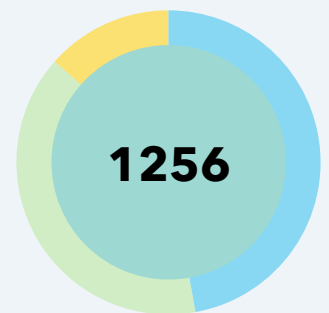
Date August 2017



Date sent to respondents



Deadline



Responses received



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Objective and methodology	4
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Summary of main findings

AGENDA ITEM 6
ANNEXE 1

Top Three!

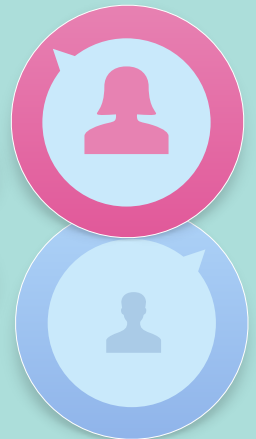
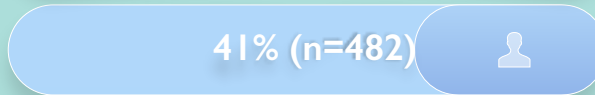
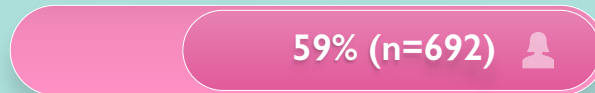
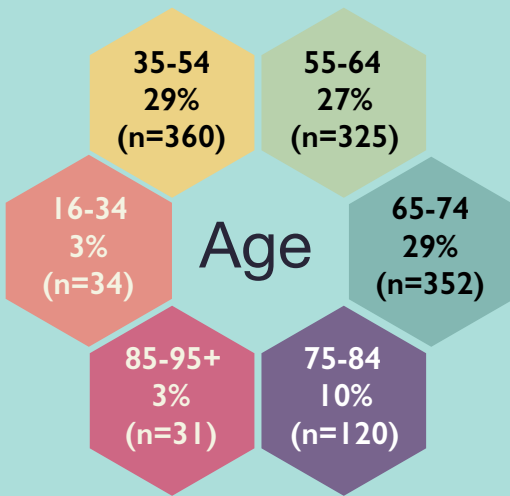
Politeness and friendliness of staff, 91% satisfied

Ease of booking 90% ticked very satisfied or satisfied

Quality of shows/event, 90% ticked very satisfied or satisfied

The survey ran from 10 to 28 July 2017. It was available online and in paper format. It was sent to Playhouse mail shot subscribers, Citizens Panel members and it was also published online. A total of 1256 survey responses were received, 36% (n=453) of responses were from our Citizens Panel and 64% (n=803) from the Epsom Playhouse's subscribers via the mail shot sent and from our website.

Nearly seven in ten respondents were British white 65% (n=789), followed by English white 25% (n=302). Six in ten respondents said that they are Christians 61% (n=730) and 71% (n=840) are married/Civil partnership while 8% (n=96) stated that they had a disability.



Overall, 50% (n=632) of respondents have visited within the last six months. Nine in ten respondents attended a show/event in the Main Auditorium (93%, n=1108). The majority of respondents attend on average one to three shows a year (82%, n=935).

Top three very satisfied or satisfied responses

Cleanliness of entrance area: 92% (n=1077); cleanliness of Main Auditorium: 91% (n=1054) and cleanliness of toilets facilities 79% (n=924).

Top three genres respondents are interested in

Overall 80% (n=952) ticked music; 59% (n=699) ticked comedy and 54% (n=642) ticked drama.

Finding out about shows: Over a third of respondents 35% (n=415) through leaflets/brochures/posters followed by 31% (n=367) from the Epsom Playhouse website.

Epsom Playhouse's What's on Guide, 72% (n=724) have seen it; **Epsom Playhouse Pass Card** only 9% (n=104) are members; **Possibility of App usage** 42% (n=470) said they will use it.

Room For Hire

51% (n=584) are aware and 49% (n=571) are not

Shopping/ Go For A Meal 16% (n=151) said yes they went shopping on their most recent Epsom Playhouse visit while 40% (n=431) went for a meal

94% said the Epsom Playhouse offers value for money

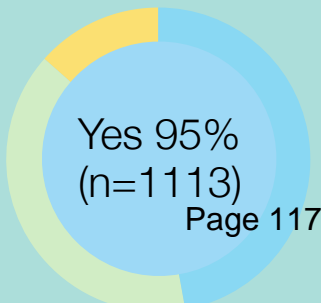
Parking

89% (n=887) park in the Ashley Centre multi-storey car park

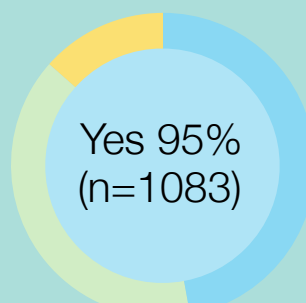
Go For A Drink

Only 28% (n=277) have a drink in a local restaurant/pub; 72% (n=706) ticked no

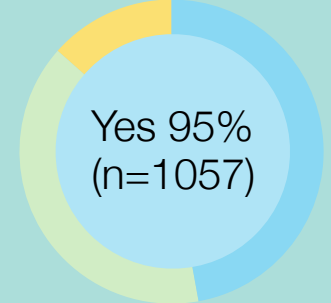
Epsom Town Centre benefits from the Epsom Playhouse



The borough benefits from the Epsom Playhouse



Would you recommend Epsom Playhouse?





Objectives & methodology

AGENDA ITEM 6
ANNEXE 1

The survey was conducted by Epsom & Ewell Borough Council on behalf of its Audit, Crime and Disorder & Scrutiny Committee. This survey seeks to review the services we provide at Epsom Playhouse to ensure they are efficient, effective and meet the needs of our residents. Councillors will use the findings of this survey as part of their review and when making decisions.

Questionnaire Development:

The questions were developed in liaison with the Chair of Audit, Crime and Disorder and Scrutiny Committee, the Head of Venues & Facilities and the Scrutiny Officer. Question areas include:

- When respondents last visited the Epsom Playhouse and frequency of visits or lack of
- Purpose of their most recent visit and average visits within a year
- Satisfaction levels with various aspects of the Playhouse such as ease of booking, box office service, online ticketing, Playhouse website etc
- Satisfaction levels with cleanliness of entrance area, cleanliness of toilets etc
- Genres of show respondents are interested in seeing
- How they found out about shows they have attended
- Whether they have seen the latest edition of the Epsom Playhouse's What's on Guide, if they will use an app for the Epsom Playhouse and whether they are members of the Epsom Playhouse pass card
- Respondents were asked if they were aware that rooms at the Epsom Playhouse were available for hire such as the Main Auditorium and whether they hired rooms elsewhere
- They were also asked where they parked their car if they travelled by car, whether they went shopping, had a meal at a local restaurant/pub or a drink at a local cafe/pub at their most recent visit
- They were asked if the Epsom Playhouse offered good value for money and whether it benefits the Town Centre and the Borough
- Additional comments.

Methodology:

The survey ran from 10 to 28 July 2017 - a period of three weeks. The survey was sent to the Epsom Playhouse subscribers via an E-shot, Citizens Panel members and a link was published on our website allowing interested users to take part. A total of 1256 survey responses were received. Overall, 36% (n=453) of responses were from our Citizens Panel and 64% (n=803) from the Epsom Playhouse's subscribers via the E-shot sent and our website. However, it's worth noting that of the 64% that responded, the majority are from the Epsom Playhouse's database as a result of the mail shot. Please note that the same link was used for both website and mail shot respondents hence it's impossible to split the two figures. However, based on historic evidence of responses received and the number of responses received once the staff at the Epsom Playhouse notified our Policy, Performance & Governance team that they have sent their mail shot, an assumption can be made that of the 64% responses received the majority are from the Epsom Playhouses's mail shot.

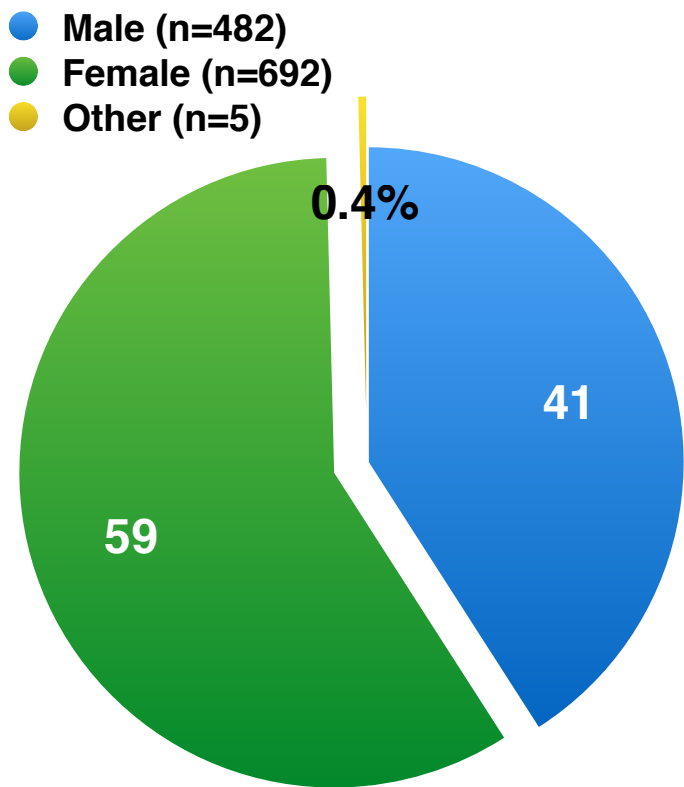
Responses to the questionnaires were sent to an outside agency for data inputting, then imported into the survey design and analysis package (SNAP v11). The results were analysed by our Policy, Performance & Governance Team.

The figures in this report are calculated as a proportion of respondents who answered each question – excluding No Reply responses. Percentages in a particular chart might not always add up to 100% due to rounding, or because a respondent is allowed to give more than one answer to the question. Please note that respondents equate to the actual number of people that answered a question while responses equate to one respondent given more than one answer to a qualitative or literal question.



Respondent's Demography & Equalities Monitoring

AGENDA ITEM 6
ANNEXE 1



Base: All respondents 1179

Gender Reassignment

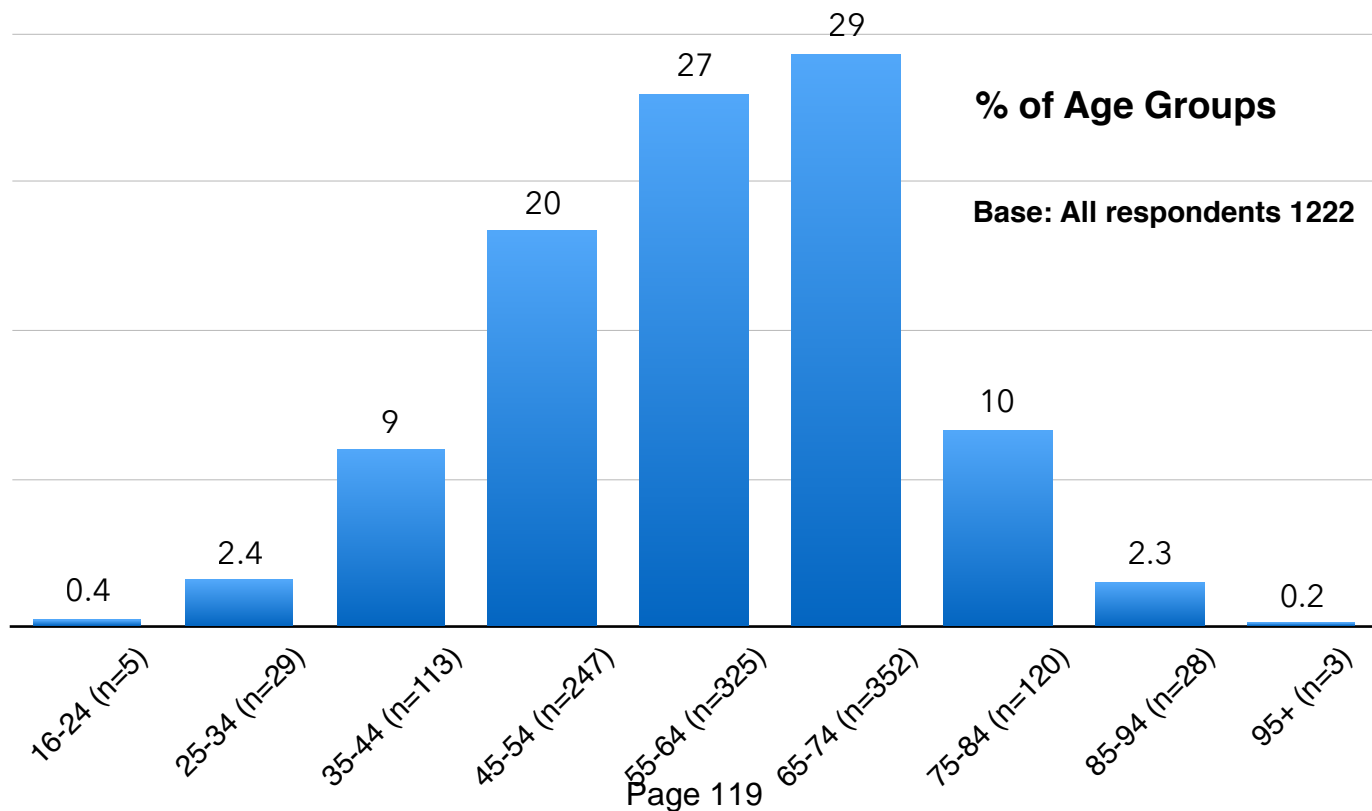
When asked if their gender identity is different from the sex assigned at birth, 96% (n=1120) ticked 'No' and 4% (n=49) ticked 'Yes'.

Sexual Orientation

Overall, nearly nine in ten were heterosexual 89% (n=1042), a further 9% (n=102) ticked prefer not to say, 1% (n=11) said they were either a gay man/gay woman/lesbian, 0.7% (n=8) were bisexual and 0.4% (n=5) ticked other.

Disability

Respondents were asked if they had a disability according to the Equality Act, 92% (n=1109) ticked 'No' and 8% (n=96) ticked 'Yes'.

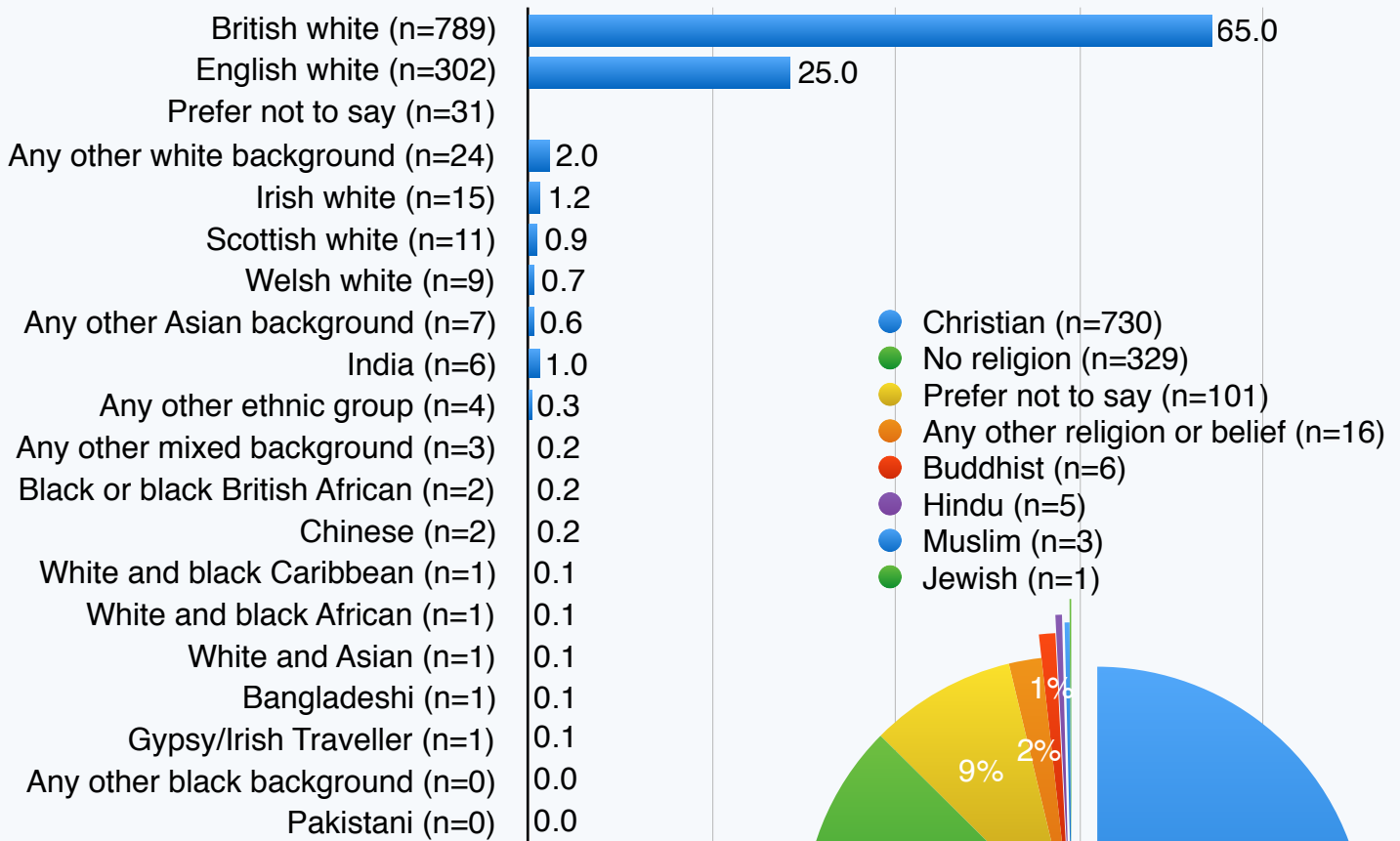




Ethnic group, Religion or Belief & Marital Status

AGENDA ITEM 6
ANNEXE 1

Base: All respondents 1211



Respondents were asked their ethnicity, religion or belief and marital status.

The majority of respondents were British white 65%, six in ten respondents were Christian 61% and 71% were married or in a Civil partnership.

Base: All respondents 1191

71%

(n=840)

Married/Civil partnership

11%

(n=130)

Single

9%

(n=109)

Page 120
Divorced

8%

(n=93)

Widowed

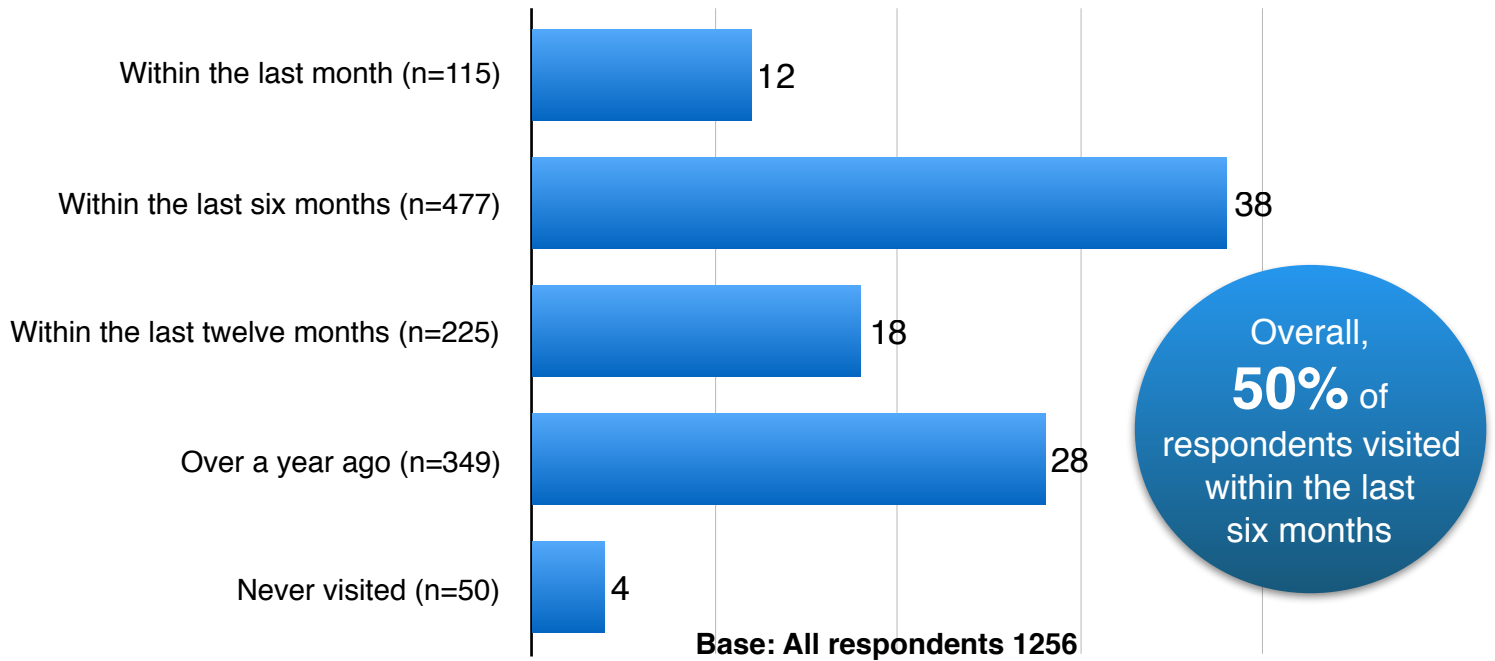
1%

(n=17)

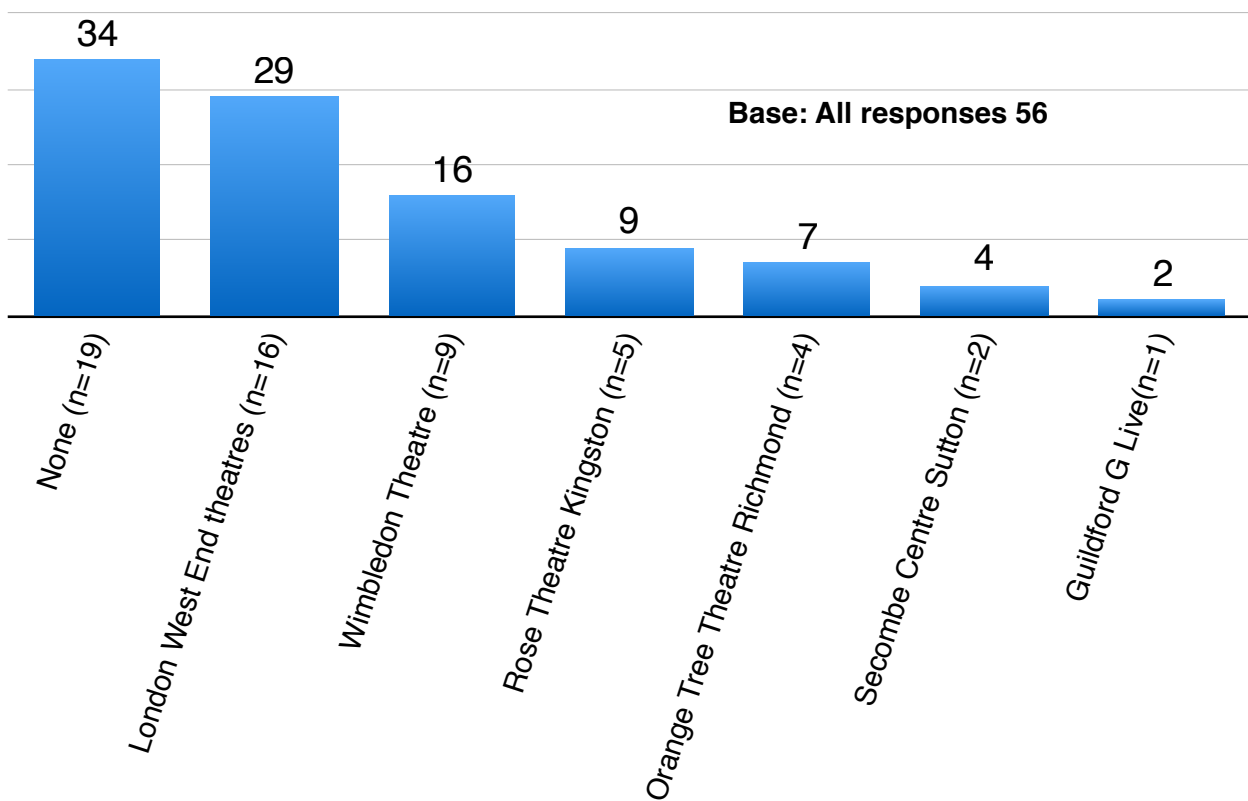
Separated



■ % When was your last visit to the Epsom Playhouse?

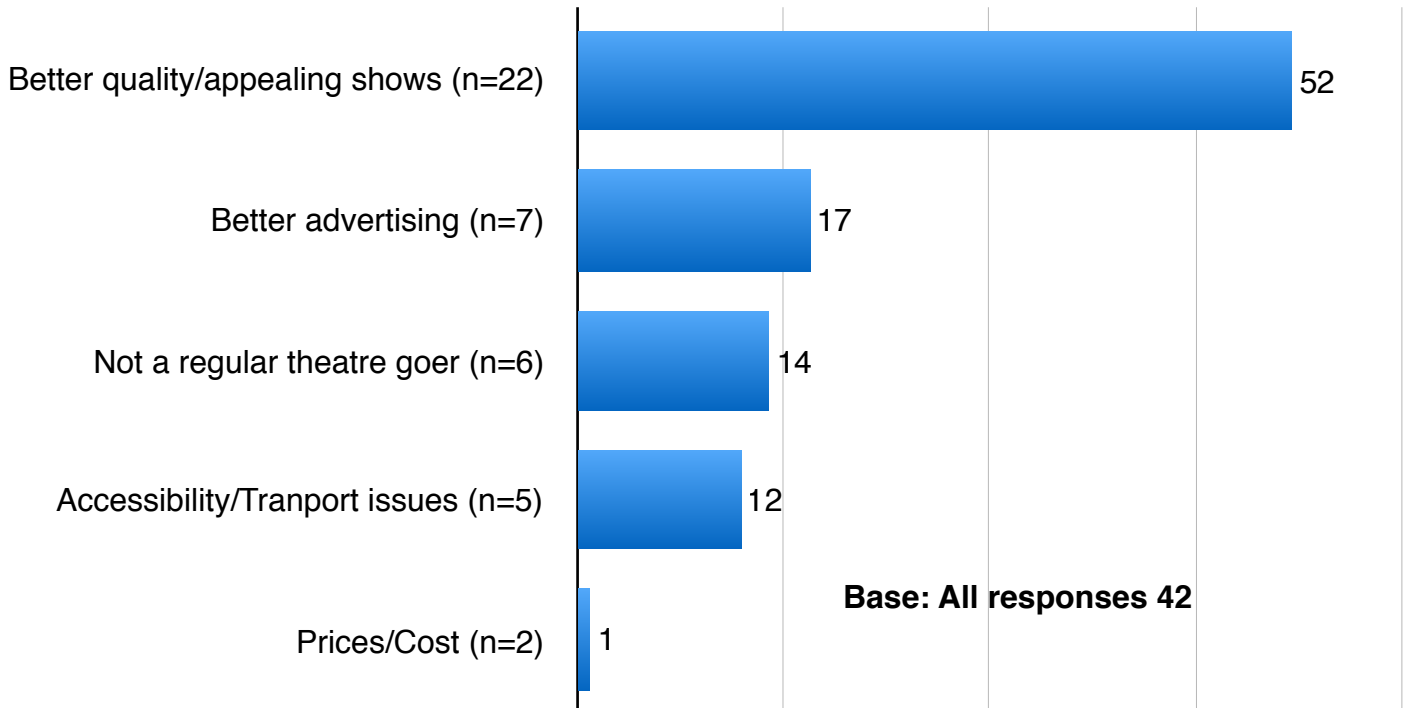


■ % If you have never visited the Epsom Playhouse, which other theatre/s do you visit?





■ % What would make you interested in visiting the Epsom Playhouse more often?

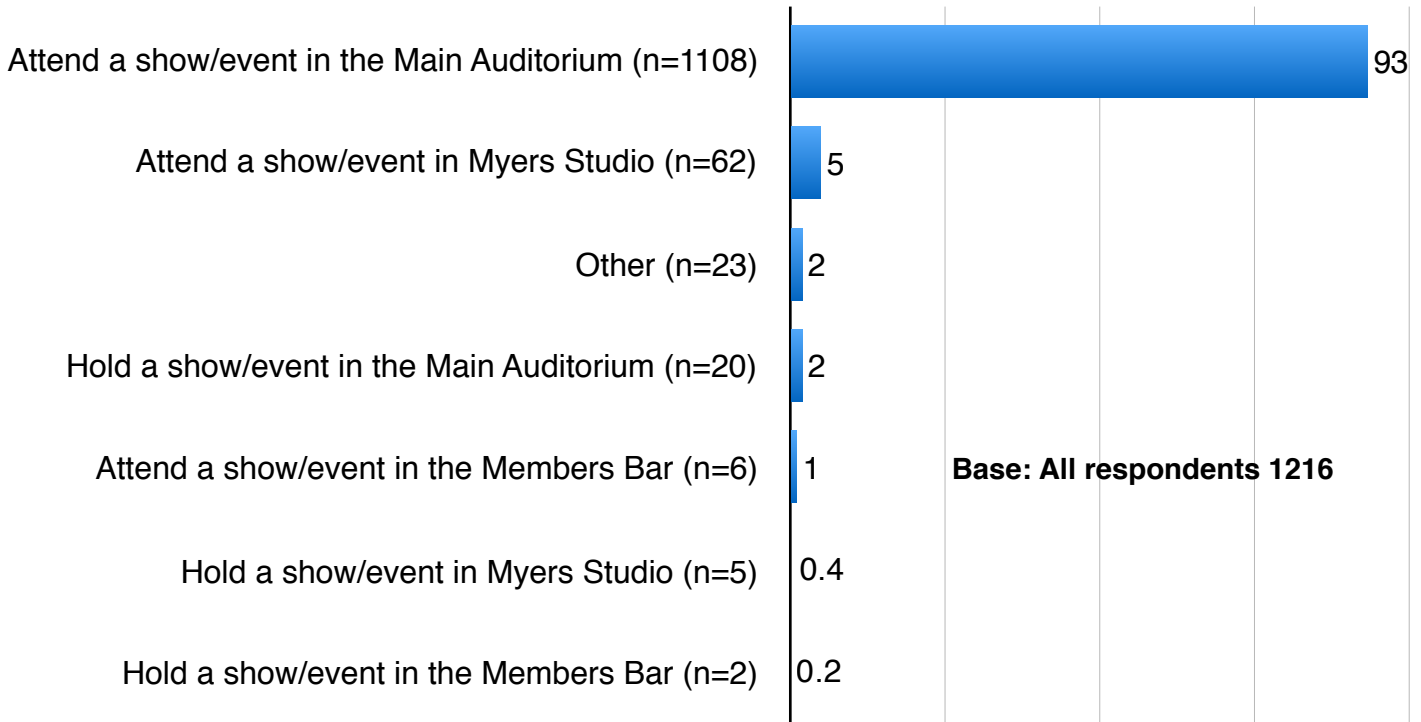


Examples of literal responses include:

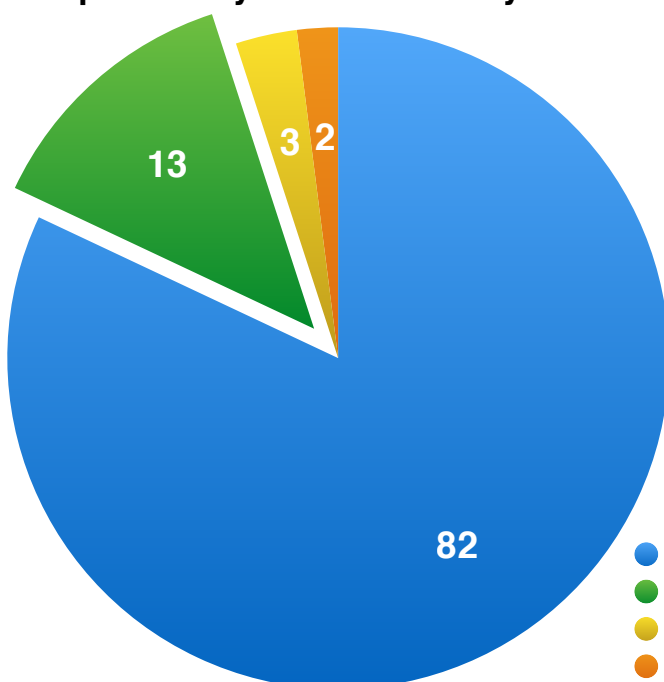
What would make you interested in visiting the Epsom Playhouse more often? (Base: All responses=42)	
Theme:	Examples:
Better quality/appealing shows	<ul style="list-style-type: none"> • Interesting plays • Better quality productions, such as touring rep plays, Shakespeare and opera • Bigger stars and bigger shows.
Better advertising	<ul style="list-style-type: none"> • Better advertising - knowing what's on at the Playhouse. • More local advertising.
Not a regular theatre goer	<ul style="list-style-type: none"> • Depends what's on, don't go too often. • I seldom visit Theatres.
Accessibility/Transport	<ul style="list-style-type: none"> • The information with regard to wheelchair access is very poor. • Being able to get there
Prices/ Cost	<ul style="list-style-type: none"> • Cheaper prices.



■ % What was the purpose of your most recent visit to the Epsom Playhouse?



On average how often do you visit the Epsom Playhouse within a year?



Base: All respondents 1146

Other responses for what was the purpose of your most recent visit to the Epsom Playhouse?

Overall, 65% (n=11) stated the purpose was to attend a performance/ Show/ Function; 18% (n=3) said for the Polling station/ Voting; 12% (n=2) were staff members and 6% (n=1) to collect their tickets.

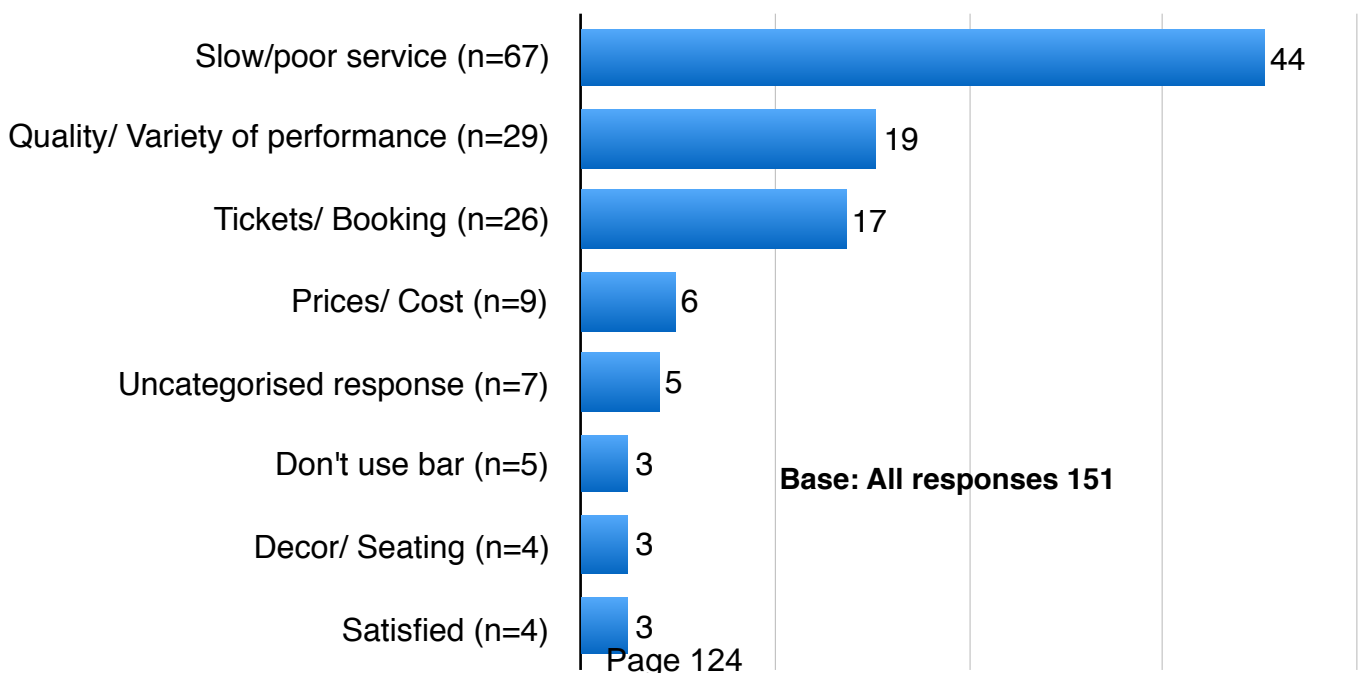
Base: All Responses 17

- One to three visits per year (n=935)
- Four to six visits per year (n=149)
- Seven to ten visits per year (n=39)
- Over ten visits per year (n=23)



How satisfied were you with the following aspects of the service provided by the Epsom Playhouse...	Favourable	Neutral	Unfavourable	Don't know
Ease of booking	90% (n=1004)	5% (n=55)	1% (n=9)	5% (n=53)
Box Office service	86% (n=998)	6% (n=70)	1% (n=10)	8% (n=87)
Online ticketing	67% (n=757)	8% (n=92)	2% (n=25)	23% (n=255)
Playhouse website	73% (n=834)	10% (n=115)	1% (n=16)	15% (n=171)
Bar service	54% (n=611)	19% (n=220)	8% (n=82)	20% (n=233)
Politeness and friendliness of staff	91% (n=1064)	6% (n=73)	1% (n=12)	3% (n=32)
Availability of staff	80% (n=923)	13% (n=151)	3% (n=29)	5% (n=61)
Knowledge of staff	74%(n=855)	14% (n=162)	1% (n=10)	11% (n=127)
Quality of show/event	90% (n=1092)	6% (n=67)	3% (n=34)	2% (n=22)

■ % Of respondents who were dissatisfied with the question on the table above?





Examples of literal responses include:

How satisfied were you with the following aspects of the service provided by the Epsom Playhouse? If you ticked dissatisfied or very dissatisfied please explain your reason/s (Base: All responses=151)

Theme:	Examples:
Slow/poor service	<ul style="list-style-type: none"> • Bar service is very, very slow. • Slow service. • Very long queue for drinks at the interval.
Quality/Variety of performance	<ul style="list-style-type: none"> • The show was rubbish and not the quality that was advertised. • We do not find most of what's put on attractive to us.
Tickets/ Booking	<ul style="list-style-type: none"> • When I tried to use the online service to book a ticket it didn't work and I had to go to the box office to get a ticket. • Seems unfair to pay a booking fee. • It is disappointing that a charge is made for a debit card payment both online and at the Box Office.
Prices/ Cost	<ul style="list-style-type: none"> • The prices were extortionate. • Think bar prices are very expensive.
Uncategorised response	<ul style="list-style-type: none"> • I did not book the tickets.
Don't use bar	<ul style="list-style-type: none"> • Didn't use the bar. • Have never used.
Décor/ Seating	<ul style="list-style-type: none"> • The bar area and seating looks old, tatty run down and extremely tired. It is the worst bar area of all theatres. • The place could really do with some renovation. The toilets were terrible. • There are 2 rows with restricted leg room.
Satisfied	<ul style="list-style-type: none"> • All staff very helpful and polite.



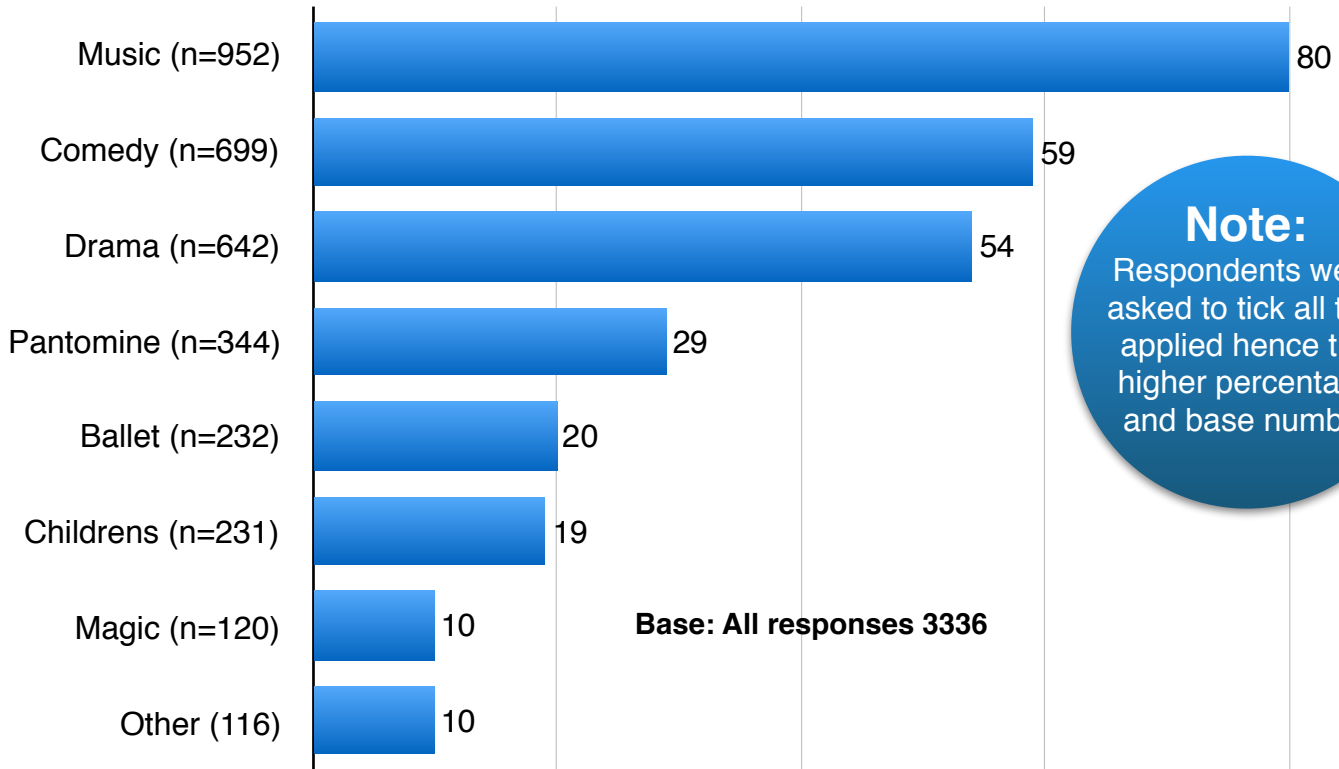
Analysis of Results

AGENDA ITEM 6
ANNEXE 1

How satisfied were you with the following on your most recent visit to Epsom Playhouse...	Favourable	Neutral	Unfavourable	Don't know
Cleanliness of entrance area	92% (n=1077)	7% (n=76)	0.2% (n=2)	2% (n=21)
Cleanliness of toilet facilities	79% (n=924)	10% (n=117)	3% (n=35)	8% (n=97)
Cleanliness of Myers Studios	28% (n=303)	10% (n=104)	0.4% (n=4)	61% (n=655)
Cleanliness of Main Auditorium	91% (n=1054)	7% (n=76)	0.2% (n=2)	3% (n=35)
Cleanliness of ground floor bar	72% (n=829)	10% (n=112)	1% (n=8)	17% (n=197)
Condition of furniture	69% (n=809)	24% (n=280)	3% (n=32)	4% (n=45)
Decoration of the building	69% (n=808)	25% (n=298)	3% (n=34)	3% (n=32)



% Which of the following genres of show are you interested in seeing at the Epsom Playhouse?

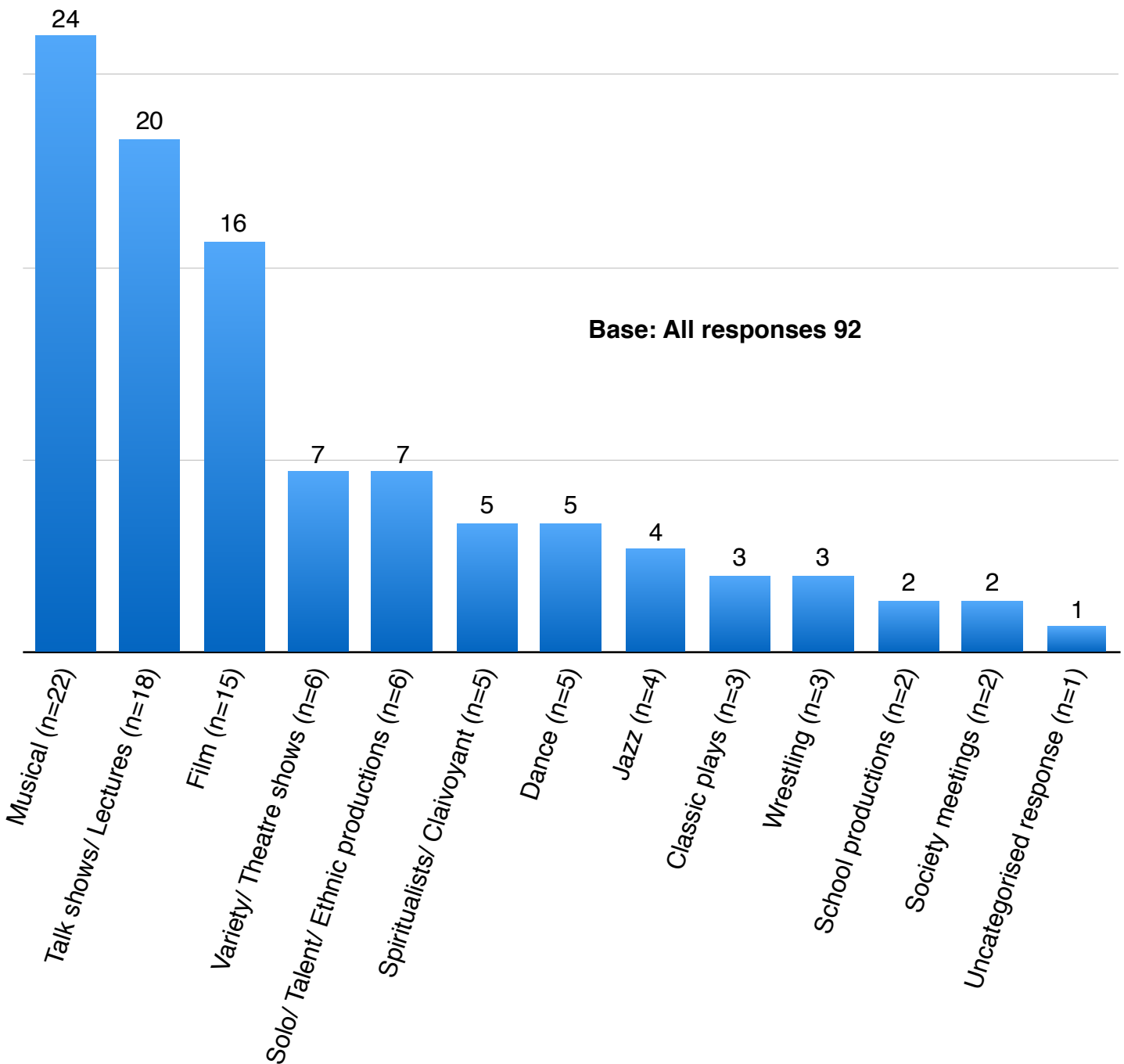


Further analysis was carried out across genders and age groups. Overall, 79% (n=359) of men are interested in music, 58% (n=261) in comedy and 51% (n=230) in drama while 80% (n=530) of women are interested in music, 60% (n=394) in comedy and 57% (n=377) in drama. This is consistent with the findings depicted on the graph above.

	Music	Comedy	Drama
16-24	60% (n=3/5)	80% (n=4/5)	40% (n=2/5)
25-34	72% (n=18/25)	76% (n=19/25)	48% (n=12/25)
35-44	68% (n=75/110)	78% (n=88/110)	43% (n=47/110)
45-54	73% (n=174/238)	75% (n=178/238)	53% (n=126/238)
55-64	90% (n=283/316)	63% (n=198/316)	60% (n=188/316)
65-74	82% (n=271/332)	42% (n=140/332)	53% (n=175/332)
75-84	77% (n=86/112)	46% (n=51/112)	55% (n=62/112)
85-94	75% (n=15/20)	30% (n=6/20)	45% (n=9/20)
95+	67% (n=2/3)	67% (n=2/3)	67% (n=2/3)



■ % Of Other Respondents to genres of show they are interested in?



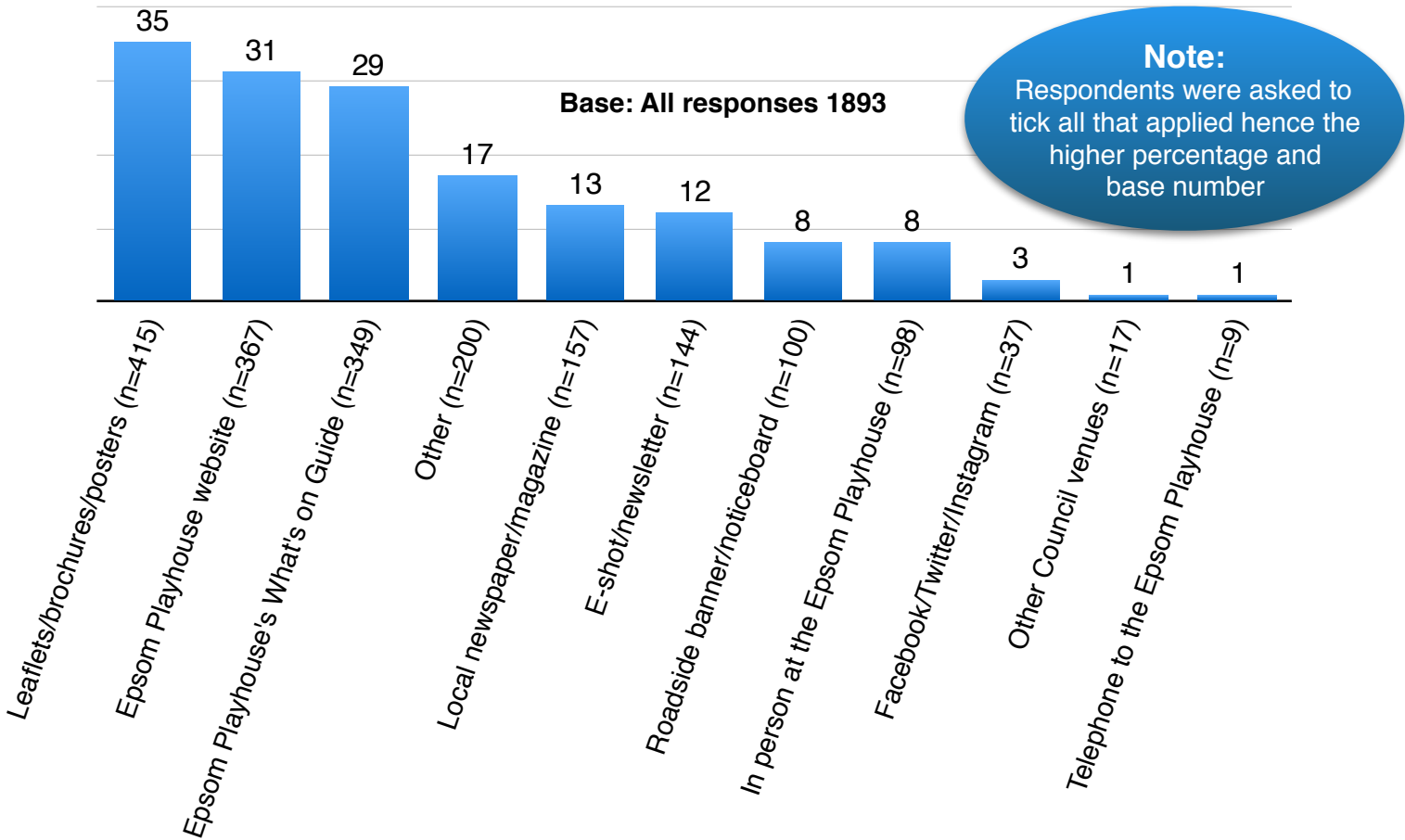


Examples of literal responses include:

Which of the following genres of show are you interested in seeing at the Epsom Playhouse? If other, please specify (Base: All responses=92)	
Theme:	Examples:
Musicals	<ul style="list-style-type: none"> • Musicals/songs from West End musicals. • Musical Theatre. • Good. Musical, i.e. 42nd Street?
Talk shows/ Lectures	<ul style="list-style-type: none"> • Celebrity talks. • People coming to talk about their lives/work, etc. • Talks, lectures, etc.
Film	<ul style="list-style-type: none"> • Movies. • Films in summer. • Would like the August film festival returned.
Variety/ Theatre shows	<ul style="list-style-type: none"> • Variety. • London touring shows.
Solo/talent/ethnic productions	<ul style="list-style-type: none"> • Ethnic - Indian programme • Solo artists • Local talent showcases.
Spiritualists/ Clairvoyant	<ul style="list-style-type: none"> • Physic events. • Spiritual events. • Clairvoyant evenings - Psychic Sally was brill
Dance	<ul style="list-style-type: none"> • Dance Show • Dance eg ballroom • Dance- modern
Jazz	<ul style="list-style-type: none"> • The Monday night jazz in the Myers Studio is excellent. • Jazz.
Classic plays	<ul style="list-style-type: none"> • Shakespeare plays. • Classic plays such as Hay Fever by Noel Coward and Shakespeare
Wrestling	<ul style="list-style-type: none"> • Wrestling.
School productions	<ul style="list-style-type: none"> • Local school productions.
Society meetings	<ul style="list-style-type: none"> • Arts Society meetings.
Uncategorised response	<ul style="list-style-type: none"> • None. Do not like atmosphere.

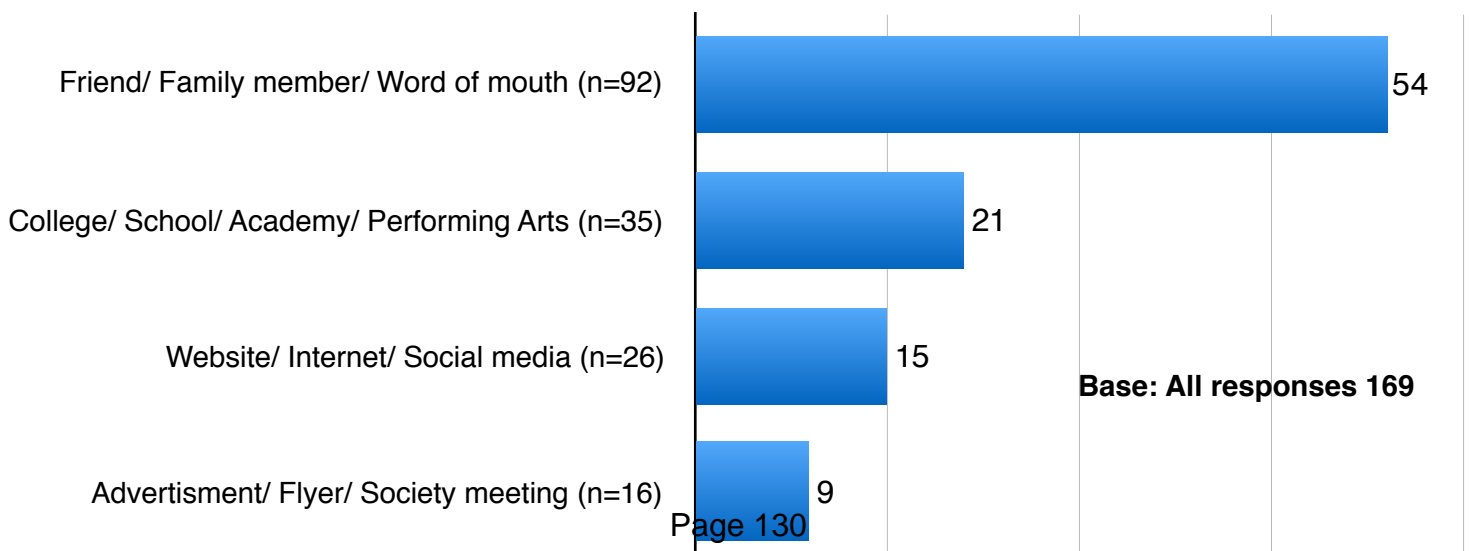


■ % How did you find out about the last show you attended at the Epsom Playhouse?



The top three ways of finding out about shows at the Epsom Playhouse as illustrated on the graph are through leaflets brochures/posters, via the Epsom Playhouse website and Epsom Playhouse's What's on Guide.

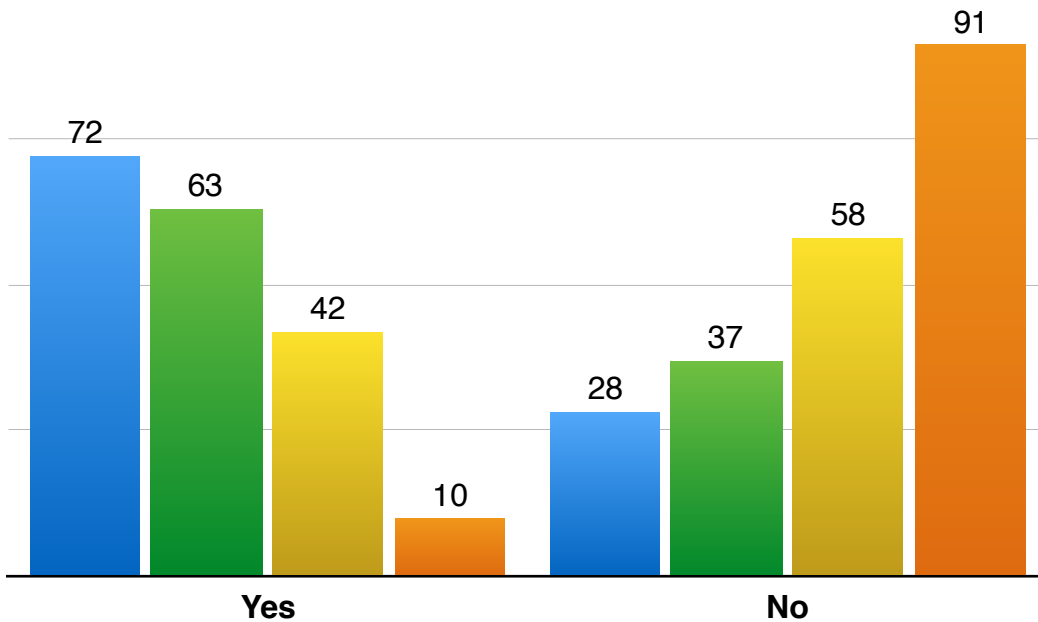
■ % of Other Responses to How did you find out about the last show...?





Responses to please tick one option for the questions below

- % Are you a resident of the borough? (Yes n=835; No n=330)
- % Have you seen the latest edition of the Epsom Playhouse's What's on Guide? (Yes n=724; No n=423)
- % Would you consider using an app for the Epsom Playhouse if available? (Yes n=470; No n=660)
- % Are you a current member of the Epsom Playhouse pass card? (Yes n=104; No n=994)



If you are not currently a member please explain your reasons:

Don't frequent enough/
Value for money 51%
(n=92)

Not heard of it 36% (n=65)

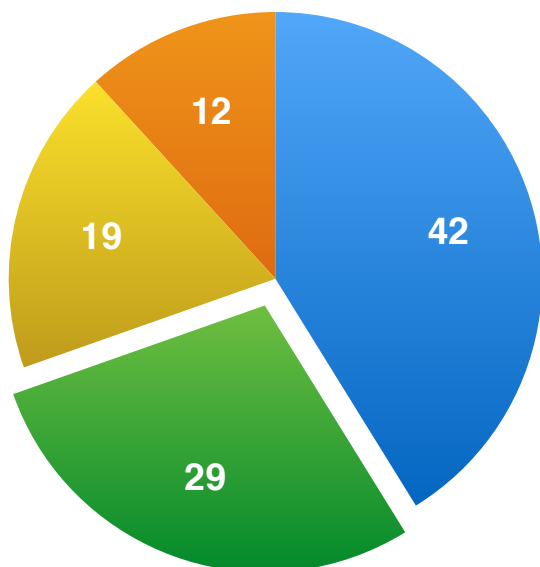
Not local/ Too far away/
Transport issues 6%
(n=11)

Uncategorised responses
3% (n=8)

Considering 3% (n=6)

Base: All responses 182

If you are not a current member of the Epsom Playhouse pass card, please explain your reason(s) below



- Don't know (n=455)
- Not interested (n=314)
- Other (n=206)
- Not value for money (n=132)

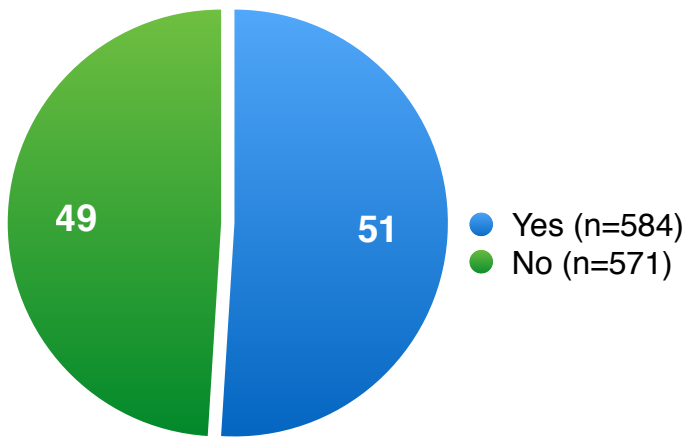
Base: All respondents 1107

If no, have you been a member previously:

Overall, 69% (n=234) stated that no, they have not previously been a member; 25% (n=85) stated that yes, they have previously been a member; 5% (n=16) stated that they have not heard of the membership pass or that they were not sure or it wasn't applicable in their case and 1% (n=5) gave an uncategorised response.

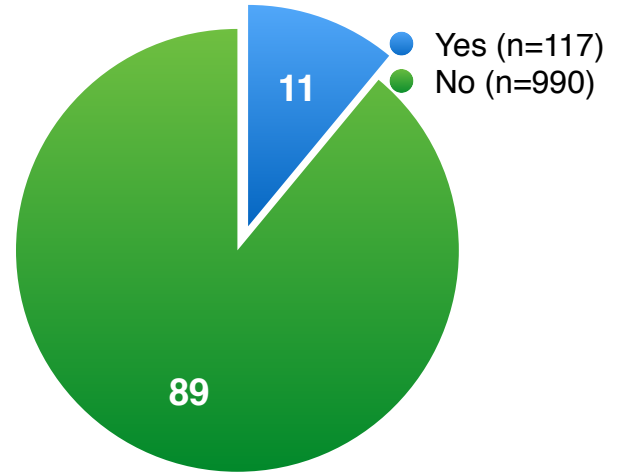


Are you aware that the rooms including the Main Auditorium at the Epsom Playhouse are available for hire?



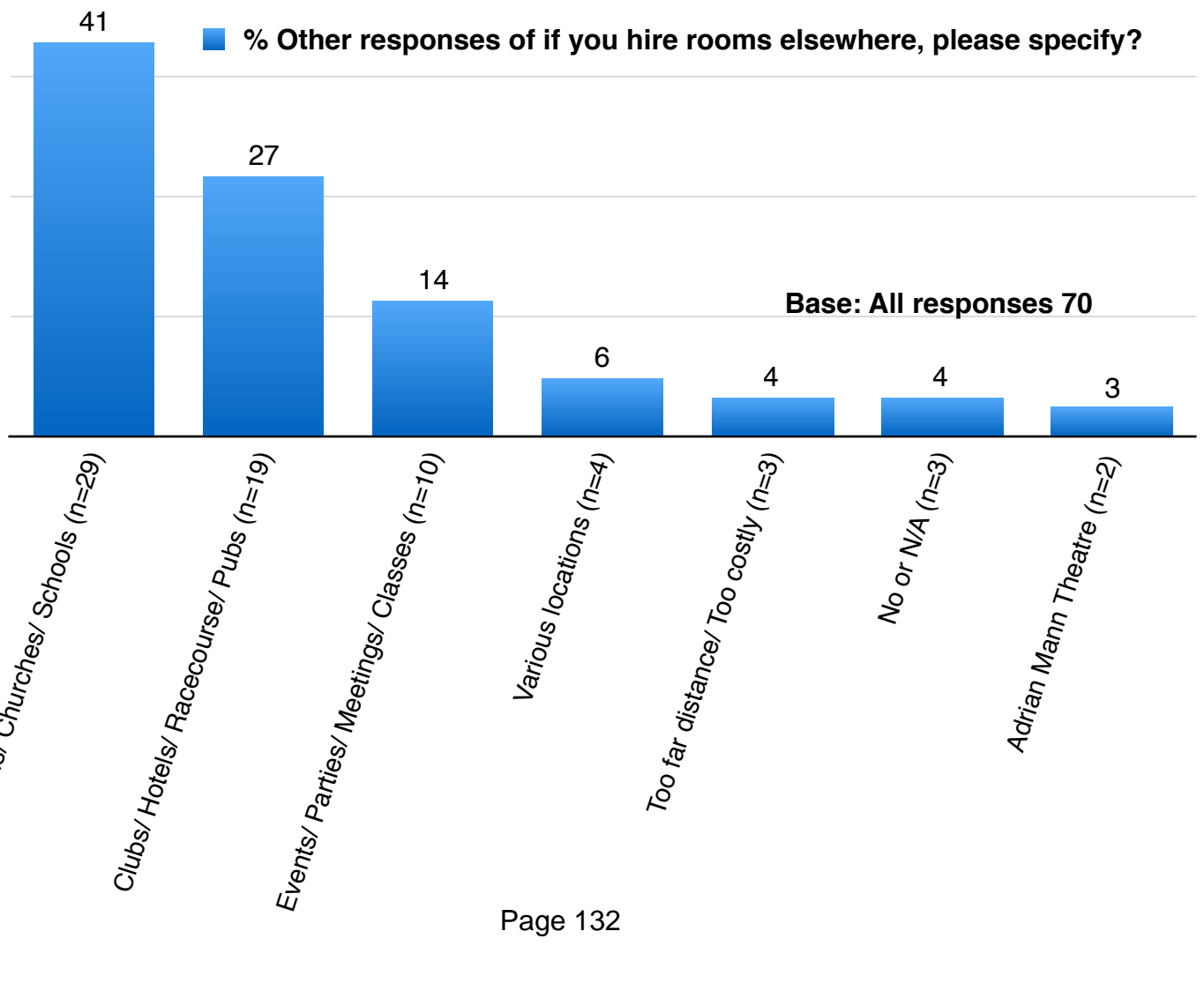
Base: All respondents 1155

Do you hire rooms elsewhere?



Base: All respondents 1107

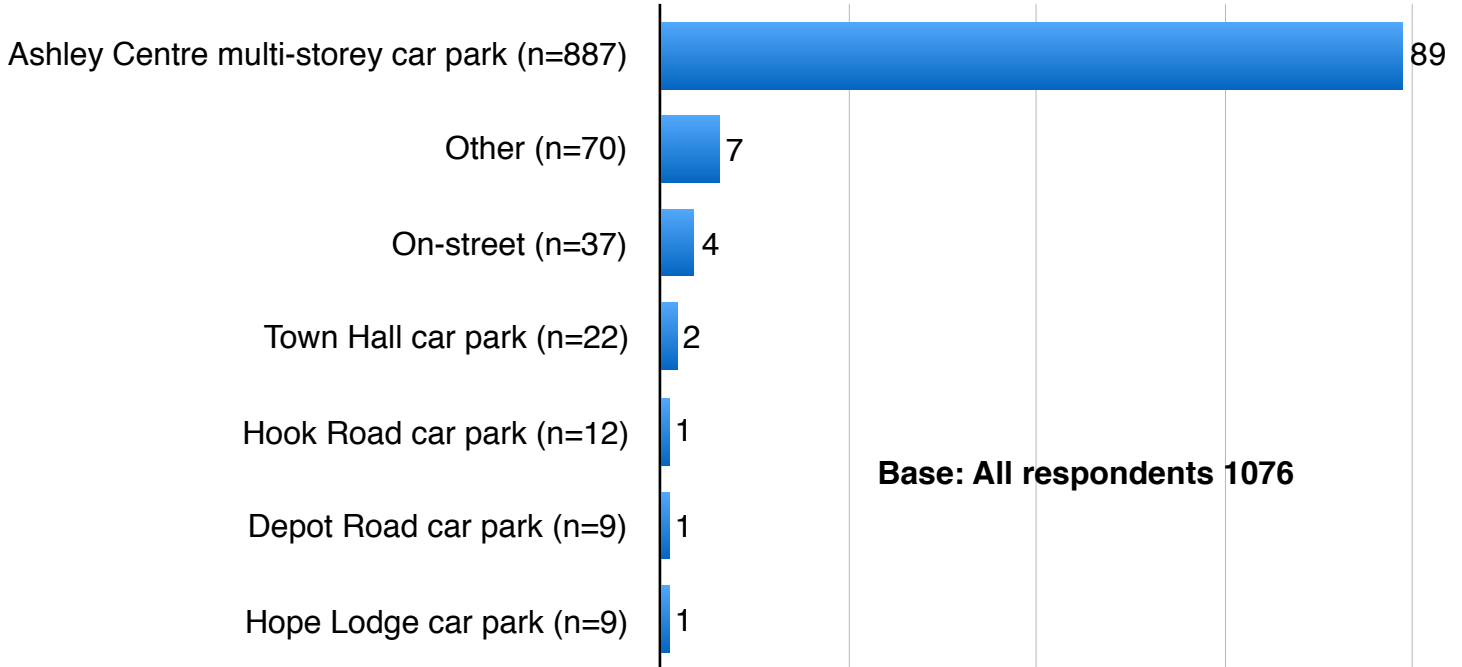
% Other responses of if you hire rooms elsewhere, please specify?



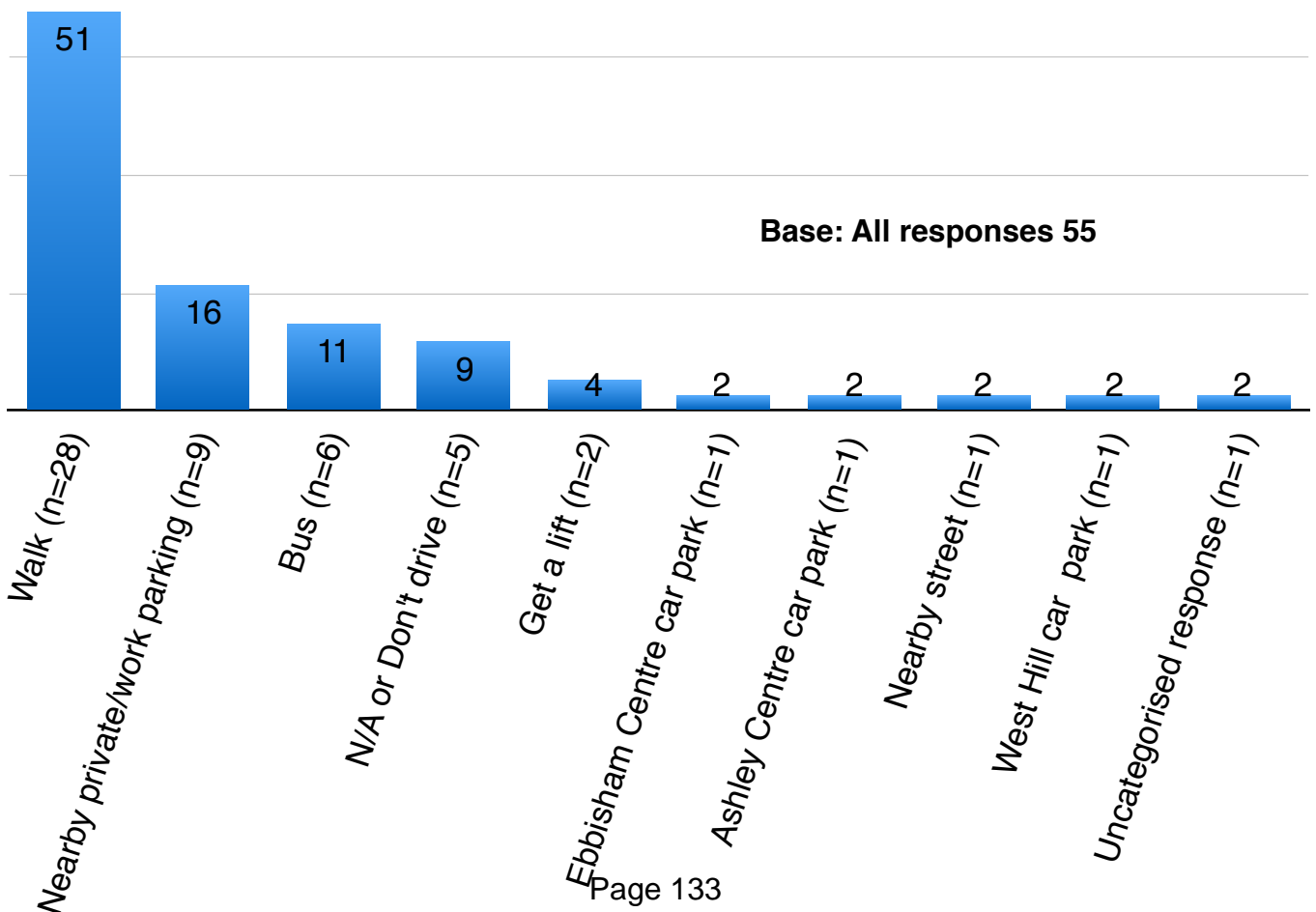
Base: All responses 70



■ % If you travelled by car, where did you park your car?



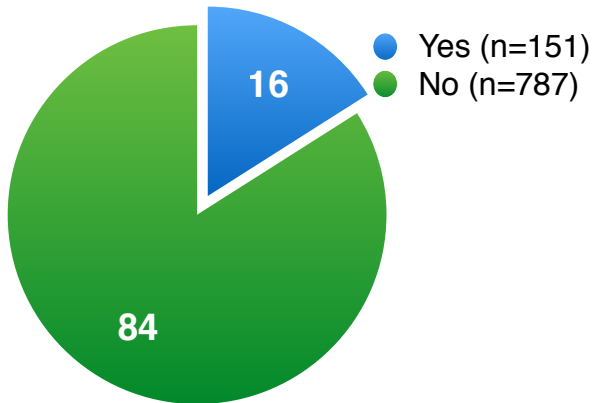
■ % If you travelled by car, where did you park your car? Other responses





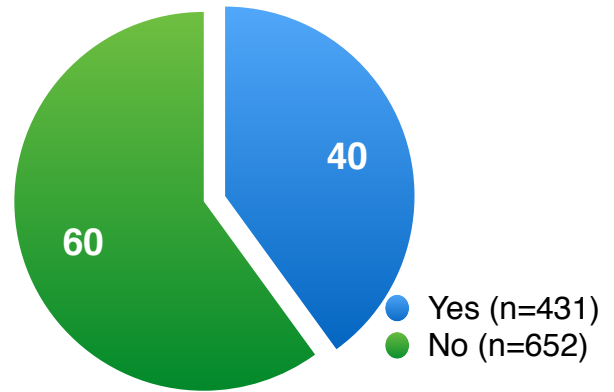
On your most recent visit to Epsom Playhouse, did you also?

Go shopping



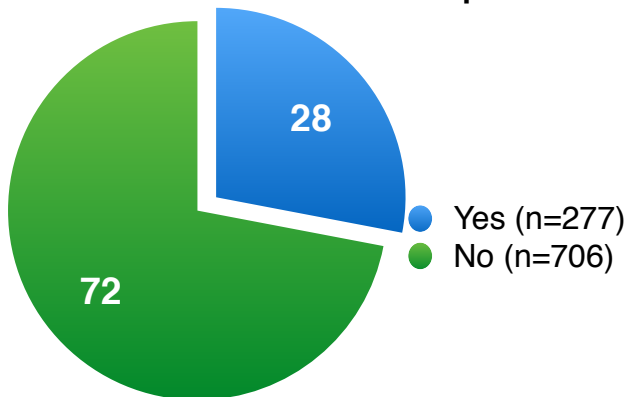
Base: All respondents 938

Have a meal in a local restaurant/pub



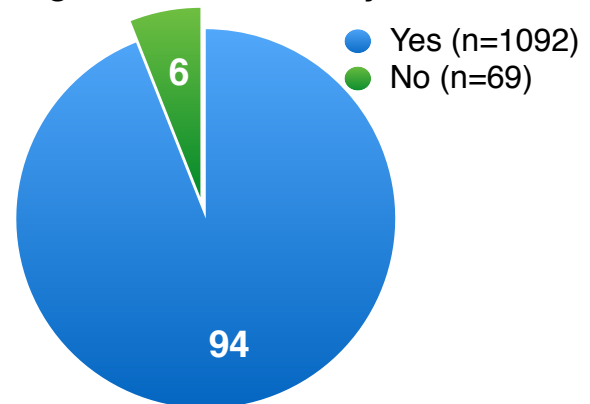
Base: All respondents 1083

Have a drink in a local restaurant/pub



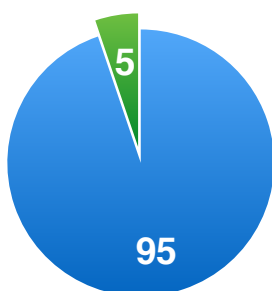
Base: All respondents 983

Does the Epsom Playhouse offer good value for money



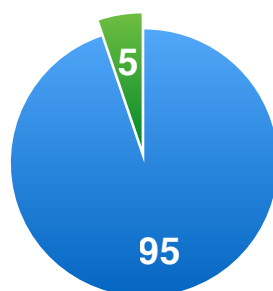
Base: All respondents 1161

Do you think that Epsom Town Centre benefits from Epsom Playhouse?



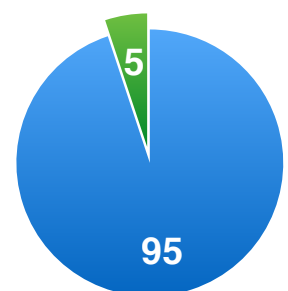
Base: All respondents

Do you think that the borough benefits from Epsom Playhouse?



Base: All respondents 1083

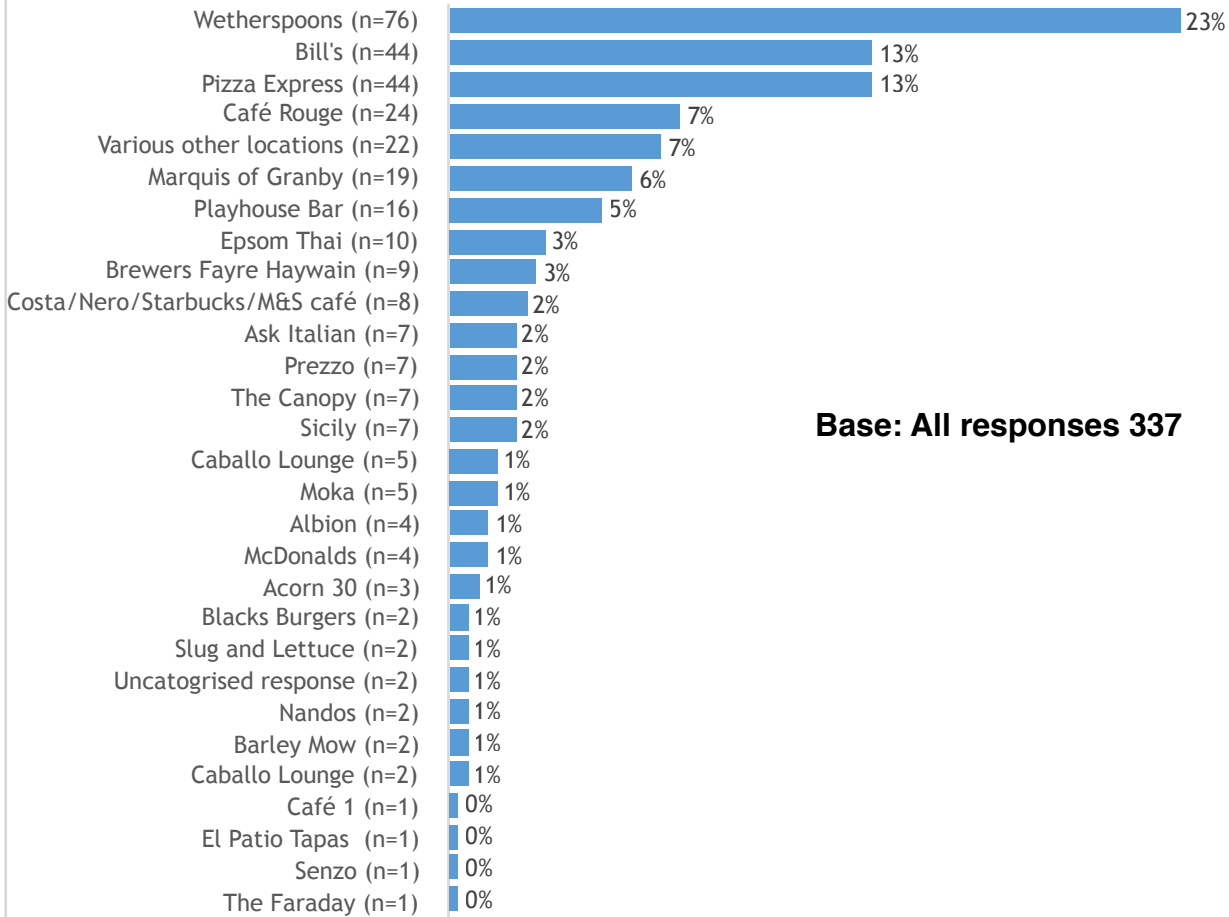
Would you recommend Epsom Playhouse?



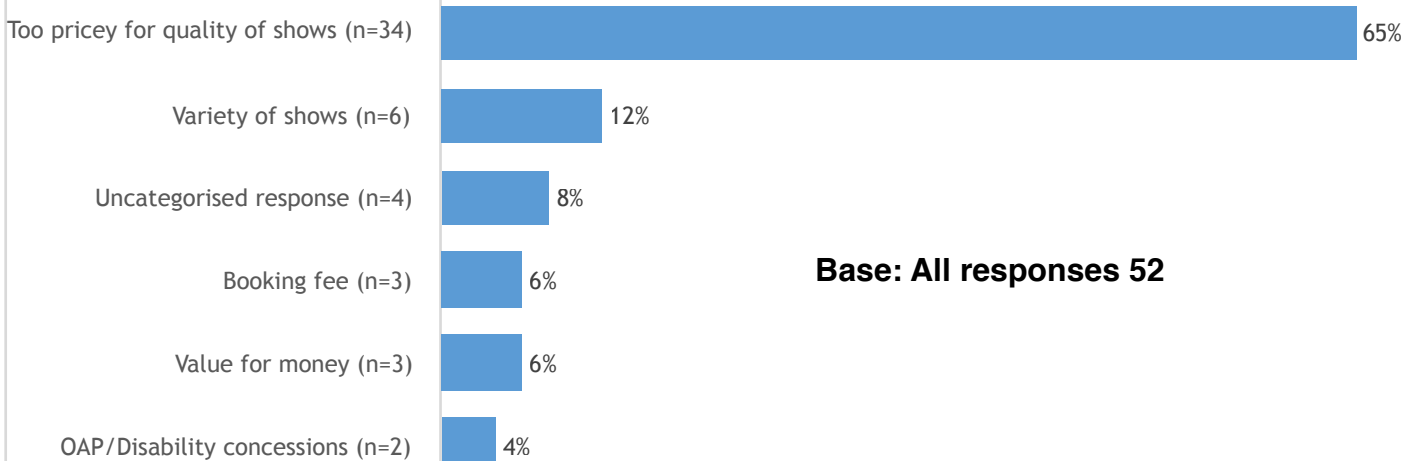
Base: All respondents 1114

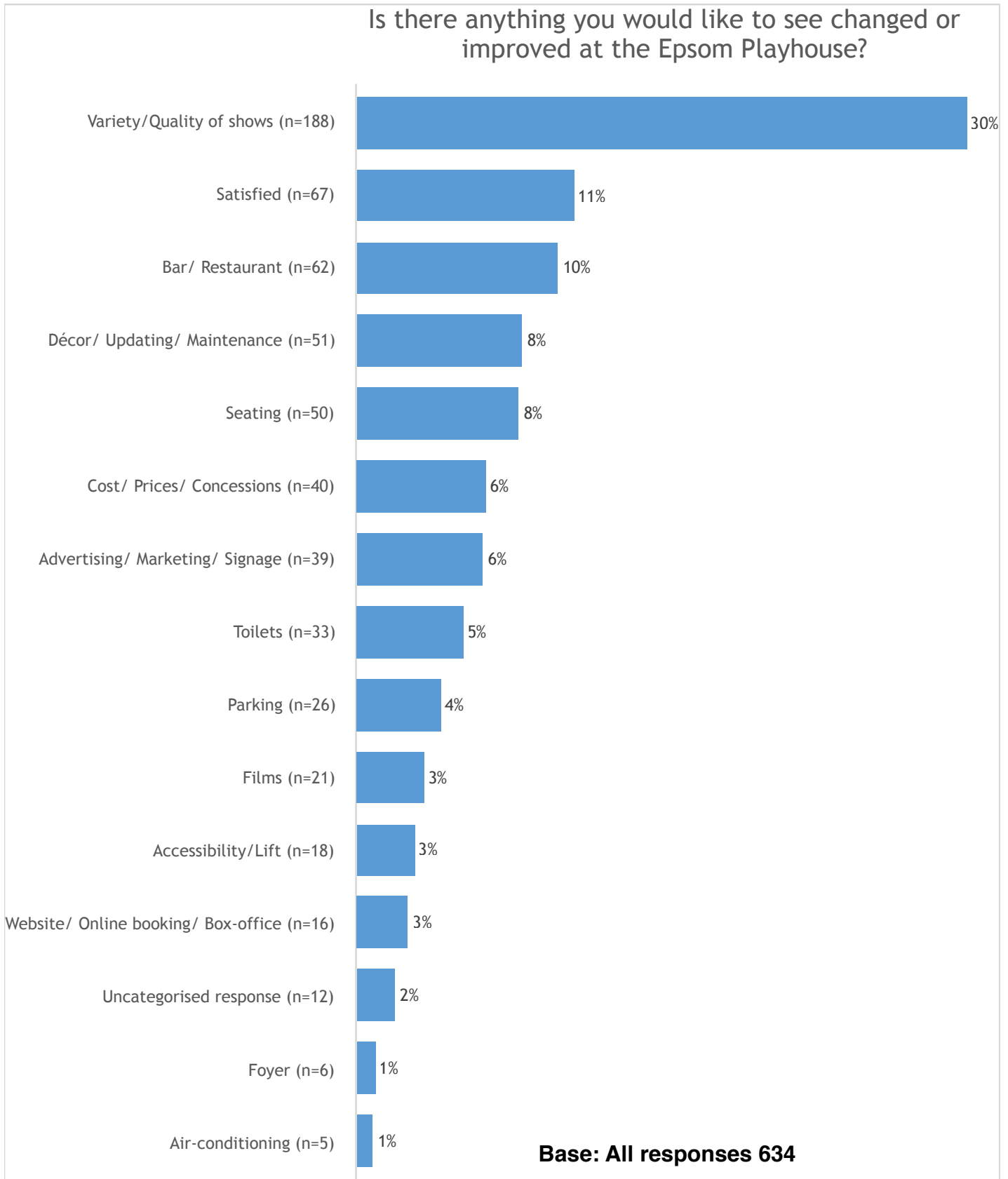


If you ticked 'Yes' to visiting a local restaurant/pub/cafe, please specify the establishment you visited



Does the Epsom Playhouse offer good value for money? If no, please specify







Examples of literal responses include:

Is there anything you would like to see changed or improved at the Epsom Playhouse? (Base: All responses=634)

Theme:	Examples:
Variety/Quality of shows	<ul style="list-style-type: none"> • Please bring in good quality performances; dramas, plays - not trashy shows. • More children's shows, e.g. The Julia Donaldson plays • It's called the Playhouse, but doesn't offer any plays any more. • More staged plays.
Satisfied	<ul style="list-style-type: none"> • Epsom Playhouse is a very good venue and adds to a great town. • I find the Playhouse homely. • Playhouse provides great entertainment and services for many people inside and out of the Borough.
Bar/ Restaurant	<ul style="list-style-type: none"> • Not enough staff in bar and were slow to serve. • Improved bar service and possibility of food. • The long queue at the bar during a busy interval.
Décor/ Updating/ Maintenance	<ul style="list-style-type: none"> • It needs a bit of a refit as, looks a bit tired. • The décor inside the main auditorium is now very dated, seating is well past its best, it needs a major overhaul, and soon. • Decor and furniture needs updating.
Seating	<ul style="list-style-type: none"> • Cramped seating. • The seating is very squashed. Although I am short I feel very confined and have no leg room. • I find the leg room very limited and I am only 5 feet tall!
Cost/ Prices/ Concessions	<ul style="list-style-type: none"> • Cheaper ticket prices. • I object to having to pay extra charge on tickets when I book at the theatre. • Cheaper prices so the place is full - would get as much revenue as a half empty theatre.
Advertising/ Marketing/ Signage	<ul style="list-style-type: none"> • More publicity across the borough. • Reinstate sending brochure/what's on to home address. • It would also be good to get email alerts and sign up to things you want to go and see.
Toilets	<ul style="list-style-type: none"> • Better toilet facilities. • There is insufficient toilets especially during intervals. • Toilets were old and not nice to use.
Parking	<ul style="list-style-type: none"> • Parking concessions in the Ashley car park. • The cost of parking in the Ashley Centre car park has increased out of all proportion in recent years, especially the evening charge. • A change in the car parking arrangements caused total confusion on exit from the car park. Not able to pay in advance for exit. People becoming agitated on delay on exit.
Films	<ul style="list-style-type: none"> • More films that are no longer being shown at local cinemas. • To show cult films or a whole day screening a certain directors several films. • A film festival included in the programme which showed golden oldies and the best of foreign films.



Examples of literal responses include:

Is there anything you would like to see changed or improved at the Epsom Playhouse? (Base: All responses=634)

Theme:	Examples:
Accessibility/Lift	<ul style="list-style-type: none">• A lift installed for those who need access to the upper levels of the theatre.• Better disabled access.• Wheelchair access on left side (foyer side) is excellent but other side is awful. Having to go outside the theatre and in through emergency exit, only possible with help from staff, is uncomfortable and demeaning.
Website/ Online booking/ Box-office	<ul style="list-style-type: none">• Better website. Have had difficulty booking tickets in the past.• I object to having to pay extra charge on tickets when I book at the theatre.• It would be a good idea to have the box office open during the interval.
Uncategorised response	<ul style="list-style-type: none">• Pull it down and build social housing.• Remove any Council / rate payers subsidy.
Foyer	<ul style="list-style-type: none">• The foyer is rather small.• A bigger foyer area.



To conclude, 50% (n=632) of respondents stated that they have visited within the last six months. Of the respondents that said they have never visited - they were asked what will make them visit more often and 52% (n=22) said better quality or appealing shows. Nine in ten respondents 93% (n=1108) attended a show/event in the Main Auditorium. The majority of respondents 82% (n=935) attend one to three visits per year on average at the Epsom Playhouse.

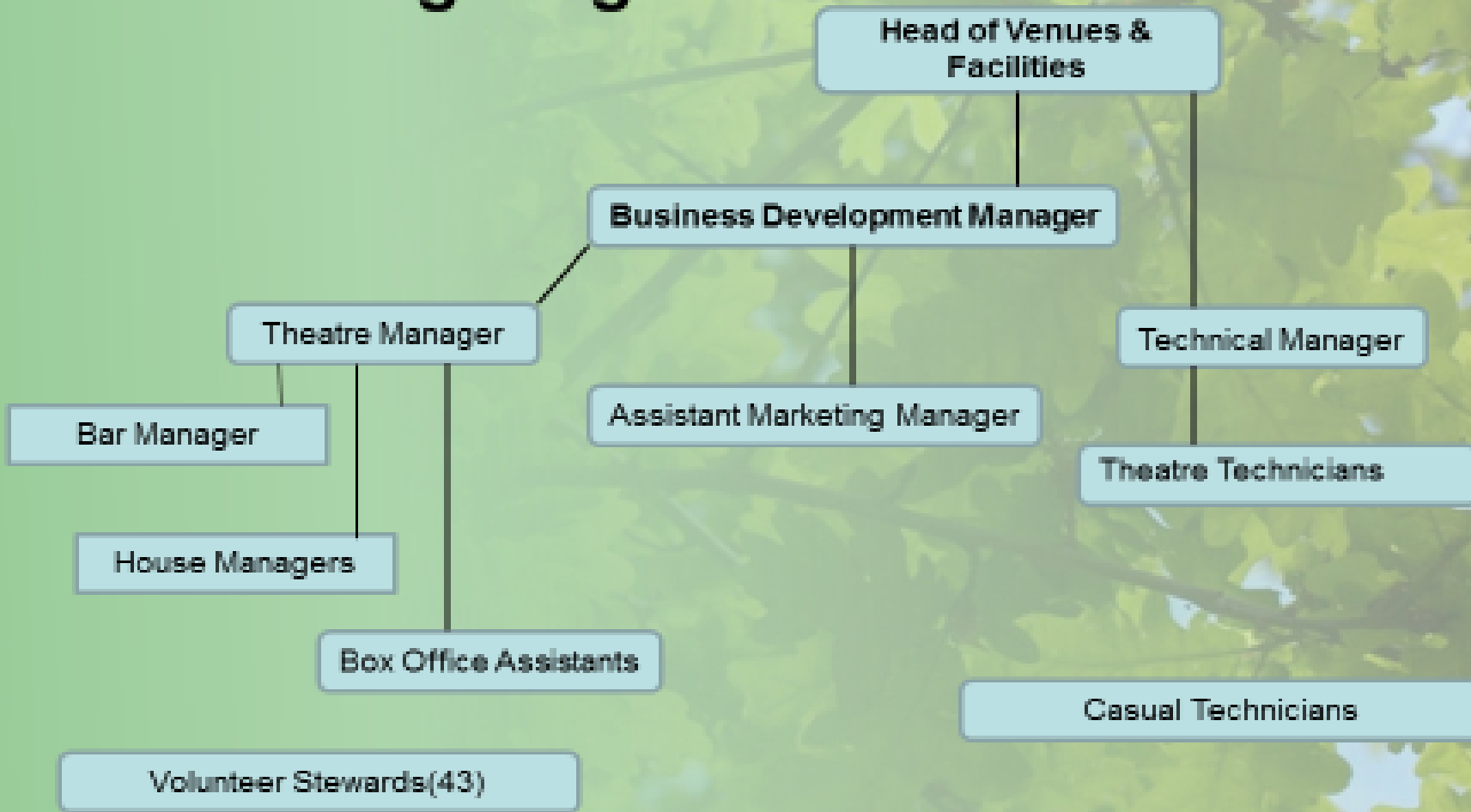
It's worth noting that the majority of respondents to the survey 91% (n=1064) rated the politeness and friendliness of staff favourably by ticking either very satisfied or satisfied, this was filled by 90% (n=104) giving a favourable response regarding ease of booking and another 90% (n=1092) for quality of shows. Respondents who were dissatisfied or very dissatisfied were asked to explain their reason/s and of the responses received 44% (n=67) said show or poor service, this was followed by 19% (n=29) stating their dissatisfaction with the quality/variety of performance. Eight in ten respondents stated that they were interested in Music.

The result of the survey is very positive however, it's worth noting that under additional comments, service improvements areas have been identified by respondents such as the variety of shows, poor service, decor/seating, toilets, accessibility issues etc. Some of the concerns raised are quick fixes that could further improve customer satisfaction when an action plan is draw and implemented. Overall, respondents are happy with the service.

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Staff Organogram



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Examples of the Potential Agreements with Professional Artists

All deals are based on net ticket sales

A **Percentage deals** = promoter gets higher percentage, Playhouse gets lower percentage

A Example: Deal = 80/20

Total net box office	£1000
80% payable to promoter	£800
20% payable to Playhouse	£200

B **Guarantee fee** = promoter gets agreed sum – this money comes out of the budget provided by the Council and all the tickets sales belong to the Playhouse

B Example: Deal = £2000 guarantee

Total net box office	£4000
Payable to Promoter	£2000
Payable to Playhouse	£2000

C **First Call** = promoter gets all the ticket sales up to the agreed first call - the Playhouse gets the rest

C Example: Deal = First Call £1000

Total net box office	£250
Total payable to Promoter	£250
Total payable to Playhouse	Nil

C Example 2:

Total net box office	£1400
Payable to Promoter	£1000
Payable to Playhouse	£400

D **First Call v Split** – tickets sales up to agreed amount belong to the promoter, or if the amount works out greater, then the agreed split is calculated

D Example 1: Deal – First Call £1000 against 80/20

Total net box office	£800
Payable to Playhouse	Nil

D Example 2: - First Call £1000 against 80/20

Total Box office	£3000
80% payable to promoter	£2400
Payable to Playhouse	£600

D Example 3: - First Call £1000 against 80/20

Total Box office	£1200
Payable to promoter	£1000
Payable to Playhouse	£200

E **Guarantee fee against percentage** = promoter receives a guarantee fee which is paid out of the budget provided by the Council. This amount is taken off the total ticket sales, and any remaining is payable at the agreed percentage split.

E Example: Deal = Guarantee £2500 against 80/20

Total net box office	£3000
Less Guarantee of £2500	£500
80% of £500 to promoter	£400
20% payable to Playhouse	£100

If royalties are involved then this percentage comes off the net total box office first then added back on: e.g.:

Deal = 80/20 after royalties @ 10%

Total box office	£4000
Royalties @ 10%	(£400)
New total	£3600
80% to promoter	£2880
Add on the royalties	£3280
Payable to Playhouse	£720

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	2017/18 Q2 forecast	2017/18 Budget	2016/17 Actuals	2016/17 Budget	2015/16 Actuals	2015/16 Budget	2014/15 Actuals	2014/15 Budget
Direct Employee costs	239,536	239,536	238,410	211,858	215,576	207,187	212,151	198,237
Utilities	24,795	24,795	21,235	21,210	20,805	17,365	21,100	20,350
Service running costs: furniture, licences, bins, cash collection, equipment, advertising	116,350	116,350	91,595	100,855	135,051	138,964	145,906	139,803
Income from sales of programmes, ice creams, confectionery, theatre tokens	(35,835)	(36,435)	(37,045)	(35,975)	(37,745)	(42,050)	(35,731)	(39,136)
Recovered costs - postage, box office set up, casual staff	(12,000)	(12,308)	(12,283)	(12,732)	(14,714)	(12,000)	(1,225)	0
Membership fees	(1,000)	(1,000)	(1,345)	(2,000)	(1,547)	(4,593)	(2,010)	(4,500)
Contract receipts, Advertising income	(5,149)	(5,149)	(20,996)	(19,000)	(18,624)	(20,119)	(18,585)	(20,000)
Booking fees	(16,875)	(22,500)	(24,843)	(22,508)	(22,056)	(20,396)	(19,094)	(20,000)
Net income from Professional Shows	(141,400)	(135,000)	(152,683)	(128,020)	(120,366)	(151,000)	(141,564)	(125,000)
Letting Fees, equipment hire	(151,910)	(151,910)	(152,748)	(151,452)	(155,704)	(161,000)	(143,151)	(177,000)
Net income/Commission from Community Performances, other events	(7,300)	(8,639)	(3,707)	0	(7,729)	1,750	21,612	(2,565)
Bar Expenditure - staff, equipment, provisions	88,673	79,520						
Bar Income - sales of hot drinks, snacks, ice cream and confectionery, drinks	(120,330)	(127,130)						
Full year surplus/deficit on Playhouse activities	(22,445)	(39,870)	(54,410)	(45,493)	(2,533)	(45,892)	39,410	(29,811)

Comments:The Playhouse Theatre

As in 2016/17, letting and equipment hire income is performing well.

Forecast income from shows booked for the rest of the year is above 2016/17, although Panto ticket sales are a significant factor in achieving this.

Legislative changes to credit card charges to be implemented in January 2018, will impact on the £22k booking fee income budget. The Q2 forecast has been reduced to £17k.

Overall, at present no other significant variations are anticipated on the Playhouse Theatre budgets.

The Playhouse Bar

The bar contract income to the Council for the outsourced bar was £14k per annum. Since April 2017 the bar has been run in house, with a net income budget of £48k.

The income to date for drinks, snacks, etc., has been broadly on target and in line with profiled estimates based on data provided by the previous operator.

At Q1 the overall position was looking on track to hit budget by year end.

Since then however, expenditure on staffing and provisions have increased beyond budget and the net income figure could prove challenging.

The full position will not be clear until after the busy Pantomime season, but at present it looks possible that the bar could be around £16k overspent by year end.

Income and expenditure will be monitored regularly over the coming weeks and months and all possible remedial action will be taken.

For information: Non direct costs

Building costs:

Cottages Rent & Service Charge	28,250	28,250	30,649	29,200	29,215	29,200	29,164	28,250
Business Rates, Insurance	29,010	29,010	24,751	24,990	24,650	25,021	24,450	24,541
Cleaning and Maintenance Contract costs	59,638	59,638	81,165	80,270	75,139	75,090	62,523	62,333
Capital Expenditure - Roof Repairs			0	0	197,900		3,500	
Subsidy on building	116,898	116,898	136,565	134,460	326,904	129,311	119,636	115,124
Indirect Employee costs - Management/Admin, Pensions	58,065	58,065	76,028	76,027	77,068	77,068	65,690	65,690
Central charges requiring redistribution	124,995	124,995	134,246	117,469	113,593	110,896	124,482	110,846
Asset rents	79,009	79,009	38,529	86,029	79,009	79,009	68,979	68,979
	262,069	262,069	248,803	279,525	269,670	266,973	259,151	245,515
Totals	356,522	339,097	330,958	368,492	594,041	350,392	418,197	330,828

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Volunteer Stewards

Epsom Playhouse is fortunate to have a team of 43 stewards. The stewards are an integral part of the Epsom Playhouse team, offering a community based arts theatre for Epsom and Ewell.

Duties

- Act as the frontline, friendly service for theatre patrons
- Assist with the safe evacuation of all patrons in the instance of fire or any other emergency situation
- Provide assistance, if required, to customers with specific access requirements
- Check tickets and assist customers to their seats
- Sell Ice-creams
- Sell programmes/merchandise, where necessary, on behalf of the Playhouse or visiting company
- Deal with audience related enquires
- Ensure patrons adhere to the 'No Photography' rule whilst in the auditorium
- Are generally vigilant at all times, with regard to health and safety of patrons and alert the Duty Manager of any problems quickly and clearly
- Help with Marketing - handing out flyers at the end of shows and other promotional activities, for example, coming in during the day to stuff envelopes for a mail shot to promote future productions.

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Evaluation of the options identified for the future delivery of services at Epsom Playhouse

	Option Identified	Strengths	Weaknesses	Opportunities	Threats
1.	Do nothing, continue to deliver services as is	<ul style="list-style-type: none"> • Maintains status quo • Council to keep staff • Contribution to EEBC Corporate Plan – health and wellbeing of residents and supports local businesses and economy • Adds to Town Centre attractions • Enhances EEBC reputation • Benefits Borough as a whole and Town Centre • Public survey support 	<ul style="list-style-type: none"> • Requires Council subsidy • Building repairs and/or refurbishment needed • Technical equipment repairs and/or replacement needed • Asset rents, indirect employee and central charges remain 	<ul style="list-style-type: none"> • Increase membership • Increase business investment • The BID / naming or sponsorship of venue 	<ul style="list-style-type: none"> • Inflation increases costs • Economic downturn impacts ticket sales negatively • Building and equipment failures • Loss of staff • Lack of resilience • Standard of show declines • Asset rents, indirect employee and central charges rise • Impact on Town Centre
2.	Continue to deliver services as is, but explore options for further business development	<ul style="list-style-type: none"> • Maintains status quo • Council to keep staff • Contribution to EEBC Corporate Plan – health and wellbeing of residents and supports local businesses and economy 	<ul style="list-style-type: none"> • Could require more Council subsidy • Building repairs and/or refurbishment needed • Technical equipment repairs and/or replacement needed 	<ul style="list-style-type: none"> • Reduce Council subsidy • Increase membership • Increase business investment • The BID / naming or sponsorship of venue • Seek external funding (e.g. Heritage Lottery etc.) 	<ul style="list-style-type: none"> • Inflation increases costs • Economic downturn impacts ticket sales negatively • Building and equipment failures • Loss of staff • Lack of resilience

	Option Identified	Strengths	Weaknesses	Opportunities	Threats
		<ul style="list-style-type: none"> Adds to Town Centre attractions Enhances EEBC reputation Benefits Borough as a whole and Town Centre Public survey support 	<ul style="list-style-type: none"> Asset rent, indirect employee and central charges remain 	<ul style="list-style-type: none"> Plan for equipment and building updates 	<ul style="list-style-type: none"> Standard of show declines Asset rents, indirect employee and central charges rise Impact on Town Centre
3.	Transfer operation of Epsom Playhouse to an external management company	<ul style="list-style-type: none"> Known cost to company Probable reduction in Council subsidy 	<ul style="list-style-type: none"> No control over shows Building and equipment costs Asset rents, indirect employee and central charges remain Loss of employees Loss of reputation Loss of value to Town Survey results say keep 	<ul style="list-style-type: none"> Share in ticket sales income could rise Reduction in costs if experienced theatre company 	<ul style="list-style-type: none"> Management charges rise Asset rents, indirect employee and central charges remain Loss of experienced managers Management company fails Lack of experienced staff if handed back Risk of closure
4.	Transfer operation of Epsom Playhouse to a trust	<ul style="list-style-type: none"> Community get to run theatre No direct subsidy required Reduction in payroll 	<ul style="list-style-type: none"> Buildings remain EEBC Repairs to building Failure possibility Loss of reputation Asset rents, indirect employee and central charges remain 	<ul style="list-style-type: none"> Obtain external funding Grow membership 	<ul style="list-style-type: none"> No funding as not a listed building Interest declines Ticket sales fall Insufficient income to continue Trust fails - building returns to Council

	Option Identified	Strengths	Weaknesses	Opportunities	Threats
			<ul style="list-style-type: none"> Survey results say keep 		<ul style="list-style-type: none"> Loss of value to Town Centre Closure of theatre Other EEBC venue hirers move to Epsom Playhouse
5.	Closure of venue	<ul style="list-style-type: none"> Reduced subsidy 	<ul style="list-style-type: none"> Asset rents, indirect employee and central charges remain No obvious cheap re-use of building Loss of employees Loss of reputation Loss of value to Town Survey results say keep 	<ul style="list-style-type: none"> Identify use of empty building 	<ul style="list-style-type: none"> Cost of any change to building Loss to Town Centre attraction Threat to EEBC reputation Loss of contribution to Corporate Plan – health and wellbeing and support to local businesses and economy

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Minutes of the Meeting of the AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE held on 23 November 2017

PRESENT -

Councillor David Reeve (Chairman); Councillor Steve Bridger (Vice-Chairman); Councillors Alex Clarke, Neil Dallen (as nominated substitute for Councillor George Crawford), Rob Geleit, Humphrey Reynolds, Jean Steer, Peter Webb and Clive Woodbridge (Items 14 - 20 only)

In Attendance: Lorna Raynes (Client Manager) (RSM Risk Assurance (Internal Auditor)) (Items 12 - 15 only)

Absent: Councillor George Crawford and Councillor Jan Mason

Officers present: Andrew Lunt (Head of Venues & Facilities), Gillian McTaggart (Head of Corporate Governance), Margaret Jones (Scrutiny Officer) and Tim Richardson (Democratic Services Officer)

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 20 June 2017 were agreed as a true record and signed by the Chairman, subject to the following amendments:

Minute 10 a). That the final sentence of the first paragraph be amended to read as follows:

“The revised form would be circulated to **members of** the Audit, Crime and Disorder Committee for information once it had been designed.” (amendment highlighted in **bold** text).

Minute 11 a). That the word “the” be removed, to make the sentence read as follows:

“The Chairman informed the Committee that as Ewell Court House had only recently reopened following a fire, the scrutiny review group would consider whether more time was required to establish business at the venue prior to undertaking a review of it.”

15 INTERNAL AUDIT MONITORING REPORT

The Committee received a report summarising progress against the audit plan for 2017/18.

The following matters were considered:

- **Verbal update on financial management and main accounting audit reports.** The Head of Corporate Governance provided the Committee with a verbal update on actions taken following the audits of Financial Management and Main Accounting (which had previously been considered at the meeting of 11 April 2017). The Committee was informed that the Council’s finance team was now fully staffed.
- **Deferral of housing audits.** The Committee noted that the Head of Housing & Community had requested that three audits relating to the Council’s housing service be deferred to 2018/19, due to the introduction of new duties by the Homelessness Reduction Act 2017. This request was being considered and would be reviewed in conjunction with the Internal Audit Manager.
- **Audit of emergency planning and civil contingencies.** The Committee noted that the auditor had identified 3 medium priority actions within this report. Following consideration of the auditor’s report, the Committee requested officers to provide an update at its next meeting with regard to the ICT business continuity and disaster recovery plans, in light of the end of shared service arrangements with Elmbridge Borough Council. The Committee also asked officers to provide an update on the non-desktop based testing arrangements for the Council’s wider emergency and business continuity plans.

Members of the Committee also asked whether councillors could receive training in how to react in the event of an emergency. The Head of Corporate Governance informed the meeting that a briefing session on emergency and civil contingency planning had been provided for councillors, but that it could be repeated. This matter was further considered in Minute 17, below.

- **Audit of commercial property acquisitions.** The Committee noted that this report had been given a substantial level of assurance by the Internal Auditor. Following a question from a member of the Committee, the Internal Auditor clarified that the report considered whether the policies and procedures agreed by the Council with regard to the acquisition of commercial property had been complied with. It did not examine in detail

the investment criteria approved by the Council, but the Internal Auditor informed the Committee that these were broadly similar to those agreed by other local authorities.

The Committee noted that the report did not consider the governance arrangements of the commercial property investment company formed by the Council, and requested that this be included in the future internal audit work plan if there was availability to do so.

Following consideration, the Committee:

- (1) Noted the internal audit progress report;
- (2) Requested that an update on ICT business continuity, ICT disaster recovery and testing of emergency planning arrangements be presented to its meeting in February 2018.

16 ANNUAL GOVERNANCE STATEMENT AND EXTERNAL AUDIT FINDINGS 2016/17 - PROGRESS AGAINST ACTION PLAN

The Committee received and noted a report setting out progress in implementing the Action Plan contained within the Annual Governance Statement, and the actions agreed in Audit Findings within the External Auditor's Report.

17 RISK MANAGEMENT FRAMEWORK ANNUAL REPORT

The Committee received a report providing it with an update on the Council's risk management arrangements.

The Committee considered the following matters:

- **Emergency and crisis management.** The Committee expressed support for further training for members with regard to emergency and crisis management, including how officers are able to utilise and manage information from councillors in such events. The Head of Corporate Governance informed the Committee that she would work with the Democratic Services Manager to identify a suitable date for this session. This matter was also considered in Minute 15, above.
- **Monitoring of Plan E.** The Committee expressed concern that the risk "Monitoring the Plan E Project Plan" on page 63 of the agenda was outside the control of the Council, as the implementation of works was the responsibility of Surrey County Council. The Head of Corporate Governance informed the meeting that this was a typing error, and that the full description of this risk should read "Monitoring the Plan E Project Plan and assess impact". The Committee was informed that whilst the implementation of works were the responsibility of Surrey County Council, there were still reputational risks to Epsom and Ewell Borough Council if they were not delivered as planned. Additionally, Epsom and Ewell Borough Council had contributed funding to the Plan.

Members of the Committee expressed the view that an action plan to address any problems that may arise with the implementation of Plan E might be required.

Following consideration, the Committee:

- (1) Confirmed that it was satisfied with the arrangements in place for risk management.
- (2) Reviewed the Leadership Risk Register and identified the following risk as being an item which it wished to raise with the Leadership Team:

Risk L8 (Monitoring the Plan E Project Plan and assess impact): the Committee expressed the view that an action plan to address problems with the implementation of Plan E should be produced.

18 CORPORATE PLAN: PERFORMANCE REPORT ONE 2017 TO 2018

The Committee received a report providing an update against the Council's Key Priority Performance Targets for 2017 to 2018, under the new Corporate Plan.

The Committee:

- (1) Considered the performance reported in Annexe 1 and did not identify any areas of concern.
- (2) Considered the actions that had been proposed or taken where performance was currently a concern as shown in table 3.1 of the report.
- (3) Noted the overview of the Key Priority Performance Targets in Annexe 2.

19 WORK PROGRAMME 2017/18

The Committee received a report updating it on its work programme for 2017/18.

The following matter was discussed:

- **Community Safety Partnership (CSP).** The Committee noted that a half-yearly report on the work of the CSP had not been presented to this meeting as there was no marked change on its previous position. It was also noted that a report considering how best to scrutinise the activities of the CSP in the future would be brought to the April 2018 meeting of the Committee.

The Committee requested further information on the make-up and membership of the CSP, and enquired whether a councillor representative from EEBC could be appointed to it. It was noted that the Community Safety & Projects Officer would be asked to provide further information regarding this following the meeting.

A member of the Committee identified that the Council's website currently referred to the Epsom and Ewell Community Safety Partnership, rather than the East Surrey CSP which the Council was now a member of. It was noted that officers would look into this.

Following consideration, the Committee:

- (1) Agreed to receive a report in April 2018, which would look at how best the Committee can scrutinise the local CSP in future.
- (2) Noted the current position of its work programme 2017/18, attached to the report as Annexe 1.

20 SCRUTINY REVIEW OF EPSOM PLAYHOUSE

The Committee received the report of the Scrutiny Review Task Group on Epsom Playhouse.

The following matters were considered:

- **Characteristics and usage of Epsom Playhouse.** The Chairman provided the Committee with a verbal summary of the Scrutiny Review Group's report and findings. This included detailed analysis of the venue, its usage, and financial performance.
- **Visitor consultation feedback** The Committee noted the highly positive responses received from users of the Playhouse during the consultation carried out for the review, and that these strongly supported the continued operation of the venue.
- **Capital works.** The Committee was informed that bids for capital funding to replace the main stage and refurbish the toilet facilities in the first floor dressing room had been submitted for consideration in the 2018 budget setting process.
- **Reduction of subsidy.** The Committee noted the reduction in subsidy (both per ticket and total) achieved in recent years, and thanked the Head of Venues and Facilities and the staff working at the venue for their hard work to achieve this.

Following consideration, the Committee:

- (1) Approved the Report of the Scrutiny Review Task Group on the Review of Epsom Playhouse attached at Annexe 1.
- (2) Agreed that the report be presented to the Community & Wellbeing Committee on 23 January 2018.

Following these decisions, the Committee expressed its thanks and congratulations to the Head of Venues and Facilities, staff at the Playhouse, the

Research, Consultation & Information Analyst, Councillor Mike Teasdale and the Scrutiny Officer for the amount of work put into the review.

21 THANKS TO MR SIMON YOUNG, HEAD OF LEGAL AND DEMOCRATIC SERVICES

The Committee recorded its thanks to Mr Simon Young, the Council's Head of Legal and Democratic Services, who had attended its meetings and assisted it for several years. Mr Young was due to leave the Council's employment for a new position, and the Committee wished him well in his new career.

The meeting began at 7.30 pm and ended at 9.11 pm

COUNCILLOR DAVID REEVE (CHAIRMAN)

CAPITAL PROGRAMME 2018/19

Report of the:	Chief Finance Officer
Contact:	Lee Duffy, Sue Emmons
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
Annexes/Appendices (attached):	Annexe 1 - Proposed Capital Programme Annexe 2 - Capital Appraisal forms for Bid 5 Annexe 3 - Capital Appraisal forms for Bid 4 Annexe 4 - Capital Appraisal forms for Bid 2 Annexe 5 - Capital Appraisal forms for Bid 3 Annexe 6 - Capital Appraisal forms for Bid 6 Annexe 7 - Capital Appraisal forms for Bid 1
Other available papers (not attached):	Financial Policy Panel papers 5 December 2017 Capital Strategy

Report Summary

This report summarises the proposed 2018/19 capital programme and a provisional programme for 2019-21. The Committee's approval is sought for the programme to be submitted to Council in February 2018.

RECOMMENDATION (S)

That the Committee:

- (1) Submits the Capital Programme for 2018/19 as identified in section 4 and 5 of this report to the Council for approval on 20 February 2018;
- (2) Confirms that it supports all of the schemes included in the provisional programme for 2019-21 as identified in section 6 of this report;

Notes that:-

Notes

- | | |
|---|--|
| <p>(a) schemes subject to external funding from Disabled Facilities Grant only proceed when funding has been received;</p> <p>(b) schemes for 2019-21 are provisional pending an annual review of funds available for capital investment.</p> | |
|---|--|

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

1.1 The Council's Medium Term Financial Strategy (MTFS) includes the following guidelines relevant to investment in services:-

1.1.1 Prioritise capital investment to ensure retained property is fit for purpose.

1.1.2 Maximise the use of external funding opportunities to deliver improvements to the community infrastructure, including affordable housing.

1.1.3 Maintain a minimum uncommitted level of capital reserves of £1 million at 31 March 2018.

2 Background

2.1 The Capital Strategy was last agreed by the Council on 14 February 2017 at which time the capital programme was approved for 2017/18. Schemes for 2018-2020 were provisional pending the annual budget review and an annual assessment of funds for capital investment.

2.2 The Financial Policy Panel ('the Panel') provided the Capital Member Group (CMG) with a remit for the preparation of a capital programme for 2018/19. Under this remit, CMG assessed all capital bids and recommended a programme to the Panel for approval on 5 December 2017.

2.3 The programme presented to the Panel assumed funding from capital receipts and government grants. The Panel were advised that the proposed level of investment of £3.2 million over three years 2018/19 to 2020/21, of which £1.475 million was to be funded from capital receipts, would reduce the available capital receipts balance to £1.6 million at the end of this period. The agreed minimum threshold of capital receipts is £1 million. In order to slow the depletion of capital reserves, FPP supported a proposal that any surplus revenue funds, arising principally from dividend income received from Epsom & Ewell Property Investment Company (EEPIC), should be allocated to fund the capital programme.

- 2.4 In total, MTFs projections show that £540k revenue funds are available to fund the capital programme in 2018/19, subject to the risk identified in paragraphs 11.4 and 11.5 of this report. It has been recommended to the respective policy committees that the entirety of the Strategy & Resources capital programme and part of Environment's capital programme be funded from revenue, altogether totalling £540k.
- 2.5 The use of £540k of revenue funds for these schemes would ease the use of capital receipts and maintain the reserves at £2.16 million at the end of this period.
- 2.6 The Panel's guidance relevant to this policy committee's recommendations was as follows:-
- 2.6.1 Priority schemes identified by the Capital Member Group should be presented with project appraisals to the policy committees in January to establish whether there is support for the individual projects, with any projects not supported being removed from the draft programme.
- 2.6.2 Schemes identified in section 4 and 5 of this report, totalling £784k, requiring £196k use of capital reserves and £588k externally funded from grants, should be included in the capital programme, subject to support for the project appraisal by this Committee and subject to external funding being received before expenditure is committed.

3 Proposals

- 3.1 The Committee is asked:-
- 3.1.1 To approve the proposed capital programme for 2018/19;
- 3.1.2 To agree the provisional programme for 2019-21.
- 3.2 The timing of the programme should be based on the ability to deliver with a realistic number of projects in any one year.
- 3.3 If all schemes in the proposed corporate capital programme for 2018/19 were to progress, and given the use of £540k of revenue funds, this would reduce the capital reserves to £2.16 million at 31/03/2021. The MTFs requires the Council to maintain a minimum uncommitted level of capital reserves of £1 million at 31 March 2018. Where possible the Council will prioritise the use of other funding sources such as revenue, external grants, S106 and Community Infrastructure Levy to preserve the level of capital receipts. A report will be submitted to the Joint Infrastructure Group (JIG) to propose the use of £771k CIL monies to fund two existing capital schemes; the Cemetery extension and works to the weir at Lower Mill Pond. Should the use of CIL be approved by JIG and subsequently S&R Committee, the forecast balance of capital receipts reserves would increase to £2.93 million at 31/03/2021.

4 Core Programme 2018/19 Funded from Capital Reserves

4.1 The Financial Policy Panel recommended that the following schemes should be considered by this Committee for inclusion in the capital programme in 2018/19, subject to the Committee approving the project appraisals and the identification, where appropriate of revenue funding.

4.2 The proposed core programme for 2018/19 funded from capital reserves in order of priority is as follows:-

Capital Appraisal form reference	Scheme	2018/19 £000s
Community & Wellbeing Bid 5	Playhouse - Replacement of stage floor surface	36
Community & Wellbeing Bid 4	Playhouse - Refurbishment of existing 1st floor changing rooms	30
Community & Wellbeing Bid 2	Energy Improvements - LED Replacement lighting Bourne Hall	55
Community & Wellbeing Bid 3	Poole Road Pavilion - Replacement of boilers, pumps and plant room equipment	50
Community & Wellbeing Bid 6	Bourne Hall - Replacement of old defective air conditioning to banqueting suites	25
Total		196

5 Core Programme 2018/19 Externally Funded

5.1 The Financial Policy Panel recommended that the following schemes should be considered by this Committee for inclusion in the capital programme in 2018/19, subject to the external funding identified being available.

Capital Appraisal form reference	Scheme	External funding to be received in 2018/19 (£'000)	Funding
Community & Wellbeing Bid 1	Disabled Facilities Grant (DFG) Programme	588	DCLG Grant
	Total externally funded schemes	588	

6 Provisional Capital Programme 2019/20 to 2020/21

6.1 The provisional programme proposed for 2019-21 is:-

Capital Appraisal form reference	Scheme	2019/20 (£'000)	2020/21 (£'000)	Funding
Community & Wellbeing Bid 1	Disabled Facilities Grant (DFG) Programme	588	588	DCLG Grant
	Total proposed capital programme 2019/20 to 2020/21	588	588	

6.2 Bids for these schemes will be prepared and submitted to future Capital Member Group meetings for their support to be included within the capital programme for 2019/20 and 2020/21.

7 Financial and Manpower Implications

7.1 The Committee will wish to ensure that the Council has the capacity to deliver the recommended schemes.

7.2 **Chief Finance Officer's comments:** All financial implications are included in the body of the report.

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

8.1 A baseline criteria for schemes is 'Investment required to meet Health and Safety or other new legislative requirements' as identified in the project appraisals.

8.2 **Monitoring Officer's comments:** Several of the projects will improve existing facilities and premises. This will assist in reducing the council's risk in relation to its health and safety liability.

9 Sustainability Policy and Community Safety Implications

9.1 None for the purpose of this report.

10 Partnerships

- 10.1 There are no schemes dependent upon partnership agreement or funding. Schemes may, subject to evaluation, involve partnership for procurement or service delivery.

11 Risk Assessment

- 11.1 The CMG have used the Capital Strategy to balance the need for prioritised investment against a reducing level of capital reserves.
- 11.2 To help manage risks to the General Fund revenue account business case investment has been prioritised where it demonstrates a payback within 5 years or 7 years for renewable energy projects.
- 11.3 Funding has been identified to enable the delivery of the capital programme for 2018/19 and officers believe that there should be sufficient capacity to deliver these projects.
- 11.4 There is a risk associated with the £540k revenue funding, following a recent DCLG consultation regarding proposed changes to Minimum Revenue Provision (MRP) guidelines. MRP is an annual charge against the general fund, to ensure resources are set-aside to repay any borrowing incurred for capital purposes. The consultation ended on 22 December 2017 and the outcome is not yet published. DCLG proposed in the consultation that, for directly owned assets, Local Authorities should spread MRP charges over a maximum of 40 years for buildings and 50 years for land from 2018/19.
- 11.5 Existing guidelines do not mandate a maximum term and EEBC currently spreads its MRP charges over 50 years. If implemented in its current form, the proposed change could increase the annual MRP charge at EEBC, and indeed at many other Local Authorities. This could impact the revenue funds available to support the capital programme.
- 11.6 In this scenario, the equivalent Capital Programme reports to S&R and Environment Committees include a proposal that any affected capital schemes, earmarked to be funded from revenue, would still proceed but revert to funding from capital receipts.
- 11.7 Officers will continue to monitor the DCLG's proposals and, once formalised, any changes will be incorporated into the Treasury Management Strategy presented to S&R Committee in April.

12 Conclusion and Recommendations

- 12.1 A programme of £784k, excluding any carry forward provisions from 2017/18, is recommended for this committee in 2018/19.
- 12.2 To agree the provisional programme for 2019/2021.

WARD(S) AFFECTED: All

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Community & Wellbeing Committee Proposed Capital Programme 2018/19 - 2020/21

	Original Budget 2018/19 £'000	Proposed Budget 2019/20 £'000	Proposed Budget 2020/21 £'000	Total Provision 2018/19- 2020/21 £'000
C&W Bid 5: Playhouse- Replacement of stage floor surface	36	0	0	36
C&W Bid 4: Playhouse- Refurbishment of existing 1st floor changing rooms	30	0	0	30
C&W Bid 2: Energy Improvements - LED Replacement lighting Bourne Hall	55	0	0	55
C&W Bid 3: Poole road Pavilion- Replacement of boilers, pumps and plant room equipment	50	0	0	50
C&W Bid 6: Bourne Hall- Replacement of old defective air conditioning to banqueting suites	25	0	0	25
C&W Bid 1: Disabled Facilities Grants	588	588	588	1,764
Total Community and Wellbeing Committee	784	588	588	1,960

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COMMITTEE & BID NUMBER

Community & Wellbeing Bid 5

PROJECT TITLE

Playhouse - Replacement of stage floor surface

ACCOUNTABLE OFFICER

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

Andrew Lunt

DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme	<p>The vinyl flooring covering the Playhouse stage is now showing significant signs of age - the technical team have for many years been carrying out repairs where they can but these repairs are no longer sufficient. The Playhouse made £131,722 last year from the acts requiring the use of such a floor and ongoing failure to provide a permanent solution will jeopardise this income along with inevitable trip hazard issues created by a deteriorating floor.</p> <p>The two repair options are as follows:</p> <p>Option 1 : Replace the plywood layer and fit new vinyl. This will remove all the patching and associated problems with lifting and holes in the short-medium term. The stage floor should maintain the 'as new' appearance that it will receive for some time. The ply will need replacement as it will delaminate when the old vinyl is removed, leaving an uneven floor surface.</p> <p>Option 2 : Take the stage floor back to joists and replace the planking with a new double-layer plywood floor, then fit surface ply and new vinyl as above. This is the long-term solution, curing the inherent flexing problem that is lifting the seams, and as a bonus stopping the floor from squeaking as it's moved across.</p>
Project outcomes and benefits	<p>The Playhouse made £131,722 last year from acts requiring the use of such a floor and ongoing failure to provide a permanent solution will jeopardise this income along with inevitable trip hazard issues created by a deteriorating floor. Currently there are some 88 defects, holes/lifting vinyl etc, that have been identified with the flooring. (See attached document highlighting the extent of the issues)</p> <p>The primary project outcome will be to provide the playhouse with a stage surface that is fit for purpose. The two main benefits of the project will be to prevent any future loss of income being attributable to hirers/promoters choosing not to use the theatre as a result of the state of the stage floor. In addition it would reduce risk of insurance claims due to trips and falls on the stage.</p>

FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	Option 1: 16,463 Option2: 35,504	Option 1 – with the underlying cause still untreated, we would expect the problem to be evident again within 5 years, with a life of around

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			10-15 years. Option 2 – with the actual floor also fixed, the vinyl would really only need replacing if damaged or with general wear and tear – we would expect a life of at least 25 years.
b	Consultancy or other fees	0	
c	Total Scheme Capital Costs (a+b)	Option 1: 16,463 Option2: 35,504	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	Net Costs to Council (c-d)	Option 1: 16,463 Option2: 35,504	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	Capital Reserves Needed to Finance Bid (e-f)	Option2: 35,504	
h	Annual Ongoing Revenue Additional Savings as a Direct Result of the Project	0	
i	Annual Ongoing Revenue Additional Costs as a Direct Result of the Project	0	

Year	2018/19 £	2019/20 £	2020/21 £
Spend Profile of Scheme – please identify which year (s) the scheme spend will fall into	Option 2: 35,504		

REVENUE IMPACT

Can revenue implications be funded from the Committee Base Budget? – Please give details	no
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CORPORATE PLAN 2016/20

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<p>Is this investment linked to EEBC's Key Priorities? If so, say which ones and evidence how. How does project fit within service objectives?</p>	
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TIMESCALES

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

The timescales for completion of this project will be determined by Playhouse programme – preferably the floor installation would take place as early on in the year as possible however if this is not possible due to the programme of already booked shows then the installation of the new floor would take place during the annual August closure period.

		Target Start Date	Target Finish Date
1	Design & Planning		
2	Further Approvals Needed		
3	Tendering (if necessary)		
4	Project start date		
5	Project Finish Date		

BASELINE CRITERIA

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

Spend to Save schemes should meet the following criteria;

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- Payback of the amount capital invested within the project within 5 years (7 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

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

Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority? Please give details of funding streams, including any restrictions on the funding.	No
Is the Scheme a Spend to Save Project? Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	No
It is mandatory for the Council to provide the scheme? Is investment required to meet Health and Safety or other legislative requirements? If so, state which requirements.	No
Is this project the minimum scheme required to continue to deliver the services of the Council? - Is investment required for the business continuity of the Council? If so, say how.	Failure to provide a fit for purpose floor could compromise circa £131,000 in income.

ASSET MANAGEMENT PLAN

Is investment identified in the Council's Asset Management Plan?	No
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PRIORITISATION

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

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1	Investment essential to meet statutory obligation.	No
2	Investment Important to achieve Key Priorities.	No
3	Investment important to secure service continuity and improvement.	Yes – the stage is a fundamental requirement of a theatre. A stage floor that has significant issues with regards to structure, surface and presence of trips hazards would a) reduce the variety of performers/companies willing to use the building b) reduce the income generating potential of the building and c) reduce the quality of service available to the population of Epsom.
4	Investment will assist but is not required to meet one of the baseline criteria.	No

RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	Other than the timetable being determined by the Playhouse programme – taking into account that we would still be able to use August as the install period there are no risks identified.
2	Are there any risks relating to the availability of resources internally to deliver this project	None
3	Consequences of not undertaking this project	Failure to provide a fit for purpose floor could compromise circa £131,000 in income.
4	Alternative Solutions (Other solutions considered – cost and implications)	No other alternative solutions

Is consultation required for this project? Please give details of who with and when by.	No
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Ward(s) affected by the scheme	All
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ANNEXE 2

APPENDIX 1

EPSOM PLAYHOUSE STAGE FLOOR SURFACE

The Playhouse stage floor is of timber planked construction, overlaid with thin plywood and then covered in black vinyl flooring as its final, visible layer. The ply is nailed to the planking, and the vinyl glued to the ply. The vinyl is now in need of replacement.

The current vinyl is now of unknown age, but certainly over 20 years old. Its general decorative appearance is 'worn', but the condition of the installation is deteriorating quickly. The surface has been patched to repair damage many times, such that the patches are now being patched, and in places the floor is showing signs of lifting substantially from the plywood. Where the vinyl has lifted along the joins in the surface the lifted area becomes stretched, and cannot simply be glued back into place but has to be cut, trimmed and re-laid as a patch.

Where the vinyl lifts along its seams it creates a trip hazard for dancers in bare feet or soft shoes. Other damage to the floor creates small holes where the vinyl is missing and although these holes are only around 10mm across and 2mm deep, they can be enough to 'unsettle' or even trip a dancer in their movement.



We are receiving negative comments from dance schools regarding the condition of the floor in places, and having to do quick temporary repairs during show rehearsals as new areas of failure become apparent.

The photo below gives an idea of the scale of the current floor patching; each 'flag' is a past repair, seam lift or hole.

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ANNEXE 2



(The picture shows 88 flags, there are some more in the wings areas.)

While many of the defects are smaller than the flag marking them above, others are more substantial, the largest being 70x35cm (28x14in) where water ingress occurred at a seam and lifted and distorted a larger area of vinyl.



In the first picture above, it can also be seen that previous repairs are now starting to need attention for a second time (the seam lift nearest the camera is on an existing patch)

The problems are exacerbated by the condition of the underlying floor structure. The nailing holding the planks to each other and to the joists that support them has worked loose, allowing more movement of the floor structure than the vinyl can contain. This is the reason for so much seam lifting, as it is the point where the flooring can 'give' with the movement.

Having taken advice from the supplier of the original vinyl, a respected supplier within the industry, they have recommended two options, dependent on budget :

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Option 1 : Replace the plywood layer and fit new vinyl. This will remove all the patching and associated problems with lifting and holes in the short-medium term. The stage floor should maintain the 'as new' appearance that it will receive for some time. The ply will need replacement as it will delaminate when the old vinyl is removed, leaving an uneven floor surface.

Option 2 : Take the stage floor back to joists and replace the planking with a new double-layer plywood floor, then fit surface ply and new vinyl as above. This is the long-term solution, curing the inherent flexing problem that is lifting the seams, and as a bonus stopping the floor from squeaking as it's moved across.

Quotes for the 2 options are attached.

Simon Banks
Technical Manager
July 2017

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ANNEXE 3

COMMITTEE & BID NUMBER

Community & Wellbeing Bid 4

PROJECT TITLE

Playhouse- Refurbishment of existing 1 st floor changing rooms

ACCOUNTABLE OFFICER

Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review.	Andrew Lunt
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DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme	The works consist of replacement of shower, trays, fittings, pipework, and replacement of shower curtains with shower screens. New fittings will help reduce risk of legionella. Complete redecorations and new flooring where required.
Project outcomes and benefits	We have had many reports of legionella, which come from the shower units within this site. There have been several attempts to clean fittings over years but this still keeps reoccurring. This proposal should help prevent future occurrences.

FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	30,000	
b	Consultancy or other fees	0	
c	Total Scheme Capital Costs (a+b)	30,000	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	

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e	Net Costs to Council (c-d)	30,000	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	Capital Reserves Needed to Finance Bid (e-f)	30,000	
h	Annual Ongoing Revenue Additional Savings as a Direct Result of the Project	0	
i	Annual Ongoing Revenue Additional Costs as a Direct Result of the Project	0	

Year	2018/19 £	2019/20 £	2020/21 £
Spend Profile of Scheme – please identify which year (s) the scheme spend will fall into	30,000		

REVENUE IMPACT

Can revenue implications be funded from the Committee Base Budget? – Please give details	n/a
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CORPORATE PLAN 2016/20

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

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

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		Target Start Date	Target Finish Date
1	Design & Planning	May/June 2018	
2	Further Approvals Needed	No	
3	Tendering (if necessary)	July 2018	
4	Project start date	August 2018	
5	Project Finish Date	September 2018	

BASELINE CRITERIA

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

Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (7 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

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

<p>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority? Please give details of funding streams, including any restrictions on the funding.</p>	
<p>Is the Scheme a Spend to Save Project? Will investment improve service efficiency including cost savings or income generation? What is the payback in years?</p>	

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<p>It is mandatory for the Council to provide the scheme? Is investment required to meet Health and Safety or other legislative requirements? If so, state which requirements.</p>	<p>We have had many outbreaks of legionella which come from the shower units within this site, many attempts to clean fittings over years but still keeps reoccurring at times. This proposal should help prevent future occurrences.</p>
<p>Is this project the minimum scheme required to continue to deliver the services of the Council? - Is investment required for the business continuity of the Council? If so, say how.</p>	

ASSET MANAGEMENT PLAN

<p>Is investment identified in the Council's Asset Management Plan?</p>	<p>yes</p>
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PRIORITISATION

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

1	Investment essential to meet statutory obligation.	
2	Investment Important to achieve Key Priorities.	
3	Investment important to secure service continuity and improvement.	Yes, performers dressing rooms require upgrading in poor state may effect bookings
4	Investment will assist but is not required to meet one of the baseline criteria.	

RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	none
2	Are there any risks relating to the availability of resources internally to deliver this project	no

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3	Consequences of not undertaking this project	As fittings are dressing rooms are in such a poor state we could still be subject to Legionella when water samples are taken. It will require more thorough testing and monitoring from all parties with risk to young and elderly and possible corporate manslaughter charges if the worst was to occur.
4	Alternative Solutions (Other solutions considered – cost and implications)	Close the dressing rooms

Is consultation required for this project? Please give details of who with and when by.	Yes with the Playhouse to phase in works
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Ward(s) affected by the scheme	Town ward
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AGENDA ITEM 7
ANNEXE 4

COMMITTEE & BID NUMBER

Community & Wellbeing Bid 2

PROJECT TITLE

Energy Improvements - LED Replacement lighting Bourne Hall
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ACCOUNTABLE OFFICER

Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review.	Andrew Lunt
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DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme	Installation of new improved lighting in the form of LED high level lighting, this provides a low energy, low maintenance alternative to the existing 20 year old fittings. The new LED lights are guaranteed for 5 years, with 60,000 hours lifetime to L70B10. Once fitted there will be no need to access them at high level for at least 5-10 years. Since the initial first round bid the projects surveyor has confirmed extra over costs regarding tile installation between new LED lights with the lowest contractor. This has had an impact on previous budget submitted. There will be an additional 10k added to the original bid There have been no accidents yet of falling light diffusers.
Project outcomes and benefits	A capital bid was agreed last year on the basis of a spend to save business case. The budget was 21k with payback in 5.9 years. The project once tendered came in higher than expected. The factors for this appear to be increased costs in preliminaries and access platforms for the works and fixing issues into existing domed plenum ceiling. The existing light fittings are 20 years old, fittings are broken and some hanging down causing concern if they were to fall on general public. Access issues still prove difficult for general maintenance and replacement of tubes, due to the high level works and varied use below, i.e cafe, library and museum with building being open 7 days a week. This project is lot more complicated than first realised. Job has been on hold as tender prices are double the existing budget. Officers are requesting authority to continue with replacement next

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	<p>year as planning permission has been granted.</p> <p>It is important to consider that much of the design and tender work has been carried out for this project and considerable time has been spent.</p> <p>The other major factor is that some of the existing light diffusers are hanging down and considered a risk to Health & safety.</p>
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FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	55,000	
b	Consultancy or other fees	0	
c	Total Scheme Capital Costs (a+b)	55,000	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	Net Costs to Council (c-d)	55,000	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	Capital Reserves Needed to Finance Bid (e-f)	55,000	
h	Annual Ongoing Revenue Additional Savings as a Direct Result of the Project	3,570	If scheme proceeds new lighting will provide Approximately £3500 of energy savings a year.
i	Annual Ongoing Revenue Additional Costs as a Direct Result of the Project	0	

Year	2018/19 £	2019/20 £	2020/21 £
Spend Profile of Scheme – please identify which year (s) the scheme spend will	55,000		

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fall into			
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REVENUE IMPACT

Can revenue implications be funded from the Committee Base Budget? – Please give details	N/A
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CORPORATE PLAN 2016/20

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

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

		Target Start Date	Target Finish Date
1	Design & Planning	Already tendered and planning permission has been granted	
2	Further Approvals Needed	No	
3	Tendering (if necessary)	All done	
4	Project start date	April 2018	
5	Project Finish Date	May 2018	

BASELINE CRITERIA

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

Spend to Save schemes should meet the following criteria;

- Payback of the amount capital invested within the project within 5 years (7 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

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

Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority? Please give details of funding streams, including any restrictions on the funding.	
Is the Scheme a Spend to Save Project? Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	15 years payback
It is mandatory for the Council to provide the scheme? Is investment required to meet Health and Safety or other legislative requirements? If so, state which requirements.	The existing light fittings are 20 years old, fittings are broken and some hanging down causing concern if they were to fall on general public. Access issues still prove difficult for general maintenance and replacement of tubes, due to the high level works and varied use below, i.e cafe, library and museum with building being open 7 days a week. There have been no accidents yet of falling light diffusers.
Is this project the minimum scheme required to continue to deliver the services of the Council? - Is investment required for the business continuity of the Council? If so, say how.	

ASSET MANAGEMENT PLAN

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

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

1	Investment essential to meet statutory obligation.	
2	Investment Important to achieve Key Priorities.	
3	Investment important to secure service continuity and improvement.	Yes venue cannot operate without lights
4	Investment will assist but is not required to meet one of the baseline criteria.	

RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	Main risk is working from heights, rather difficult job requires careful planning and phasing to protect the public.
2	Are there any risks relating to the availability of resources internally to deliver this project	Not at the moment
3	Consequences of not undertaking this project	Lights may fail completely, diffusers could fall down and as existing fittings are extremely old parts are not available to fix.
4	Alternative Solutions (Other solutions considered – cost and implications)	Could replace with newer florescent fittings, but still end up with continued access problems as will need to work from height.

Is consultation required for this project? Please give details of who with and when by.	Yes needs to be carefully phased to ensure minimal disruption
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Ward(s) affected by the scheme	Ewell ward
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AGENDA ITEM 7
ANNEXE 5

COMMITTEE & BID NUMBER

Community & Wellbeing Bid 3

PROJECT TITLE

Poole Road pavilion – Replacement of boilers, pumps and plant room equipment

ACCOUNTABLE OFFICER

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

Ian Dyer

DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme	Works at Poole Road Pavilion (Harrier Centre) consist of replacement of all boilers and all plant within the boiler room. Existing equipment is approximately 20 years old.
Project outcomes and benefits	<p>Boilers are over 20 years old, parts are unavailable. Servicing of equipment is difficult due to layout. Regulations have changed over the years requirements now mean access for cleaning stored heated water is essential in preventing legionella. New equipment will ensure continued operation of building, If left much longer changes of entire failure increase.</p> <p>Harrier Centre income general ledger line shows the following.</p> <p>2013-14 income £2,559 this is the year we took it back in house 2014-15 income £31,159 2015-16 income £45,360 2016-17 income £56,705</p> <p>It may be worth noting that we are in negotiations to increase the Harrier athletic club rental for the areas the increase will be from £2,500 per annum to £15,000 per annum as part of the MTFs.</p> <p>The building is occupied by, athletics club, boxing club, and main hall has children play.</p>

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FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	45,000	
b	Consultancy or other fees	5,000	
c	Total Scheme Capital Costs (a+b)	50,000	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	Net Costs to Council (c-d)	50,000	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	Capital Reserves Needed to Finance Bid (e-f)	50,000	
h	Annual Ongoing Revenue Additional Savings as a Direct Result of the Project	1,000	There will be some savings from new equipment, boilers pumps etc. normally 10- 15% reduction in gas costs per year
i	Annual Ongoing Revenue Additional Costs as a Direct Result of the Project	0	

Year	2018/19 £	2019/20 £	2020/21 £
Spend Profile of Scheme – please identify which year (s) the scheme spend will fall into	50,000		

REVENUE IMPACT

Can revenue implications be funded from the Committee Base Budget? – Please give details	N/A
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CORPORATE PLAN 2016/20

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<p>Is this investment linked to EEBC's Key Priorities? If so, say which ones and evidence how. How does project fit within service objectives?</p>	<p>Yes, Supporting our businesses and our local economy. This building is occupied by boxing club, children's play area and athletics club who would not be able to operate if there is no heating in the building</p>
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TIMESCALES

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

		Target Start Date	Target Finish Date
1	Design & Planning	April/June 2018	
2	Further Approvals Needed	No	
3	Tendering (if necessary)	July(4week period)	
4	Project start date	August/September 2018	
5	Project Finish Date	End of September 2018	

BASELINE CRITERIA

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

Spend to Save schemes should meet the following criteria;

- Payback of the amount capital invested within the project within 5 years (7 years for renewable energy projects).

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

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

Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority? Please give details of funding streams, including any restrictions on the funding.	
Is the Scheme a Spend to Save Project? Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	There will be some improvement on energy efficiency with new condensing boilers, & new inverter driven pumps although it will not give a reasonable payback.
It is mandatory for the Council to provide the scheme? Is investment required to meet Health and Safety or other legislative requirements? If so, state which requirements.	Yes, new equipment will provide safer plant with the facility to clean stored heated water cylinders to prevent chances of legionella build up. New equipment will ensure continued operation of building. If left much longer changes of entire plant failure increase.
Is this project the minimum scheme required to continue to deliver the services of the Council? - Is investment required for the business continuity of the Council? If so, say how.	If works are not carried out, building is occupied by boxing club, children's play area and athletics club who would not be able to operate if there is no heating in the building

ASSET MANAGEMENT PLAN

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

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

1	Investment essential to meet statutory obligation.	
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2	Investment Important to achieve Key Priorities.	
3	Investment important to secure service continuity and improvement.	Yes. This building is occupied by boxing club, children's play area and athletics club who would not be able to operate if there is no heating in the building
4	Investment will assist but is not required to meet one of the baseline criteria.	

RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	No
2	Are there any risks relating to the availability of resources internally to deliver this project	No
3	Consequences of not undertaking this project	This building is occupied by boxing club, children's play area and athletics club who would not be able to operate if there is no heating in the building
4	Alternative Solutions (Other solutions considered – cost and implications)	N/A

Is consultation required for this project? Please give details of who with and when by.	Yes with users of the building for phasing of works
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Ward(s) affected by the scheme	
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AGENDA ITEM 7
ANNEXE 6

COMMITTEE & BID NUMBER

Community & Wellbeing Bid 6

PROJECT TITLE

Bourne Hall - Replacement of old defective air conditioning to banqueting suites.

ACCOUNTABLE OFFICER

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

Andrew Lunt

DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme	Replacing of the existing air conditioning cassettes in banqueting suites along with condensers located outside behind grills and re-using existing pipework. Adapt electrics to suit new units, degas old units and dispose of gas environmentally.
Project outcomes and benefits	<p>These units are approximately 25 years old, the regulations have changed regarding use of refrigeration gases and new units are energy efficient & conform to current regulations.</p> <p>This is considered business continuity. If works are not carried out this may affect income. Existing units leak and struggle to reduce temperatures when venue has large volumes of people, they are not efficient due to their age.</p>

FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	25,000	
b	Consultancy or other fees	0	
c	Total Scheme Capital Costs (a+b)	25,000	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding	0	

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	enquiries you may have made.		
e	Net Costs to Council (c-d)	25,000	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	Capital Reserves Needed to Finance Bid (e-f)	25,000	
h	Annual Ongoing Revenue Additional Savings as a Direct Result of the Project		There are savings in use of energy with new equipment but these units are only required in the summer months therefore only small saving in energy use and, as difficult to quantify, will leave this figure blank.
i	Annual Ongoing Revenue Additional Costs as a Direct Result of the Project	0	

Year	2018/19 £	2019/20 £	2020/21 £
Spend Profile of Scheme – please identify which year (s) the scheme spend will fall into	25,000		

REVENUE IMPACT

Can revenue implications be funded from the Committee Base Budget? – Please give details	n/a
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CORPORATE PLAN 2016/20

Is this investment linked to EEBC's Key Priorities? If so, say which ones and evidence how. How does project fit within service objectives?	no
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TIMESCALES

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

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		Target Start Date	Target Finish Date
1	Design & Planning	April/May 2018	
2	Further Approvals Needed	No	
3	Tendering (if necessary)	June 2018	
4	Project start date	July 2018	
5	Project Finish Date	July 2018	

BASELINE CRITERIA

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

Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (7 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

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

<p>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority? Please give details of funding streams, including any restrictions on the funding.</p>	
<p>Is the Scheme a Spend to Save Project? Will investment improve service efficiency including cost savings or income generation? What is the payback in years?</p>	

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ANNEXE 6

<p>It is mandatory for the Council to provide the scheme? Is investment required to meet Health and Safety or other legislative requirements? If so, state which requirements.</p>	
<p>Is this project the minimum scheme required to continue to deliver the services of the Council? - Is investment required for the business continuity of the Council? If so, say how.</p>	<p>Existing air conditioning units have reached the end of their life with constant repairs required. The project is essential to keep hirers of banqueting suits. Considered business continuity.</p>

ASSET MANAGEMENT PLAN

<p>Is investment identified in the Council's Asset Management Plan?</p>	<p>yes</p>
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PRIORITISATION

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

1	<p>Investment essential to meet statutory obligation.</p>	
2	<p>Investment Important to achieve Key Priorities.</p>	
3	<p>Investment important to secure service continuity and improvement.</p>	yes
4	<p>Investment will assist but is not required to meet one of the baseline criteria.</p>	

RISKS ASSOCIATED WITH SCHEME

1	<p>Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)</p>	<p>No risks</p>
2	<p>Are there any risks relating to the availability of resources internally to deliver this project</p>	<p>No risks</p>

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3	Consequences of not undertaking this project	May prove difficult to hire out the banqueting suites in the summer due to unreasonable temperature conditions. More people in the rooms means the hotter they will get.
4	Alternative Solutions (Other solutions considered – cost and implications)	Could hire portable air conditioning units but these may not be capable of lower temperatures in rooms that big even if these units are available to hire when temperatures are high as demand is high.

Is consultation required for this project? Please give details of who with and when by.	Yes need to liaise with venues team to find appropriate time to carry out works when area not booked out.
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Ward(s) affected by the scheme	Ewell Ward
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AGENDA ITEM 7
ANNEXE 7

COMMITTEE & BID NUMBER

Community & Wellbeing Bid 1

PROJECT TITLE

DISABLED FACILITIES GRANT (DFG) PROGRAMME

ACCOUNTABLE OFFICER

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

RACHEL JACKSON

DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme	The Disabled Facilities Grant (DFG) is a mandatory grant which provides adaptations to enable vulnerable residents to remain in their home independently, thereby reducing the need for hospital services or sheltered housing. The project links to our Key Priority of Supporting our Community.
Project outcomes and benefits	The DFG is a mandatory grant, and provides adaptations to enable vulnerable residents to maintain independence and remain in their own homes, and can prevent the need for NHS services/hospitalisation and/or sheltered housing. Provision of the DFG meets our statutory obligations. In addition, the flexibility of the DFG programme has allowed the introduction of a Discretionary Grants programme which will reach out to an even greater range of vulnerable residents.

FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	£588,000	Estimated allocation of £588K plus the underspend from 2017/18 and previous years (c. £200-£300K)
b	Consultancy or other fees		
c	Total Scheme Capital Costs (a+b)	£588,000	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	£588,000	In 2014/15 the Better Care Fund (BCF) was introduced which pools together £3.8 bn funds for health, social care and housing. For 2017/18 the DFG element was protected by way of a ring-fenced grant to each Local Authority, which resulted in £588K being allocated for the programme, no additional capital funding was allocated. The high level of funding was due to the fact that Surrey County Council were not allocated any funding under this scheme. It is expected that in 2018/19 SCC may continue to seek to negotiate a portion of the payment of the BCF allocations,

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			therefore at this stage the actual DFG allocation is unknown. However, there will be a considerable underspend from 2017/18 to include in the scheme's budget.
e	Net Costs to Council (c-d)		
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	Capital Reserves Needed to Finance Bid (e-f)		
h	Annual Ongoing Revenue Additional Savings as a Direct Result of the Project	0	
i	Annual Ongoing Revenue Additional Costs as a Direct Result of the Project		

Year	2017/18 £	2018/19 £	2019/20 £
Spend Profile of Scheme – please identify which year (s) the scheme spend will fall into	£588,000	£500,000 (plus any carry over)	£500,000 (plus any carry over)

REVENUE IMPACT

Can Revenue Implications Be Funded From the Committee Base Budget? – Please give details	
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CORPORATE PLAN 2016/20

Is this investment linked to EEBC's Key Priorities? If so, say which ones and evidence how. How does project fit within service objectives?	The project links to our Key Priority of Supporting our Community.
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TIMESCALES

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

Capital Programme Review 2018-19 Project Appraisal Form

		Target Start Date	Target Finish Date
1	Design & Planning	Ongoing	
2	Further Approvals Needed	n/a	
3	Tendering (if necessary)	n/a	
4	Project start date	Ongoing	
5	Project Finish Date	Ongoing	

BASELINE CRITERIA

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

Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (7 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

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

<p>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority? Please give details of funding streams, including any restrictions on the funding.</p>	<p>Yes. As above.</p>
<p>Is the Scheme a Spend to Save Project? Will investment improve service efficiency including cost savings or income generation? What is the payback in years?</p>	<p>No.</p>

Capital Programme Review 2018-19 Project Appraisal Form

AGENDA ITEM 7
ANNEXE 7

<p>It is mandatory for the Council to provide the scheme? Is investment required to meet Health and Safety or other legislative requirements? If so state which requirements.</p>	<p>Yes. There is a need to ensure that sufficient resources are made available to deliver the mandatory grant programme.</p>
<p>Is this project the minimum scheme required to continue to deliver the services of the Council? - Is investment required for the business continuity of the Council? If so say how.</p>	<p>Yes, as above. Should the DFG programme not be delivered, there is a risk the Authority would be judicially challenged for failing to meet its statutory obligations.</p>

ASSET MANAGEMENT PLAN

<p>Is investment identified in the Council's Asset Management Plan?</p>	<p>No.</p>
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PRIORITISATION

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

1	<p>Investment essential to meet statutory obligation.</p>	<p>Yes. The DFG is a mandatory grant.</p>
2	<p>Investment Important to achieve Key Priorities.</p>	
3	<p>Investment important to secure service continuity and improvement.</p>	
4	<p>Investment will assist but is not required to meet one of the baseline criteria.</p>	

RISKS ASSOCIATED WITH SCHEME

1	<p>Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)</p>	
2	<p>Are there any risks relating to the availability of resources internally to deliver this project</p>	<p>The budget is monitored closely on a monthly basis and to ensure the programme is delivered within the financial limits. In addition, the approved priority assessment scheme is implemented when necessary to ensure the most vulnerable applicants received assistance.</p>

Capital Programme Review 2018-19 Project Appraisal Form

AGENDA ITEM 7
ANNEXE 7

3	Consequences of not undertaking this project	As detailed within this appraisal.
4	Alternative Solutions (Other solutions considered – cost and implications)	None.

Is consultation required for this project? Please give details of the who with and when by.	No.
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Ward(s) affected by the scheme	All
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FEES AND CHARGES 2018/19

Report of the: Chief Finance Officer
Contact: Lee Duffy / Ian Dyer / Andrew Lunt / Joy Stevens / Mark Berry

Urgent Decision?(yes/no)

If yes, reason urgent decision required:

Annexes/Appendices (attached): **Annexe 1** - Fees and Charges Schedule 2018/19

Other available papers (not attached):

REPORT SUMMARY

This report recommends fees and charges for which this Committee is responsible, with the new charges being effective from 1 April 2018.

RECOMMENDATION (S)

(1) That subject to the approval of Council, the Committee agrees the fees and charges for 2018/19 as set out at Annexe 1.

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

1.1 As set out in the revenue estimates report on this agenda.

2 Background

2.1 The Council will meet to agree the budget, including estimates of income and expenditure, on 20 February 2018. To enable the budget to be finalised, the Policy Committees are asked to recommend fees and charges covering the services for which they are responsible.

2.2 The fees and charges presented in this report are discretionary charges only. For discretionary charges there is scope to generate additional income, to reduce any subsidy of the service or to contribute to an improved budget position.

- 2.3 There are a number of charges set externally that the Council has no power to alter. This restricts the Council's ability to raise additional income and therefore the fees and charges set by statute are not presented to this Committee for approval.
- 2.4 The budget guidelines agreed by Strategy and Resources included an overall increase in revenue from discretionary fees and charges of 3%. The guidelines also anticipate that additional income may be generated to contribute to the required savings target.
- 2.5 When preparing estimates, fees and charges have been reviewed by service managers and any negative impact on demand anticipated by increased charges has been considered.
- 2.6 Members should refer to the estimates report on this agenda for an overview of the Committee's budget position.
- 2.7 In January 2013 the Committee agreed that the Director of Finance and Resources (now Chief Finance Officer) should have delegated authority to vary fees and charges for items generating income under £1,000 per annum. The Committee also agreed that this officer be permitted to set charges for one off services or items not included in the fees and charges schedule under delegated authority.

3 Proposals

- 3.1 The proposed fees and charges for 2018/19 are set out at **Annexe 1** to this report. The main variations in fees and charges for each service area outside the range of an increase between 3% and 5% are set out below:

3.1.1 Venues

Playhouse

No increases to membership fees are proposed, pending the introduction of a revised membership scheme.

Introduction of fees for miscellaneous equipment are proposed on a price on application basis. It is proposed that full marketing package prices are changed from fixed price to price on application.

Bourne Hall

Increases to charges at Bourne Hall have been kept at below 3% where officers feel that a higher increase could result in a loss of hirers.

Ewell Court House

The fees and charges have been restructured to attract and maintain hirers, including business users. Bar and kitchen hire is now available on an hourly basis.

3.1.2 Social Centre

Fees have generally been increased between 3%-5%, although there are some variations due to rounding of charges. Increases above 5% are proposed to reflect increased costs or where officers felt that higher charges could be introduced without creating a reduction in demand.

3.1.3 Parks

Charges for permission to use small gazebos/tents in parks have been maintained at current levels. The purpose of these is to keep a record of numbers and current charges cover administration costs.

3.1.4 Sports Pitches

Fees and charges have generally been increased between 3% - 5%, although there are some small variations due to roundings.

3.1.5 Local Nature Reserve

Fees for annual guided walks have been substantially increased in recent years; officers feel that further rises could discourage participation.

3.1.6 Community Services

Community Alarm

No increase is proposed to Community Alarm monthly standard charges as current charges represent market rates and officers consider that an increase in price per unit could potentially have an adverse effect on customer volume.

Wellness Centre Activities

It is proposed that a nominal charge be introduced for participation in sessions at the Wellbeing Centre to cover costs. These are currently funded by Personalisation and Prevention Partnership funding which ceased from March 2017.

Shopping Service

To remain competitive with the current market no increase to charges are proposed.

Routecall

Fares and membership fees have been increased by approximately 3%. Excursion charges will be set to cover the cost of trips plus overheads.

Shopmobility

It is proposed that the charge for non-members is increased by 10%, the first increase in the charge for three years.

- 3.2 Charges for advance bookings for subsequent years are not generally included in the annual schedules. It is proposed that these be charged at the current year cost plus approximately 3% per annum, representing the inflationary increases incorporated in the Medium Term Financial Strategy.

4 Financial and Manpower Implications

- 4.1 The impact of the proposed fees and charges for services in 2018/19 is set out below.

	Increase in Income Budget Target (3%) £'000	Total Increase or (Decrease) due to changes to Tariffs £'000	Variations resulting from changes to volumes £'000	Variation between Target and total change £'000
Social Centre Service	3	7	2	6
Community Services	12	(8)	40	20
Bourne Hall	8	8	(5)	(5)
Ebbisham Centre	4	4	0	0
Ewell Court House	3	3	(25)	(25)
Playhouse	10	9	6	5
Allotments	1	1	0	0
Parks & Open Spaces	5	5	(1)	(1)
Total	46	29	17	0

- 4.2 The charges proposed will generate an additional estimated income of £29,000. This has been taken into account in the budget to be presented to the Council next month.
- 4.3 Overall, the effect of increased charges and changes to volumes is that Community & Wellbeing Committee has achieved the targeted budgeted income from fees and charges for 2018/19.
- 4.4 Included in variations to volumes is income from new services catering for Adult Social Care Higher Needs clients at the Longmead Community and Wellbeing Centre. For 2018/19 the fee income anticipated from this is £42,000, funded by private clients and Surrey County Council referrals. This income will offset the costs of operating the Community & Wellbeing Service at the Longmead Centre which was previously funded from SCC Protection, Prevention and Partnership grant funding.
- 4.5 At Bourne Hall fees have generally been uplifted by 3% but there has been a reduction in the volume of income anticipated from the Café during its start-up period. Income from entry to Echoes Day event has been removed from the budget as this is now a free entry event.
- 4.6 Ebbisham income budgets have been left at target pending disposal of the building. Fees at Ewell Court House have been increased by circa 3% but the overall income budget has reduced by £25,000 due to reduced volumes of lettings.

4.7 The revised level of income has been included in the medium term financial strategy to help towards a balanced budget over the next four years. A detailed breakdown of the 2018/19 budget can be found in the budget report included on this agenda.

4.8 **Chief Finance Officer's comments:** All financial implications are included within this report.

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

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

5.2 **Monitoring Officer's comments:** There are no legal issues arising from this report.

6 Sustainability Policy and Community Safety Implications

6.1 None for the purposes of this report.

7 Partnerships

7.1 None for the purposes of this report.

8 Risk Assessment

8.1 Income from services remains at risk due to the state of the economy. Charges have been set taking into account market conditions.

8.2 The continued delivery of Council services is dependent upon income generation, creating a risk to service delivery if charges are not set at levels that make a significant contribution to the Council's finances.

9 Conclusion and Recommendations

9.1 This report proposes new fees and charges for services with effect from 1 April 2018.

9.2 The impact of changes in fees and charges has been estimated and incorporated in the Committee's budget estimates 2018/19. If lower charges are agreed the Committee will be required to identify cost savings to enable the Council to meet its overall budget target.

WARD(S) AFFECTED: (All Wards);

Service: Venues
Service Manager: Andrew Lunt

Service	Charged At	Description	Unit	2017/18	2018/19	% Change
Playhouse						
Other Charges						
		Additional Technicians	Per hour	20.60	21.40	3.9%
		Basic Technical Facilities (Auditorium)	Per performance/rehearsal	108.00	112.50	4.2%
		Basic Technical Facilities (Myers)	Per performance/rehearsal	56.50	58.50	3.5%
		Box Office Set Up (Main Auditorium)	Per week	57.70	60.00	4.0%
		Box Office Set Up (Main Auditorium)	Per performance	26.40	27.50	4.2%
		Box Office Set Up (Myers Studio)	Per week	15.00	15.60	4.0%
		Box Office Set Up (Myers Studio)	Per performance	8.00	8.30	3.8%
		Change of Stage Format	Per performance/rehearsal	136.40	142.00	4.1%
		Digital Only Marketing Package	Per event	34.60	36.00	4.0%
		Follow Spot Operator	Per hour	16.20	17.00	4.9%
		Full Marketing Package	Price on application	266.75	0.00	-100.0%
		Grand Piano	Per performance/rehearsal	112.20	117.00	4.3%
		Miscellaneous Equipment	Price on application	0.00	0.00	0.0%
		Myers Studio Full Marketing Package	Price on application	226.60	0.00	-100.0%
		Piano Tuning	Per item	103.00	107.00	3.9%
		Postage	per posting	1.30	1.35	3.8%
		Technical Equipment Package	Per performance/rehearsal	33.50	35.00	4.5%
		Technical Meeting Charge	Per hour	28.80	30.00	4.2%
		Ticket printing (Main auditorium)	Per performance	43.00	45.00	4.7%
		Ticket printing (Myers Hall)	Per performance	14.50	15.00	3.4%
		Ticket re-prints	per ticket	1.35	1.35	0.0%

Service: Venues
 Service Manager: Andrew Lunt

Service	Charged At	Description	Unit	2017/18	2018/19	% Change
Playhouse						
Hire Commercial Rate						
		Auditorium - Monday to Saturday 10:00 to 23:00	per hour	150.00	156.00	4.0%
		Auditorium - Monday to Saturday 23:00 to 10:00	per hour	300.00	312.00	4.0%
		Auditorium - Sunday/BHol 10:00 to 23:00	per hour	150.00	156.00	4.0%
		Auditorium - Sunday/BHol 23:00 to 10:00	per hour	300.00	312.00	4.0%
Hire Community Rate						
		Auditorium - Monday to Saturday 10:00 to 23:00	per hour	72.00	75.00	4.2%
		Auditorium - Monday to Saturday 23:00 to 10:00	per hour	144.00	150.00	4.2%
		Auditorium - Sunday/BHol 10:00 to 23:00	per hour	72.00	75.00	4.2%
		Auditorium - Sunday/BHol 23:00 to 10:00	per hour	144.00	150.00	4.2%
		Myers Studio - Monday to Sunday 10:00 to 18:00	per hour	27.50	28.50	3.6%
		Myers Studio - Monday to Sunday 18:00 to 23:00	per hour	27.50	28.50	3.6%
Hire Standard Rate						
		Auditorium - Monday to Saturday 10:00 to 23:00	per hour	101.00	105.00	4.0%
		Auditorium - Monday to Saturday 23:00 to 10:00	per hour	202.00	210.00	4.0%
		Auditorium - Sunday/BHol 10:00 to 23:00	per hour	101.00	105.00	4.0%
		Auditorium - Sunday/BHol 23:00 to 10:00	per hour	202.00	210.00	4.0%
		Members Bar	per hour	27.00	27.50	1.9%
		Myers Studio - Monday to Sunday 10:00 to 18:00	per hour	35.00	36.50	4.3%
		Myers Studio - Monday to Sunday 18:00 to 23:00	per hour	45.00	46.50	3.3%
Membership Out of Borough Residents						
		Adult	Per annum	21.00	21.00	0.0%
		Adult Couple	Per annum	29.00	29.00	0.0%
		Disabled	One off payment	15.00	15.00	0.0%
		Family (2 adults and all children under 16)	Per annum	34.00	34.00	0.0%
		Family Add ons (children only)	Per annum	6.00	6.00	0.0%
		Over 65	Per annum	15.00	15.00	0.0%
		Unemployed (upon 6 monthly proof of unemployment)	6 months	6.00	6.00	0.0%
Membership Residents						
		Adult	Per annum	19.00	19.00	0.0%
		Adult Couple	Per annum	26.00	26.00	0.0%
		Disabled	One off payment	12.00	12.00	0.0%
		Family (2 adults and all children under 16)	Per annum	29.00	29.00	0.0%
		Family Add ons (children only)	Per annum	5.00	5.00	0.0%
		Over 65	Per annum	12.00	12.00	0.0%
		Student	Per annum	5.00	5.00	0.0%
		Unemployed (upon 6 monthly proof of unemployment)	6 months	5.00	5.00	0.0%

Service: Venues
 Service Manager: Andrew Lunt

Service	Charged At	Description	Unit	2017/18	2018/19	% Change
Bourne Hall						
	Community Rate					
		Banqueting Suite	day rate	425.00	438.00	3.1%
		Main Hall	day rate	425.00	438.00	3.1%
		Main Hall or the Banqueting Suite Monday 08:00-Saturday 17:00	Per Hour	74.00	75.00	1.4%
		Main Hall or the Banqueting Suite Saturday 17:00-24:00	Per Hour	110.00	114.00	3.6%
		Other rooms	day rate	188.00	194.00	3.2%
		Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room Monday 08:00-Saturday 17:00	Per Hour	34.00	35.00	2.9%
		Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room Saturday 17:00-24:00	Per Hour	52.00	54.00	3.8%
	Events (Off Peak Rates: Oct-March, Excl. Easter Weekend & December)					
		Large Room Part Day Event (Min booking 5 hrs)	Per hour	90.00	93.00	3.3%
		Wedding Full Day -12 Hours in 1 large room, 2 hours for a Ceremony Room	Per function	1,010.00	1,040.00	3.0%
	Events (Peak Rates: April-Oct, Easter Weekend & December)					
		Large Room Part Day Event (Min booking 5 hrs)	Per hour	117.00	121.00	3.4%
		Wedding Full Day -12 Hours in 1 large room, 2 hours for a Ceremony Room	Per function	1,270.00	1,310.00	3.1%
	Standard Rate					
		All Rooms	Midnight to 08:00	188.00	194	3.2%
		Art Exhibitions	Per week (Or 20% of sales if greater)	138.00	143	3.6%
		Banqueting Suite	day rate	496.00	511	3.0%
		Gift/Craft fairs	Per week	250.00	258	3.2%
		Main Hall	day rate	496.00	511	3.0%
		Main Hall or the Banqueting Suite Monday 08:00-Saturday 17:00	Per Hour	86.00	87	1.2%
		Main Hall or the Banqueting Suite Saturday 17:00-24:00	Per Hour	128.00	132	3.1%
		other rooms	day rate	220.00	227	3.2%
		Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room Monday 08:00-Saturday 17:00	Per Hour	37.00	38	2.7%
		Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room Saturday 17:00-24:00	Per Hour	60.00	62	3.3%
		Sunday Opening	Flat Rate in addition to hourly rates	351.00	365	4.0%
		Wedding Fairs	Exclusive use of the Venue (Sunday)	1,670.00	1720	3.0%
		Museum Club Sessions	per session	3.40	3.50	2.9%

Service: Venues
 Service Manager: Andrew Lunt

Service	Charged At	Description	Unit	2017/18	2018/19	% Change
Longmead Centre						
Community Rate						
		Counselling Room - Monday to Friday 6pm-11pm	Per hour	16.50	17.00	3.0%
		Counselling Room - Monday to Friday 9am-6pm	Per hour	14.25	14.75	3.5%
		Counselling Room - Saturday and Sunday 6pm-11pm	Per hour	24.50	25.70	4.9%
		Counselling Room - Saturday and Sunday 9am-6pm	Per hour	16.50	17.30	4.8%
		Dining Room (50) - Monday to Friday 18.00 to 23.00	Per hour	23.50	24.50	4.3%
		Dining Room (50) - Monday to Friday 9.00 to 18.00	Per hour	22.00	23.00	4.5%
		Dining Room (50) - Saturday/Sunday 18.00 to 23.00	Per hour	32.50	34.00	4.6%
		Dining Room (50) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs	Per hour	23.50	24.65	4.9%
		Half Hall (60) - Monday to Friday 18.00 to 23.00	Per hour	17.75	18.50	4.2%
		Half Hall (60) - Monday to Friday 9.00 to 18.00	Per hour	14.75	15.25	3.4%
		Half Hall (60) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs	Per hour	17.75	18.50	4.2%
		Hall (120) - Monday to Friday 18.00 to 23.00	Per hour	26.25	27.50	4.8%
		Hall (120) - Monday to Friday 9.00 to 18.00	Per hour	24.50	25.50	4.1%
		Hall (120) - Saturday/Sunday 18.00 to 23.00 Min 2hrs	Per hour	36.75	38.00	3.4%
		Hall (120) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs	Per hour	26.25	27.50	4.8%
		Park Lounge (50) - Monday to Friday 18.00 to 23.00	Per hour	23.50	24.50	4.3%
		Park Lounge (50) - Monday to Friday 9.00 to 18.00	Per hour	22.00	23.00	4.5%
		Park Lounge (50) - Saturday/Sunday 18.00 to 23.00	Per hour	32.50	34.00	4.6%
		Park Lounge (50) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs	Per hour	24.00	25.00	4.2%
		Small lounge (25) - Monday to Friday 18.00 to 23.00	Per hour	16.75	17.50	4.5%
		Small lounge (25) - Monday to Friday 9.00 to 18.00	Per hour	14.50	15.00	3.4%
		Small lounge (25) - Saturday/Sunday 18.00 to 23.00	Per hour	25.00	26.00	4.0%
		Small lounge (25) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs	Per hour	16.75	17.50	4.5%
Standard Rate						
		Counselling Room - Monday to Friday 6pm-11pm	Per hour	20.50	21.50	4.9%
		Counselling Room - Monday to Friday 9am-6pm	Per hour	16.75	17.75	6.0%
		Counselling Room - Saturday and Sunday 6pm-11pm Min 2 hrs	Per hour	26.75	28.10	5.0%
		Counselling Room - Saturday and Sunday 9am-6pm Min 2 hrs	Per hour	20.50	21.50	4.9%
		Dining Room (50) - Monday to Friday 18.00 to 23.00	Per hour	29.75	31.00	4.2%
		Dining Room (50) - Monday to Friday 9.00 to 18.00	Per hour	27.25	28.50	4.6%
		Dining Room (50) - Saturday/Sunday 18.00 to 23.00 Min 2 hrs	Per hour	39.25	41.00	4.5%
		Dining Room (50) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs	Per hour	30.00	31.50	5.0%
		Half Hall (60) - Monday to Friday 18.00 to 23.00	Per hour	21.00	22.00	4.8%
		Half Hall (60) - Monday to Friday 9.00 to 18.00	Per hour	17.25	18.00	4.3%
		Half Hall (60) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs	Per hour	21.00	22.00	4.8%
		Hall (120) - Monday to Friday 18.00 to 23.00	Per hour	34.25	36.00	5.1%
		Hall (120) - Monday to Friday 9.00 to 18.00	Per hour	30.50	32.00	4.9%
		Hall (120) - Saturday/Sunday 18.00 to 23.00 Min 2 hrs	Per hour	41.50	43.50	4.8%
		Hall (120) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs	Per hour	34.00	35.50	4.4%
		Park Lounge (50) - Monday to Friday 18.00 to 23.00	Per hour	29.75	31.00	4.2%
		Park Lounge (50) - Monday to Friday 9.00 to 18.00	Per hour	27.25	28.50	4.6%
		Park Lounge (50) - Saturday/Sunday 18.00 to 23.00 Min 2 hrs	Per hour	39.25	41.25	5.1%
		Park Lounge (50) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs	Per hour	29.50	31.00	5.1%
		Small lounge (25) - Monday to Friday 18.00 to 23.00	Per hour	21.00	22.00	4.8%
		Small lounge (25) - Monday to Friday 9.00 to 18.00	Per hour	17.25	18.00	4.3%
		Small lounge (25) - Saturday/Sunday 18.00 to 23.00 Min 2 hrs	Per hour	27.25	28.85	5.9%
		Small lounge (25) - Saturday/Sunday 9.00 to 18.00 Min 2 hrs	Per hour	21.00	22.00	4.8%

Service: Venues

Service Manager: Andrew Lunt

Service	Description	Unit	2017/18	2018/19	% Change
Social Centre					
	Bathing service	Per occasion	9.90	10.00	1.0%
	Bathing Service (persons in receipt of Benefits)	Per occasion	5.25	5.40	2.9%
	Hairdressing (Multiple hairdressers)	Per day	40.25	42.00	4.3%
	Hairdressing (Multiple hairdressers)	Per half day	20.50	21.50	4.9%
	Hairdressing (Single hairdressers)	Per day	33.00	34.50	4.5%
	Hairdressing (Single hairdressers)	Per half day	17.25	18.00	4.3%
	Social Centre Membership - out of borough	Per year	20.00	21.00	5.0%
	Social Centre Membership - single person	Per year	10.25	10.75	4.9%
	Social Centre Membership (persons in receipt of Benefits)	Per year	5.75	6.00	4.3%
	Takeaway Food/Sandwiches - Members	Per item - up to	6.50	6.80	4.6%
	Weekday meal - Members	Per meal	4.60	4.90	6.5%
	Weekday meal - Non-Members	Per meal	5.00	5.40	8.0%

Service: Venues
 Service Manager: Andrew Lunt

Forward Years
 Increased by 3%

Service	Charged At	Description	Unit	2017/18	2018/19	% Change	2019/20	2020/21
Ewell Court House								
Community Rate								
		Ante room, Whist Room, Meeting Room or Committee Room	Per Hour - Minimum 2hrs	20.00	21.00	5.0%	n/a	n/a
		Social Suite	Per hour - Minimum 2hrs	31.12	32.50	4.4%	n/a	n/a
Standard Rate								
		Ante room, Whist Room, Meeting Room or Committee Room	Per hour - Minimum 2 hrs	28.00	29.00	3.6%	n/a	n/a
		Ante room, Whist Room, Meeting Room or Committee Room - Monday to Thurs	Business Day - 8 Hrs	n/a	174.00	new charge	n/a	n/a
		Bar Hire	Per Hour	n/a	28.00	new charge	n/a	n/a
		Celebratory Room Mon-Thurs	Per day	1,675.00	1,725.00	3.0%	1,775.00	1,830.00
		Celebratory Room Mon-Thurs	Per hour - Minimum 5 hrs	130.00	135.00	3.8%	139.00	143.00
		Celebratory Rooms - Fri /Sat - Peak Rates (April - September & Easter Weekend)	Per Day	2,625.00	2,700.00	2.9%	2,780.00	2,865.00
		Celebratory Rooms - Fri to Sun Part Day Peak Rates (April-September & Easter Weekend)	Per hour - Minimum 5 Hrs	172.00	180.00	4.7%	186.00	192.00
		Celebratory Rooms - Fri to Sun Part Day Off-Peak Rates (October-March, Excl. Easter Weekend)	Per hour - Minimum 5 hrs	130.00	135.00	3.8%	139.00	143.00
		Celebratory Rooms - Fri/ Sat Off-Peak Rates (October-March, Excl. Easter Weekend)	Per Day	2,010.00	2,080.00	3.5%	2,145.00	2,210.00
		Celebratory Rooms - Sunday Peak (April to Sept & Easter Weekend)	Per Day	2,380.00	2,450.00	2.9%	2,525.00	2,600.00
		Celebratory Rooms - Sunday Off-Peak Rates (October-March, Excl. Easter Weekend)	Per Day	1,675.00	1,725.00	3.0%	1,775.00	1,830.00
		Kitchen Hire	Per Hour	n/a	33.00	new charge	n/a	n/a
		Social suite	Per hour - Minimum 2 hrs	45.00	47.00	4.4%	n/a	n/a
		Social Suite - Monday to Thurs	Business Day - 8 Hrs	n/a	282.00	new charge	n/a	n/a

Charges for 2019-20 and 2020-21 are included above, as wedding hirers are more inclined to book at least a year in advance of the wedding date. The continuation of the 3 year cycle for wedding charges will assist the venue to achieve target.

Service: Countryside, Parks and Pitches
Service Manager: Ian Dyer

Service	Charged At	Description	Unit	2017/18	2018/19	% Change
Parks						
Building charges						
		Auriol Park - Pavilion greater than 10 bookings	Per hour	16.50	17.00	3.0%
		Auriol Park - Pavilion fewer than 10 bookings	Per hour	21.75	22.50	3.4%
		Horton - New Room greater than 10 bookings	Per hour	12.50	13.00	4.0%
		Horton - New Room fewer than 10 bookings	Per hour	16.00	16.50	3.1%
		Other Park Pavilions greater than 10 bookings	Per hour	14.50	15.00	3.4%
		Other Park Pavilions fewer than 10 bookings	Per hour	17.60	18.00	2.3%
		Other Parks out of normal hours charge	Per hour	43.00	44.00	2.3%
Allotments						
		Allotment rent and water charge	Per sq m	0.40	0.42	5.0%
		New agreement - mark out and offer	per plot (up to 80 sq m)	29.75	30.75	3.4%
Parks						
		Barbecue hire Up to 12 people, Mon-Fri (Minimum 2 hours)	Per hour	12.90	13.30	3.1%
		Barbecue hire Up to 12 people, Sat-Sun (Minimum 2 hours)	Per hour	17.50	18.00	2.9%
		Barbecue hire Up to 50 people, Mon-Fri (Minimum 4 hours)	Per hour	16.75	17.25	3.0%
		Barbecue hire Up to 50 people, Sat-Sun (Minimum 4 hours)	Per hour	26.00	27.00	3.8%
		Borough banner boards	Per board per week	70.00	71.00	1.4%
		Borough banner commercial	A4 poster on all boards per week	35.00	36.00	2.9%
		Permission to use small gazebo	small gazebo permission	12.00	12.00	0.0%
		Permission to use small tent	small tent permission	12.00	12.00	0.0%

Service: Sports Pitches
Service Manager: Ian Dyer

Service	Description	Unit	2017/18	2018/19	% Change
Pitches					
Court Rec Astro Turf Multicage - Adults	April to September Mon-Fri from 15:00 hrs onwards	per hour	42.00	43.25	3.0%
	April to September Sat-Sun	per hour	44.00	45.50	3.4%
	Mon to Fri between 08:00 hrs to 15:00 hrs	per two hours	22.50	23.25	3.3%
	October to March Mon to Fri from 15:00 hrs onwards	per hour	44.00	45.50	3.4%
	October to March Sat to Sun	per hour	44.00	45.50	3.4%
Court Rec Astro Turf Multicage - Juniors	April to September Mon-Fri from 15:00 hrs onwards	per hour	33.00	34.00	3.0%
	April to September Sat-Sun	per hour	35.00	36.25	3.6%
	Borough Schools(term time) between 08:00 to 15:00	per day	20.00	20.75	3.8%
	Mon to Fri between 08:00 hrs to 15:00 hrs	per four hours	20.00	20.75	3.8%
	October to March Mon to Fri from 15:00 hrs onwards	per hour	35.00	36.25	3.6%
Cricket - Adults	Monday to Friday	Per match	83.50	86.00	3.0%
	Saturday and Sunday	Per match	146.00	150.50	3.1%
Cricket - Juniors	Monday to Friday	Per match	41.50	42.75	3.0%
	Saturday and Sunday	Per match	64.00	66.00	3.1%
Football - Adults	Monday to Friday	Per match	70.00	72.25	3.2%
	Saturday and Sunday	Per match	110.00	113.25	3.0%
Football - Juniors	Monday to Friday	Per match	34.50	35.60	3.2%
	Saturday and Sunday	Per match	54.00	55.75	3.2%
Mini Soccer - Juniors	Monday to Friday	Per match	21.50	22.25	3.5%
	Saturday and Sunday	Per match	30.70	31.70	3.3%
Harrier Centre					
Hall	Monday to Friday	Per hour	24.20	25.00	3.3%
	Saturday and Sunday	Per hour	28.35	29.20	3.0%
	Mon to Fri between 8:00hrs to 15:00hrs	Per day	69.50	71.50	2.9%
	Mon to Fri between 8:00hrs to 21:00hrs	per hour	28.35	29.20	3.0%
Track	Saturday and Sunday	per hour	28.35	29.20	3.0%
	Sports Days Mon to Fri	per day	220.00	226.00	2.7%
	Charities	per hour	10.90	11.20	2.8%
	Headley Court Community Covenant - Mon to Fri	per hour	0.00	0.00	0.0%
	Drop in Session - Members	per session	2.10	2.15	2.4%
	Drop in Session - Non-Members	per session	2.60	2.70	3.8%
	Athletics Activities Mon to Fri	per hour	27.50	28.30	2.9%
Bowling Home Ground Agreement - Pavilion					
					3.0%
Bowling Home Ground Agreement - Bowling Green					
					3.0%
Epsom Cricket Club - Alexandra Pavilion					
					3.0%
Football Home Ground Agreement - Auriol Park					
	The conditions of the Football Foundation grant for Auriol Park and Pavilion prohibits EEBC from raising home ground agreements above RPI annually , without their written permission.			Sept 2017 RPI	2.8%
Football Home Ground Agreement - All other pitches					
					3.0%

Service: Country Side
Service Manager: Mark Berry

Service	Description	Unit	2017/18	2018/19	% Change
Local Nature Reserve					
	Countryside Team annual guided walk-adult	Per Walk	5.00	5.00	0.0%
	Countryside Team annual guided walk-child under 16	Per Walk	2.50	2.50	0.0%

Service: Personal Social Services

Service Manager: Ian Dyer

Service	Charged At	Description	Unit	2017/18	2018/19	% Change
Personal Social Services						
Community Alarm						
		Equipment not returned on discontinuance of service	Alarm and pendant	130.00	135.00	3.8%
		Key safe rental	Per month	2.65	2.75	3.8%
		Replacement of lost pendants	Per item	52.00	53.55	3.0%
		Sale of key boxes	Per item	52.00	53.55	3.0%
		Standard charge	Per person per unit per month	21.50	21.50	0.0%
		Standard Charge - mobile phone units	Per person per unit per month	26.00	26.80	3.1%
		Standard charge (existing client in residential home on benefits 2,3,7)	Per person per unit per month	18.00	18.55	3.1%
Meals on Wheels						
		Delivery Service	Per sandwich	2.45	2.55	4.1%
		Delivery Service	Main Meal only	3.25	3.35	3.1%
		Delivery Service	Dessert only	1.20	1.25	4.2%
		Delivery service out of borough	Per sandwich	2.60	2.70	3.8%
		Delivery service out of borough	Main meal only	3.65	3.80	4.1%
		Delivery service out of borough	Dessert only	1.25	1.30	4.0%
		Shopping Service	Per occasion	6.00	6.00	0.0%
		Shopping Service - reduced charge	Per occasion	4.30	4.30	0.0%
Route Call						
		Day Centre Transport	Return	4.15	4.30	3.6%
		Dial-a-bus	Return	6.20	6.40	3.2%
		Dial-a-ride	Single	5.60	5.80	3.6%
		Dial-a-ride	Return	11.20	11.60	3.6%
		Excursions	Per excursion	as advised	as advised	
		Membership	Annual	14.65	15.00	2.4%
		Nursing Home adj Borough	Return	11.50	11.90	3.5%
		Out of Borough Hospitals	Return	21.00	21.70	3.3%
Wellbeing Centre						
		Activities at Wellbeing Centre	Per session	as advised	as advised	
		Extra Support Day Care	Half Day	20.00	20.00	new service Autumn 2017
		Extra Support Day Care	Full Day	40.00	40.00	new service Autumn 2017

Service: Personal Social Services
Service Manager: Joy Stevens

Service	Description	Unit	2017/18	2018/19	% Change
Shopmobility					
	Annual membership (2 hours free equipment use per visit)	Annual	21.00	22.00	4.8%
	Non members - Day rate (includes 2 hours use of equipment)	Per visit	5.00	5.50	10.0%

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REVENUE BUDGET REPORT

Report of the:	Chief Finance Officer
Contact:	Teresa Wingfield
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	
Annexes/Appendices (attached):	
Other available papers (not attached):	Budget Book 2018/19 Report to Strategy and Resources Committee, 26 September 2017

REPORT SUMMARY

This report sets out estimates for income and expenditure on services in 2018/19.

RECOMMENDATION (S)

- (1) That the Committee recommends the 2018/19 service estimates for approval at the budget meeting of the Full Council on 20 February 2018.**

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.
- 1.2 The Service Plan for the Corporate Priority "Managing Resources" includes service targets designed to maintain a balanced budget.

2 Background

- 2.1 Government reductions in revenue support grant, welfare benefit changes and the long term impacts of a weak economy continue to create pressure on Council finances and are likely to do so for the foreseeable future. The Council's budget strategy has been, as far as practical, to make operational and efficiency savings to minimise service reduction affecting residents.

- 2.2 The recommendation in this report is consistent with the Council's four year Medium Term Financial Strategy and Efficiency Plan for 2016/17 to 2019/20.
- 2.3 The overall Council revenue budget target for 2018/19 was agreed by Strategy & Resources Committee on 26 September 2017 as follows:-
- Estimates are prepared including options to reduce organisational costs by £588,000 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 2018/19;
 - That a provision for 2018/19 pay award is made of £228,000 which represents an increase in the staffing budget of 1.5%;
 - That further efficiencies be identified to address the budget shortfalls of, £90,000 in 18/19 and £577,000 in 19/20 and £791,000 in 2020/21;
 - 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.
- 2.4 The figures in this report are final and are representative of the local government finance settlement. Any changes to the service estimates should either be self-financing or produce a saving within the Committee's overall recommended budget.
- 2.5 The service estimates for this Committee are to be included in the draft Budget Book 2018/19 that has been made available to all Councillors.

3 Proposals

- 3.1 Estimates have been prepared on the basis that all existing services to residents are maintained.
- 3.2 No general allowance for price inflation has been utilised for the revenue estimates 2018/19. However, where the Council incurs contractual inflationary uplifts budgets have been adjusted accordingly.
- 3.3 For pay inflation, a budgeted increase of £246,000 has been included within the Medium Term Financial Strategy. This represents the 2018/19 pay award agreed by Strategy and Resources Committee on 28 November 2017.

- 3.4 The Council agreed a target to increase overall income from locally set fees and charges by a minimum of 3%, after making allowance for any further changes in service. Proposals have been included in a separate report on this agenda.
- 3.5 To allow the Council to determine the budget and Council Tax in February, the Committee estimates have been presented as follows:-
- The Budget Book contains the service estimates for 2018/19.
 - All unavoidable cost increases and income reductions are reflected in the estimates.
 - All operational savings identified to date are reflected in the base estimates.
 - Recommended increases to fees and charges have been included within the Budget Book and the income estimates.
 - All increases in charges are subject to approval by the Council.

4 Revised Estimates 2017/18

- 4.1 Before considering the revenue estimates for 2018/19, this section provides a summary of the forecast outturn for the current financial year. Variations identified with on-going effects have been taken into account in preparing next year's budget.
- 4.2 The Council's probable revenue outturn for all Committees in 2017/18 anticipates an underspend of £45,000. This would result in a contribution to working balances at year end of £45,000, assuming that this level of underspend continues through to the end of the financial year at 31 March 2018. The Council's working balance currently stands at £3.3m.
- 4.3 The probable outturn specifically for Community & Wellbeing Committee only for 2017/18 is an underspend of £159,000 as set out in the table below at paragraph 4.4.

4.4 A summary of probable outturn for each service group is as follows:

SERVICE GROUP	PUBLISHED BUDGET 2017/18 £'000	CURRENT APPROVED BUDGET 2017/18 £'000	PROBABLE OUTTURN 2017/18 £'000	VARIATION FROM CURRENT BUDGET £'000
Countryside, Parks & Open Spaces	1,942	2,025	2,036	11
Sports, Leisure & Cultural	1,465	1,465	1,537	72
Social Centres	504	514	488	(26)
Community & Wellbeing Services	280	263	305	42
Housing	1,629	1,622	1,361	(261)
Other	424	517	520	3
Total	6,244	6,406	6,247	(159)

4.5 The current approved budget in the table above represents the published budget updated with authorised transfers of funds since the budget was approved in February 2017.

4.6 This Committee's probable outturn for 2017/18 is £159,000 less than the current approved budget and contributes to the Council's overall probable outturn of a favourable £45,000 underspend. The main reasons for the variations are detailed below:

4.6.1 Homelessness (£261k favourable)

Homeless numbers have reduced from a budgeted average 40 households to 34. Assuming numbers stay at around this level, the forecast net cost is now £280k below budget. This will be slightly offset by costs associated with preventative initiatives.

4.6.2 Sports, Leisure & Cultural (£72k adverse)

Income from lettings at Ewell Court House is £27k below target. Legislative changes will lead to loss of £6k credit card charge income at the Playhouse for the remainder of the year and costs at the bar will be £13k above budget by year end.

Bourne Hall Café income is forecast at £8k below budget by year end; additional Surrey Museum costs and reduction of income budgets £5k.

Reallocation of Partnership working budgets and expired funding streams £13k.

4.6.3 Various budget adjustments to reflect changes in funding from reserves and fee income (£30k adverse)

5 Budget Proposals 2018/19

- 5.1 The service estimates are included in the draft Budget Book 2018/19, circulated to Councillors in January.
- 5.2 A summary of the Committee's revenue estimates for 2018/19 is set out below:

SERVICE GROUP	PUBLISHED BUDGET 2017/18 £'000	BASE POSITION 2018/19 £'000
Housing	1,630	1,394
Community & Wellbeing Services	280	310
Support for Voluntary Organisations	189	180
Social Centres	503	441
Parks & Open Spaces	1,942	1,927
Sports, Leisure and Cultural	1,372	1,429
Precepting & Levying Bodies	328	336
Total	6,244	6,017

- 5.3 The following table comprises a summary of the main changes to the Committee's proposed budget 2018/19 compared with the published budget for 2017/18.

COMMUNITY & WELLBEING COMMITTEE	BUDGET £'000
Published Budget 2017/18	6,244
Variation in pay, pension (IAS19) & support service recharges *	174
Net reduction in temporary accommodation costs	(280)
Increased income from Higher Needs Care service	(85)
Reduced funding from reserves for Higher Needs Care	70
Reallocation of property budgets – residential properties	(74)
Reallocation of property budgets – parks pavilions and tracks	(72)
Service Review saving at Ebbisham Centre	(52)

Leased property scheme costs	50
Increase in rent deposit scheme costs	48
Contribution from Landlords Deposit Reserve towards costs of homelessness prevention initiatives	(48)
Loss of grant funding from SCC	39
Additional income from increases to fees and charges	(29)
Increased lease and contract income	(28)
Reduced fee income from Ewell Court House lettings	22
Loss of booking fee income due to legislative changes	23
Sundry variations	15
Base Position 2018/19	6,017

*Note: Pay and pension costs include all charges for employees, including pension fund liabilities under International Accounting Standard 19, for this Committee. Support service recharges are for the provision of statutory and administrative services carried out by back office departments of the Council.

- 5.4 Further information on the detailed budget changes are also set out in the 2018/19 Budget Book, which has been made available to members.
- 5.5 Operational / efficiency savings towards the Medium Term Financial Strategy and Efficiency Plan that were agreed by Strategy and Resources Committee on 26 September 2017 have been included within the base position. The base position also includes changes identified by officers to reduce organisation costs.

There is a separate fees and charges report also on this agenda which identifies areas where extra income can be generated for this Committee.

6 Financial and Manpower Implications

- 6.1 Consultation processes will be progressed should operational changes affect staffing levels or staff duties.
- 6.2 Any questions or queries with the Budget Book 2018/19 will be made available to relevant officers in advance of this Committee meeting.
- 6.3 **Chief Finance Officer's comments:** Financial implications are contained within the body of this report.

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

7.1 The Council will fulfil its statutory obligations and comply with its policy on equalities.

7.2 **Monitoring Officer's comments:** There are no legal issues arising from this report.

8 Sustainability Policy and Community Safety Implications

8.1 Whilst there are no particular implications for the Sustainability Policy or the Community Safety Strategy arising out of this report, the allocation of resources by the relevant policy committees will be needed to deliver actions in these areas of work.

9 Partnerships

9.1 Many services are provided by the Council without the direct involvement of other agencies. There is, however, an increasing role for partnership working with others to achieve mutually agreed objectives. The benefits and risks need to be assessed in each specific case to ensure that value for money is secured and the Council's priorities are delivered in the most efficient and effective manner.

10 Risk Assessment

10.1 In preparing the revenue budget estimates, officers have identified the main risks facing the Committee in delivering services within the budget. These budgets will require careful management during the year.

Service	Risk	Budget Estimate 2018/19 £'000	Risk Management
Homelessness	Medium : Increase in numbers of presentations	670	Continuing with preventative initiatives and alternative temporary accommodation options
Venues	Medium : Reduction in letting income	450	Development of marketing strategy and advertising of venues
Venues	Medium : Failure to realise savings from disposal of Ebbisham Centre	105	Ongoing negotiations Review of staffing across venues

Community Services	Medium : Insufficient take up of Higher Needs Service to cover costs	85	Marketing of service to Surrey County Council and privately funded clients.
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- 10.2 A further risk has arisen following a recent Department of Communities and Local Government (DCLG) consultation on proposed changes to Minimum Revenue Provision (MRP) guidelines. MRP is an annual charge against the general fund, to ensure resources are set-aside to repay any borrowing incurred for capital purposes. The consultation ended on 22 December 2017 and the outcome is not yet published. DCLG proposed in the consultation that, for directly owned assets, Local Authorities should spread MRP charges over a maximum of 40 years for buildings and 50 years for land from 2018/19.
- 10.3 Existing guidelines do not mandate a maximum term and EEBC currently spreads its MRP charges over 50 years. If implemented in its current form, the proposed change could increase the annual MRP charge at EEBC, and indeed at many other Local Authorities.
- 10.4 Officers will continue to monitor the DCLG's proposals and, once formalised, any changes will be incorporated into the Treasury Management Strategy presented to S&R Committee in April.

11 Conclusion and Recommendations

- 11.1 The Committee is asked to agree the service revenue estimates as set out in the draft Budget Book 2018/19
- 11.2 The Council will consider the budget at its meeting on 20 February 2018.

WARD(S) AFFECTED: (All Wards);

OUTSTANDING REFERENCES

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

REPORT SUMMARY

This report lists the Committee's outstanding references as at 23 January 2018.

RECOMMENDATION (S)

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

Notes

WARD(S) AFFECTED: All

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The following references to Officers are outstanding as at 23 January 2018:-

Reference No.	Date of reference/item	Title and nature of report back	Officers	Report due	Position at last meeting	Current Position
1	9/10/17 Min 11	Review of café facilities in parks and venues	Head of Operational Services	June 2018	-	Report not yet due

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 2018

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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