

## COMMUNITY AND WELLBEING COMMITTEE

Tuesday 21 January 2020 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 (Chair)  
Councillor Hannah Dalton (Vice-Chair)  
Councillor Kate Chinn  
Councillor Christine Cleveland  
Councillor Bernice Froud

Councillor Luke Giles  
Councillor Christine Howells  
Councillor Julie Morris  
Councillor Phil Neale  
Councillor Peter Webb

Yours sincerely



Chief Executive

For further information, please contact Democratic Services, 01372 732122 or [democraticservices@epsom-ewell.gov.uk](mailto:democraticservices@epsom-ewell.gov.uk)

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## **AGENDA**

### **1. QUESTION TIME**

To take any questions from members of the Public.

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

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

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

### **3. MINUTES OF THE PREVIOUS MEETING** (Pages 5 - 10)

The Committee is asked to confirm as a true record the Minutes of the Meeting of the Committee held on 10 October 2019 (attached) and to authorise the Chair to sign them.

### **4. HEALTH AND WELLBEING ACTION PLAN** (Pages 11 - 20)

This report sets out Epsom and Ewell Borough Council's Health and Wellbeing Action Plan 2019-2021.

### **5. COMMUNITY BOXING PILOT** (Pages 21 - 28)

This report sets out the proposal for a Community Boxing Pilot within Epsom & Ewell.

### **6. CAPITAL PROGRAMME 2020/21** (Pages 29 - 62)

This report summarises the proposed 2020/21 capital programme and a provisional programme for 2021-23. The Committee's approval is sought for the programme to be submitted to Council in February 2020.

### **7. FEES AND CHARGES REPORT 2020/21** (Pages 63 - 82)

This report recommends fees and charges for which this Committee is responsible, with the new charges being effective from 1 April 2020.

### **8. REVENUE BUDGET REPORT 2020/21** (Pages 83 - 92)

This report sets out estimates for income and expenditure on services in 2020/21.

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**Minutes of the Meeting of the COMMUNITY AND WELLBEING COMMITTEE held on 10 October 2019**

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**PRESENT -**

Councillor Barry Nash (Chair); Councillor Hannah Dalton (Vice-Chair); Councillors Arthur Abdulin (as nominated substitute for Councillor Luke Giles), Kate Chinn, Christine Cleveland, Bernice Froud, Christine Howells, Jan Mason (as nominated substitute for Councillor Peter Webb), Julie Morris and Phil Neale

In Attendance: Councillor Bernie Muir

Absent: Councillor Luke Giles and Councillor Peter Webb

Officers present: Damian Roberts (Chief Operating Officer), Rod Brown (Head of Housing and Community), Ian Dyer (Head of Operational Services), Mark Shephard (Head of Property and Regeneration), Brendan Bradley (Chief Accountant), Rachel Kundasamy (Health and Wellbeing Officer) and Tim Richardson (Committee Administrator)

**7 QUESTION TIME**

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

**8 DECLARATIONS OF INTEREST**

No declarations of interest were made in relation to items on the agenda.

**9 MINUTES OF THE PREVIOUS MEETING**

The Minutes of the Meeting of the Community and Wellbeing Committee held on 20 June 2019 were agreed as a true record and signed by the Chair.

**10 UPDATE ON HOSPITAL TO HOME SUPPORT SERVICE**

The Committee received a report providing an update on the progress of the Hospital to Home Support Service (HtHSS).

The following matters were considered:

- a) **Delivery of service to East Elmbridge area.** The Committee was informed that the £11,200 funding provided for the delivery of the HtHSS in East Elmbridge was sufficient to cover the cost of operating the service.

- b) **Future continuance of service.** Following a question regarding the number of referrals required for the service to continue, Officers informed the Committee that the Clinical Commissioning Group (CCG) would decide whether to continue funding HtHSS. The current funding agreement would end on 30 March 2020. The CCG's decision would dictate whether the service could continue.

Following consideration, it was resolved:

- (1) **That the Committee noted the progress of the Home to Hospital since 19 March 2019.**

## 11 UPDATE ON SOCIAL PRESCRIBING

The Committee received a report providing a background on Social Prescribing, and an update on the delivery of the service by the Council.

The following matters were considered:

- a) **Council's involvement in social prescribing.** Officers informed the Committee that the Council was well positioned to be involved in Social Prescribing due to its local knowledge and links to existing services/resources. The social prescribing model would be self funding, and offered the potential of additional revenue generation through increased take up of council services. The service promoted the Council's Corporate Priority of 'Supporting our Community' by tackling social isolation and helping residents to build social networks.
- b) **Future updates on service.** The Committee noted that updates on the operation of the service would be provided to Members in the future, and could be included in the Committee's Forward Plan as appropriate. Data from the service would be used to inform future updates to the Council's Health and Wellbeing Strategy, an item of business which was included elsewhere on the agenda for this meeting.
- c) **Take-up of service.** The Committee was informed that take-up of the service by GPs would take time to build. Officers were continuing to provide promotional material to GP surgeries and were in dialogue with GP's to build awareness of the service's benefits.

Following consideration, it was resolved:

- (1) **To note the update report and endorse the continuation of the Social Prescribing service;**
- (2) **To agree to the Head of Operational Services, in consultation with the Chairman and Vice Chairman of the Committee, to entering into appropriate contracts for the delivery of Social Prescribing services by the Council to relevant Primary Care Networks.**

**12 HORTON COUNTRY PARK - LITTLE ACRES**

The Committee received a report presenting a proposal by the Girl Guides to widen their existing lease user clause for the Little Acres site to allow third party use by other not for profit community groups.

The following matters were considered:

- a) **Restrictions on use of site by third parties.** Members of the Committee considered that use of the site by third parties should not generate revenue for the Girl Guides, and that all uses should be appropriate to the location. Officers informed the Committee that restrictions upon the use of the site were within the Council's control, as terms for the amendments to the restrictive user clause had not yet been agreed.
- b) **Delegation of agreement of terms.** The Committee considered that delegation of the agreement of terms for the amendment of the restrictive user clause should be granted to the Head of Property and Regeneration in consultation with the Chair and Vice Chair of the Committee. The Committee noted that the Council's Chief Legal Officer would be consulted as a matter of course with regard to the terms of agreement.

Following consideration, it was resolved that:

- (1) **The Head of Property and Regeneration, in consultation with the Chair and Vice Chair of Community and Wellbeing, agree the proposed terms to amend the restrictive user clause to allow third party use by other not for profit community groups.**

**13 HORTON COUNTRY PARK - CHANGE OF USE ("GREEN ROOM" FORMER AGRICULTURAL BUILDING)**

The Committee received a report presenting a proposal from Mo-Ichido Martial Arts Club to open a new facility at Horton Country Park for a martial arts centre.

The following matters were considered:

- a) **Lease of site rather than Council refurbishment/development.** It was proposed to lease the venue for a commercial rental value with a requirement that the hirer undertook necessary refurbishment work at their own cost. Officers informed the Committee that this approach was advantageous as it did not require capital investment from the Council and transferred risk from the Council to the proposed tenant.
- b) **Noise.** A Member of the Committee raised a concern that some martial arts undertook celebration activities such as dragon dancing or drumming, and that this might not be appropriate for the location. Officers would consider this matter.

- c) **Car park use.** The Committee was informed that it was expected that users of the martial arts centre would use the car park for drop-off and pick-up rather than staying throughout sessions. This was due to the age profile (10+) of customers. Younger children would not be using the site and would instead continue to train at the Club's other site on Ruxley Lane.

Following consideration, it was resolved that:

- (1) **The Head of Property and Regeneration, in consultation with the Chief Legal Officer and Chair and Vice-Chair of Community and Wellbeing Committee, be authorised to conclude negotiations and grant the Mo-Ichido Martial Arts Club a lease of the Green Room, Horton Country Park for the use as a karate club.**

#### 14 HEALTH AND WELLBEING STRATEGY 2019-2023

The Committee received a report setting out the Epsom and Ewell Borough Health and Wellbeing Strategy 2019-2023.

The following matters were considered:

- a) **Future minor amendments to the Strategy.** It was noted that the Strategy was intended as a 'living' document and that a number of minor amendments to it would be required in the future. The Committee considered that these should be delegated to the relevant Officer Head of Service in consultation with the Chair and Vice Chair when relating to presentation and new information/data.
- b) **Consultation and involvement with other bodies.** The Committee was informed that a diverse group of community and charity organisations and other partners would be consulted with regard to the Action Plan for the Health and Wellbeing Strategy. Following a question from a Councillor, officers confirmed this would include Mental Health partners.

Following consideration, it was resolved:

**That the Committee:**

- (1) **Approved the Epsom and Ewell Borough Council Health and Wellbeing Strategy 2019-2023 as set out in Annex 1 to the report.**
- (2) **Approved that minor amendments to the strategy and presentational considerations as they relate to new information and data are delegated to the Head of Housing and Community, in consultation with the Chair and Vice-Chair of Community and Wellbeing Committee.**



## 15 BUDGET TARGETS REPORT 2020/21

The Committee received a report informing it of the Council's revenue budget targets presented to the Strategy & Resources Committee. The report sought guidance on the preparation of the Committee's service estimates for 2020/21.

Following consideration, it was resolved:

**That the Committee:**

- (1) Noted the implications of the budget targets presented to the Strategy & Resources Committee.**
- (2) Considered how savings can be generated to address the Council wide funding gap of £544,000 in 2020/21.**

## 16 FORWARD PLAN

The Committee received a report asking it to agree its forward plan for 2019/20.

Following consideration, it was resolved:

- (1) That the Committee approved the forward plan 2019/20 attached at Annex 1, subject to the addition of updates on the Social Prescribing and Hospital to Home services to March 2020.**

*The meeting began at 7.30 pm and ended at 9.30 pm*

COUNCILLOR BARRY NASH (CHAIR)

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## HEALTH AND WELLBEING ACTION PLAN

<b>Head of Service/Contact:</b>	Rod Brown, Head of Housing & Community
<b>Urgent Decision?(yes/no)</b>	No
<b>If yes, reason urgent decision required:</b>	N/A
<b>Annexes/Appendices (attached):</b>	Annex 1 – Health and Wellbeing Action Plan
<b>Other available papers (not attached):</b>	Report and Minutes of the meeting of the Community & Wellbeing Committee on 10 October 2019.

### Report summary

This report sets out Epsom and Ewell Borough Council's Health and Wellbeing Action Plan 2019-2021

### Recommendation (s)

**That the Committee approves the Health and Wellbeing Action Plan, set out in Annex 1 of this report**

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

Supporting our community – The Health and Wellbeing Action Plan supports the priorities of the Council's Health & Wellbeing strategy.

#### **2 Background:**

- 2.1 Health and wellbeing is at the core of much of local government's service delivery and is recognised as increasingly important in delivering sustainable and successful communities.
- 2.2 The Social Care Act 2012 created county-wide Health and Wellbeing Boards which were required to produce a Joint Strategic Needs Assessment as well as a Joint Health and Wellbeing strategy for their local population.

- 2.3 The Surrey-wide Health and Wellbeing Board reviews the Joint Strategic Needs Assessment on a regular basis and in April 2019 updated the Surrey-wide Health and Wellbeing strategy which revised the County's priorities, and also introduced target populations.
- 2.4 The Surrey-wide Health and Wellbeing strategy was finalised and released to the public in May 2019.

### **3 Local Health and Wellbeing:**

- 3.1 The Council has a long tradition in providing services which support the health and wellbeing needs of our residents. The range of activities are wide and includes provision of leisure services both directly, and through the Rainbow Leisure Centre, support for charity and voluntary organisations which support our residents, as well as direct provision of services such as those developed through the Epsom & Ewell Community and Wellbeing Centre.
- 3.2 In January 2018, this Committee agreed that a Borough Health and Wellbeing Strategy should be drafted, and for this to incorporate local priorities.
- 3.3 The Council reviewed the specific health and wellbeing needs of the Borough, including an in-depth analysis of available health and wellbeing data.
- 3.4 In October 2019 the Council's Health and Wellbeing strategy was approved. The Action Plan outlined in Annex 1 sets out a range of actions which seeks to address the priorities contained within the strategy.

### **4 Our Health and Wellbeing priorities and actions:**

- 4.1 Using as much local Borough data as possible, the Health and Wellbeing strategy sets out the current level of health and wellbeing within the Borough.
- 4.2 Based on empirical evidence, the strategy identifies five health and wellbeing priorities for the Borough. These are:
  - Eating well, reducing our use of alcohol and getting active
  - Living life to the full, whatever your age
  - Supporting vulnerable residents to live well
  - Supporting the mental and emotional wellbeing of our residents
  - Supporting our residents to stay connected.
- 4.3 The Health and Wellbeing Action Plan (Annex 1) has been developed to address the strategic priorities identified in Epsom and Ewell Borough Council's Health and Wellbeing strategy 2019-2023

- 4.4 The Action Plan is to be delivered over a 2-year period to ensure the actions are reviewed in-line with the Health and Wellbeing strategy, and therefore appropriate for the needs of the Borough.
- 4.5 During the course of this initial Action Plan, further work will be under-taken to help identify and inform the most appropriate actions for the proceeding 2-years. This will ensure actions are appropriate, and reviewed in line with the Health and Wellbeing strategy.

## **5 Financial and Manpower Implications**

- 5.1 It is proposed that the delivery of the Action Plan will rely on existing funding. There may be opportunities for funding from external sources and external partners and these will be considered on their individual business case.
- 5.2 ***Chief Finance Officer's comments: None for the purposes of this report.***

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

- 6.1 The Local Government Act 2000 provides local authorities with the power to promote the economic, social and environmental wellbeing of their area.
- 6.2 The nature of Health and Wellbeing reflects the inherent inequalities within society, with more deprived populations frequently experiencing less favourable health and wellbeing outcomes.
- 6.3 The Council is therefore able to develop a Health and Wellbeing Strategy for the Borough. The Action Plan will help to deliver the strategy and address the existing inequality across the Borough.
- 6.4 ***Monitoring Officer's comments: none arising from the contents of this report.***

## **7 Sustainability Policy and Community Safety Implications**

- 7.1 The proposals set out in this report are designed to make a positive contribution to the residents of the borough. Improving the resident's health and wellbeing is likely to help individuals reach their full potential and reach their personal goals. As such the Action Plan is likely to have a positive impact on community safety.

## **8 Partnerships**

- 8.1 Delivering the 18 actions in the Health and Wellbeing Action Plan will rely upon effective engagement of our community and voluntary partners, statutory organisations and individuals.

## **9 Risk Assessment**

- 9.1 The development of a local Health and Wellbeing Action Plan will help to minimise the discrepancy in both the quality and length of life enjoyed across our Borough. In not having the Action Plan, we risk not delivering against the strategic priorities outlined in the Council's Health and Wellbeing strategy and the Council would be reliant upon the strategy and actions set out in the Surrey-wide Health and Wellbeing strategy with the risk that we do not necessarily address our local priorities and realising the potential to deliver with partners.

## **10 Conclusion and Recommendations**

- 10.1 The recommendation is that Committee approves the Epsom and Ewell Borough Council Health and Wellbeing Action Plan 2019-2021 as set out in Annex 1 to this report.
- 10.2 **Ward(s) Affected:** (All Wards);

## **ACTION PLAN: HEALTH & WELLBEING**

<b>Objective</b>	<b>Detail</b>	<b>Lead</b>	<b>Target date</b>
<b>1. To increase levels of walking and cycling across the borough</b>	Promote 'Active Travel' - cycling and walking routes - around the borough through the provision of leaflets and readily available information around our borough. To link in with national campaigns (i.e. cycle to work day) in the promotion of Active Travel.	<b>Head of Housing &amp; Community</b>	June 2020
<b>2. To develop a business case for exercise on prescription as part of the social prescription service</b>	Draft a business case for exercise on prescription for use by our GP's and Rainbow Leisure Centre, with the aim of increasing access to activity for those with long-term health conditions.	<b>Head of Housing &amp; Community</b>	Sept 2020
<b>3. To encourage more people to make positive changes to their physical and mental health</b>	Provide free training to selected key staff in holding behaviour change conversations with our residents, based on the " <i>Making Every Contact Count</i> " approach which looks to address 5 key health behaviours: -getting active, stopping smoking, eating healthy, drinking less, looking after mental and emotional health.	<b>Head of Housing &amp; Community</b>	Dec 2020
<b>4. To improve the availability of healthy food in the Council's establishments</b>	Increase the Availability of healthy food choices in our Community and Wellbeing Centre, Epsom Playhouse and Bourne Hall and aim to secure the "Eat Out, Eat Well Award"	<b>Head of Operational Services / Head of Property &amp; Regeneration</b>	Jan 2021

<b>5. To increase participation in health and wellbeing initiatives from our more vulnerable Housing Association tenants</b>	Work with at least one Housing Association provider to improve the health and wellbeing of our more vulnerable resident by improving communication about, and ensuring a joined up approach to, health and wellbeing initiatives.	<b>Head of Housing &amp; Community</b>	March 2021
<b>6. To help residents avoid exposure to episodes of poor air quality</b>	Promote 'Air Alert' as an automatic poor air quality text messaging service, with a focus on our more vulnerable groups.	<b>Head of Housing &amp; Community</b>	March 2021
<b>Priority: Supporting our residents to live to the full whatever their age</b>			
<b>7. Reduce the number of residents in our Borough who sustain an injury when they fall</b>	<p>Ensure local residents have access to information and advice on how to prevent falls.</p> <p>To ensure our residents have access to an activity finder as to promote active lifestyles, with a focus on activity that promotes strength and balance.</p>	<b>Head of Housing &amp; Community</b>	March 2021
<b>8. To improve the Council's response in meeting the needs of those with Dementia</b>	<p>Work towards becoming a Dementia Friendly Council by:</p> <ul style="list-style-type: none"> <li>- the Council being a member of Dementia Alliance</li> <li>-training staff in becoming dementia aware</li> <li>-reviewing simple adaptations to public areas in Council buildings</li> <li>-ensuring that we actively promote dementia awareness to our local partners.</li> </ul>	<b>Head of Housing &amp; Community</b>	March 2021



<b>Priority: Supporting our vulnerable residents to live well</b>			
<b>9. To help our young carers access activities and strengthen their networks</b>	Support the offer by Horton Golf Club to young carers and their families, who are nominated by care professionals, to access Horton Golf Club to provide fun based activities to support their carer role and offer group support.	<b>Head of Housing &amp; Community</b>	January 2020
<b>10. To explore the possibility of Rainbow Leisure Centre delivering a “Friday Night Project” to provide youth activity in a safe and healthy environment.</b>	Work with Active Surrey and Rainbow Leisure Centre to provide our young residents with an opportunity to access Rainbow Leisure Centre on Fridays between 19:00 – 21:00 for the purpose of socialisation and engaging in healthy activities.	<b>Head of Housing &amp; Community</b>	Sept 2020
<b>11. To raise domestic abuse awareness with Council staff</b>	<ul style="list-style-type: none"> <li>-Participate in the white Ribbon Campaign to raise awareness and conversation of domestic abuse with male staff.</li> <li>-publicising information for both staff and the public</li> <li>-Coordinating domestic abuse campaigns with national campaigns.</li> <li>-Signing up to the employers initiative for domestic abuse, as to support staff who disclose abuse and embed good practice</li> </ul>	<b>Head of Housing &amp; Community</b> <b>Head of HR and Organisational Development</b>	Dec 2020
<b>12. To explore the opportunity of a skills hub in our borough to help people back into meaningful employment</b>	Exploring options with partners to support a skills hub to provide education, coaching and support (including English language pre-entry level) to help people from more vulnerable groups to access positive employment opportunities.	<b>Head of Housing &amp; Community</b>	Dec 2020

<b>13.To increase activity levels within our under-represented groups</b>	<p>To develop the Council’s Leisure Development strategy with a greater emphasis on: Girls and women, Black, Asian, Minority and Ethnic communities, Low income families from our wards of Court, Town and Ruxley, as well as those with mental health problems.</p> <p>Initiatives may include a community boxing project, increasing participation in under-represented groups in the Surrey Youth Games, and any joint initiatives with Active Surrey.</p>	<b>Head of Housing &amp; Community</b>	March 2021
<b>14. To support the local voluntary sector to make an even greater contribution to health and wellbeing locally.</b>	Attend up to 3 voluntary sector forums per annum that improve the opportunity for: engagement with key partners from the local health sector i.e. public health, GP’s, Active Surrey and sharing strategic priorities and key data relating to health and wellbeing, networking and collaboration on projects, and promoting good practice.	<b>Head of Housing &amp; Community</b>	June 2021
<b>Priority: Supporting the mental and emotional wellbeing of our residents</b>			
<b>15. To improve awareness of mental health support in the prevention of suicide and self-harm</b>	<p>Facilitate free training to key front-line staff delivered by Public Health in ‘Safe Talk’ and responding to mental health needs and disclosure of self-harm/suicide</p> <p>Work with public health to facilitate a mental health roadshow; bringing together the community and voluntary sector in sharing information about the services provided for mental health in our borough.</p>	<b>Head of Housing &amp; Community</b>	March 2021

<b>16. To support people with common mental health issues who want to stop smoking</b>	Connect the Surrey-wide smoking cessation service to social prescribers and the community and voluntary sector partners, as to increase referral rates, and reduce smoking in those with depression, anxiety and other common mental health issues.	<b>Head of Housing &amp; Community</b>	Jan 2021
<b>Priority: Supporting our residents to stay connected</b>			
<b>17 Install six “Happy to Chat” benches to encourage social connections in public spaces</b>	Identify four initial locations for “Happy to Chat” benches, clearly identified benches where people can stop and sit identifying themselves as open for a conversation; reducing isolation, improving mental wellbeing and social connectivity.	<b>Head of Operational Services</b>	June 2020
<b>18. To reduce social isolation and loneliness amongst the most isolated within the borough</b>	<p>Identify new ways to reduce social isolation &amp; loneliness, to include:</p> <ul style="list-style-type: none"> <li>-Supporting Surrey Community Action and Central Surrey Voluntary Action in exploring the possibility of establishing a self-funding, voluntary car scheme, to increase community resilience and self-reliance.</li> <li>-Participating, with the Surrey Downs Integrated Care Partnership Social Isolation and Loneliness working group to bring together the health sector and our community and voluntary sector partners, in developing and delivering projects that reduce social isolation and loneliness across the borough.</li> </ul>	<b>Head of Housing &amp; Community</b>	Sept 2021

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## COMMUNITY BOXING PILOT

**Head of Service/Contact:** Rod Brown, Head of Housing & Community  
**Urgent Decision?(yes/no)** No  
**If yes, reason urgent decision required:** N/A  
**Annexes/Appendices (attached):** No  
**Other available papers (not attached):**

### Report summary

This report sets out the proposal for a Community Boxing Pilot within Epsom & Ewell.

### Recommendation (s)

The Committee agrees as follows:

- (1) subject to securing all third party funding and entering into relevant agreement, approve the Community Boxing Pilot, as set out in this report;
- (2) to delegate to the Head of Housing and Community in consultation with Chair and Vice-chair of the Community and Wellbeing Committee and the Council's Chief Operating Officer any minor operational changes to the pilot.

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

- 1.1 Supporting our Community – The Community Boxing proposal supports the priorities of the Council's Leisure Developments Strategy and Health and Wellbeing Strategy.
- 1.2 The Community Boxing Pilot will support opportunities that address the wider determinants of health to include education and employment.

## **2 Background**

- 2.1 There has been a significant move towards the role of sport in inspiring and positively influencing young people.
- 2.2 Boxing has been identified as the sport of choice for many young people experiencing adversity across the UK with positive and significant outcomes reported.
- 2.3 Epsom & Ewell's Health and Wellbeing Strategy has identified seven vulnerable client groups in our borough;
  - 2.3.1 Those from low-income households
  - 2.3.2 Those who have experienced domestic abuse
  - 2.3.3 Those who are homeless and/or at risk of homelessness
  - 2.3.4 Those who are carers
  - 2.3.5 Those in travelling community
  - 2.3.6 Those who do not speak English
  - 2.3.7 Those with learning difficulties or who have special educational needs
- 2.4 The health and wellbeing of these groups are identified as being significantly affected by the wider determinants of health such as housing, education, income deprivation and employment.
- 2.5 The proposed Community Boxing Pilot has the intention of engaging our more vulnerable groups, with specific focus on our younger residents.

## **3 Proposal**

- 3.1 The Community Boxing Pilot will look to engage those young people who are experiencing adversity. It seeks to promote better physical and mental health, improve wellbeing and increase educational opportunities for our young residents.
- 3.2 The pilot will involve working in partnership with local schools specifically Epsom & Ewell High School and Blenheim due to their geographical location within deprived wards. It will also work in partnership with Surrey Police and Surrey's Targeted Youth Service to ensure targeted young people from all wards have the opportunity to engage with the pilot.

- 3.3 Other key partners will include England Boxing, Active Surrey, Surbiton Amateur Boxing Club and Epsom and Ewell Amateur Boxing Club. Surbiton Amateur Boxing Club was recommended by England Boxing as being an accredited club with capacity to deliver the Community Boxing Pilot unlike other clubs within Epsom & Ewell.
- 3.4 The delivery will be over two phases with the first focused on young people aged 14-17 and then the second phase targeting young people aged 10-13.
- 3.5 The target group for both Phase 1 and Phase 2 are young people who are at risk of exclusion from school, those who have recently already been excluded, low level offenders and those at risk of offending.
- 3.6 Epsom & Ewell and Blenheim High Schools, Surrey Police and Surrey Targeted Youth Services will all refer young people into the Community Boxing Pilot.
- 3.7 Participants will follow the Boxing Awards programme over a 24 week period and will complete the three non-contact awards. During the weekly sessions participants will work towards achieving an Award Scheme Development and Accreditation Network (ASDAN) short course focusing on sport and fitness, as well as peer tutoring. All participants will complete a First Aid Qualification as part of the programme.
- 3.8 One individual from Phase 1 will have the opportunity to complete a funded Level 1 Boxing Qualification and one individual will have the opportunity to complete a funded Box Tutor course. Those two individuals can progress to the contact part of the Boxing Awards programme. These individuals will be selected via Surbiton Boxing Club.
- 3.9 The individuals who complete the Level 1 Boxing Qualification and Box Tutor Course will be required to commit to delivering voluntary coaching hours as part of Phase 2 alongside one Surbiton ABC coach, and this will be funded through the Community Boxing Pilot.
- 3.10 Students will be encouraged to think about their future and identify any area of work they would like to know more about. NESOT has agreed to attend one session to discuss educational opportunities for the students and to highlight their 'Achieve' programme which is for 14yrs+ young people who do not meet the qualification requirements of their Level 1 courses.
- 3.11 Although this is a community pilot to be delivered in partnership, the Council is expected to commit to the following responsibilities:
  - 3.11.1 Write and submit the two funding bids for phase 1 and 2 to external funding sources;

- 3.11.2 Become the accountable body for the funding subject to successful bids – Adhere to modest funding conditions as set out in standard funding agreements by the funder.
  - 3.11.3 Register as an Award Scheme Development and Accreditation Network (ASDAN) centre this is a simple online registration process which will allow the short course focusing on sport and fitness to be run as part of the boxing pilot.
  - 3.11.4 Setting up a weblink for referrers. This page will not be accessible to the general public.
  - 3.11.5 The processing of student registration and of volunteer coaches
  - 3.11.6 Organise graduation awards ceremony (funded through the pilot)
  - 3.11.7 With our partners, evaluate the pilot outcomes
- 3.12 The implications of paragraph 3.11 can be managed within existing resources.

**Sustainability of Pilot and Exit Strategy**

- 3.13 Sustainability will be dependent on two students accessing the progression programme and being skilled-up to lead the sessions in Phase 2 alongside one Surbiton ABC coach.
- 3.14 In the event that there are no voluntary coaches identified, Epsom & Ewell Amateur Boxing Club will be offered the opportunity to put two of their own members forward on the understanding that they will then volunteer for phase 2. This will be funded through the Community Boxing Pilot.
- 3.15 If the Community Boxing Pilot successfully identifies one student to complete the Level 1 Boxing Qualification and one student to complete the Box Tutor Course these students will work with one coach from Surbiton ABC to deliver Phase 2, a 24 week non-contact programme for 10-13 year olds.
- 3.16 The Level 1 qualified coach will have the opportunity to progress to Level 2 and can apply for 50% funding via the Council's existing Coach Development Subsidy Scheme. This is subject to the funding remaining available from existing budgets.
- 3.17 Post Phase 2 the individual with the Level 1 qualification and the individual with the Box Tutor qualification will be in the position to coach non-contact boxing sessions independently.
- 3.18 The Council will look to hand over the responsibility of the ASDAN courses and funding of the pilot to the qualified coaches.



#### 4 Financial and Manpower Implications

4.1 Community Boxing will rely on external revenue for both Phase 1 and 2 of the pilot.

4.2 Please see table below for full budget details for Phase 1.

Item for Phase 1	Cost
Venue	£1,200
Boxing Coaches x 2 Incl. of travel for 24 weeks	£2,880
Marketing	£200.00
Equipment	£291
Boxing Programme Awards - Non contact x14	£280.00
Education:	
ASDAN Assessor award	£234.00 (incl. VAT)
ASDAN course material	£191.00 (incl. VAT)
First Aid x14	£420.00 (incl. VAT)
Progression:	
1x Box instructor course available to those who graduate by application	£100 (incl. VAT)
1 student to progress to L1 Boxing coach qualification	£140.00
2x Active Surrey Safeguarding & Protecting Children	£0.00
2x DBS (incl. those with box course training)	£12.00
Boxing Programme Awards – Contact x2	£40.00
Gym sessions at Surbiton ABC x2 x 1hr x 24weeks	£144.00
Expenses (subsidised by 50%) x 24 weeks	£168.00
Graduation ceremony for 50 people.	£200.00
	<b>£6,500</b>

(£3,500 has been agreed in principle from Active Surrey Satellite Club funding and £3000 has been agreed in principle from Maverick Stars).

- 4.3 Continuation of the Community Boxing Pilot after Phase 1, will be dependent on securing further funding. Although the expected budget for Phase 2 is significantly reduced due to upskilling graduates of the programme to become volunteer coaches for the next cohort, the pilot is still dependent on the successful application of a funding grant or securing sponsorship from a 3<sup>rd</sup> party.
- 4.4 This proposal is intended to be entirely funded from external revenue sources. The external revenue for Phase 1 has been agreed in principle from Active Surrey Satellite Club funding (£3,500) and Maverick Stars Trust (£3,000). This is subject to a formal application process.
- 4.5 Phase 2 of the Boxing pilot requires approximately £2,500 of further external revenue which will also be subject to a successful funding bid application.
- 4.6 There are no staffing implications of the scheme, in that it can be delivered within existing resources.
- 4.7 ***Chief Finance Officer's comments: The pilot will only proceed if full external funding can be secured, with no use of the Council's budget.***

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

- 5.1 The partners involved in the Community Boxing Pilot are subject to all safeguards in relation to Child Protection, Public and Professional Liability Insurance, and DBS checks and are affiliated with England Boxing (a National Governing Body).
- 5.2 The Council's role will include registering with the education centre ASDAN and subsequently will be required to register all young people commencing in the Community Boxing Pilot. The Council and its partners will adhere to the General Data Protection Regulations and the Community Boxing Pilot shall ensure an Information Sharing Agreement is in place prior to commencing.
- 5.3 In targeting the more vulnerable residents, the Community Boxing Pilot will look to have a positive impact on elements of existing inequality in the Borough and an Equality Impact Assessment has been completed to ensure fair access.
- 5.4 The necessary funding agreements and registration to become an ASDAN Centre will need to be entered into before the pilot can go live,
- 5.5 ***Monitoring Officer's comments: none arising from the contents of the report.***

## **6 Sustainability Policy and Community Safety Implications**

- 6.1 The proposal set out in this report is designed to make a positive contribution to our vulnerable young residents, and by addressing the wider determinants of health in supporting them to reach their potential, is likely to positively impact on community safety.

## **7 Partnerships**

- 7.1 The Community Boxing Pilot involves the following partners:

- 7.1.1 England Boxing
- 7.1.2 Active Surrey
- 7.1.3 Surrey Police
- 7.1.4 Targeted Youth Service
- 7.1.5 Surbiton Amateur Boxing Club
- 7.1.6 Secondary Schools
- 7.1.7 Epsom and Ewell Amateur Boxing Club

## **8 Risk Assessment**

- 8.1 The successful delivery of the Community Boxing Pilot will be dependent on the following factors:
  - 8.1.1 The existing levels of staffing being sustained
  - 8.1.2 Availability of external funding
  - 8.1.3 Effective partnerships and positive engagement
  - 8.1.4 A participant from Phase 1 being willing to complete a Level 1 Boxing qualification to teach Phase 2 of the pilot. Or alternatively a suitable member of Epsom & Ewell ABC volunteering to undertake the qualification and then support delivery of Phase 2.
- 8.2 The Community Boxing Pilot will be subject to a comprehensive risk assessment prior to its commencement. There shall be a requirement for all parties to adhere to controls identified within this document.

## **9 Conclusion and Recommendations**

- 9.1 The recommendation is that this Committee approves the Community Boxing proposal as set out in this report.

- 9.2 In the interests of expediency, should minor operational changes be required that these are subject to agreement by the Head of Housing and Community in consultation with Chair and Vice-chair of the Community and Wellbeing Committee and the Council's Chief Operating Officer.

**Ward(s) Affected:** (All Wards);

## **CAPITAL PROGRAMME 2020/21**

<b>Head of Service/Contact:</b>	Lee Duffy, Chief Finance Officer
<b>Urgent Decision?(yes/no)</b>	No
<b>If yes, reason urgent decision required:</b>	N/A
<b>Annexes/Appendices (attached):</b>	<b>Annex 1</b> – Proposed Capital Programme <b>Annex 2</b> – Capital Appraisal form for Bid 1 <b>Annex 3</b> – Capital Appraisal form for Bid 5 <b>Annex 4</b> – Capital Appraisal form for Bid 2 <b>Annex 5</b> – Capital Appraisal form for Bid 3
<b>Other available papers (not attached):</b>	Financial Policy Panel papers - 3 December 2019 Capital Strategy

### **Report summary**

This report summarises the proposed 2020/21 capital programme and a provisional programme for 2021-23. The Committee's approval is sought for the programme to be submitted to Council in February 2020.

### **Recommendation (s)**

#### **That the Committee:**

- (1) Submits the Capital Programme for 2020/21 as identified in section 4 and 5 of this report to the Council for approval on 13 February 2020;**
- (2) Confirms that it supports all of the schemes included in the provisional programme for 2021-23 as identified in section 6 of this report;**
- (3) Notes that:-**
  - (a) schemes subject to external funding from Disabled Facilities Grants only proceed when funding has been received;**
  - (b) schemes for 2021-23 are provisional pending an annual review of funds available for capital investment.**

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

**2 Background**

- 2.1 The Capital Strategy was last agreed by the Council on 19 February 2019 at which time the capital programme was approved for 2019/20. Schemes for 2020-2022 were provisional pending the annual budget review and an annual assessment of funds for capital investment.
- 2.2 Strategy and Resources provided the Capital Member Group (CMG) with a remit for the preparation of a capital programme for 2020/21. Under this remit, CMG assessed all capital bids and recommended a programme to Financial Policy Panel ('the Panel') for approval on 3 December 2019.
- 2.3 The programme presented to the Panel assumed funding from capital receipts, revenue funding, reserves and government grants. The Panel were advised that the proposed level of investment of £2.7 million over three years 2020/21 to 2022/23, of which £651k was to be funded from capital receipts, would reduce the available capital receipts balance to £2.15 million at the end of this period. The agreed minimum threshold of capital receipts is £1 million.
- 2.4 The receipts forecast assumes a £200k revenue contribution to fund capital schemes in 2020/21. This contribution is subject to the budget being approved at Council in February 2020.
- 2.5 The Panel's guidance relevant to this policy committee's recommendations was as follows:-

2.5.1 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.

2.5.2 Schemes identified in section 4 and 5 of this report, totalling £786k, requiring £129k use of capital receipts, £34k of Repairs and Renewals reserve, £23k of S106 receipts and £600k of external grant funding, 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 2020/21; and

3.1.2 To agree to the provisional programme for 2021-23.

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 2020/21 were to progress, and given the use of £200k of revenue funds, this would reduce the capital reserves to £2.15 million at 31 March 2023. 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.

### 4 Core Programme 2020/21 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 2020/21, subject to the Committee approving the project appraisals.

4.2 The proposed core programme for 2020/21 funded from capital reserves consists of the following schemes:-

Capital Appraisal form reference	Scheme	2020/21 £000s
Community & Wellbeing Bid 5	Playhouse Refurbishment – carpets and seating	128
Community & Wellbeing Bid 2	Bourne Hall Bungalow Roof Covering	35

Community & Wellbeing Bid 3	Outdoor gym equipment in Chessington Road	23
<b>Total</b>		<b>186</b>

- 4.3 An unsuccessful capital bid had been received for a scheme to refurbish the women's toilets at Bourne Hall. While the bid did not meet the criteria for inclusion in the capital programme, it is expected that the scheme will proceed as part of the Council's planned revenue maintenance programme for 2020/21, which is subject to Strategy & Resources approval later this month.

## 5 Core Programme 2020/21 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, subject to the external funding identified being available.

<b>Capital Appraisal form reference</b>	<b>Scheme</b>	<b>2020/21 £000s</b>	<b>Funding</b>
Community & Wellbeing Bid 1	Disabled Facilities Grant (DFG) Programme	600	MHCLG Grant
<b>Total</b>		<b>600</b>	

- 5.1 Disabled Facilities Grant is received annually from the Ministry of Housing, Communities and Local Government. The Council has a statutory responsibility to administer the grant. The grant is typically used to make residential adaptations to enable vulnerable residents to maintain independence and remain in their own homes. Such interventions can prevent the need for NHS and or sheltered housing services. The grant is typically used to:

- widen doors and install ramps
- improve access to rooms and facilities - eg stairlifts or a downstairs bathroom
- provide a heating system
- adapt heating or lighting controls to make them easier to use

## 6 Proposed Capital Programme 2021/22 to 2022/23

- 6.1 The provisional programme for 2021-23 is:-



<b>Capital Appraisal form reference</b>	<b>Scheme</b>	<b>2021/22 £000s</b>	<b>2022/23 £000s</b>	<b>Funding</b>
Community & Wellbeing Bid 1	Disabled Facilities Grant (DFG) Programme	600	600	MHCLG Grant
<b>Total</b>		<b>600</b>	<b>600</b>	

- 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 2020/21 and 2021/22.

## **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 The Council has a statutory responsibility to administer the Disabled Facilities Grant.
- 8.2 **Monitoring Officer's comments:** None for the purposes of this report.

## **9 Sustainability Policy and Community Safety Implications**

- 9.1 None for the purposes 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 2020/21 and officers believe that there should be sufficient capacity to deliver these projects.

## **12 Conclusion and Recommendations**

- 12.1 A programme of £786k, excluding any carry forward provisions from 2019/20, is recommended for this Committee in 2020/21.
- 12.2 To agree the provisional programme for 2021-2023.

**Ward(s) Affected:** (All Wards);

Community & Wellbeing Committee Proposed Capital Programme 2020/21 - 2022/23

	Original Budget 2020/21  £'000	Proposed Budget 2021/22  £'000	Proposed Budget 2022/23  £'000	Total Provision 2020/21- 2022/23  £'000
<b>C&amp;W Bid 1:</b> Disabled Facilities Grants	600	600	600	<b>1,800</b>
<b>C&amp;W Bid 5:</b> Playhouse Refurbishment – carpets and seating	128	0	0	<b>128</b>
<b>C&amp;W Bid 2:</b> Bourne Hall Bungalow Roof Covering	35	0	0	<b>35</b>
<b>C&amp;W Bid 3:</b> Outdoor gym equipment in Chessington Road	23	0	0	<b>23</b>
<b>Total Community and Wellbeing Committee</b>	<b>786</b>	<b>600</b>	<b>600</b>	<b>1,986</b>

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# Capital Programme Review 2020-21 Project Appraisal Form

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## 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	<p>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.</p> <p>Within the scheme we also provide the Discretionary Housing Grants Policy, which provides a greater level of flexibility in delivering adaptations.</p> <p>The project links to our Key Priority of Supporting our Community.</p>
Project outcomes and benefits	<p>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.</p> <p>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.</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	£600k	The figure has not been confirmed as yet, and may be increased or decreased (there will also be the carry-over of the underspend from 19/20)
b	Consultancy or other fees		
c	<b>Total Scheme Capital Costs (a+b)</b>	£600K	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	£600K	In 2014/15 the Better Care Fund (BCF) was introduced which pools together £3.8 bn funds for health, social care and housing. For 2019/20 the DFG element was protected by way of a ring-fenced grant to each Local Authority, which resulted in £692K being allocated for the

# Capital Programme Review 2020-21 Project Appraisal Form

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			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. We worked with SCC to meet some of the costs in delivering Community Services Equipment (CES) which could fall under the DFG such as hoists and ramps. It is expected that the funding for the CES will continue in 20/21.
e	<b>Net Costs to Council (c-d)</b>		
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	<b>Capital Reserves Needed to Finance Bid (e-f)</b>		
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	0	
i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project		

Year	2020/21 £	2021/22 £	2022/23 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	£600,000	£600,000 (plus any carry over)	£600,000 (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

<b>Is this investment linked to EEBC's Key Priorities?</b> 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.

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		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.

<b>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority?</b> Please give details of funding streams, including any restrictions on the funding.	Yes. As above.
<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	No.
<b>It is mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so state which requirements.	Yes. There is a need to ensure that sufficient resources are made available to deliver the mandatory grant programme.

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

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

## RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	
2	Are there any risks relating to the availability of resources internally to deliver this project	<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> <p>An additional part time technical officer joined the team in October 2018, and a Support and Caseworker position was filled in August 2019 (which replaced the HIA Caseworker post which had been unfilled due to 12 months sickness absence). It is anticipated that this support will ensure greater completion of DFG cases in 2020/21.</p> <p>However, there have been additional pressures Unfortunately pressures on the service since May 2019 due to sickness absence of a further post Housing Grants Officer, but this has been partly offset by commissioning Woking Borough Council's HIA to take on a selection of backlog casework. It is hoped that a full complement of staff will be available to meet the service delivery for 2020/21 and beyond.</p>



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

<b>Is consultation required for this project?</b> Please give details of the who with and when by.	No.
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<b>Ward(s) affected by the scheme</b>	All
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## Accountable Officer Responsible for Delivery of the Scheme

Name and Signature **Rachel Jackson**      Date 18 September 2019

## Whole life revenue costs of capital project

Where savings or budget virements are being used to part fund a project, the relevant budget manager must sign the appraisal form.

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## Accountable Officers for the revenue implications of the project

Project Manager Name and Signature ..... Date .....

Revenue Budget Holder Name and Signature ..... Date .....

Service Accountant Name and Signature ..... Date .....

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# Capital Programme Review 2020-21 Project Appraisal Form

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## COMMITTEE & BID NUMBER

Community & Wellbeing Committee Bid 5

## PROJECT TITLE

Playhouse refurbishment

## ACCOUNTABLE OFFICER

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

Tony Foxwell, Mark Shephard

## DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme	<p>The Replacement of auditorium seating - this involves stripping out all the seats, taking away to specialist upholsters and fitting new memory foam and new plywood seat boards and upholstering. Approximate cost £76k</p> <p>The replacement of carpets to auditorium and foyer area The Playhouse has suffered over the years with a moth problem, carpets have been eaten and will not last much longer. Approximate cost £40k.</p>
Project outcomes and benefits	<p>Without replacement of carpets they will deteriorate to the point of falling to pieces. We are being advised the chairs are in a poor condition internally, when this work is essential for business continuity.</p> <p>The auditorium seating was last refurbished in 2007 and has been in place for 12 years, unfortunately there is little to no life left in the chairs as the seat bases are failing and many chairs are stained, damaged, and in poor condition.</p> <p><b>Is it possible to have replacement seats/carpets with moth-proof coverings;</b> The moth damage is mainly to carpets photos attached. I assume there will be a product on the market that is moth proof. We will investigate with manufacturers.</p> <p><b>Have there been any complaints;</b> Not to my knowledge, these issues are difficult to see when theatre is in darkness, but when the lights are on it is clear that the carpet is down to threads in a lot of places especially under the seats. The staff feel it is not the quality the public should expect when paying for shows at a theatre.</p> <p><b>Could a rolling programme deliver the seat replacement;</b> <b>No</b> The issues with not doing all this work at the same time are numerous. 1/ Firstly we only have 4 weeks in August to carry out any or any large scale repairs or improvements. This is often extremely difficult. 2/ The seats are fixed through the carpet into the timber floor if we are going to replace the carpet, you have to take the chairs out at the same time to replace the carpet.</p>

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3/ The theatre is in constant use throughout the year and would not be able to accommodate the loss of sections of chairs to be taken away in stages to be upholstered - Loss of revenue will occur  
4/ The material to cover the chairs has to be bought at once to from the same batch to ensure colour match.  
5/ The technical staff have been organising small scale repairs such as arms, backs or the odd single seat upholstered in between shows, but have reached the point where it would be more efficient to carry out all these works together.

Please find attached email from Simon the technical manager at the Playhouse where we are advised of the following:

'Hi Simon you need to replace all the seat boards and ideally all the foam. The boards are all falling apart and the foam feels like it's lost its substance'



**Include use of Repairs and Renewals reserve funding.**  
Yes included.

Please Note further enquiries have been made with seating companies due to the restricted time period for carrying out these works and the advice is to purchase the seats and have them manufactured in advance ready to fit for the shutdown period in August.

The company contacted (evertaut) has advised on costs for similar chair with exposed wooden panel at top of the seat which protects against wearing of fabric on the seat back when people brush against it. The ambassador range comes fully upholstered. The cost per chair is £165, we have 460 chairs therefore we are looking at increased cost from original proposal to £75900.

They have also advised that works in August would be the busiest period for these type of companies and therefore would require at least a 3 month or more lead-in to be able to deliver what we require.

## Removal of existing chairs

These cost include fitting but not removal and disposal of existing chairs, we may be able to get the Technical team to remove the

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	<p>seating and arrange skips or lorries for disposal. I would need to allow additional sum of £5500 for 20no skips to dispose of chairs</p> <p><b>Cost breakdown</b></p> <p>Carpet replacement      £40k New auditorium seating   £76k Disposal of seating       £5.5k Contingency                £6.5k <b>Total</b>                        <b>£128k</b></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	128k	
b	Consultancy or other fees	0	
c	<b>Total Scheme Capital Costs (a+b)</b>	128k	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	<b>Net Costs to Council (c-d)</b>	128k	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	34k	From repairs and renewal fund
g	<b>Capital Reserves Needed to Finance Bid (e-f)</b>	<b>94k</b>	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	0	
i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project	0	

Year	2020/21 £	2021/22 £	2022/23 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	128,000		

# Capital Programme Review 2020-21 Project Appraisal Form

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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?	Supporting businesses and our local economy.
---	--

## 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	Dec/Jan 2019	
2	Further Approvals Needed		
3	Tendering (if necessary)	February	
4	Project start date	August	
5	Project Finish Date	1 <sup>st</sup> September	

## 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).

# Capital Programme Review 2020-21 Project Appraisal Form

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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.

<b>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority?</b> Please give details of funding streams, including any restrictions on the funding.	Funding of £34k to come from repairs and renewal fund.
<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	No
<b>It is mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so, state which requirements.	Yes carpet and upholstery falling apart could cause trip hazards,
<b>Is this project the minimum scheme required to continue to deliver the services of the Council?</b> - Is investment required for the business continuity of the Council? If so, say how.	Yes will have trouble with seating and may not be able to sell certain seats for shows

## 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.	Supporting businesses and our local economy
3	Investment important to secure service continuity and improvement.	
4	Investment will assist but is not required to meet one of the baseline criteria.	

# Capital Programme Review 2020-21 Project Appraisal Form

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## RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	Main risk is timing and planning, need to work on this early to be able to reach installation dates. This means we will have to tender before approval of project is agreed in April. Tight timescale.
2	Are there any risks relating to the availability of resources internally to deliver this project	It may prove difficult to deliver with current resource's and timescales
3	Consequences of not undertaking this project	The carpet and upholstery is falling apart could cause trip hazards. Could have trouble with seating and may not be able to sell certain seats for shows.
4	Alternative Solutions (Other solutions considered – cost and implications)	Could delay another year and hope the carpet and seats last one more year without falling apart.

<b>Is consultation required for this project?</b> Please give details of who with and when by.	All works has to be carefully programmed for shut down period in August. Cannot carry out any other time due to existing bookings.
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<b>Ward(s) affected by the scheme</b>	Town Ward
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### Accountable Officer Responsible for Delivery of the Scheme

Name and Signature                  Tony Foxwell                  Date                  25-09-19

### Whole life revenue costs of capital project

Where savings or budget virements are being used to part fund a project, the relevant budget manager must sign the appraisal form.

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### Accountable Officers for the revenue implications of the project



**Capital Programme Review 2020-21  
Project Appraisal Form**

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Project Manager Name and Signature ..... Date .....

Revenue Budget Holder Name and Signature ..... Date .....

Service Accountant Name and Signature ..... Date .....

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# Capital Programme Review 2020-21 Project Appraisal Form

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## COMMITTEE & BID NUMBER

Community & Wellbeing Committee Bid 2

## PROJECT TITLE

Bourne Hall Bungalow Roof Covering

## ACCOUNTABLE OFFICER

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

Tony Foxwell, Mark Shephard

## DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme	Roof and external decorations and cladding failed, timber repairs required, repairs to cladding, and external decorations. Contacted by Surrey county council in July 2019 highlighting problems with structure, after initial inspection all wooden shingle roof tiles have reached end of life various holes in ridge area. Organised temporary repair (this may last 6-12 months only). Replacement of entire roof covering is required with eternit man made lightweight slate tiles, replace rotten cladding with UPVc cladding, timer repairs, and external decorations.
Project outcomes and benefits	<p>EEBC will Lose of income if works not carried out and facility closed by a figure of £12500 a year.</p> <p>The existing occupiers keep the building in good condition inside and keep the garden in extremely good condition. It caters for special needs and is clearly SUPPORTING OUR COMMUNITY.</p> <p>This is EEBC owned building and as such our responsibility under the terms of the lease to keep the structure in good condition.</p> <p><b>Full bid to include explanation as to why this is not a full repairing lease, and if it can be renegotiated; Can rent increases fund the works; when is the next rent review?</b></p> <p>Original lease was in 2003 – 2013 on ten year term. We renewed the lease for a further 5 years from 29<sup>th</sup> September 2017, it was increased by £2500 year in 2017 We have received £185k over the length of Surrey County Council's occupation with very little outlay. If we do not fix they could leave in which case we would have to carry out these works anyway and look for new tenants but without revenue coming in. The lease is quite clear in the details of repairing obligations.</p>

## FINANCIAL SUMMARY

		Cost of Project £	Comments
a	Estimated cost of purchase, works and/or equipment	35k	

## Capital Programme Review 2020-21 Project Appraisal Form

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b	Consultancy or other fees	0	
c	<b>Total Scheme Capital Costs (a+b)</b>	35k	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	<b>Net Costs to Council (c-d)</b>	35k	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	<b>Capital Reserves Needed to Finance Bid (e-f)</b>	35k	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	0	
i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project	0	

Year	2020/21 £	2021/22 £	2022/23 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	35,000		

### 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?	Yes 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 2020-21 Project Appraisal Form

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		Target Start Date	Target Finish Date
1	Design & Planning	April/May 2020	
2	Further Approvals Needed		
3	Tendering (if necessary)	June 2020	
4	Project start date	July/August 2020	
5	Project Finish Date	September 2020	

## 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.

<b>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority?</b> Please give details of funding streams, including any restrictions on the funding.	No
<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	No
<b>It is mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so, state which requirements.	Yes roof is leaking water into the bungalow.

# Capital Programme Review 2020-21 Project Appraisal Form

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Is this project the minimum scheme required to continue to deliver the services of the Council? - Is investment required for the business continuity of the Council? If so, say how.	Yes if we do not carry out repairs we are not complying with our lease obligations and therefore tenants could leave causing loss of revenue.
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## ASSET MANAGEMENT PLAN

Is investment identified in the Council's Asset Management Plan?	No, this work has only just been highlighted by Surrey County Council.
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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.	Yes Supporting the community
3	Investment important to secure service continuity and improvement.	
4	Investment will assist but is not required to meet one of the baseline criteria.	

## RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	No risk
2	Are there any risks relating to the availability of resources internally to deliver this project	No
3	Consequences of not undertaking this project	Yes if we do not carry out repairs we are not complying with our lease obligations and therefore tenants could leave causing loss of revenue.
4	Alternative Solutions (Other solutions considered – cost and implications)	There are cheaper alternatives to fix roof back with wooden shingles and put back wooden cladding. These are short term fixes as opposed to the long term lower Maintenance options suggested.

Is consultation required for this project? Please give details of who with and when by.	Yes as the building is occupied and consultation with occupants to agree on planning of works is essential to keep good relationships.
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# Capital Programme Review 2020-21 Project Appraisal Form

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Ward(s) affected by the scheme	Ewell ward
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## Accountable Officer Responsible for Delivery of the Scheme

Name and Signature          Tony Foxwell          Date          25-09-2019

## Whole life revenue costs of capital project

Where savings or budget virements are being used to part fund a project, the relevant budget manager must sign the appraisal form.

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## Accountable Officers for the revenue implications of the project

Project Manager Name and Signature ..... Date .....

Revenue Budget Holder Name and Signature ..... Date .....

Service Accountant Name and Signature ..... Date .....

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# Capital Programme Review 2020-21 Project Appraisal Form

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Annex 5

## COMMITTEE & BID NUMBER

Community & Wellbeing Committee Bid 3

## PROJECT TITLE

Outdoor Gym Equipment in Chessington Road

## ACCOUNTABLE OFFICER

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

Daniel Atubo / Ian Dyer

## DETAILS OF PROJECT

Project scope, what is included/excluded in the scheme	To introduce some outdoor gym equipment in Chessington road rec to provide an enhanced offering in place of the wooden play equipment which has reached its end of life.
Project outcomes and benefits	The provision of an outdoor gym aims to encourage teenagers and adults to engage in physical activity. This project is in line with the Council's health and wellbeing strategy which has highlighted the need to encourage health and fitness in areas such as Court Ward which has a higher density of social housing, where residents may not have the funds necessary to access recreational facilities such as indoor gyms and leisure centres. (Please refer to Rachel Kundasamy's report on life expectancy and life expectancy report).

## 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	£23,000	Equipment: Elliptical cross trainer; Rower; Classic Bike; Pull Down Challenger; Chest Press. Total equipment cost: £12.8k; Carriage: £0.5k; Installation & ancillaries: £9.2k; Contingency: £0.5k.
b	Consultancy or other fees	0	
c	<b>Total Scheme Capital Costs (a+b)</b>		
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	23,000	There is £142k of S106 funding for Outdoor Sports Equipment which can be used to fund this scheme.
e	<b>Net Costs to Council (c-d)</b>		
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	

# Capital Programme Review 2020-21 Project Appraisal Form

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g	<b>Capital Reserves Needed to Finance Bid (e-f)</b>	£0	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	N/A	
i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project		See above

Year	2020/21 £	2021/22 £	2022/23 £
<b>Spend Profile of Scheme</b> – please identify which year (s) the scheme spend will fall into	£23,000		

## REVENUE IMPACT

Can revenue implications be funded from the Committee Base Budget? – Please give details	Yes – the ongoing maintenance of this equipment will be funded from the base budget.
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## CORPORATE PLAN 2016/20

<b>Is this investment linked to EEBC's Key Priorities?</b> If so, say which ones and evidence how. How does project fit within service objectives?	This links to the following key priorities: <ul style="list-style-type: none"> <li>Providing quality parks, nature reserves and other public spaces that are safe, pleasant and well maintained.</li> <li>Promoting healthy and active lifestyles, especially for the young and elderly.</li> </ul>
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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	1/4/2020	
2	Further Approvals Needed		
3	Tendering (if necessary)		
4	Project start date	1/4/2020	
5	Project Finish Date	30/08/2020	

# Capital Programme Review 2020-21 Project Appraisal Form

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Annex 5

## 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.

<b>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority?</b> Please give details of funding streams, including any restrictions on the funding.	
<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	No
<b>It is mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so, state which requirements.	No

# Capital Programme Review 2020-21 Project Appraisal Form

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

1	Investment essential to meet statutory obligation.	No.
2	Investment Important to achieve Key Priorities.	This project supports two of the Council's key priorities.
3	Investment important to secure service continuity and improvement.	This scheme will replace end of life equipment within Chessington Road Rec therefore contributing to service continuity and improvement.
4	Investment will assist but is not required to meet one of the baseline criteria.	N/A

## RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	There are no risks around delivering to time and budget. If the project is approved the equipment will be ordered and delivered within agreed timescales.
2	Are there any risks relating to the availability of resources internally to deliver this project	No.
3	Consequences of not undertaking this project	The existing equipment will be removed and nothing put in its place which means a reduction in facilities for residents.
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.	No.
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# Capital Programme Review 2020-21 Project Appraisal Form

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Ward(s) affected by the scheme	West Ewell
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## Accountable Officer Responsible for Delivery of the Scheme

Name and Signature: Daniel Atubo

Date: 28 September 2019

## Whole life revenue costs of capital project

Where savings or budget virements are being used to part fund a project, the relevant budget manager must sign the appraisal form.

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## Accountable Officers for the revenue implications of the project

Project Manager Name and Signature ..... Date .....

Revenue Budget Holder Name and Signature ..... Date .....

Service Accountant Name and Signature ..... Date .....

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## **FEES AND CHARGES REPORT 2020/21**

<b>Head of Service/Contact:</b>	Lee Duffy, Chief Finance Officer
<b>Urgent Decision?(yes/no)</b>	No
<b>If yes, reason urgent decision required:</b>	N/A
<b>Annexes/Appendices (attached):</b>	<b>Annex 1</b> - Fees and Charges Schedule 2020/21
<b>Other available papers (not attached):</b>	Budget Targets Report and Minutes, 24 September 2019

### **Report summary**

**This report recommends fees and charges for which this Committee is responsible, with the new charges being effective from 1 April 2020.**

### **Recommendation (s)**

**That the Committee:**

- (1) Authorises the Chief Finance Officer to vary fees and charges for items generating income under £1,000 per annum and/or for one-off services or items;**

**And, subject to the approval of Council:**

- (2) Agrees the fees and charges for 2020/21 as set out at Annex 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 13 February 2020. 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 in September 2019 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 2018, to reflect changes to the Council's management structure, the Committee agreed that the Chief Finance Officer should have delegated authority to vary fees and charges for items generating income under £1,000 per annum. The Committee also agreed that this officer be permitted under delegated authority to set charges for one off services or items not included in the fees and charges schedule.

### 3 Proposals

- 3.1 The proposed fees and charges for 2020/21 are set out at **Annex 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 Playhouse**

No increases to membership fees are proposed, pending the introduction of a revised membership scheme in 2020/21 as part of the Scrutiny Review.

### **3.1.2 Bourne Hall**

Community Hire Rates have been aligned to ensure consistency between hourly and daily rates. The Rose Room, Studio Room, Azalea Room, Begonia Room and Camelia Room day rate calculation brings it in line with all other day rates for our hirers. Peak and Off-Peak rates have also been removed to create a standard annual charge. The Large Room hourly booking rate combines the historic off peak and peak rates to provide one consistent rate. These updated fees will not adversely impact revenue.

The Delegated Pricing Authority procedure can also be utilised to negotiate rates. Negotiation with a hirer commences after quotation of the published rates. The Site Manager may offer a discount after negotiation of up to 20%. Any discounts required above the Site Manager's threshold must be discussed with the Line Manager before a discount is offered. The booking cannot be confirmed until the discount authorisation has been appropriately authorised.

The exhibition gallery is in need of some refurbishment and in order to retain clients whilst evaluating the introduction of an upgraded gallery system, no increase in the hire charge is proposed. However, to encourage the local community to take advantage of a pop-up event facility, a new charge for the hire of Foyer B has been introduced.

### **3.1.3 Parks**

To regularise the use of parks and open spaces, a new fee has been introduced for commercial outdoor fitness classes in the borough. The proposed fee for 2020/21 starts at £300 per annum for classes that occur once a week, to cover the cost of administration and to make a small contribution to the general upkeep of our green spaces. For classes that occur more regularly, the annual fee increases to £750 for usage of 2-4 times per week, and to £1,200 for usage of 5-7 times per week, as shown at Annexe 1.

### **3.1.4 Local Nature Reserve**

No increases are proposed to the fees for annual guided walks as officers consider that the modest charge maintains participation.

### **3.1.5 Sports Pitches**

An increase of 1% is proposed for the Bowling home ground agreement due to the reduced number of members at the club.

### **3.1.6 Community & Wellbeing Centre**

An increase of £4.50 is proposed for bathing services at the centre to reflect the cost of providing this service. For those in receipt of benefits, a lower increase of £2 is proposed.

Charges for Extra Support Day Care sessions have not been increased in order to encourage uptake of the service.

Room hire charges where caretaking is required have been increased to reflect the cost of providing the service.

### **3.1.7 Community Services**

#### Community Alarm

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

#### Shopping Service

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

#### Transport from Home

In recent years there has been a decline in the use of this service, so in order to retain client levels and remain competitive in the market, officers are proposing an increase of 1.7% for Dial-a-ride return fares.

#### Shopmobility

As there have been substantial increases in charges in recent years, it is proposed that the charges remain unchanged for 2020/21 in order to maintain client numbers.

### 3.2 Disabled Facility Grant Fees

The Council has a statutory duty to operate a Disabled Facilities Grant Scheme, funded by central Government. Over recent years this role has become more complex, with a broader remit than previously, involving multi agency working and a wide variety of assistance required by clients. To reflect the officer time and general administration costs incurred as a result of this work, it was agreed last year that the Council should charge fees to the fund. As these fees are charged on a cost recovery basis, no increases are proposed.

The proposed fee structure for 2020/21 is as follows:

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

Minimum fee charge	£300	e.g. level access showers / stair lifts
Works up to £30k	10%	
Works between £30k-£45k Fees capped at maximum works level £45k	7.5%	e.g. ground floor extensions to provide downstairs wetroom/bathroom facilities
Aborted works: Pre-tender stage	£300	Works may be aborted where an applicant's level of need has changed significantly since receipt of the original Occupational Therapist's report, or where the applicant has passed away.
Post-tender stage depending on grant value Limited at £45k	10%/7.5% of 70% of works	

#### **Discretionary Grants (funded through DFG allocation)**

e.g. Installation of galvanised (outdoor) handrails or measures to address thermal discomfort, e.g., replacement windows and heating.

Minimum fee charge	£150
All works	10%
Aborted works Pre-tender stage Post tender stage	£150 10% of 70% of cost of works

#### **Handyperson Grants**

These are grants made for small odd jobs such as garden clearance and bathroom grab rails. To reflect the typical circumstances of clients in receipt of these grants, no fee is applied.

#### 4 Financial and Manpower Implications

- 4.1 The impact of the proposed fees and charges for services in 2020/21 is set out below.
- 4.2 The table sets out the original additional income target as per the Medium Term Financial Strategy in the first column.
- 4.3 The second column presents additional income anticipated from the changes to tariffs proposed in the appendix to this report, on the assumption that current utilisation levels continue.
- 4.4 The third column shows changes to income budgets for fees and charges that are not related to changes to tariffs. Examples will be changes to customer numbers or where a new fee or charge has been introduced.
- 4.5 The last column sets out the difference between the 3% budget target increase and the final income budget, which incorporates changes to both tariffs and volumes.

	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
Community & Wellbeing Centre	4	4	0	0
Higher Needs Service	1	0	1	0
Community Services	14	15	0	1
Parks & Open Spaces	5	7	5	7
Allotments	1	1	0	0
Playhouse	6	6	0	0
Venues	9	9	0	0
<b>Total</b>	<b>40</b>	<b>42</b>	<b>6</b>	<b>8</b>

- 4.6 The charges proposed will generate an additional estimated income of £42,000. This has been taken into account in the budget to be presented to the Council next month.
- 4.7 Overall, the effect of increased charges and changes to volumes is that Community & Wellbeing Committee has exceeded the targeted budgeted income from fees and charges for 2020/21 by £8,000.

- 4.8 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 2020/21 budget can be found in the budget report included on this agenda.

- 4.9 **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:** None for the purposes of 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 2020.

- 9.2 The impact of changes in fees and charges has been estimated and incorporated into the Committee's budget estimates for 2020/21. 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);

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Service: Property & Regeneration  
Service Manager: Mark Shepherd

Service	Charged At	Description	Unit	2019/20	2020/21	% Change
<b>Playhouse</b>						
		<b>Hire Commercial Rate</b>				
		Auditorium - Monday to Saturday 10:00 to 23:00	per hour	161.00	166.00	3.1%
		Auditorium - Monday to Saturday 23:00 to 10:00	per hour	322.00	332.00	3.1%
		Auditorium - Sunday/BHol 10:00 to 23:00	per hour	161.00	166.00	3.1%
		Auditorium - Sunday/BHol 23:00 to 10:00	per hour	322.00	332.00	3.1%
		<b>Hire Community Rate</b>				
		Auditorium - Monday to Saturday 10:00 to 23:00	per hour	77.50	80.00	3.2%
		Auditorium - Monday to Saturday 23:00 to 10:00	per hour	155.00	160.00	3.2%
		Auditorium - Sunday/BHol 10:00 to 23:00	per hour	77.50	80.00	3.2%
		Auditorium - Sunday/BHol 23:00 to 10:00	per hour	155.00	160.00	3.2%
		Myers Studio - Monday to Sunday 10:00 to 18:00	per hour	29.50	30.00	1.7%
		Myers Studio - Monday to Sunday 18:00 to 23:00	per hour	29.50	30.00	1.7%
		<b>Hire Standard Rate</b>				
		Auditorium - Monday to Saturday 10:00 to 23:00	per hour	108.00	111.00	2.8%
		Auditorium - Monday to Saturday 23:00 to 10:00	per hour	216.00	222.00	2.8%
		Auditorium - Sunday/BHol 10:00 to 23:00	per hour	108.00	111.00	2.8%
		Auditorium - Sunday/BHol 23:00 to 10:00	per hour	216.00	222.00	2.8%
		Members Bar	per hour	28.00	29.00	3.6%
		Myers Studio - Monday to Sunday 10:00 to 18:00	per hour	37.50	38.50	2.7%
		Myers Studio - Monday to Sunday 18:00 to 23:00	per hour	47.50	48.50	2.1%
		<b>Membership Out of Borough Residents</b>				
		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%
		<b>Membership Residents</b>				
		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: Property & Regeneration**  
**Service Manager: Mark Shepherd**

Service	Charged At	Description	Unit	2019/20	2020/21	% Change
<b>Playhouse</b>						
	<b>Other Charges</b>					
		Additional Technicians	Per hour	22.40	23.00	2.7%
		Basic Technical Facilities (Auditorium)	Per performance/rehearsal	116.00	119.50	3.0%
		Basic Technical Facilities (Myers)	Per performance/rehearsal	60.00	61.80	3.0%
		Box Office Set Up (Main Auditorium)	Per week	61.50	63.00	2.4%
		Box Office Set Up (Main Auditorium)	Per performance	28.50	29.50	3.5%
		Box Office Set Up (Myers Studio)	Per week	16.00	16.50	3.1%
		Box Office Set Up (Myers Studio)	Per performance	8.50	8.80	3.5%
		Change of Stage Format	Per performance/rehearsal	147.00	151.50	3.1%
		Digital Only Marketing Package	Per event	37.50	39.00	4.0%
		Follow Spot Operator	Per hour	18.00	18.50	2.8%
		Full Marketing Package	Price on application	0.00	0.00	0.0%
		Grand Piano	Per performance/rehearsal	120.50	124.00	2.9%
		Miscellaneous Equipment	Price on application	0.00	0.00	0.0%
		Myers Studio Full Marketing Package	Price on application	0.00	0.00	0.0%
		Piano Tuning	Per item	110.00	113.00	2.7%
		Postage	per posting	1.40	1.45	3.6%
		Technical Equipment Package	Per performance/rehearsal	36.00	37.00	2.8%
		Technical Meeting Charge	Per hour	31.50	32.00	1.6%
		Ticket printing (Main auditorium)	Per performance	46.50	48.00	3.2%
		Ticket printing (Myers Hall)	Per performance	15.50	16.00	3.2%



Service: Property & Regeneration  
Service Manager: Mark Shepherd

Service	Charged At	Description	Unit	2019/20	2020/21	% Change
<b>Bourne Hall</b>						
	<b>Community Rate</b>					
		Banqueting Suite (Monday to Friday 09:00-17:00)	day rate	455.00	480.00	5.5%
		Main Hall (Monday to Friday 09:00-17:00)	day rate	455.00	480.00	5.5%
		Main Hall or the Banqueting Suite Monday (08:00-Saturday 17:00)	Per Hour	78.00	80.00	2.6%
		Main Hall or the Banqueting Suite (Saturday 17:00-24:00)	Per Hour	118.00	122.00	3.4%
		Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Monday to Friday 09:00-17:00)	day rate	200.00	222.00	11.0%
		Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Monday 08:00-Saturday 17:00)	Per Hour	36.00	37.00	2.8%
		Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Saturday 17:00-24:00)	Per Hour	56.00	58.00	3.6%
		Community Sunday Rate (entire venue)	day rate	0.00	720.00	
	<b>Events</b>					
		Large Room Part Day Event (Min booking 5 hrs)	Per hour	96.00	120.00	25.0%
		Wedding Full Day -12 Hours in 1 large room, 2 hours for a Ceremony Room	Per function	1,350.00	1,400.00	3.7%
	<b>Standard Rate</b>					
		All Rooms	Per Hour Midnight to 08:00 & Bank Holidays	200.00	210.00	5.0%
		Art Exhibitions	Per week	148.00	148.00	0.0%
		Foyer B (Monday to Saturday 09:00-17:00)	day rate	0.00	30.00	
		Gift/Craft fairs	Per week	266.00	275.00	3.4%
		Banqueting Suite (Monday to Friday 09:00-17:00)	day rate	527.00	558.00	5.9%
		Main Hall (Monday to Friday 09:00-17:00)	day rate	527.00	558.00	5.9%
		Main Hall or the Banqueting Suite (Monday 08:00-Saturday 17:00)	Per Hour	90.00	93.00	3.3%
		Main Hall or the Banqueting Suite (Saturday 17:00-24:00)	Per Hour	136.00	140.00	2.9%
		Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Monday to Friday 09:00-17:00)	day rate	234.00	240.00	2.6%
		Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Monday 08:00-Saturday 17:00)	Per Hour	39.00	40.00	2.6%
		Rose Room, Studio Room, Azalea Room, Begonia Room, Camelia Room (Saturday 17:00-24:00)	Per Hour	64.00	66.00	3.1%
		Kitchen (professional caterers only)	day rate	0.00	100.00	
		Sunday Opening	Flat Rate in addition to hourly rates	380.00	400.00	5.3%
		Wedding Fairs	Exclusive use of the Venue (Sunday)	1,780.00	1,840.00	3.4%
		Museum Club Sessions	per session	3.60	3.70	2.8%

Service: Property & Regeneration  
Service Manager: Mark Shepherd

Forward Years  
agreed Jan 2019

Service	Charged At	Description	Unit	2019/20	2020/21	% Change	2021/22
<b>Ewell Court House</b>							
<b>Community Rate</b>							
		Ante room, Whist Room, Meeting Room or Committee Room	Per Hour - Minimum 2hrs	22.00	22.50	2.3%	n/a
		Social Suite	Per hour - Minimum 2hrs	33.50	34.50	3.0%	n/a
<b>Standard Rate</b>							
		Ante room, Whist Room, Meeting Room or Committee Room	Per hour - Minimum 2 hrs	30.00	31.00	3.3%	n/a
		Ante room, Whist Room, Meeting Room or Committee Room - Monday to Thursday	Business Day - 8 Hrs	180.00	185.00	2.8%	n/a
		Bar Hire	Per Hour	29.00	30.00	3.4%	n/a
		Celebratory Room Monday-Thursday	Per day	1,775.00	1,830.00	3.1%	1,885.00
		Celebratory Room Monday-Thursday	Per hour - Minimum 5 hrs	139.00	143.00	2.9%	147.00
		Celebratory Rooms - Fri /Sat - Peak Rates (April - September & Easter Weekend)	Per Day	2,780.00	2,865.00	3.1%	2,950.00
		Celebratory Rooms - Fri /Sat Peak Part Day Rates (April-September & Easter Weekend)	Per hour - Minimum 5 Hrs	186.00	192.00	3.2%	198.00
		Celebratory Rooms - Fri/Sat Off-Peak Rates (October-March, Excl. Easter Weekend)	Per Day	2,145.00	2,210.00	3.0%	2,280.00
		Celebratory Rooms - Fri to Sun Off-Peak Part Day Rates (October-March, Excl. Easter Weekend)	Per hour - Minimum 5 hrs	139.00	143.00	2.9%	147.00
		Celebratory Rooms - Sunday Peak (April to Sept & Easter Weekend)	Per Day	2,360.00	2,430.00	3.0%	2,500.00
		Celebratory Rooms - Sunday Peak Part Day (April to Sept & Easter Weekend)	Per hour - Minimum 5 hrs	158.00	163.00	3.2%	168.00
		Celebratory Rooms - Sunday Off-Peak Rates (October-March, Excl. Easter Weekend)	Per Day	1,775.00	1,830.00	3.1%	1,885.00
		KItchen Hire	Per Hour	35.00	36.00	2.9%	n/a
		Social Suite	Per hour - Minimum 2 hrs	49.00	50.00	2.0%	n/a
		Social Suite - Monday to Thursday	Business Day - 8 Hrs	290.00	300.00	3.4%	n/a

**Service: Parks and Open Spaces**  
**Service Manager: Ian Dyer**

Service	Description	Unit	2019/20	2020/21	% Change
<b>Building charges</b>					
	Auriol Park - Pavilion greater than 10 bookings	Per hour	17.50	18.00	2.9%
	Auriol Park - Pavilion fewer than 10 bookings	Per hour	23.25	24.00	3.2%
	Horton - New Room greater than 10 bookings	Per hour	13.50	14.00	3.7%
	Horton - New Room fewer than 10 bookings	Per hour	17.00	17.50	2.9%
	Other Park Pavilions greater than 10 bookings	Per hour	15.50	16.00	3.2%
	Other Park Pavilions fewer than 10 bookings	Per hour	18.50	19.00	2.7%
	Other Parks out of normal hours charge	Per hour	45.50	47.00	3.3%
<b>Allotments</b>					
	Allotment rent and water charge	Per sq m	0.43	0.44	2.3%
	New agreement - mark out and offer	per plot (up to 80 sq m)	31.75	32.70	3.0%
<b>Parks</b>					
	Barbecue hire Up to 12 people, Mon-Fri (Minimum 2 hours)	Per hour	13.75	14.20	3.3%
	Barbecue hire Up to 12 people, Sat-Sun (Minimum 2 hours)	Per hour	18.60	19.20	3.2%
	Barbecue hire Up to 50 people, Mon-Fri (Minimum 4 hours)	Per hour	17.80	18.30	2.8%
	Barbecue hire Up to 50 people, Sat-Sun (Minimum 4 hours)	Per hour	28.00	28.80	2.9%
	Borough banner boards	Per board per week	73.25	75.50	3.1%
	Borough banner commercial	A4 poster on all boards per week	37.25	38.50	3.4%
	Permission to use small gazebo	small gazebo permission	12.40	12.80	3.2%
	Permission to use small tent	small tent permission	12.40	12.80	3.2%
	Outdoor Fitness Classes: once a week	Per annum	0.00	300.00	
	Outdoor Fitness Classes: 2-4 times per week	Per annum	0.00	750.00	
	Outdoor Fitness Classes: 5-7 times a week	Per annum	0.00	1,200.00	
<b>Local Nature Reserve</b>					
	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: Sports Pitches**  
**Service Manager: Ian Dyer**

Service	Description	Unit	2019/20	2020/21	% Change
<b>Pitches</b>					
Court Rec Astro Turf Multicage - Adults	April to September Mon-Fri from 15:00 hrs onwards	per hour	44.75	46.00	2.8%
	April to September Sat-Sun	per hour	47.00	48.50	3.2%
	Mon to Fri between 08:00 hrs to 15:00 hrs	per two hours	24.00	24.75	3.1%
	October to March Mon to Fri from 15:00 hrs onwards	per hour	47.00	48.50	3.2%
	October to March Sat to Sun	per hour	47.00	48.50	3.2%
Court Rec Astro Turf Multicage - Juniors	April to September Mon-Fri from 15:00 hrs onwards	per hour	35.25	36.30	3.0%
	April to September Sat-Sun	per hour	37.50	38.75	3.3%
	Borough Schools(term time) between 08:00 to 15:00	per day	21.40	22.00	2.8%
	Mon to Fri between 08:00 hrs to 15:00 hrs	per four hours	21.40	22.00	2.8%
	October to March Mon to Fri from 15:00 hrs onwards	per hour	37.50	38.75	3.3%
Cricket - Adults	October to March Sat to Sun	per hour	37.50	38.75	3.3%
	Monday to Friday	Per match	89.00	93.00	4.5%
Cricket - Juniors	Saturday and Sunday	Per match	155.00	162.00	4.5%
	Monday to Friday	Per match	44.25	46.00	4.0%
Football - Adults	Saturday and Sunday	Per match	68.00	71.00	4.4%
	Monday to Friday	Per match	74.50	77.50	4.0%
Football - Juniors	Saturday and Sunday	Per match	117.00	122.00	4.3%
	Monday to Friday	Per match	36.75	38.20	3.9%
Mini Soccer - Juniors	Saturday and Sunday	Per match	57.50	60.00	4.3%
	Monday to Friday	Per match	23.00	23.70	3.0%
Harrier Centre Hall	Saturday and Sunday	Per match	32.70	33.70	3.1%
	Monday to Sunday Softplay	Per day	74.00	76.25	3.0%
Track	Monday to Friday (15:00 to 21:00 hrs)	Per hour	25.80	26.60	3.1%
	Annual Membership	Per year	156.00	161.00	3.2%
	Monday to Friday (08:00 to 21:00hrs)	per hour	30.10	31.00	3.0%
	Saturday and Sunday	per hour	30.10	31.00	3.0%
	Sports Days Monday to Friday	per day	240.00	247.00	2.9%
Hall & Track	Charities	per hour	11.50	11.85	3.0%
	Drop in Session	per session	2.80	2.90	3.6%
	Athletics Activities Monday to Friday	per hour	29.30	30.20	3.1%
<b>Bowling Home Ground Agreement - Pavilion</b>					1.0%
<b>Bowling Home Ground Agreement - Bowling Green</b>					1.0%
<b>Epsom Cricket Club - Alexandra Pavilion</b>					4.0%
<b>Football Home Ground Agreement - Auriol Park</b>					
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 2019 RPI: 2.4%		2.4%
<b>Football Home Ground Agreement - All other pitches</b>					4.0%

Service: Community & Wellbeing Centre  
Service Manager: Ian Dyer

Service	Charged At	Description	Unit	2019/20	2020/21	% Change
<b>Social Centre</b>				with caretaking	with caretaking	with caretaking
<b>Community Rate</b>						
		Counselling Room - Monday to Friday 6pm-11pm	Per hour	17.85	18.90	5.9%
		Counselling Room - Monday to Friday 9am-6pm	Per hour	15.50	16.40	5.8%
		Counselling Room - Saturday and Sunday 6pm-11pm	Per hour	27.00	28.60	5.9%
		Counselling Room - Saturday and Sunday 9am-6pm	Per hour	18.20	19.30	6.1%
		Dining Room (50) - Monday to Friday 18.00 to 23.00	Per hour	25.75	27.30	6.0%
		Dining Room (50) - Monday to Friday 9.00 to 18.00	Per hour	24.15	25.60	6.0%
		Dining Room (50) - Saturday/Sunday 18.00 to 23.00	Per hour	35.70	37.80	5.9%
		Dining Room (50) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	25.90	27.50	6.2%
		Half Hall (60) - Monday to Friday 18.00 to 23.00	Per hour	19.45	20.60	5.9%
		Half Hall (60) - Monday to Friday 9.00 to 18.00	Per hour	16.00	17.00	6.2%
		Half Hall (60) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	19.45	20.60	5.9%
		Hall (120) - Monday to Friday 18.00 to 23.00	Per hour	28.90	30.60	5.9%
		Hall (120) - Monday to Friday 9.00 to 18.00	Per hour	26.80	28.40	6.0%
		Hall (120) - Saturday/Sunday 18.00 to 23.00 (Min 2 hrs)	Per hour	39.90	42.30	6.0%
		Hall (120) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	28.90	30.60	5.9%
		Park Lounge (50) - Monday to Friday 18.00 to 23.00	Per hour	25.75	27.30	6.0%
		Park Lounge (50) - Monday to Friday 9.00 to 18.00	Per hour	24.15	25.60	6.0%
		Park Lounge (50) - Saturday/Sunday 18.00 to 23.00	Per hour	35.70	37.80	5.9%
		Park Lounge (50) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	26.25	27.80	5.9%
		Small lounge (25) - Monday to Friday 18.00 to 23.00	Per hour	18.40	19.50	6.0%
		Small lounge (25) - Monday to Friday 9.00 to 18.00	Per hour	15.75	16.70	6.0%
		Small lounge (25) - Saturday/Sunday 18.00 to 23.00	Per hour	27.30	28.90	5.9%
		Small lounge (25) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	18.40	19.50	6.0%
<b>Standard Rate</b>						
		Counselling Room - Monday to Friday 6pm-11pm	Per hour	22.60	23.95	6.0%
		Counselling Room - Monday to Friday 9am-6pm	Per hour	18.65	19.80	6.2%
		Counselling Room - Saturday and Sunday 6pm-11pm (Min 2 hrs)	Per hour	29.50	31.30	6.1%
		Counselling Room - Saturday and Sunday 9am-6pm (Min 2 hrs)	Per hour	22.60	23.95	6.0%
		Dining Room (50) - Monday to Friday 18.00 to 23.00	Per hour	32.55	34.50	6.0%
		Dining Room (50) - Monday to Friday 9.00 to 18.00	Per hour	29.93	31.70	5.9%
		Dining Room (50) - Saturday/Sunday 18.00 to 23.00 (Min 2 hrs)	Per hour	43.05	45.60	5.9%
		Dining Room (50) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	33.10	35.10	6.1%
		Half Hall (60) - Monday to Friday 18.00 to 23.00	Per hour	23.10	24.50	6.1%
		Half Hall (60) - Monday to Friday 9.00 to 18.00	Per hour	18.90	20.00	5.8%
		Half Hall (60) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	23.10	24.50	6.1%
		Hall (120) - Monday to Friday 18.00 to 23.00	Per hour	37.80	40.00	5.8%
		Hall (120) - Monday to Friday 9.00 to 18.00	Per hour	33.60	35.60	6.0%
		Hall (120) - Saturday/Sunday 18.00 to 23.00 (Min 2 hrs)	Per hour	45.70	48.40	5.9%
		Hall (120) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	37.30	39.50	5.9%
		Park Lounge (50) - Monday to Friday 18.00 to 23.00	Per hour	32.55	34.50	6.0%
		Park Lounge (50) - Monday to Friday 9.00 to 18.00	Per hour	29.95	31.70	5.9%
		Park Lounge (50) - Saturday/Sunday 18.00 to 23.00 (Min 2 hrs)	Per hour	43.30	45.90	6.0%
		Park Lounge (50) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	32.55	34.50	6.0%
		Small lounge (25) - Monday to Friday 18.00 to 23.00	Per hour	23.10	24.50	6.1%
		Small lounge (25) - Monday to Friday 9.00 to 18.00	Per hour	18.90	20.00	5.8%
		Small lounge (25) - Saturday/Sunday 18.00 to 23.00 (Min 2 hrs)	Per hour	30.30	32.10	5.9%
		Small lounge (25) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	23.10	24.50	6.1%

Service: Community & Wellbeing Centre  
Service Manager: Ian Dyer

Service	Charged At	Description	Unit	2019/20	2020/21	% Change
				self caretaking	self caretaking	self caretaking
<b>Social Centre</b>						
<b>Community Rate</b>						
		Counselling Room - Monday to Friday 6pm-11pm	Per hour	17.00	17.50	2.9%
		Counselling Room - Monday to Friday 9am-6pm	Per hour	14.75	15.20	3.1%
		Counselling Room - Saturday and Sunday 6pm-11pm	Per hour	25.70	26.50	3.1%
		Counselling Room - Saturday and Sunday 9am-6pm	Per hour	17.30	17.80	2.9%
		Treatment Rooms - Monday to Friday 9am-6pm	Per hour		15.20	
		Dining Room (50) - Monday to Friday 18.00 to 23.00	Per hour	24.50	25.25	3.1%
		Dining Room (50) - Monday to Friday 9.00 to 18.00	Per hour	23.00	23.70	3.0%
		Dining Room (50) - Saturday/Sunday 18.00 to 23.00	Per hour	34.00	35.00	2.9%
		Dining Room (50) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	24.65	25.40	3.0%
		Half Hall (60) - Monday to Friday 18.00 to 23.00	Per hour	18.50	19.00	2.7%
		Half Hall (60) - Monday to Friday 9.00 to 18.00	Per hour	15.25	15.70	3.0%
		Half Hall (60) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	18.50	19.00	2.7%
		Hall (120) - Monday to Friday 18.00 to 23.00	Per hour	27.50	28.30	2.9%
		Hall (120) - Monday to Friday 9.00 to 18.00	Per hour	25.50	26.30	3.1%
		Hall (120) - Saturday/Sunday 18.00 to 23.00 (Min 2hrs)	Per hour	38.00	39.10	2.9%
		Hall (120) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	27.50	28.30	2.9%
		Park Lounge (50) - Monday to Friday 18.00 to 23.00	Per hour	24.50	25.20	2.9%
		Park Lounge (50) - Monday to Friday 9.00 to 18.00	Per hour	23.00	23.70	3.0%
		Park Lounge (50) - Saturday/Sunday 18.00 to 23.00	Per hour	34.00	35.00	2.9%
		Park Lounge (50) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	25.00	25.75	3.0%
		Small lounge (25) - Monday to Friday 18.00 to 23.00	Per hour	17.50	18.00	2.9%
		Small lounge (25) - Monday to Friday 9.00 to 18.00	Per hour	15.00	15.45	3.0%
		Small lounge (25) - Saturday/Sunday 18.00 to 23.00	Per hour	26.00	26.80	3.1%
		Small lounge (25) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	17.50	18.00	2.9%
<b>Standard Rate</b>						
		Counselling Room - Monday to Friday 6pm-11pm	Per hour	21.50	22.15	3.0%
		Counselling Room - Monday to Friday 9am-6pm	Per hour	17.75	18.30	3.1%
		Counselling Room - Saturday and Sunday 6pm-11pm (Min 2 hrs)	Per hour	28.10	28.90	2.8%
		Counselling Room - Saturday and Sunday 9am-6pm (Min 2 hrs)	Per hour	21.50	22.15	3.0%
		Dining Room (50) - Monday to Friday 18.00 to 23.00	Per hour	31.00	31.90	2.9%
		Dining Room (50) - Monday to Friday 9.00 to 18.00	Per hour	28.50	29.40	3.2%
		Dining Room (50) - Saturday/Sunday 18.00 to 23.00 (Min 2 hrs)	Per hour	41.00	42.20	2.9%
		Dining Room (50) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	31.50	32.45	3.0%
		Half Hall (60) - Monday to Friday 18.00 to 23.00	Per hour	22.00	22.70	3.2%
		Half Hall (60) - Monday to Friday 9.00 to 18.00	Per hour	18.00	18.50	2.8%
		Half Hall (60) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	22.00	22.70	3.2%
		Hall (120) - Monday to Friday 18.00 to 23.00	Per hour	36.00	37.00	2.8%
		Hall (120) - Monday to Friday 9.00 to 18.00	Per hour	32.00	33.00	3.1%
		Hall (120) - Saturday/Sunday 18.00 to 23.00 (Min 2 hrs)	Per hour	43.50	44.80	3.0%
		Hall (120) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	35.50	36.60	3.1%
		Park Lounge (50) - Monday to Friday 18.00 to 23.00	Per hour	31.00	31.90	2.9%
		Park Lounge (50) - Monday to Friday 9.00 to 18.00	Per hour	28.50	29.40	3.2%
		Park Lounge (50) - Saturday/Sunday 18.00 to 23.00 (Min 2 hrs)	Per hour	41.25	42.50	3.0%
		Park Lounge (50) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	31.00	31.90	2.9%
		Small lounge (25) - Monday to Friday 18.00 to 23.00	Per hour	22.00	22.70	3.2%
		Small lounge (25) - Monday to Friday 9.00 to 18.00	Per hour	18.00	18.50	2.8%
		Small lounge (25) - Saturday/Sunday 18.00 to 23.00 (Min 2 hrs)	Per hour	28.85	29.70	2.9%
		Small lounge (25) - Saturday/Sunday 9.00 to 18.00 (Min 2 hrs)	Per hour	22.00	22.70	3.2%

**Service: Community & Wellbeing Centre**  
**Service Manager: Ian Dyer**

Service	Description	Unit	2019/20	2020/21	% Change
<b>Wellbeing Centre</b>					
	Bathing service	Per occasion	10.50	15.00	42.9%
	Bathing Service (persons in receipt of Benefits)	Per occasion	6.00	8.00	33.3%
	Hairdressing (Multiple hairdressers)	Per day	44.00	45.50	3.4%
	Hairdressing (Multiple hairdressers)	Per half day	22.50	23.50	4.4%
	Hairdressing (Single hairdressers)	Per day	36.00	37.50	4.2%
	Hairdressing (Single hairdressers)	Per half day	19.00	19.75	3.9%
	Social Centre Membership - out of borough	Per year	22.00	22.70	3.2%
	Social Centre Membership - single person	Per year	11.25	11.75	4.4%
	Social Centre Membership (persons in receipt of Benefits)	Per year	6.50	6.80	4.6%
	Weekday meal - Members	Per meal	5.10	5.30	3.9%
	Weekday meal - Non-Members	Per meal	5.60	5.80	3.6%
<b>Daycare+ Service</b>					
	Activities at Community & Wellbeing Centre	Per session	as advised		
	Extra Support Day Care	Half Day	20.00	20.00	0.0%
	Extra Support Day Care	Full Day	40.00	40.00	0.0%

**Service: Community Services**

**Service Manager: Ian Dyer**

Service	Description	Unit	2019/20	2020/21	% Change
<b>Community Alarm</b>					
	Equipment not returned on discontinuance of service	Alarm and pendant	139.00	145.00	4.3%
	Key safe rental	Per month	2.85	3.00	5.3%
	Replacement of lost pendants	Per item	55.00	57.00	3.6%
	Sale of key boxes	Per item	55.00	57.00	3.6%
	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	27.60	27.60	0.0%
	Standard charge (existing client in residential home on benefits 2,3,7)	Per person per unit per month	19.00	20.00	5.3%
<b>Meals at Home</b>					
	Delivery Service	Per sandwich	2.60	2.70	3.8%
	Delivery Service	Main Meal only	3.45	3.60	4.3%
	Delivery Service	Dessert only	1.30	1.35	3.8%
	Delivery service out of borough	Per sandwich	2.80	2.90	3.6%
	Delivery service out of borough	Main meal only	4.00	4.20	5.0%
	Delivery service out of borough	Dessert only	1.40	1.45	3.6%
	Shopping Service	Per occasion	6.00	6.00	0.0%
	Shopping Service - reduced charge	Per occasion	4.30	4.50	4.7%
<b>Transport from Home</b>					
	Day Centre Transport	Return	4.40	4.55	3.4%
	Dial-a-bus	Return	6.50	6.70	3.1%
	Dial-a-ride	Single	5.90	6.10	3.4%
	Dial-a-ride	Return	11.80	12.00	1.7%
	Excursions	Per excursion	as advised	as advised	
	Membership	Annual	15.00	15.50	3.3%
	Nursing Home adj Borough	Return	12.20	12.60	3.3%
	Out of Borough Hospitals	Return	22.30	23.00	3.1%
<b>Shopmobility</b>					
	Annual membership (2 hours free equipment use per visit)	Annual	22.00	22.00	0.0%
	Non members - Day rate (includes 2 hours use of equipment)	Per visit	5.50	5.50	0.0%



Service: Private Sector Housing  
Service Manager: Rod Brown

Service	Description	Unit	2019/20	2020/21	% Change
<b>Houses of Multiple Occupation - Licensing Fee</b>					
	Application over 5 units (or lets)	Per unit (or let)	122.00	125.00	2.5%
	Application up to 5 units (or lets)	Per application or renewal	610.00	628.00	3.0%

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## REVENUE BUDGET REPORT 2020/21

<b>Head of Service/Contact:</b>	Lee Duffy, Chief Finance Officer
<b>Urgent Decision?(yes/no)</b>	No
<b>If yes, reason urgent decision required:</b>	N/A
<b>Annexes/Appendices (attached):</b>	
<b>Other available papers (not attached):</b>	Budget Target Report to S&R Committee September 2019

### Report summary

This report sets out estimates for income and expenditure on services in 2020/21.

### Recommendation (s)

**That the Committee**

- (1) Recommends the 2020/21 service estimates for approval at the budget meeting of Full Council in February 2020.**
- (2) Supports in principle the future savings options as set out in 5.3 for inclusion in the Medium Term Financial Strategy.**

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

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

### **2 Background**

- 2.1 For the period 2020/21 to 2023/24, Full Council will be asked in February to agree a four year Medium Term Financial Strategy (MTFS) to maintain the financial health of the Council whilst delivering the priorities in the Corporate Plan. The recommendation in this report is consistent with the proposed MTFS.

- 2.2 Central Government is currently undertaking Fair Funding and Business Rates Reviews, which are due to complete in 2020 and are expected to adversely impact this Council's funding levels from 2021/22. These reviews, coupled with welfare benefit changes in recent years, continue to create uncertainty and 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 and generate additional income to minimise service reduction affecting residents.
- 2.3 The overall Council revenue budget target for 2020/21 was agreed by Strategy & Resources Committee on 24 September 2019 as follows:-
- Estimates are prepared including options to reduce organisational costs by £544,000 in 2020/21 subject to government grant announcement, to minimise the use of working balances and maintain a minimum working balance of £2.5 million in accordance with the MTFS
  - That at least £290,000 additional revenue is generated from an increase in discretionary fees and charges, based on a minimum overall increase in yield of 3.0%, with the exception of car parking which is set at 6.0% as these charges are adjusted every two years;
  - That a provision for pay award is made of £400,000 that allows for a 2% cost of living increase;
  - That further savings are identified for inclusion within the new Medium Term Financial Strategy for 2020-2024 to reduce the Council's net operating costs by a minimum of £1,825,000 over the period 2020/21 to 2023/24;
- 2.4 The figures in this report are final and are representative of the local government finance settlement. Any subsequent changes to 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 2020/21 that will be made available to all Councillors.
- 2.6 Estimates have been prepared on the basis that all existing services to residents are maintained.
- 2.7 No general allowance for price inflation has been utilised for the revenue estimates 2020/21. However, where the Council incurs contractual inflationary uplifts, budgets have been adjusted accordingly.
- 2.8 For pay inflation, a budgeted increase £400,000 has been allowed for within the MTFS.

- 2.9 The Council agreed a target to increase overall income from locally set fees and charges by a minimum of 3% annually (with the exception of car parking charges, which increase by 6% every two years), after making allowance for any further changes in service. Proposals to achieve this have been included in a separate report on this agenda.
- 2.10 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 2020/21.
  - 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.
- 2.11 All increases in charges are subject to approval by the Council

### 3 Proposals

- 3.1 Before considering the revenue estimates for 2020/21, 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.
- 3.2 The Council's probable revenue outturn at Q2 monitoring for all Committees in 2019/20 anticipates an overspend of £33,000, as set out in the Q2 monitoring report below:

Committee	2019/20		
	Current Approved Budget £'000	Q2 Forecast £'000	Variance £'000
Strategy & Resources	268	(221)	(489)
Environment & Safe Communities	2,360	2,700	340
Community & Wellbeing	6,428	6,610	182
Capital charges	(2,669)	(2,669)	0
<b>Total budget requirement</b>	<b>6,387</b>	<b>6,420</b>	<b>33</b>

- 3.3 Assuming that this level of overspend continues to 31 March 2020, a contribution from working balances at year end of £33,000 would be required. Currently, the Council's working balance stands at £3,416,000, before any contribution is made.
- 3.4 The probable outturn specifically for Community and Wellbeing Committee for 2019/20 is an overspend of £182,000, which is shown in the following table. The key reasons for the major variances are explained in the subsequent paragraphs.

Service Group	Published Budget 2019/20	Current Approved Budget 2019/20	Probable Outturn 2019/20	Probable Variance 2019/20
	£'000	£'000	£'000	£'000
Housing	1,350	1,456	1,673	217
Community Services	355	379	380	1
Support for Voluntary Organisations	261	261	261	0
Community Centres	479	518	518	0
Health & Wellbeing	36	37	37	0
Parks and Open Spaces	1,865	2,010	2,015	5
Sports, Leisure & Cultural	1,326	1,421	1,380	-41
Precepting/Levying Bodies	345	346	346	0
<b>Community &amp; Wellbeing Committee</b>	<b>6,035</b>	<b>6,428</b>	<b>6,610</b>	<b>182</b>

- 3.5 The current approved budget in the table above represents the published budget updated with authorised transfers of funds since approval of the budget at Council in February 2019.
- 3.6 Numbers in temporary accommodation have been increasing during the year and an overspend of £317k was anticipated by year end. This has been partially offset by £100k through the release of contingency funding.
- 3.7 The Council has recovered one-off additional contract income of £70k relating to the Rainbow Centre through applying backdated RPI increases to the contract with Greenwich Leisure Limited. This is partially offset by lower than budgeted income at Bourne Hall (£11k) and Ewell Court House (£18k).
- 3.8 The Committee's probable outturn (estimated net expenditure) for 2019/20 is included in the draft Budget Book on each service group page, with a detailed analysis of variations to budget. The outturn forecasts are all based on quarter two budget monitoring reports used by all managers.

#### 4 Financial and Manpower Implications

- 4.1 The service estimates are included in the draft Budget Book 2020/21, circulated to Councillors in January.
- 4.2 A summary of the Committee's revenue estimates for 2020/21 is set out below:

Service Group	Published Budget 2019/20 £'000	Base Position 2020/21 £'000
Housing	1,350	1,636
Community Services	355	371
Support for Voluntary Organisations	261	260
Health & Wellbeing	36	37
Community Centres	497	514
Parks and Open Spaces	1,865	2,007
Sports, Leisure & Cultural	1,326	1,261
Precepting/Levying Bodies	345	352
<b>Total</b>	<b>6,035</b>	<b>6,439</b>

- 4.3 The following table comprises a summary of the main changes to the Committee's proposed budget for 2020/21 compared with the published budget for 2019/20.

Community & Wellbeing Committee	2019/20 Budget £'000
<b>Published Budget 2019/20</b>	<b>6,035</b>
Variation in pay, pension (IAS19) & support service recharges	177
Increased temporary accommodation costs on homelessness	380
Contribution from reserves (Flexible Housing Support Grant)	(116)
Increase in facilities maintenance and cleaning charges	103

Rangers service review savings identified	71
Savings on Ewell Court House proposal	(60)
Venues budget realignments	(50)
Additional income from fees and charges	(48)
Playhouse additional box office and bar income	(38)
Increased income on Rainbow Centre contract	(37)
Cyclical reduction in 5 year multiple occupancy licence income	13
Sundry Variations	8
<b>Base Position 2020/21</b>	<b>6,439</b>

## 5 Proposals for Medium Term Financial Strategy 2020/21 to 2023/24

- 5.1 As set-out in paragraph 2.3, Strategy & Resources Committee has agreed a Council-wide savings target of £1.825m to achieve a balanced budget across the period to 2023/24.
- 5.2 Following service reviews undertaken with Heads of Service in 2019, operational/efficiency savings and additional income opportunities totalling £737,000 across the organisation have been identified, with minimal impact on frontline services. A further £500,000 saving has been identified through reduced reserve transfers to the Property Income Equalisation Reserve, as the target balance on this reserve is met by 2022/23.
- 5.3 To address the remaining Council-wide budget deficit of £588,000, the Committee is asked to support in principle future savings options set out in the following table (and summarised in the subsequent paragraphs) for further work and inclusion in the Medium Term Financial Strategy:

Saving Description	Ref	Saving Amount (£'000)				
		2020/21	2021/22	2022/23	2023/24	Total
Reduce subsidy of operating Ewell Court House	A	60	0	0	0	60
Review of Bourne Hall	B	0	30	30	0	60
Locking of Parks	C	0	50	0	0	50
Reduce subsidy of operating Community & Wellbeing Centre	D	0	0	0	50	50



Total		60	80	30	50	220
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**A. Reduce subsidy of operating Ewell Court House (2020/21)**

In June, S&R and C&W Committees agreed that the Council should explore the opportunity and potential benefits from entering into a partnership with a specialist from the wedding and events sector to maximise the public and community use of Ewell Court House. The Council's net direct expenditure is currently £60,000 per annum at the venue and one objective of any partnership will be to address this position.

**B. Review of Bourne Hall (2021/22 & 2022/23)**

The Council's net expenditure including overheads and capital charges to run Bourne Hall and the Museum is in excess of £700,000. Options will be produced and presented to Committee on how this level of subsidy can be reduced by £60,000 by 2023/24.

**C. Locking of parks (2021/22)**

Proposals will be put forward for how the locking of parks can be achieved in a more cost effective manner, with a target saving of £50,000.

**D. Reduce subsidy of operating Community & Wellbeing Centre (2023/24)**

The direct cost to the Council of operating the Centre is in the region of £113,000 per annum. Options will be considered to reduce the level of subsidy by £50,000 by 2023/24 and to be completely self-funded by 2026/27.

5.4 The majority of the savings options identified above are proposed to be delivered from 2021/22. This will enable the Council to further develop and discuss these proposals once the Council's future funding position becomes clearer following the completion of central government's Fair Funding and Business Rates Reviews, which is expected later in 2020.

5.5 Should the savings not be supported in principle, alternative options will need to be identified to address the Council's budget deficit.

**6 Financial and Manpower Implications**

6.1 Should operational changes affect staffing levels or staff duties, consultation processes would be progressed as appropriate.

6.2 The draft Budget Book 2020/21 is highly detailed and therefore please can any questions or queries be sent to relevant officers in advance of this Committee meeting wherever possible.

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 direct legal implications arising from this report. However, decisions taken about the budget will impact the services which can be delivered. It is important that statutory services are appropriately funded, which the recommended budget seeks to achieve.

**8 Sustainability Policy and Community Safety Implications**

- 8.1 There are no specific particular implications for Sustainability Policy or Community Safety arising out of this report.

**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 2020/21 £'000	Risk Management
Homelessness	<b>High:</b> Increase in numbers of presentations	1,055	Continuing with preventative initiatives and alternative temporary accommodation options
Community Services	<b>Medium:</b> Insufficient take up of Daycare+ service to cover costs	81	Promotion of service, working with partners

**11 Conclusion and Recommendations**

11.1 The Committee is asked to agree the service revenue estimates set out in the draft Budget Book 2020/21.

11.2 Full Council will consider the budget at its meeting on 13 February 2020.

**Ward(s) Affected:** (All Wards);

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