

# Community Services Committee

**Thursday 14 September 2017 at 7.30pm**

**Council Chamber  
Runnymede Civic Centre, Addlestone**

## Members of the Committee

Councillors Miss M N Heath (Chairman), P J Waddell (Vice-Chairman), Mrs D V Clarke, Mrs M T Harnden, Miss D Khaliq, N M King, S A Lewis, S M Mackay, B W Pitt and Mrs G Warner.

## AGENDA

### Notes:

- 1) Any report on the Agenda involving confidential information (as defined by section 100A(3) of the Local Government Act 1972) must be discussed in private. Any report involving exempt information (as defined by section 100I of the Local Government Act 1972), whether it appears in Part 1 or Part 2 below, may be discussed in private but only if the Committee so resolves.
- 2) The relevant 'background papers' are listed after each report in Part 1. Enquiries about any of the Agenda reports and background papers should be directed in the first instance to **Miss C Pinnock, Democratic Services, Law and Governance Business Centre, Civic Centre, Station Road, Addlestone (Tel. Direct Line: 01932 425627). (Email: [clare.pinnock@runnymede.gov.uk](mailto:clare.pinnock@runnymede.gov.uk)).**
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- 4) In the unlikely event of an alarm sounding, members of the public should leave the building immediately, either using the staircase leading from the public gallery or following other instructions as appropriate.
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Filming should be limited to the formal meeting area and not extend to those in the public seating area. The Chairman will make the final decision on all matters of dispute in regard to the use of social media, audio-recording, photography and filming in the Committee meeting.

## **LIST OF MATTERS FOR CONSIDERATION**

### **PART I**

#### **Matters in respect of which reports have been made available for public inspection**

	<u>Page</u>
1. FIRE PRECAUTIONS	4
2. NOTIFICATION OF CHANGES TO COMMITTEE MEMBERSHIP	4
3. MINUTES	4
4. APOLOGIES FOR ABSENCE	4
5. DECLARATIONS OF INTEREST	4
6. COMMUNITY DEVELOPMENT KEY PERFORMANCE/ACTIVITY INDICATORS – QUARTER 1 2017/18	4
7. SURREY CARERS MEMORANDUM OF UNDERSTANDING AND ACTION PLAN	6
8. RUNNYMEDE AND SPELTHORNE CAB – UPDATE	8
9. RUNNYMEDE PLEASURE GROUNDS – BUSINESS PLAN	11
10. COMMUNITY SAFETY AND SAFER RUNNYMEDE ANNUAL REPORT 2016/17	20
11. ACHIEVE LIFESTYLE SINKING FUND	20
12. CABRERA TRUST MANAGEMENT COMMITTEE – MINUTES AGM AND ORDINARY MEETING - 20 JULY 2017	22
13. EXCLUSION OF PRESS AND PUBLIC	22

### **PART II**

#### **Matters involving Exempt or Confidential Information in respect of which reports have not been made available for public inspection**

- a) Exempt Information  
(No reports to be considered under this heading)
- b) Confidential Information  
(No reports to be considered under this heading)

**1. FIRE PRECAUTIONS**

The Chairman or a nominated Member of the Committee will read the Fire Precautions which set out the procedures to be followed in the event of fire or other emergency.

**2. NOTIFICATION OF CHANGES TO COMMITTEE MEMBERSHIP**

**3. MINUTES**

To confirm and sign, as a correct record, the Minutes of the meeting of the Committee held on 15 June 2017, previously circulated by email in July 2017 to all Members of the Council.

**4. APOLOGIES FOR ABSENCE**

**5. DECLARATIONS OF INTEREST**

If Members have an interest in an item please record the interest on the form circulated with this Agenda and hand it to the Legal Representative or Democratic Services Officer at the start of the meeting. A supply of the form will also be available from the Democratic Services Officer at meetings.

Members are advised to contact the Council's Legal Section prior to the meeting if they wish to seek advice on a potential interest.

Members are reminded that a non pecuniary interest includes their appointment by the Council as the Council's representative to an outside body and that this should be declared as should their membership of an outside body in their private capacity as a director, trustee, committee member or in another position of influence thereon.

Members who have previously declared interests which are recorded in the Minutes to be considered at this meeting need not repeat the declaration when attending the meeting. Members need take no further action unless the item in which they have an interest becomes the subject of debate, in which event the Member must leave the room if the interest is a disclosable pecuniary interest or if the interest could reasonably be regarded as so significant as to prejudice the Member's judgement of the public interest.

**6. COMMUNITY DEVELOPMENT KEY PERFORMANCE/ACTIVITY INDICATORS – QUARTER 1 2017/2018 (COMMUNITY DEVELOPMENT)**

**Synopsis of report:**

**To advise Members of the performance of the Corporate KPIs for services under this Committee in the first quarter of 2017/18 (April – June 2017)**

**Recommendation:**

**None. This report is for information.**

**1. Context of Report**

1.1 The purpose of this report is to provide Members with the Quarter 1 2017/18 Key Performance/Activity results for the services under the remit of this Committee.

- 1.2 As part of the Performance Management Framework, quarterly performance reports are made to Corporate Management Committee on:-
- Financial Performance
  - Corporate KPI Performance
  - Projects Performance

**2. Report**

- 2.1 Within the Community Development Business Centre Plan, the following indicators are being monitored and the actuals are also included where figures are collected quarterly.

<b>Performance Indicator</b>	<b>Actual Q1 2017/18 (target)</b>	<b>Annual Target 2017/18</b>
Number of young people attending Surrey Youth Games Training	404 (took place in 1 <sup>st</sup> quarter)	350
Number of formal complaints related to the Business Centre/Team	1	0
Number of Community Alarm Users	1,471	1,500
Number of decisions investigated by the ombudsman requiring a remedy by the Council	0	no more than 5%
Number of individual trips with the Community Transport service	13,176 (14,000) NEPT not included	55,000
Percentage of Careline calls answered within 60 seconds	99.96% (8,159)	99%
Number of meals at home delivered	10,131 (10,000)	40,000

- 2.2 The Surrey Youth Games takes place in the first quarter of the year and numbers were up on the target and 79 up on last year. Meals at Home have met their target. However, this was reduced due to cancelled meals previously being included in the target.
- 2.3 Members are asked to note that the complaint received by Green Space was not a complaint about the Council or its staff. It concerned the recent traveller incursion and was satisfactorily resolved. Green Space also received a compliment during the first quarter of 2017/18 for their advice to Lyne Football Club.
- 2.4 This item presents the opportunity for Members of the Committee to ask any questions relevant to the remit of this Committee. However, to ensure that Officers are able to give a full response, Members are requested to give written notice of any questions to the Chairman, relevant departmental Corporate Director and Head of Strategy no less than 48 hours prior to the meeting.
- 2.5 Members are also asked to note that this report should be distinguished from committee specific reports and is a standard report submitted to all the service

committees. The aim is to improve awareness of corporate performance and should be read in conjunction with this Committee's business centre plan.

**(For information)**

**Background Papers**

None stated.

**7. SURREY CARERS MEMORANDUM OF UNDERSTANDING AND ACTION PLAN (COMMUNITY DEVELOPMENT)**

**Synopsis of report:**

**Surrey County Council and the Surrey Clinical Commissioning Groups (CCGs) are implementing their new Carers Memorandum of Understanding. Runnymede Borough Council is being asked to sign up to and adopt the memorandum, as the Council provides services for carers and the person cared for. This Committee approved signing up to Surrey County Council Commissioning and Development Strategy for carers in November 2015, and the Memorandum of Understanding is an extension of this document. This report also seeks approval of the associated Carers Memorandum of Understanding action plan.**

**Recommendation:**

**that the Carer's Memorandum of Understanding and action plan, as attached at Appendices 'A' and 'B' be approved.**

**1. Context of report**

- 1.1 In November 2015, Runnymede Borough Council signed up to the Surrey County Council Commissioning and Development Strategy for Carers as a provider of services e.g. Meals at Home, Community Alarms and Telecare, Social Centres and Community Transport. Runnymede Borough Council is now being asked to adopt the Surrey Carers Memorandum of understanding (MoU), which is attached at Appendix 'A' and develop an action plan for its implementation.
- 1.2 With an increasingly older population in Runnymede, there will be more of a requirement for carer support for older and more vulnerable residents.

**2. Report**

- 2.1 An action plan was also developed for the Surrey Commissioning and Development Plan 2015. This has resulted in:
  - A Runnymede Borough Council web page for Carers
  - Annual promotion of the Carers Rights Day
  - The appointment of a Runnymede Carers Dementia Champion, Frances Dyble-Goode and setting up the Runnymede Dementia Action Alliance
- 2.2 The MoU is focused on the following outcomes for carers. That carers:-
  - feel they can remain part of the community

- have more choice and control over day to day life whilst choosing to continue to care
- have a break from caring
- are able to maintain/make friendships and relationships
- are able to undertake leisure activities
- are able to access educational/learning activities – whether recreational (for fun/interest) or vocational (employment related and/or leading to a qualification) – includes support to young carers taking GCSEs/NVQs
- are able to carry on caring where there is a choice
- are helped to maintain their health and wellbeing e.g. exercise, complementary therapies, stress reduction activities
- are able to remain in, or return to, employment
- are supported to remain safe

2.3 The proposed action plan is attached at Appendix 'B'.

### 3. **Policy framework implications**

3.1 The Memorandum of Understanding will support Runnymede Borough Council's Sustainability Strategy, Health and Wellbeing objectives.

3.2 The Corporate Business Plan for 2016-2020 contains the theme of 'Supporting Local People'. The MoU supports some of the key priorities under this theme particularly around the care/prevention services and improving the quality of life for our vulnerable residents by supporting the people who care for them.

### 4. **Resource implications**

4.1 There will be wider promotion of Runnymede Borough Council services to carers in the Borough. This will be met from within existing resources.

4.2 In the future, new services will be considered that will have benefits for carers.

### 5. **Legal implications**

5.1 The Council will need to ensure compliance with the forthcoming General Data Protection Regulations with regard to information held about carers and the people for whom they care.

### 6. **Equality implications**

6.1 The Council has a public sector equality duty under the Equality Act 2010. Section 149 of the Act provides that we must have due regard to the need to;

- a) eliminate discrimination, harassment, victimisation and other conduct prohibited by the Act
- b) advance equality of opportunity
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share protected characteristics.

6.2 The Council's Equalities Group is currently being consulted to ensure that the Memorandum of Understanding and the Action Plan comply with the Council's Equality Policy.

6.3 An Equality Impact Screening Assessment is being conducted.

## 7. Conclusions

- 7.1 Members are asked to approve the action plan and the signing up to and adoption of the Surrey Memorandum of Understanding.

**(To resolve)**

### **Background papers**

November 2015 Surrey Commissioning and Development Strategy 2015 - 2019

## 8. RUNNYMEDE AND SPELTHORNE CAB – UPDATE (COMMUNITY DEVELOPMENT)

### **Synopsis of report:**

**At the meeting of this Committee on 9 March 2017, Officers were asked to bring back a further report on the Runnymede and Spelthorne Citizen's Advice business plan, setting out the drivers for the deficit, options for funding and the future demand for service. This report provides the current financial position of Runnymede and Spelthorne CAB, the service plans for the future, and how this will be funded.**

### **Recommendation(s):**

**None. This report is for information.**

## 1. Context of report

- 1.1 At the meeting of this Committee in January 2017, a review of the Council's Grant Aid budget was undertaken. As part of this review, it was agreed to transfer some of the funding that was given to Age UK Runnymede and Spelthorne (which was to close) to Runnymede and Spelthorne Citizens Advice Bureau (the "CAB") so that a reduced advice and home visiting service could be maintained. However, there was some difference of opinion about whether the level of funding proposed was appropriate and in the context of an increased workload, often dealing with matters which the Council was unable to and referred to the CAB. It was decided that the CAB would be invited to the next meeting of this Committee to present a full business plan and a detailed breakdown of their full range of service delivery costs and accommodation requirements.
- 1.2 The CAB duly provided a presentation to the Committee directly before the meeting in March 2017. During the debate on the Grant Aid update report it was clear that opinion was still divided as to whether the CAB should retain their current level of funding (including the sum of £25,000 diverted from Age UK to run the Information and Advice service), or receive additional funding, depending on the factors that accounted for the current deficit and an assessment of future demand and how that could and should be met. It was resolved that:

**'the Committee supports the work of Runnymede and Spelthorne CAB and requests that a full business plan setting out the drivers for the current deficit and options to fulfil future demand be submitted to the next meeting of this Committee in June 2017 with recommendations on future funding to Corporate Management Committee in July 2017'.**



## 2. Report

- 2.1 Demands on the CAB have increased in the past year as a result of the effect of the economic downturn, welfare reforms on income deprived households and funding cuts to other voluntary organisations who can no longer cope with the demands on their services. There has also been an increase in the number of older people and full time carers. The transition to Personal Independence Payment from Disability Living Allowance has increased demand in this area by 35%.
- 2.2 In 2016/17, CAB staff and volunteers have seen 2,450 new clients with 6,000 enquires. Clients often have to return for second and 3<sup>rd</sup> appointments to unpick difficult situations and make some improvements in their situation. The CAB estimate that this is in the region of 600 plus clients. Forty-four percent of the CAB's enquiries are about benefits. The next highest number of enquiries is about Housing at 11% and Debt 10%. The majority of clients are aged between 25 and 64 years, and 35% of clients who agreed to the CAB recording their details are disabled.
- 2.3 North West Surrey Clinical Commissioning Group identified that 10% of older people in Runnymede are living in poverty. At the meeting of this Committee in January 2017, £25,000 of additional funding was given to the CAB to replace the Home Visiting service for older people, as a result of the closure of Age UK Runnymede and Spelthorne. The CAB will, on average, provide 16 home visits a month, including follow up visits. This will cover benefit take up, financial advice and supports needs. Currently the CAB is recruiting to the Home Visiting Service post. An average of 16 home visits a month will be achieved by December 2017.
- 2.4 In 2016/17 the CAB gained £120,000 for residents in successful credit claims/tribunal awards, and achieved £35,000 written off in debts. The CAB also runs the Runnymede CAB Rentstart Scheme as a way of housing homeless non-priority need individuals and couples. Last year, 21 residents were housed by Rentstart CAB in private rented accommodation. This is difficult to achieve, as the rents are higher than the rent allowance benefit provided. This service reduces the likelihood of people sleeping rough, or in their cars.
- 2.5 The CAB has increased the client contract hours each year without extra funding. The projected deficit for 2017/18 is £26,750, increasing to £39,750 in 2019/20. The CAB has not replaced paid staff as they have left and has instead re-organised roles and hours to continue to deliver the current service. There are 9 paid staff in full or part time positions. There are 30 volunteer advisers, waiting room organisers and trainee advisors. The volunteers at the CAB work extremely hard, giving £250,000 in equivalent time.
- 2.6 Currently the CAB has unrestricted reserves of around £166,000, which will reduce by £60,000 as a result of extending the office into the rest of the former library space in Addlestone. The extra space will allow the CAB to deliver the new Home Visiting service for older people who are isolated and unable to access the service by other means, recruit more volunteers to see more people and give client access to a self-help computer. A room will be available in the newly refurbished part of the former library, during opening hours, with some supervision from the receptionist to allow more able clients to apply on-line for Local Assistance Scheme and Department of Work and Pensions benefits. This could help 3 people a day, resulting in 15 clients a week.
- 2.7 The CAB continues to make funding bids. However, these are usually for one off projects, as most funders will not finance running costs, and the high level of reserves puts them at a disadvantage. One off funding of £9,500 has been

obtained from the Big Lottery Fund towards the cost of the fixtures and fittings of the new space. The CAB Management Committee has agreed to use reserves to continue running the service for the next 3 years. In 2020/21, the CAB service will need to be reduced. Based on current business plans, it is estimated that by 2020/21 reserves will no longer be able to cover the ongoing annual deficit.

- 2.8 The risk management plan (see Appendix 'C'), outlines what action can be taken to reduce costs. The principal cost of running the service is salaries, which covers management, supervision and advanced casework, with general advice being provided by volunteers. Staff numbers and/or hours can be reduced but not without having a proportionate effect on the service provided.
- 2.9 On 28 June 2017 a meeting was held with County Councillor Marisa Heath, also in her capacity as Chairman of Community Services Committee, Councillor Peter Waddell, as Vice-Chairman of Community Services, Pat Thompson the CAB Manager, Trevor Mudd the CAB Treasurer, Chris Hunt, Head of Community Development and Suzanne Stronge, Partnership and Policy Development Officer. It was agreed at the meeting that the CAB could continue to fund the deficit from reserves until the next 3 yearly review of Grant Aid in 2020/21 when this Committee will need to consider additional funding of £15,000 per annum or the CAB service will need to be reduced to match the available funding.
- 2.10 Councillor Waddell is also one of the Council appointed representatives on the Runnymede and Spelthorne CAB Management Committee. His role is to provide advice and help with the long-term sustainability of the CAB.
- 2.11 The CAB will continue to identify fundraising opportunities of £1,000 plus. In addition, Suzanne Stronge will investigate the feasibility of organised fundraising events on behalf of the voluntary sector for charities in Runnymede, including the CAB, as part of the joint project with Spelthorne Borough Council, 'Strengthening the Voluntary Sector.'
- 2.12 The CAB Business Plan priorities for 2015 – 2018 are to:
- promote the bureau in the community
  - influence social policy
  - develop the ICT infrastructure and wherever possible to develop outreach services
  - recruit and train volunteers and staff in order to try and meet the demand for services
  - work with other organisations in order to provide services to our client base
  - seek funding to sustain and develop the advice giving service
  - develop a robust risk management framework (see Appendix 'C')

### 3. Resource implications

- 3.1 The Council currently contributes financially to the Runnymede and Spelthorne CAB in the following ways (based on the 2017/18 budget):

	£
Grant Aid - General	78,700
Grant Aid – Rentstart	21,215
Grant Aid - Elderly Information and Advice service	25,000
Rent Free use of office space (Market rent forgone)	28,250

3.2 There is currently no budgetary provision for any increases in grant aid of £15,000 per annum from 2020/21 to 2022/23. Thus, this funding will need to come from savings in the Grant Aid grant spent on other services.

4. **Legal implications**

4.1 There are no legal implications identified at this stage.

5. **Equality Implications**

5.1 There are no equality implications identified.

**(To resolve)**

**Background papers**

Grant Aid Review report to 5 January 2017

Presentation to 9 March 2017 Community Services Committee

Report to 15 June 2017 Community Services Committee (withdrawn)

9. **RUNNYMEDE PLEASURE GROUNDS – BUSINESS PLAN (COMMUNITY DEVELOPMENT)**

**Synopsis of report:**

**The Council has been looking at options for improving the facilities at Runnymede Pleasure Grounds over the last 4 years. In that time Chris Blandford Associates have produced a masterplan for the site and there has subsequently been market research carried out by The Leisure Consultancy looking at the financial viability of the project.**

**The work of the consultants has led to the production of a Business Plan which looks in more detail at the options available for the Runnymede Pleasure Grounds.**

**Recommendations:**

- (i) Members determine whether the Runnymede Pleasure Grounds project be progressed further as set out in this report;**
- (ii) Officers continue to develop the project and carry out further stakeholder consultation on the plans for the refurbishment of Runnymede Pleasure Grounds and update the Community Services Committee further in January 2018; and**
- (iii) Corporate Management Committee be requested to provide capital funding of £4.8m to carry out the refurbishment works to Runnymede Pleasure Grounds as set out in the report**

1. **Context of report**

1.1 Runnymede Pleasure Grounds (RPG) is a public open space on the banks of the River Thames between Egham and Old Windsor. It is held by the Council as Trustee and this function is delegated to the Community Services Committee. It

therefore falls upon the Members of this Committee to exercise that function in accordance with the terms of the Trust and in its best interests.

- 1.2 The proposed improvements to the RPG have been under consideration for a number of years and in March 2015 this Committee was provided with a masterplan developed by Chris Blandford Associates (CBA). This plan is shown at 5.4.6 of the Business Plan and was based on a vision for the RPG that included:-
  - Improved connections along the river
  - New Café and multi-use facilities
  - Create a new play destination with wet and dry facilities
  - Improved car parking
  - Create a year round experience
  - Create enhanced riverside areas
- 1.3 The work of CBA was then used as the basis for market research carried out by The Leisure Consultancy (TLC). Their brief was to determine the financial viability of the project and provide some options as to how the site might be redeveloped.
- 1.4 The TLC report took the original CBA plan and provided more detail on the catering offer, potential income and opportunities to make better use of the RPG by for example, introducing holiday lodges on a discreet part of the site.
- 1.5 All the information from the CBA and TLC reports has been used to develop a Business Plan which has been produced in conjunction with Liz Cooper, former Deputy Chief Executive at Spelthorne Borough Council, who has a lot of experience in leisure provision.
- 1.6 Officers have worked on the premiss that the Trust must be comfortable that the proposals will at least break even, bearing in mind a considerable capital outlay is required.

## 2. **Report**

- 2.1 In July 2017, all Councillors were invited to a briefing on the RPG at which an overview of the Business Plan was presented. The full Business Plan is attached at Appendix 'D' and the key points of the plan are considered in this report. The Committee is asked to note that the Business Plan has a number of Appendices which are not included but will be available in the Members' Room and at the meeting if Members wish to look at them. Also the page numbers of the Business Plan are those appearing in the bottom right hand corner of the document.

### **Catering/Café**

- 2.2 The type of catering provision at the RPG will be a significant factor in making the site a destination of choice and encourage repeat customers. In the Business Plan the type of catering offer proposed is detailed on page 12. This includes 'grab and go' i.e. sandwiches and snacks, a mobile facility and a destination service i.e. plated meals, which could also include evening service. In addition, catering income from events and the lodges has also been factored in.
- 2.3 It is proposed that a catering specialist operates the café with the projected turnover from this mixed catering offer being estimated at £440,000 (6.8.3 page 12). Based on industry averages, RPG could expect to get revenue equivalent to 12.5% of the total income or £55,000 by year three. This could be increased in subsequent years to 13.5% and then to 15%.

- 2.4 TLC looked at the location of the café in the CBA scheme. They have suggested that it is moved to a slightly different position, still with views out over the grounds and river. An indicative layout of the café is shown on page 11. This includes a multi-purpose space and meeting rooms that could be used for education sessions, meetings and small events.
- 2.5 The café building itself will be raised above the ground, due to the potential for flooding. This also provides an opportunity to use the area under the building for additional outdoor seating.

### **Lodges**

- 2.6 Providing holiday lodges on the site is something that TLC has suggested to enhance the offer locally and generate additional income. TLC's original suggestion was for six lodges. However, discussions with Planning Officers determined that a maximum of four would be possible when the size of the existing buildings on site and their footprint is taken into account. The lodges would also need to be designed and built to mitigate against potential flooding.
- 2.7 Page 13 of the Business Plan contains details of the potential occupancy levels and income based on six lodges, rather than the four proposed. The management fee has been estimated to be 25% of the income with the managing agent being responsible for managing bookings, cleaning etc. However, in the provisional budget in section 3 of this report only four lodges have been costed for, owing to the planning restrictions.
- 2.8 There have been discussions with the Runnymede on Thames Hotel (RTH) about them managing the lodges. Initial feedback has been positive with the RTH board showing interest in the idea. The RTH feel that the lodges should not be focused on family use as this limits the market. Their expertise in this area would be valuable in ensuring usage levels are maximised. The lodges would need to be finished to a high standard and access to the hotel's facilities would form part of any hire. Further discussions are due to take place with the RTH on such an arrangement, including the level of management fee and, if available, additional information will be reported verbally to the Committee.

### **Car Parking**

- 2.9 It is estimated that currently there are 130,000 visitors to the RPG annually; this is based on the number of car parking tickets sold and the industry norm on vehicle occupancy. On page 10 of the Business Plan there are projections on the income from car parking assuming an annual increase in the number of visitors and the installation of a new car parking payment system that would ensure all users that are liable to pay for use of the car park, do so. The estimates assume that the car park charges remain at their current levels.

### **Events/Activities**

- 2.10 To make the RPG a destination of choice it is important that a broad range of activities takes place. It is proposed that a site manager is employed to manage these throughout the year. A range of events that might be considered include outdoor cinema, healthy walks, fitness classes and small scale shows. The multi-purpose room will provide flexibility around the use of the café with the ability to host meetings, education sessions for schools and possible exhibitions. Use of the space would need to be well managed to ensure optimal usage.

- 2.11 Page 14 of the Business Plan sets out the potential income that could be generated from events and activities. The site manager would also need to work with other local partners such as the National Trust and the river cruise companies, who drop and pick people up from the RPG, to ensure the RPG is promoted effectively. They would also be expected to drive up donations and sponsorship income over time.
- 2.12 The National Trust is currently undertaking consultation linked to their Heritage Lottery Fund Bid which is due to be submitted in 2018. This will improve access and connectivity along the river. The proposed improvements to RPG will link in well with this proposal.

### **Improved Signage**

- 2.13 Although RPG is in an excellent location for access to the river the signage at the front of the site and direction signs are poor. It is proposed to make the entrance more of a feature and to install interpretation boards displaying information about the landscape and emphasising the importance of the local area.

### **Play Spaces**

- 2.14 The existing play area and pool are both a number of years old. Despite ongoing investment and replacement of equipment, they are looking quite tired and dated.
- 2.15 One of the main reasons for repeat visits to RPG in the future will be the provision of play facilities that are both challenging and unique to make the site a destination of choice for families at all times of the year. The budget cost of the natural play space and water play is £900,000.
- 2.16 In the CBA designs the option outlined for the natural play space created a journey from the mountains to the sea, incorporating a range of play equipment and hands-on activities. The water play was another element of the design with water fountains and splash areas. Further work on the design would need to be carried out. However, there is an opportunity to provide a new and exciting play offer.

## **3. Resource implications**

- 3.1 The original CBA plan estimated a capital cost of £4.4m, excluding any lodges, which is a significant capital investment. All the options available are detailed in the Business Plan.
- 3.2 The Business Plan is dated March 2017. Therefore, some of the costings, especially on the capital works, will need to be refreshed. If the Trustees wish to progress the scheme these costings will be firmed up via a tendering process. The outline business case recommends an investment of between £4.4 and £4.8 million. The table below is an extract from the Business Plan for years 1, 3 and 5. The Trust is likely to be making significant surpluses before the repayment of any capital advance / loan is added to the expenditure.

Members are asked to note that the figures are estimates and have been rounded up/down as appropriate.

	Year 1	Year 3	Year 5
<b>Expenditure</b>	<b>£</b>	<b>£</b>	<b>£</b>
Wages and salaries	48,800	56,500	60,000
Premises Costs	26,900	26,900	26,900
Grounds Maintenance	21,900	23,000	24,000
Transport	700	700	700
Fees	9,500	9,500	9,500
Insurance	800	800	800
Equipment	11,700	11,700	11,700
Admin	24,000	24,000	24,000
Marketing	8,400	9,000	9,300
Lodge operating cost	6,840	7,800	8,900
<b>Total</b>	<b>159,540</b>	<b>169,900</b>	<b>175,800</b>
<b>Income</b>			
Car Parking	116,200	153,400	165,000
Cinema	1,800	3,800	4,000
Concerts/Events	4,800	12,900	13,500
Skiff and Punt	3,000	3,000	3,000
Activities/Education	17,200	29,600	31,000
Catering rights	49,300	66,240	69,300
Mooring rights	1,800	2,000	2,100
Lodges	51,300	58,500	61,300
Donations	8,100	10,700	11,200
Sponsorship	3,500	5,000	5,600
<b>Total</b>	<b>257,000</b>	<b>345,100</b>	<b>366,000</b>
<b>Operating Surplus/ (Deficit)</b>	<b>97,460</b>	<b>175,200</b>	<b>190,200</b>

3.3 The amount of operating surplus available to repay capital will vary depending on a number of factors including English weather, the local economy etc. which could affect visitor numbers and income streams. If the Trustees approve a final design, the final costs will not be known until the works are procured. The financial table below uses the indicative costs in the Business Plan and an estimate of interest rates in mid-2018 of approximately 2.75%.

3.4 The RPG Trust has a number of options for obtaining capital funding from the Council.

### Capital Grant

3.5 The Council can make a capital grant for some, or all of the works. The repayment schedules below can be varied with the Council's agreement. For the financial implications in this report it has been assumed the Council would require the capital investment to be repaid by the Trust.

3.5.1 Interest bearing annuity loan at 2.75% (the anticipated rate when the works are completed). An annuity loan equalises the payments from the Trust to the Council, very much like a normal repayment mortgage from a building society. In the early years the payments are mainly interest and a small capital repayment.

	30 years	40 years	30 years	40 years
Capital spend	4,781,000	4,781,000	4,400,000	4,400,000
	2.75%	2.50%	2.75%	2.50%
Annuity factor	0.049384	0.039836	0.041532	0.039836
Annual payment (year end	236,107	190,457	182,739	175,279

An interest bearing loan for the full capital cost would not be affordable to the Trust.

3.5.2 A second method would be equal instalments of a capital sum over 40 years – the capital repayment would be £119,525. If interest was charged this would add a further £130,000 in interest, making the total repayment in the early years £250,000 a year. This would not drop to below £200,000 for 17 years. Again, this option is not affordable.

3.5.3 There is an option to make the advance repayable, but without interest, over 30 years, using the Council's Minimum Revenue provision policy. Using this method the repayment in year 1 is low, but increases at 4% a year, so the first 10 years' payments are shown in the table below. The estimated surplus and balance after making the repayment is also shown for years 1, 3 and 5.

Cost	4,781,000
Repayment increase	4.0% p/a
Estimated life	30 years



Year	Repayment £	Operating surplus £	Surplus after repayment £
1	85,246	97,460	12,214
2	88,656		
3	92,202	175,200	83,023
4	95,890		
5	99,725	190,200	90,475
6	103,714		
7	107,863		
8	112,178		
9	116,665		
10	121,331		

- 3.6 A 0% interest, but repayable capital advance is affordable for the Trust and would allow the entire RPG refurbishment to be completed in one operation rather than the phased approach favoured in the Business Plan. In the early years it will allow the Trust to set aside income to fund repairs and renewals to play equipment etc. There is also the option to repay larger amounts, thereby reducing either the term of the loan or subsequent repayments. It also conforms to the Council's wish to fund all asset renewals in the future by making capital advances repayable and to create corporate repairs and renewals funds to recycle capital receipts, reduce external borrowing and to minimise the call on the General Fund working balance for major repairs, refurbishments.
- 3.7 If the Members of this Committee (acting on behalf of the Council as trustees) approve the option in section 3.6 as the recommended approach, this will become a request to the Corporate Management Committee to agree a repayable, interest free advance to the Runnymede Pleasure Grounds Trust. The final tender price will be reported to both Committees following a tendering exercise.

### **Risks**

- 3.8 There are a number of risks associated with this development detailed on page 26 of the Business Plan. These are:
- Costs may be more than estimated once a tender exercise has been undertaken
  - Use of the RPG is weather dependent, so income streams cannot be guaranteed
  - The catering contract would be subject to competitive tendering

- The lodge rates would need to be benchmarked against other similar provision although linking in with the hotel will provide users with a broader range of services and facilities
- There are likely to be financial losses during the refurbishment works which will need to be taken into account during the budget/planning stage

#### 4. **Planning Implications**

- 4.1 On page 25 of the Business Plan the planning issues that need to be considered have been outlined. Any final design and facility mix would need to go through the Planning process and may be subject to change. Planning Officers have reviewed the indicative plan and it was based on this and the available existing building footprint that four rather than six lodges was suggested.
- 4.2 Flood risk management is an area that needs to be considered carefully for all the buildings on site. On the positive side any new play facilities would be subject to limited restrictions and there are opportunities that could be borne out of the planned River Thames Scheme in terms of recreational links.

#### 5. **Next Steps**

- 5.1 If the Trust agrees to progress the project there are a number of steps that will need to be taken as detailed on page 26 of the Business Plan. Further consultation would need to take place with stakeholders, users and non-users with a report back to the meeting of this Committee in January 2018 also providing details of the project development phases.

#### 6 **Legal Implications**

- 6.1 The Council is the Trustee of the Runnymede Pleasure Ground Charity (Reg Charity No. 305021) (RPG). RPG comprises a gift of land by a local individual in 1928 to the Egham Urban District Council. A further piece of land, which adjoins the RPG, was conveyed in 1938 to Egham UDC as an endowment for the benefit of the RPG the 'Endowment Land', also known as the St Anne's land.
- 6.2 The 1928 conveyance declared that the RPG land would be held "upon Trust for the perpetual use thereof by the Public for the purpose of exercise and recreation as an Open Space".
- 6.3 It is the Council's settled view that this reference to Open Space is sufficient to infer that the land was acquired pursuant to powers contained in Section 9 of the Open Spaces Act 1906 (the 1906 Act). In which case Section 10 of the 1906 Act provides that the Council:

"shall, subject to any conditions under which the estate...was so acquired

- a) hold and administer the open space...in Trust to allow, and with a view to, the enjoyment thereof by the public as an open space within the meaning of this Act and under proper control and regulation and for no other purpose; and
- b) maintain and keep the open space ...in a good and decent state...in addition, may enclose it or keep it enclosed....and may drain, level, lay out... (etc)...and otherwise improve it and do all such works and things... (etc)...as may be requisite for the purposes aforesaid or any of them".

The Council interprets “subject to any conditions under which the estate ...was so acquired” as including the Trust provisions in the 1928 conveyance.

- 6.4 The expression “open space within the meaning of this Act” refers to the definition in Section 20 of the 1906 Act, which defines “open space” as meaning:  
“any land, whether enclosed or not, on which there are no buildings or of which not more than one twentieth part is covered with buildings and the whole or the remainder of which is laid out as a garden or is used for the purposes of recreation, or lies waste and unoccupied.”
- 6.5 Neither the 1928 conveyance nor the 1906 Act contain any express provision prohibiting the erection of buildings on the open space; but the erection of a building of such a size or in such circumstances that the land ceases to be an open space within the meaning of Section 20 of the 1906 Act would be a breach of the Trust in Section 10 of the 1906 Act. It is the opinion of the Council that it is possible to reconcile the provisions of the conveyance with the 1906 Act on the basis that building on up to 5% of the site would not recognisably prevent the land as a whole still being regarded as an “Open Space”.
- 6.6 The current proposals broadly replace or modify existing buildings and so do not significantly decrease the percentage of the RPG land that will continue to be used as Open Space. The Lodges will essentially replace the cottage buildings, but since they are on the Endowment Land, do not form part of the Open Space in any event.
- 6.7 Section 10 of the 1906 Act provides for the land to be maintained for use by the public and allow for it to be kept in a good and decent state. The proposed Business Plan, if implemented, will positively facilitate the continued use of the RPG for recreational purposes.
- 6.8 RPG as a charitable trust and in discharging its charitable purposes, is able to provide for recreational activities for the enjoyment of the Open Space. The issue of State Aid does not arise in this case.

## 7. **Equality Implications**

- 7.1 The proposals have been considered in the light of the Council’s Public Sector Equality Duty and at this stage, the issue of access for those with mobility issues has been raised.
- 7.2 If the proposals are approved, Officers will consider any equalities implications as part of the final design process and planning application. This will need to take into account access issues, for example consideration of conducting an access audit and consultation with the Runnymede Access Liaison Group. The Council’s Equalities Group will also be consulted and if necessary an Equalities Impact Assessment will be undertaken.

### **(To resolve)**

#### **Background papers**

Chris Blandford Associates – Development Masterplan (including indicative capital budget by William G.Dicks Partnership LLP) April 2016

The Leisure Consultancy - Runnymede Pleasure Ground - Market Research Services March 2017

Runnymede Borough Council - Runnymede Pleasure Grounds Survey October 2016

**10. COMMUNITY SAFETY AND SAFER RUNNYMEDE ANNUAL REPORT 2016/17  
(COMMUNITY DEVELOPMENT)**

**Synopsis of report:**

**To receive the Annual Report which outlines the work of Community Safety and Safer Runnymede in 2016/17**

**Recommendation:**

**None. This report is for information.**

**1. Context of report**

- 1.1 This report was presented to the Crime and Disorder Committee in July. However, the budgetary responsibility for Safer Runnymede and decision making powers fall within the remit of this Committee, hence the need to report to both Committees.

**2. Context of report**

- 2.1 Attached at Appendix 'E' is the Annual Report on the Safer Runnymede and Community Safety operations and activities in the Borough. The information compiled in the report is available to Members throughout the year, including breakdowns by ward of crime and anti-social behaviour. The Community Safety Officer is available to deal with local issues and identify ways of resolving these in conjunction with other agencies.

**(For information)**

**Background Papers**

None stated.

**11. ACHIEVE LIFESTYLE SINKING FUND (COMMUNITY DEVELOPMENT)**

**Synopsis of report:**

**Under the terms of the Funding and Management Agreement dated 1 April 2011, the Council agreed to hold a sinking fund of £120,000 (plus accrued interest) to support the repair or replacement of equipment associated with the artificial football pitches at Egham Leisure Centre (Sinking Fund). The Sinking Fund currently stands at approximately £115,695.**

**As part of the arrangements for terminating the Funding and Management Agreement incorporated in the Agreement for Lease, Achieve Lifestyle have asked for the early payment of the Sinking Fund to fund the alternative purpose of enabling works and car parking provision to new 4G pitches to be installed at the new leisure centre.**

**Recommendation:**

**the payment to Achieve Lifestyle of the balance (including accrued interest) in the sum of approximately £115,695, in the Sinking Fund held under the Funding and Management Agreement be authorised**

**1. Context of report**

- 1.1 Achieve Lifestyle has been operating as a charitable company limited by guarantee and independent leisure trust since April 2011. The company operates the Council's two leisure centres, ELC and ALC by lease. The Council pays Achieve Lifestyle an annual management fee and two Runnymede Borough Councillors are nominated to be on the board of trustees. Currently, these are Councillors N M King and P B Tuley.
- 1.2 At the meeting of this Committee on 3 November 2016 it was resolved that an Agreement for Lease be entered into with Achieve Lifestyle that provides for the termination of the Funding and Management Agreement on completion of the new lease of the new leisure centre.
- 1.3 At the time, the leisure trust, Achieve Lifestyle, was established the Sinking Fund was set up to cover the cost of carpet replacement and other major maintenance work in the future to the artificial football pitches at Egham Leisure Centre.
- 1.4 Achieve Lifestyle has requested that the Sinking Fund be paid earlier and used for other purposes.

**2. Report**

- 2.1 4G pitches are the most recent generation of artificial pitches and are accredited for use primarily for football and rugby. These would be an improvement on the current pitches at ELC.
- 2.2 As part of the specification of the works for the new leisure centre development agreed between the Council, Places for People (the Developer) and Achieve Lifestyle, the Developer has agreed to install 4G pitches. However, in order to keep costs within the development budget Achieve Lifestyle has agreed to fund the enabling works and the car parking for the 4G pitches. This funding would come from the Sinking Fund.
- 2.3 Work on the new Leisure Centre is due to start shortly and Achieve Lifestyle is seeking the earlier payment of the Sinking Fund for which authority from this Committee is sought, for the alternative purpose of funding the enabling works and car parking for the new 4G pitches.
- 2.4 On the termination of the Funding and Management Agreement, the Sinking Fund would be payable to Achieve Lifestyle.

**3. Resource implications**

- 3.1 On the establishment of the leisure trust in April 2011 the Council held £120,000 in the Sinking Fund. Since that date various expenses relating to the artificial football pitches have been paid at the request of Achieve Lifestyle and the balance (without accrued interest) on the Sinking Fund currently stands at £111,695. Accrued interest will be payable on this sum, making the total payment approximately £115,000.

4. **Legal implications**

- 4.1 The Funding and Management Agreement made between the Council and Achieve Lifestyle provides for the holding by the Council of the Sinking Fund to support the repair or replacement of equipment associated with the artificial football pitches at Egham Leisure Centre.
- 4.2 The Council and Achieve Lifestyle can agree to alter the terms of the Funding and Management Agreement to allow the early payment of the Sinking Fund for different purpose to that stated in the agreement.

**(To resolve)**

**Background papers**

Exempt

**12. CABRERA TRUST MANAGEMENT COMMITTEE – MINUTES AGM AND ORDINARY MEETING – 20 JULY 2017 (LAW AND GOVERNANCE)**

Attached at Appendices 'F' and 'G' are the Minutes of the meetings of the Management Committee held on 20 July 2017.

**(For information)**

**Background Papers**

None.

**13. EXCLUSION OF PRESS AND PUBLIC**

**OFFICERS' RECOMMENDATION that -**

**Where appropriate the press and public be excluded from the meeting during discussion of the following report under Section 100A(4) of the Local Government Act 1972 on the grounds that the reports in question would be likely to involve disclosure of exempt information of the description specified in the relevant paragraphs of Part 1 of Schedule 12A of the Act.**

**(To resolve)**

**PART II**

**Matters involving Exempt or Confidential Information in respect of which reports have not been made available for public inspection**

- a) Exempt Information **Paras**  
(No reports to be considered under this heading)
- b) Confidential Information  
(No reports to be considered under this heading)

# Community Services Committee

**Thursday 14 September 2017**

## Appendices

<b><u>Appendix</u></b>	<b><u>Report</u></b>	<b><u>Page no.</u></b>
A	Surrey Carers Memorandum of Understanding	2
B	Surrey Carers Memorandum of Understanding Action Plan	10
C	Runnymede and Spelthorne CAB Business Plan	12
D	Runnymede Pleasure Grounds Business Plan	42
E	Community Safety and Safer Runnymede Annual Report 2016/17	70
F	Cabrera Trust Management Committee – Minutes AGM – 20 July 2017	82
G	Cabrera Trust Management Committee – Minutes – 20 July 2017	85

# Together for Carers

**A Memorandum of Understanding between Health and Social Care partners within Surrey and local Carers organisations:**

**Supporting an integrated approach to the identifying, assessment and meeting of Carers' health and wellbeing needs**



***“CARERS look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid.” - Carers UK definition***

This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age. Many carers combine caring with other responsibilities; for example combining work with caring or looking after their children and older or disabled relatives.



## 1. Introduction

This overarching Memorandum of Understanding (MOU) sets out an agreed approach to supporting the implementation of an integrated approach to the identification, assessment and meeting of carers' health and wellbeing needs across Surrey. The document has been developed from a national template published by NHS England and others. It has been supported by key partners in the health and social care system who are committed to working together for carers and young carers.

## 2. Background

There are more than 108,000 carers in Surrey who contribute a crucial part of the health and social care system within Surrey. The 2011 Census showed in Surrey:

- ▶ 108,433 carers
- ▶ 29,364 of them care for more than 20 hours a week
- ▶ 64,884 of Surrey carers juggle work with caring
- ▶ There are also 14,000 young carers under the age of 18 (Source research for BBC "Kids who Care" 2010)

Research by Carers UK & Leeds University shows that Carers in Surrey save the nation £1.8 Billion a year (Valuing Carers 2015)

For more information on the numbers of carers in Surrey see the Joint Strategic Needs Assessment chapter on Carers:

<http://www.surreyi.gov.uk/ViewPage1.aspx?C=resource&ResourceID=668&cookieCheck=true>

And for young carers also see:

<http://www.surreyi.gov.uk/ViewPage1.aspx?C=resource&ResourceID=659&cookieCheck=true>

The Care Act 2014 was designed to improve support for carers; as were amendments to the Children Act relating to young carers and parent carers. These strengthened carers' rights to an assessment and also created new duties to provide information and preventative support to carers and young carers. The legislation also includes a duty for the NHS to cooperate with local authorities in implementing these duties.

There are several key NHS policy documents that highlight a need to improve support for carers including the NHS Constitution, the NHS 5 Year Forward Plan as well NHS England's "Commitment to Carers" and "Commissioning for Carers" guidance.

However, the '*State of Caring 2016*' report by Carers UK showed many carers are still struggling to get the support they need to maintain their own health, balance work and caring and have a life of their own outside caring. As well as supporting people with a wide range of needs, carers themselves have multiple needs, not all of which are being consistently met within Surrey. This agreement is designed to help improve this through enhanced joint working.

### **3. What carers can expect**

Surrey should be a place where carers are recognised, valued and supported, both in their caring role and as an individual. Carers in Surrey should be able to expect to:

- Be identified as a carer as early as possible, be informed, respected and included by health and social care professionals,
- Have choice and control about their caring role,
- Be able to stay healthy and well themselves,
- Have their own needs and wishes as an individual recognised and supported,
- Be socially connected and not isolated,
- Have support in accessing education and employment or help to remain in work.
- Have their religious and cultural needs respected

Young carers and young adult carers should be able to thrive and develop educationally, personally and socially, and be protected from excessive or inappropriate caring roles.

This support should be available equally to all carers. Partners will therefore endeavour to reach out to hard to reach carers including those from Black and Minority Ethnic Communities, traveller groups and military families.

### **4. Working together to support Carers**

By signing this MOU, Partners have agreed to co-operate with each other, to promote the wellbeing of individual carers, to adopt a whole family approach in their work and to support carers of all ages, in order to:

- a. maintain the independence and physical and mental health of carers and their families
- b. empower and support carers to manage their caring roles and have a life outside of caring
- c. ensure that carers receive the right support, at the right time and in the right place
- d. identify hidden carers and those who are seldom heard such as those from Black and Minority Ethnic groups, armed forces, gypsy and traveller, veterans etc.
- d. respect carers' decisions about how much care they will provide and about not providing care at all
- e. ensure that staff working with carers are appropriately trained and are "carer aware"
- f. ensure that young carers are recognised and protected from undertaking inappropriate care

## **5. Key principles**

The integrated approach to identifying, assessing and supporting carers' health and wellbeing needs rests on a number of supporting principles.

Partners to this Memorandum of Understanding agree that:

### **5.1 Principle 1**

We will support the identification, recognition and registration of carers and young carers in all organisations including primary care.

### **5.2 Principle 2**

Carers will have their support needs assessed and will receive an integrated package of support in order to maintain and/or improve their physical and mental health.

### **5.3 Principle 3**

Carers will be empowered to make choices about their caring role and access appropriate services and support for them and the person they look after.

### **5.4 Principle 4**

The staff of partners to this agreement will be aware of the needs of carers and of their value to our communities.

### **5.5 Principle 5**

Carers will be supported by information sharing (with their consent) between health, social care, carer support organisations and other partners to this agreement.

### **5.6 Principle 6**

Carers will be respected and listened to as expert care partners, and will be actively involved in care planning, shared decision- making and reviewing services.

### **5.7 Principle 7**

The support needs of carers who are more vulnerable or at key transition points will be identified early.

### **5.8 Principle 8**

Young Carers will be identified, supported and protected from inappropriate care.

## 6. Thinking Carer

Implementation of this agreement will be linked to delivery of our multi agency Carers Commissioning Strategy. This is “co-designed” and links together the views of Surrey carers with legislation and national policies that underpin carers’ rights.

The strategy promotes a whole family, whole system approach to supporting carers. Shared mechanisms for achieving this will include a Carers Care Pathway and Young Carers Pathway. These are now delivered through a “Carers Prescription”  
<http://carersworldradio.ihoststudio.com/centralsurrey.html>

Health and social care also promote the recognition and support of young carers. Other partners including schools and colleges have a key role in identification and support of young carers and their families and this is coordinated through a complementary Surrey Young Carers Strategy: <http://carersworldradio.ihoststudio.com/carersnet/young%20carer%20strat.pdf>

As health and social care work together to achieve more integrated approaches to delivering care and support we will work to ensure data and information sharing processes between agencies are developed. This is so that information follows the carer across their own care and support pathway without them constantly having to re-tell their story.

Carers friendly employment practice will be promoted within partners own services, within health and social care provider services and within the wider community.

Where there are shared assessment processes between health and social care agencies, the systems adopted will ensure that carers:

- Are identified and given information including about community based and preventative or universal services
- Have access to carers assessments in line with the requirements of the Care Act 2014 and Section 17 of the Children Act
- That children and young people within households are identified and consideration given as to whether they are young carers, triggering an assessment or referral as appropriate

## 8. Outcomes for carers and young carers

The partners who are signatories will work together to monitor outcomes for carers so that we know what difference support given has made to carers lives. The outcomes for carers promoted through the Carers Commissioning Strategy are attached as Annex 1. A “Young Carers Wish list” is attached as Annex 2.

The statutory assessment processes for young carers is underpinned by “No wrong doors” a complementary Memorandum of Understanding between Adult and Children’s Social Care and Mental Health services designed to ensure joined up processes. Partners to this agreement will support this process by effective identification of young carers and making appropriate referrals.

## 9. Our Commitment to Carers

This Memorandum of Understanding “Together for Carers” is designed to complement the Surrey Carers Commissioning Strategy and Surrey young carers strategy. It has been supported by the following organisations:

- East Surrey Clinical Commissioning Group
- Guildford and Waverley Clinical Commissioning Group
- North East Hampshire and Farnham Clinical Commissioning Group
- North West Surrey Clinical Commissioning Group
- Surrey Downs Clinical Commissioning Group
- Surrey Heath Clinical Commissioning Group
- Surrey County Council
- Action for Carers Surrey
- Surrey Health and Wellbeing Board

**12 January 2017**



## Annex 1

### Outcomes for Carers

Partners will work together to achieve positive outcomes for carers and evidence how this is being achieved within their Quality Assurance programmes.

<b>OUTCOMES FOR CARERS</b> These are key things that carers say make a difference to their lives This is about how services have actually helped people. For example, organising a carers group is not an outcome. However, carers feeling less isolated or more in control of their lives as a result of attending are outcomes.
Carers feel that they can remain part of their community.
Carers have a break from caring
Carers have more choice and control over day to day life whilst choosing to continue to care
Carers are able to maintain / make friendships and relationships
Carers are able to undertake leisure activities
Carers are able to access educational/ learning activities - whether recreational (for fun/ interest) or vocational (employment related and/or leading to a qualification) – includes support to young carers taking GCSEs / NVQs.
Carers able to carry on caring where this is their choice
Carers helped to maintain their health and well being e.g., exercise, complementary therapies, stress reduction activities.
Carers are able to remain in or return to employment.
Carers are supported to remain safe

# Young Carers "Wish List"



### Carers Memorandum of Understanding Targets Action Plan

	EXISTING CARER ACTIVITY	ACTION	OFFICER	TIMESCALE
<b>Priority 1:</b> We will support the identification, recognition and registration of carers and young carers	Carers are included in the database for Community Services e.g. Meals on Wheels, Care Line, Dial A Ride, Day Centre activities.	Information for carers will be sent out annually with the letter on services changes to Community Services clients.	Suzanne Stronge	Beginning of March 2018
		Action for Carers information to be displayed in the Dial A Ride buses and social centres.	Hayley Andrews/ Donnalyn Dunn	September 2017
<b>Priority 2:</b> Carers will have their support needs assessed and will receive an integrated package of support in order to maintain and/or improve their physical and mental health	Carers information is provided on the Runnymede Carers web page and in the Runnymede Borough Council Community Services Directory.	A Carers Campaign will be run annually to promote and sign post carers to services	Erica Boylett/ Megan White Community Services	November and June Annually
		Community Services Staff to be offered the Make Every Contact Count Training	Hayley Andrews	
<b>Priority 3:</b> Carers will be empowered to make choices about their caring role and access appropriate services and support for them, and the person they look after	Carers will be referred to Social Services and Action for Carers Surrey	Once a year carers will receive information on services, as well as during awareness campaigns	Community Services/ Suzanne Stronge	Ongoing



<b>Priority 4:</b> Staff and partners to this agreement will be aware of the needs of carers and of their value to our communities	Promote Carers Rights Day in November and run a carers awareness campaign via Community Services social media for Carers Week in June.	Run Carers awareness campaigns	Suzanne Stronge/ Erica Boylett and Megan White	November and June Annually
<b>Priority 5:</b> Carers will be supported by information sharing (with their consent) between Health, Social Care, carers support organisations and other partners to this agreement	Carers are referred to agencies such as health and social care and carers support for assessments.	Runnymede Borough Council will have access to the Surrey Carers Prescription Service to enable fast referrals to carers services.	Suzanne Stronge	Annually
<b>Priority 6:</b> Carers will be respected and listened to as expert care partners, and will be actively involved in planning	Community Services will be delivered in a respectful and caring way.	Once a year, survey carers on their experiences of the Runnymede Borough Council services they receive and whether they have any unmet needs to develop new services in partnership with other agencies.	Suzanne Stronge	Annually
<b>Priority 7:</b> The support of carers who are more vulnerable or at key transition points will be identified early	Annual promotion of Carers Rights Day.	Promote carers services to staff, as staff could also be carers.	Suzanne Stronge	Ongoing
<b>Priority 8:</b> Young carers will be identified, supported and protected from inappropriate care	Young carers to be identified by Tenancy Management/Community Services.	Script on how to identify a young carer distributed to staff in Tenancy Management and Community Services.	Suzanne Stronge/ Amanda Kendall	September 2017

**Runnymede and Spelthorne CAB**  
**Business and Development Plan**  
**2015 - 2018**

**Runnymede and Spelthorne CAB**  
**The Old Library**  
**Church Road**  
**Addlestone**  
**Surrey**  
**KT15 1RW**

**Company Limited by Guarantee, Registration Number 06754766**  
**Charity Registration Number 1128180**

- 1 **Summary**
- 2 **Statement of Purpose, Values and Philosophy**
- 3 **Summary of Strategic Priorities**
- 4 **Client and Community Profile**
- 5 **Action Plan Summary**
  - 5.1 **Advice Services**
  - 5.2 **Social Policy**
  - 5.3 **Promoting CAB in the Community**
  - 5.4 **Organisational Structure**
  - 5.5 **Equality and Diversity**
  - 5.6 **Resources**
    - 5.6.1 **Resources - Funding**
    - 5.6.2 **Resources - Staffing**
    - 5.6.3 **Resources - Trustees**
    - 5.6.4 **Resources – Other, including premises, ICT, CASE**
  - 5.7 **Corporate Governance and Risk Management**

<b>Appendix</b>	<b>Title</b>	<b>Issue Date</b>	<b>Review Frequency</b>
1	<b>Description of Service</b>	May2017	Annual
2	<b>Staffing Levels</b>	July 2015	Annual
3	<b>Medium Term Budget</b>	May 2017	Six monthly
4	<b>Community Profile and Advice Needs Analysis</b>	July 2015	Annual
5	<b>Governance and Risk Framework</b>	July 2015	Six monthly
6	<b>High Level Planning Timetable</b>	July 2015	Six monthly
7	<b>Action Plan</b>	May2017	Quarterly

<b>Version No</b>	<b>Date of Issue</b>	<b>Period covered</b>	<b>Most recent Review / Update</b>
2.0	July 2015	2015 - 2018	June 2017

## 1 Summary

Runnymede and Spelthorne CAB (Citizens Advice Bureau) is a company limited by guarantee operating under the auspices of Citizens Advice (CitA)

The aims of the Citizens Advice Bureau Service are to:

- To provide the advice people need for the problems they face;
- To improve the policies and practices that affect people's lives.

Runnymede and Spelthorne CAB (hereinafter referred to as RSCAB) has over 11,500 client contacts a year serving over 2,700 individuals. Runnymede Borough Council funds the core service in Addlestone and Egham, as well as the Rentstart and Home Visiting projects. The Sunbury bureau is funded by Spelthorne Borough Council. The Abraham Cowley Unit (ACU) Outreach is funded by Surrey PCT and the Court Desk Project by the CLG/Councils. Current projects also include Healthwatch (funded by Healthwatch Surrey) and the Surrey Local Assistance Scheme (funded by Surrey County Council).

RSCAB aims to plan its services to meet the needs of the community in Runnymede. The Business and Development (B & D) plan is a strategic medium term (three-year) view as to how the Bureau envisages meeting those needs. The planning process includes a regular review and update of detailed actions in order to take account of progress and of any changes in internal and external factors that may affect RSCAB's medium term strategy.

The B & D plan is underpinned by the strategic priorities presented in **Section 3** of the plan. RSCAB aims primarily to provide an advice service to the local community and also to influence social policy at both local and national levels.

In order to maintain and improve both the advice service provided and the social policy work performed, RSCAB needs to maintain and safeguard and, where possible, to improve the availability and quality of its resources. The targets in this plan have been grouped in relation to the resources categories of:

- Funding
- Staffing
- Trustees
- Other Resources
- Risk Management and Contingency Planning

It is recognised that the major risk to the achievement of targets included in the B & D plan is the limited availability of staffing and funding resource. For this reason, priority over any developmental targets will be given to maintenance of current service levels wherever a limitation of resource requires such choice to be made.

## 2 Statement of Purpose, Values and Philosophy

RSCAB is a full member of Citizens Advice and supports fully the Aims and Principles of the CAB service. The Citizens Advice membership scheme and Management Circulars set out the services that are required to be offered and the quality standards that these services have to meet.

RSCAB exists to serve its clients, both current and potential, with a high quality advice and assistance service. The aim to serve as many residents of the local area that resources allow. RSCAB is frequently the first point of contact of people needing help. As part of the Review of our Membership of Citizens Advice, a comparison is made between the profile of clients using the Bureau and the community as a whole.

The Bureau will work in partnership with voluntary, private and statutory bodies to meet the needs of the community and will actively seek to make and receive appropriate referrals.

### **3 Summary of Strategic Priorities**

In line with the Citizens Advice overall strategy, the Bureau's strategic priorities for the next three years fall within the overarching framework of:-

- Transforming the advice giving process
- Developing preventative services
- Extending our policy and campaigning work
- Strengthening our resources
- Doing more in partnership, and
- Ensuring equality and diversity

In particular, the Bureau will be seeking to:

- Promote the bureau in the community
- Increase Research and Campaigns input.
- Develop the ICT infrastructure and wherever possible to develop outreach services
- Recruit and train volunteers and staff in order to try and met the demand for services
- Work with other organisations in order to provide services to our client base
- Seek funding to sustain and develop the advice giving service.
- Develop a robust risk management framework

### **4 Client and Community Profile**

Our clients broadly reflect the local community except for the proportion of the 16 to 25 age group using the Bureau. The majority of the clients come from the 35 – 49 age group and the gender split is roughly 50/50. Runnymede has 19% of minority ethnic groups and 24% of the bureau clients are from these groups. In Spelthorne 19% of the population is from minority ethnic groups and 25% of the bureau clients come from these groups – a significant growth in the past few years.

We recognise that sections of the community are currently unable or unwilling to use the Bureau. We would like to increase the range of clients by offering services that clients are able to use and that are of direct use to them. These groups include those in full time work, people with disabilities, those living in Chertsey – St Ann's (highest on the indices of deprivation in Runnymede), those living in Stanwell (highest on the indices of deprivation in Spelthorne), clients in the 16 to 25 age group and older people.

Runnymede and Spelthorne Citizens Advice Bureau is the only independent advice agency across 2 boroughs giving advice and information in a holistic way, and across many areas of advice.

A more detailed Community Profile and Advice Needs Analysis is provided in **Appendix 4**. This analysis will be reviewed and updated on a regular basis to ensure that RSCAB continues to provide a relevant and targeted advice service.

## **5 Action Plan Summary**

### **5.1 Advice Services**

Advice services are provided both at the main bureaux, by telephone and via the outreach projects.

The strategic plan is to maintain services at least at current levels and to review how the advice service could be extended e.g. through liaison with other organisations within the area.

Current opening hours are listed in **Appendix 1** and this will be updated to reflect any strategic changes to the levels of service or method of delivery.

Funded by Runnymede Borough Council we have a rent deposit scheme – Runnymede Rentstart and a Home Visiting Service.

### **5.2 Research and Campaigns**

Campaigning work plays a significant part in the work of the Bureau. There has, in particular, been a recent growth in issues for example, the change from Disability Living Allowance (DLA) to Personal Independence Payment (PIP).

The strategy relating to Research and Campaigns will keep abreast of changes in legislation and related issues. The team will attend regular liaison meetings with other agencies and run local forums. The outcome of such meetings will be the maintenance of good working relationships and resolution of common concerns.

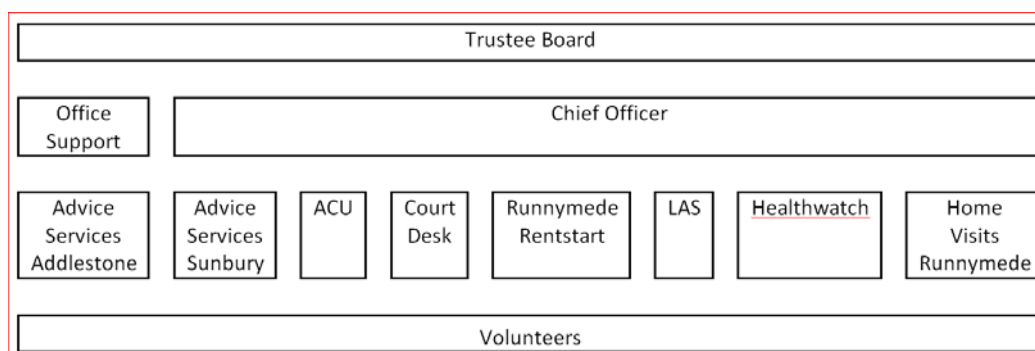
The priority relating to Research and Campaigns is to continue to provide input to the national team at CitA.

### **5.3 Promoting Citizens Advice in the Community**

RSCAB plays a key role in the local community's advice service, research and campaigning. To this end, it is vital that RSCAB promotes itself and raises awareness. It will do this as widely as possible, in particular by:

- Liaising with local media for coverage of RSCAB's services and achievements
- Running local recruitment campaigns as appropriate for volunteers and trustees
- Identifying local sources of funding that can be approached to contribute to the funding of RSCAB's services
- Encouraging word of mouth recommendations by stakeholders including clients, current advisers and contacts within RBC and the local community.

## 5.4 Organisational Structure



Details of staffing and volunteer levels are recorded and will be updated in **Appendix 2**

## 5.5 Equality and Diversity

All planned services, initiatives and targets will promote equality and inclusion. Questions will be addressed to ensure equality and inclusion, and to remove any potential unlawful direct or indirect discrimination. All services and initiatives will be monitored and evaluated in line with equality and diversity policy.

In addition, RSCAB will promote and develop equality and diversity policy and practice, in line with any changes in legislation or recommended bureau practice.

## 5.6 Resources

The planned activities itemised in the Action Plan in Appendix 7 and relating to resources are classified into separate categories:

### 5.6.1 Resources – Funding

The B&D actions for funding are targeted to:-

- Preserve maintain and justify current levels of grant funding
- Seek additional funding to replace current funding where this is known to be coming to an end during the B&D cycle
- Seek additional funding in support of any planned new developments in relation to extending RSCAB's current service.

### 5.6.2 Resources – Staffing

The B&D actions relating to staffing are targeted to ensure that:

- The number of paid staff numbers and hours is sufficient to deliver RSCAB's planned required level and quality of service
- The number and quality of volunteer helpers and advisers is sufficient to deliver RSCAB's planned required level and quality of service; and
- The quality of advice is maintained and kept up to date through continued staff and volunteer training and awareness of policies procedures and changes in legislation and advice strategy

### Resources – Trustees

### **5.6.3**

The B&D actions relating to the trustees are targeted to ensure:

- that all trustee board members have the required levels of skill experience and resource to enable the board to discharge its key roles and responsibilities
- adequate representation on the trustee board of the community and its advice needs
- that all existing and new trustees take action to refresh awareness and knowledge of key developments of policy, legislation, funding and other strategy in relation to RSCAB
- that the trustee board promotes and supports the principles of good governance by leadership and example

### **5.6.4 Resources – Other, including premises, ICT, CASE**

The B&D actions relating to other resources are targeted to ensure that the RSCAB's ICT infrastructure and implementation of Petra and the forthcoming Casebook or similar upgrades are robust and sufficient to ensure the continuity of service.

## **5.7 Corporate Governance and Risk Management**

The B & D actions relating to corporate governance and risk management are targeted to ensure that:-

- The Trustee board discharges its responsibilities within a framework of good corporate governance;
- Policies and procedures are documented and updated and continue to meet the quality standards of Citizens Advice
- RSCAB has a robust risk management strategy for service continuity and
- A sound exit strategy is developed for implementation as appropriate in the event of permanent diminution or cessation of sources of funding.



## **Appendix 1 – Description of Service**

### **Types of Services Offered**

RSCAB operates a core service of generalist advice and assistance to clients on a drop in or appointment basis, to personal callers and by providing telephone access. The advice is provided by trained volunteers to the quality standards set by Citizens Advice, under the trained supervision of qualified staff, during set opening times.

A Court Advice Desk in Staines County Court is an emergency service operating once a week on 'possession days'.

In addition, RSCAB operates advice sessions at outreach points using both paid staff and volunteers:

- The Abraham Cowley Outreach offers specialist services to users of mental health services in North West Surrey in 2 venues.
- The Court Desk project offers advice on 'possession days'.
- There is a home visiting service.
- An outreach in Englefield Green
- An outreach in Stanwell

Volunteer advisers provide advice in all areas of work covered by the Citizens Advice Membership Scheme. In some areas of work e.g. employment law, welfare rights, housing and the management of debt, clients often need extensive ongoing advice and assistance.

Session Supervisors or the Duty Manager supervise the advisers, allocate work and take charge of the waiting room. It is recognised that demand outstrips supply for our advice. RSCAB is always seeking additional resources. In the meantime cases are accepted using the following criteria:

- The work required is within RSCAB's competence.
- The client needs RSCAB's support.
- It is judged that without support the client's case would be substantially compromised.
- The client holds some prospect of achieving the desired outcome.
- The resources of RSCAB are such that an individual case can be undertaken.

All advice is given to Citizens Advice's Quality Criteria. RSCAB holds the Advice Services Standard Quality Mark for General Help and is therefore subject to audit. Those reports are to be used to improve service performance.

### **Assessing Client Satisfaction**

The Bureau conducts yearly a continuing client satisfaction survey which is summarised each year as an input to this plan.

## **Main Bureau Opening hours**

### **Addlestone**

Monday	10.00 – 12.30		
Tuesday	10.00 – 12.30	and	13.15 – 15.30
Wednesday	10.00 – 12.30	and	13.15 – 15.30
Thursday	Appointments	and	13.15 – 15.30
Friday	10.00 – 12.30		

### **Sunbury**

Monday			
Tuesday	10.00 – 12.30	and	13.15 – 15.30
Wednesday	10.00 – 12.30	and	13.15 – 15.30
Thursday	10.00 – 12.30	and	13.15 – 15.30
Friday			

### **Telephone Advice**

Mon-Fri	10.00 – 12:30
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Appointments can also be made at other times and other outreach venues.

## **Appendix 2 – Staffing Levels**

There are 9 paid staff in full or part time positions

There are 30 volunteer advisers, waiting room organisers and trainee advisers

### Appendix 3 – Medium Term Budget

<b>Medium Term Budget</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Income</b>			
Grant Income	265,500	265,500	265,500
Donations	5,000	5,000	5,000
Donations (Rent)	33,250	33,250	33,250
<b>Total Income</b>	<b>303,750</b>	<b>303,750</b>	<b>303,750</b>
<b>Expenditure</b>			
Salaries, Pensions, NI	225,000	230,000	235,000
Other Staff & Volunteer Costs	8,500	8,750	9,000
Office Costs	30,000	30,750	31,500
Rent	33,000	33,000	33,000
Other Premises Costs	19,500	20,000	20,500
Governance	2,500	2,500	2,500
Premises Depreciation	12,000	12,000	12,000
<b>Total Expenses</b>	<b>330,500</b>	<b>337,000</b>	<b>343,500</b>
<b>Net Incoming (Outgoing) Resources</b>	<b>(26,750)</b>	<b>(33,250)</b>	<b>(39,750)</b>
Opening (Total) Reserves	269,500	242,500	209,000
Closing (Total) Reserves	242,500	209,000	169,000

#### Notes on Medium Term Budget

- 1 The budget represents a high level view of planned funding and expenditure for the B&D three year period. This will be updated on an annual basis
- 2 The budget allows for expenditure of £60,000 on refurbishment of that part of The Old Library which is not currently occupied by RSCAB, to be depreciated over five years.
- 3 An inflationary factor of approximately 2.5% has been applied to most costs in 2018-19 and again in 2019-20.
- 5 At the end of the year 2019-20 total reserves will have fallen to around £169,000 which will represent approximately seven months running costs. At that point we will need to re-evaluate our service provision and consider reducing service levels if additional funding cannot be found.

## Appendix 4 – Community Profile and Advice Needs Analysis

Runnymede and Spelthorne Boroughs, like many others in Surrey has areas of relative deprivation alongside areas of wealth, full employment and early retirement.

The Index of Multiple Deprivation (2015) ranks Runnymede and Spelthorne in the top 20 Surrey boroughs in 3 out of 8 data sets, Education, Crime and Living Environment. Chertsey St Ann's, Englefield Green and Egham Hythe are the 3 wards within the Runnymede borough that have the most people with long term illnesses, that are carers, unemployed and those without qualifications. And in Spelthorne Stanwell North is number 1 in Surrey in terms of deprivation with Sunbury Common at number 8.

Key Statistics from the 2011 Census lists Runnymede as having 5.7% of the population on unemployment benefits and 7.4% for Spelthorne. 13.7% of the children in Spelthorne are living in low income households, 11.8% for Runnymede.

The unemployment rate for Spelthorne is 7.7% and for Runnymede it's 11.8%.

People with a long term debilitating illness - 13.9% in Runnymede and 14.9 in Spelthorne.

People in households considered to be in fuel poverty - 2576 in Runnymede and 2868 in Spelthorne.

Neither Spelthorne or Runnymede Borough has any one very large identifiable ethnic group but both have a growing population of Eastern Europeans and other diverse nationalities.

The only ward with a relatively large BME population is Englefield Green East at approximately 15%. This is largely due to the large number of foreign nationals attending Royal Holloway, University of London.

Within Runnymede there are a large number of Gypsy sites, comprising 61 pitches accommodating 122 caravans.

Runnymede and Spelthorne Citizens Advice Bureau is the only independent advice agency in the borough giving advice and information in a holistic way, and across many areas of advice.

The information for this analysis is gathered, not only from, national statistical data but also from client surveys and profiles, networking and partnership meetings. The information gained demonstrates that we need to address the following areas of potential need:

Area	Advice need	Provision	Barriers / Problems
Chertsey St Ann's	Welfare Benefits Money Advice		Lack of venue, funding, knowledge
Egham Hythe	Welfare Benefits Money Advice		Lack of venue, funding, knowledge
Englefield Green West	All CAB areas of advice	Advice now offered in Forest Green Centre	
Sunbury	All advice areas	Drop in appts and telephone	Offered at Sunbury Library

<b>Area</b>	<b>Advice need</b>	<b>Provision</b>	<b>Barriers / Problems</b>
ACU Chertsey	Welfare Benefits Money Advice	Possible cut to funding from 2017/8	Lack of funding Patients will have no practical access to advice We are working with the PCT on the problem
Muslim Education Centre Addlestone	Unknown	Unknown	Lack of resources and time
Stanwell	All		Advice now offered in Stanwell library
Abbeylands	Advice for young people	In house advice	Resource issues

## Appendix 5 – Governance and Risk Framework

A risk assessment has been drawn up for ratification at the board meeting on the 19<sup>th</sup> of June 2017

The risk plan will be reviewed and updated at least every six months or when any major new known risk is ascertained, e.g. threat to funding.

The Trustee Board should meet at least once every quarter.

The internal procedures and processes will be reviewed at least annually

Compliance with CA membership requirements will be reviewed by the Board or a duly appointed sub-committee at least six monthly.

## Appendix 6 – High Level Planning Timetable

<b>Item</b>	<b>Responsibility</b>	<b>Frequency</b>
Business and Development Plan - Strategy	Trustee board	Annually
Business and Development Plan – detailed actions	Chief Officer	Annually
Review of detailed actions against plan	Trustee board	Quarterly
Review of Progress against strategy	Trustee board	Six monthly
Budget	Treasurer	Annually
Spend against budget analysis	Treasurer	Quarterly
Review of Risk Analysis	Trustee board	Six monthly

## Appendix 7 – Action Plan

Action Plan Summary					
	Target	Sub-Target	By When	By Whom	Success Criteria
		(Itemise annually where applicable)	(Set dates annually as applicable)		(Itemise annually against sub-targets where applicable)
<b>5.1</b>	<b>Advice Services</b>				
1	To extend the hours of Addlestone bureau to make it more accessible to working people	Increase Wed evening session availability	Ongoing	Advice Services manager and C.O	We offer appts on demand where appropriate.
2	Telephone service open as advertised	Develop local telephone service in context of national initiatives	Ongoing	Advice services manager and CO.	
3	Increase the use of telephone assessments		Ongoing	Advice services manager and CO	Increase in client numbers
4	Research outreach services in local areas of deprivation	Liaise with local organisations to identify where to target outreach advice services	Ongoing	C.O	Funded outreach services
5	Home visiting service - provide 16 visits a month for older housebound people.	.	Ongoing	C.O and HV officer	Service starts 1.4.17
6	To continue current levels of service at the ACU		Ongoing	CO and ACU staff	Continuation of NHS funding
7					
<b>5.2</b>	<b>Research and Campaigns</b>				



<b>Action Plan Summary</b>					
<b>Target</b>		<b>Sub-Target</b>	<b>By When</b>	<b>By Whom</b>	<b>Success Criteria</b>
		<b>(Itemise annually where applicable)</b>	<b>(Set dates annually as applicable)</b>		<b>(Itemise annually against sub-targets where applicable)</b>
1	Continue to maintain national Research and Campaigns output	Quarterly Forums	Ongoing	R and C lead and staff	Successful campaigns
2	Increase Research and Campaigns output in relation to local issues	Input at staff and volunteer meetings	Ongoing	R and C lead and staff	Awareness of issues
3	Provide Research and Campaigns and management information to CitA		Ongoing	R and C lead and staff	Audit pass in this area
<b>5.3</b>	<b>Promoting CAB in the Community</b>				
1	Increase the profile of RSCAB in the local community by seeking increased coverage of activities and services by local newspapers.	Recruitment of media volunteers	Ongoing	CO and Trustee Board	Better local profile and community engagement.
2	Run volunteer recruitments events as and when there is a requirement for additional volunteers		Ongoing	CO	Increase in volunteer numbers
3	Seek publicity for services via local libraries and other public notice boards	Liaison with staff in libraries	Ongoing	Manager and staff	Contact made
<b>5.4</b>	<b>Organizational Structure</b>				
1	Review the organisational structure annually to ensure it is consistent with service delivery	Board and staff meetings	Ongoing	Trustee board and CO	Service operates as advertised.

<b>Action Plan Summary</b>					
<b>Target</b>		<b>Sub-Target</b>	<b>By When</b>	<b>By Whom</b>	<b>Success Criteria</b>
		<b>(Itemise annually where applicable)</b>	<b>(Set dates annually as applicable)</b>		<b>(Itemise annually against sub-targets where applicable)</b>
2	Ensure that there is adequate management and specialist role cross-cover in place	Funding negotiations and bids for services	Ongoing	CO	Continuation of service
3	Maintain the right mix between paid staff and volunteers.		Ongoing	Trustee board and CO	As above
<b>5.5</b>	<b>Equality and Diversity</b>				
1	Ensure all services are delivered in compliance with equality and diversity principles		Ongoing	Trustee Board and CO	
3	Include equality and diversity questions in any client survey		Ongoing	CO	Done, ongoing
4	Keep up to date with laws on direct and indirect discrimination in relation to service provision	CO to keep up to date and advise.	Ongoing	Trustee board, CO and staff	Ongoing
5	Develop equality and diversity policy in line with changes in legislation	CO to keep up to date with changes and advise.	Ongoing	CO and staff	Ongoing
6	Train all staff and volunteers, including trustees, in the principles and practice of Citizens Advice in relation to equality and diversity.	Board and staff meetings and external training	Ongoing	Trustee board, CO and staff	
<b>5.6</b>	<b>Resources</b>				
<b>5.6.1</b>	<b>Resources - Funding</b>				

<b>Action Plan Summary</b>					
<b>Target</b>		<b>Sub-Target</b>	<b>By When</b>	<b>By Whom</b>	<b>Success Criteria</b>
		<b>(Itemise annually where applicable)</b>	<b>(Set dates annually as applicable)</b>		<b>(Itemise annually against sub-targets where applicable)</b>
1	Liaise with current funders to seek continuity of funding	Regular meeting and feedback Newsletter to be considered	Ongoing	CO and Chair	
2	Develop funding bids and thereby seek additional funding for proposed new initiatives	Trustee Board and CO to consider any and all possible funding streams.	Ongoing	Trustee board and CO	
3	Where current funding is likely to cease, seek alternative funding for existing services	As above.	Ongoing	Trustee board and CO	
4	Explore the possibilities of alternative funding strategies, e.g. working together with consortia, if funding can be sought and found in that way without compromise to RSCAB's operations	RSCAB board member to be on CAS Trustee Board	Ongoing	Trustee board and CO	Done
<b>5.6.2</b>	<b>Resources – Staffing</b>				
	Recruit and maintain paid staff levels in line with available funding and planned service levels	One to one support from CO	Ongoing	Trustee board and CO	Reviewed at Board meetings.
	Encourage and manage paid staff to enable them to meet their objectives		Ongoing	Trustee board and CO	
	Conduct an annual performance appraisal for each paid staff member	CO undertakes this	Ongoing	CO	Ongoing
	Recruit and maintain volunteer levels in order to maintain the required level and quality of advice service.	CitA website, NSVS and word of mouth.	Ongoing	CO	Increase in volunteer numbers

Action Plan Summary					
Target		Sub-Target	By When	By Whom	Success Criteria
		(Itemise annually where applicable)	(Set dates annually as applicable)		(Itemise annually against sub-targets where applicable)
	All paid staff and volunteers to undertake regular training in order to maintain the quality of service.	Membership requirement	Ongoing	Advice services manager	Successful audit
<b>5.6.3</b>	<b>Resources - Trustees</b>				
1	Ensure that the Trustee board has the right level of skill, expertise and resource availability to discharge its role of corporate governance	Skills audit	Ongoing	Trustee board	Completed Jan 2017
2	Every trustee to undergo training in accordance with the CAB guidance for trustees	Trustees to sign up for CitA Trustee information updates.	Ongoing	Trustee board	All Trustees to be aware of their role.
3	Six Trustee board meetings per annum to be held		Ongoing	Trustee board	Done
4	Trustee board sub committees to be set up, e.g. for Finance, HR, Fundraising, to facilitate decision making		Ongoing	Trustee board	
5	Trustee board to review performance against plan at least six monthly. This includes this B & D plan	Board meetings – agenda item.	Six monthly	Trustee board	
6	Trustee board to review income and expenditure against budget on a quarterly accounts basis.	Membership requirement.	Quarterly	Trustee board	Done

Action Plan Summary					
Target		Sub-Target	By When	By Whom	Success Criteria
		(Itemise annually where applicable)	(Set dates annually as applicable)		(Itemise annually against sub-targets where applicable)
7	Existing and new trustees to spend at least one session in RSCAB to gain an understanding of the operational issues	This is offered to all new members as they join.	Ongoing	CO	Completed.
<b>5.6.4</b>	<b>Resources – Other</b>				
1	Ensure smooth transition for any new or upgraded software applications e.g. CASE	May 2017, IT is changing to 'cloud based'.	May 2017	CO and IT volunteer	No IT down time
2	Ensure smooth implementation of any transfer of accounting recording processes	Treasurer trains any new bookkeeping volunteers and is responsible for the software.	Ongoing	Treasurer	
3	Ensure all maintenance and repair work relating to the premises is carried out in a timely and cost effective manner.		Ongoing	Manager	
<b>5.7</b>	<b>Corporate Governance and Risk Management</b>				
1	Renewal of CitA Membership	We have renewed our membership but the requirements are now more onerous. The quality of advice is now done on a rolling basis every quarter rather than every three years.	2013 was the last audit under the old scheme.	Trustee Board, CO and staff	Audit pass
2	Pass the Quality of Advice Assessment audit		2013 outright pass	CO and Advice services	

Action Plan Summary					
Target		Sub-Target (Itemise annually where applicable)	By When (Set dates annually as applicable)	By Whom	Success Criteria (Itemise annually against sub-targets where applicable)
3	Review all policies and procedures annually to ensure compliance with equality and diversity policy		6 monthly	CO and Trustee Board	
4	Identify opportunities for partnership working, e.g. with other bureaux via consortium route	This is under review	Ongoing	Trustee board and CO	
5	Ensure adequate insurance is in place for premises, public liability, advice and trustees.		Ongoing	Trustee board and CO	Done, ongoing
6	Ensure compliance with all legal and requirements including those relating to Company law and the Charity Commission.		Jan 2017	Trustee board and CO	Ongoing
7	Develop and maintain a formal risk and contingency plan for RSCAB	To be adopted by the board June 19 <sup>th</sup> 2017	May 2017	Trustee board and Manager	
8	Prepare an exit strategy for ACU		Mar 2011	Trustee board and Manager	Done
9	Prepare an exit strategy for Court Desk		Mar 2011	Trustee board and CO	Done
10	Prepare an exit strategy for Rent Start		Jan 2017	Trustee board and CO	Done
11	Prepare an exit strategy for Main Bureau		August 2017	Trustee board and CO	

## **Runnymede & Spelthorne Citizens Advice Bureau (RSCAB) risk register**

By the very nature of RSCAB's work in delivering advice and information using a combination of trained staff and volunteers there is an inevitable 'business as usual' risks. The risk management process sets out to ensure appropriate steps are taken to manage and mitigate risk proportionate to the size of RSCAB. The register is overseen by the Chief Officer and Board of Trustees.

RSCAB has identified the major risks and has ranked these by likelihood (**L**) and impact (**I**). This system of internal control can provide reasonable although not absolute assurance against errors or fraud. Appropriate controls are also in place to maintain the integrity of RSCAB's financial management processes.

The risk register is reviewed regularly and action taken where significant risk to operations is identified.

Key principles:

- Management mitigation of risks to lessen likelihood and/or impact
- Focus on high impact low likelihood risks
- Consider cumulative impact off all risks

Impact and likelihood score tables.

Risk Category	Potential risk	Potential Impact	I	L	Mitigation
<b>1. Governance</b>	Activities potentially outside RSCABs objects as set down by Articles	<ul style="list-style-type: none"> <li>• Liabilities to repay funders</li> <li>• Potential breach of trust and regulatory action</li> <li>• Taxation implications</li> <li>• Loss of funder confidence</li> </ul>	3	1	<ul style="list-style-type: none"> <li>• Protocol for reviewing projects to ensure consistency with objects</li> </ul>
	Loss of key consultants/relationships/partnerships	<ul style="list-style-type: none"> <li>• Loss of experience and skills</li> <li>• Impact on key projects and priorities</li> <li>• Loss of local contacts/partners</li> <li>• Lose benefits of relationships with key partners e.g. in kind support, fund raising opportunities, exposure to potential venues, funds, preparation of accounts</li> </ul>	4	2	<ul style="list-style-type: none"> <li>• Document policies, processes and projects</li> <li>• Regularly review relationships with key partners</li> <li>• Access professional advice as necessary</li> </ul>
	Ineffective governance, possibly due to unrecognised changes in the law	<ul style="list-style-type: none"> <li>• Leads to organisational, service delivery and reputational risk</li> </ul>	4	2	<ul style="list-style-type: none"> <li>• Annual Leadership assessment to be completed</li> </ul>
	Lack of understanding of CA principles and standards	<ul style="list-style-type: none"> <li>• Leads to reputational risk</li> </ul>	2	2	<ul style="list-style-type: none"> <li>• Part of induction for new Trustees</li> </ul>
	Inability to plan effectively/make key decisions. Trustee Board lacks relevant skills or commitment. Conflicts of interest.	<ul style="list-style-type: none"> <li>• Leads to inability to compete effectively</li> </ul>	4	3	<ul style="list-style-type: none"> <li>• Trustee skills assessment as part of annual assessment</li> </ul>
<b>2. Management</b>	Ineffective management/ lack of adequate deputies for key roles	<ul style="list-style-type: none"> <li>• Leads to organisational, service delivery and reputational risk</li> </ul>	4	2	<ul style="list-style-type: none"> <li>• Annual management appraisal to be carried out</li> </ul>



Risk Category	Potential risk	Potential Impact	I	L	Mitigation
	Lack of capacity/flexibility/adaptability	<ul style="list-style-type: none"> <li>Leads to inability to respond to new opportunities/threats</li> </ul>	4	1	<ul style="list-style-type: none"> <li>Staffing review to be carried out annually</li> </ul>
	Poor handling of employment or equality issues	<ul style="list-style-type: none"> <li>Risk of damaging reputation of CA</li> </ul>	4	2	<ul style="list-style-type: none"> <li>HR advice available through national body</li> </ul>
3. Service delivery	Adversely affected due to lack of planning, being ineffectively staffed, poor accessibility, appropriateness to local community. Roles and responsibilities not fully understood. Change of demographic not being recognised.	<ul style="list-style-type: none"> <li>Leads to loss of funding and reputational damage</li> </ul>	4		<ul style="list-style-type: none"> <li>Effective recruitment plan</li> <li>Staff and volunteer appraisals</li> <li>Succession planning</li> </ul>
	Equality and diversity principles not met	<ul style="list-style-type: none"> <li>Loss of reputation</li> </ul>	4	2	<ul style="list-style-type: none"> <li>Annual leadership assessment</li> </ul>
	Premises/staff become ineffective due to terrorist attack, natural disaster, flu pandemic etc	<ul style="list-style-type: none"> <li>Threat to the service and funding</li> </ul>	5	1	<ul style="list-style-type: none"> <li>Move operations to either Sunbury or Addlestone</li> <li>IT backed up outside office base</li> </ul>
	Failure to reach organisational or quality of advice standards	<ul style="list-style-type: none"> <li>Leads to withdrawal of services</li> </ul>	4	1	<ul style="list-style-type: none"> <li>CitA membership scheme</li> </ul>
	Funders perceive service as inaccessible/ineffective	<ul style="list-style-type: none"> <li>Lead to loss of opportunities, threats to current and future funding</li> </ul>	4	1	<ul style="list-style-type: none"> <li>Trial other means of access e.g. email, extend telephone service</li> </ul>
	Poor treatment of clients /low professional standards/ public perception/adverse publicity	<ul style="list-style-type: none"> <li>Leads to reputational damage</li> </ul>	3	2	<ul style="list-style-type: none"> <li>Quality of advice assessments</li> </ul>
4. Operational	Project development	<ul style="list-style-type: none"> <li>Compatibility with objects, plans and priorities</li> <li>Funding and financial viability</li> </ul>	2	2	<ul style="list-style-type: none"> <li>Keep policies and processes, including project appraisal under review</li> </ul>

Risk Category	Potential risk	Potential Impact	I	L	Mitigation
		<ul style="list-style-type: none"> <li>• Skills availability</li> <li>• Let down by beneficiaries/partners</li> </ul>			<ul style="list-style-type: none"> <li>• Authorisation procedures</li> <li>• Monitoring and reporting procedures</li> <li>• Due diligence</li> </ul>
	Fund raising / bid writing	<ul style="list-style-type: none"> <li>• Unsatisfactory returns</li> <li>• Reputational risks of campaign or methods used</li> <li>• Loss incurred on fund raising activities</li> </ul>	2	3	<ul style="list-style-type: none"> <li>• Monitor financial returns received</li> <li>• Annual report and accounts</li> </ul>
	Front line work	<ul style="list-style-type: none"> <li>• H&amp;S issues</li> <li>• Child protection/vulnerable groups</li> <li>• Employment law, UK and abroad</li> <li>• Dealing with threats e.g. violence/aggression</li> <li>• Recruitment/availability of volunteers/trained staff</li> <li>• Insurance requirements</li> </ul>	3	2	<ul style="list-style-type: none"> <li>• Agree necessary checking procedures for trustees and consultants</li> <li>• Set out consultant agreements; roles and responsibilities, payment</li> <li>• Be aware of employment law requirements</li> <li>• Review insurance requirements</li> </ul>
	Volunteers	<ul style="list-style-type: none"> <li>• Ineffective training and support</li> <li>• Poor service for beneficiaries</li> <li>• Inadequate vetting and reference procedure e.g. working with vulnerable adults</li> <li>• Recruitment and dependency</li> <li>• Inadequate appreciation of risks</li> <li>• Complaints to and claims</li> </ul>	4	2	<ul style="list-style-type: none"> <li>• Review and agree policies and processes concerning volunteers, including agreements, insurance, code of conduct etc.</li> <li>• Complaint management process put in place</li> </ul>

Risk Category	Potential risk	Potential Impact	I	L	Mitigation
		against BCP <ul style="list-style-type: none"> <li>Insurance</li> </ul>			
	Health & Safety	<ul style="list-style-type: none"> <li>Injury to RSCAB's trustees, staff, volunteers</li> <li>Injury to beneficiaries and the public</li> <li>Claims against RSCAB</li> </ul>	4	2	<ul style="list-style-type: none"> <li>Put in place monitoring and reporting procedures for key activities (generic risk assessments)</li> <li>Review and agree policies and processes concerning volunteers, including agreements, insurance, code of conduct, contractors, trustees etc.</li> </ul>
	Procedural and systems documentation	<ul style="list-style-type: none"> <li>Lack of awareness of procedures and policies</li> <li>Actions taken without proper authority</li> </ul>	3	3	<ul style="list-style-type: none"> <li>Ongoing audit and review of policies, processes, financial management etc.</li> </ul>
<b>5. Financial</b>	Dependency on limited funding sources. Local funding being withdrawn due to CA policy changes.	<ul style="list-style-type: none"> <li>Impact of loss of, or reduction in, income</li> <li>Impact on funding and grants in period of financial uncertainty</li> </ul>	3	3	<ul style="list-style-type: none"> <li>Identify major dependencies</li> <li>Keep reserves and investment policy under review</li> <li>Consider income diversification plans</li> <li>Maximise income streams</li> </ul>

Risk Category	Potential risk	Potential Impact	I	L	Mitigation
	Compliance with donor imposed restrictions	<ul style="list-style-type: none"> <li>Funds applied outside restriction</li> <li>Need to repay funds</li> <li>Impacts relationship with donor and beneficiaries</li> <li>Regulatory action</li> </ul>	2	1	<ul style="list-style-type: none"> <li>Financial management systems allow for management of restricted funds</li> <li>Funds categorised; undesignated, designated and restricted and how RSCAB manage</li> </ul>
	Fraud or error. Investment risk.	<ul style="list-style-type: none"> <li>Financial loss</li> <li>Reputational risk</li> <li>Loss of morale</li> <li>Regulatory action</li> <li>Impact on funding</li> <li>Impact on legitimate beneficiaries</li> </ul>	4	2	<ul style="list-style-type: none"> <li>Financial management procedures kept under regular review</li> <li>Set authorisation limits</li> <li>Set out fraud, bribery and corruption policy statement</li> <li>Where possible transfer monies to vetted accounts avoiding payment to individuals and/or manual transfer of funds</li> </ul>
	Lack of/inadequate financial reporting to Trustee Board	<ul style="list-style-type: none"> <li>Trustee Board unable to take appropriate action in times of threats/opportunities</li> </ul>	3	2	<ul style="list-style-type: none"> <li>Regular financial reports to be submitted at Board Meetings and at other times as required</li> </ul>
<b>6. Research &amp; Campaigns</b>	Ability to influence policy on behalf of clients is adversely affected by lack of engagement with national campaigns and inadequate resource	<ul style="list-style-type: none"> <li>Inequalities not challenged</li> </ul>	3	1	<ul style="list-style-type: none"> <li>Research &amp; Campaigns team leading staff and volunteers to engage.</li> <li>Attract more Research &amp; Campaigns volunteers.</li> </ul>

Risk Category	Potential risk	Potential Impact	I	L	Mitigation
<b>7. Stakeholder relationships</b>	<u>Failure to adapt to changes in user demand and stakeholder expectations leads to missed service development opportunities</u>	<ul style="list-style-type: none"> <li>• Loss of funding and local reputation</li> </ul>	5	3	<ul style="list-style-type: none"> <li>• Home visits for the older housebound.</li> <li>• More telephone access</li> <li>• Improved website and digital self help</li> </ul>
	<u>Failure to win contracts for the core service</u>	<ul style="list-style-type: none"> <li>• Inequalities not challenged</li> </ul>	5	3	
	<u>Lack of profile with key stakeholders leads to being by-passed in funding developments/opportunities</u>	<ul style="list-style-type: none"> <li>• Loss of confidence in the service</li> </ul>	5	3	
<b>8 Engagement with the wider service</b>	<u>Failing to implement access strategy and the benefits of improved access across the service are not achieved</u>	<ul style="list-style-type: none"> <li>• Loss of stakeholder engagement, loss of confidence in the service</li> </ul>	3	2	
<b>9 ICT/Systems</b>	<u>Services are adversely affected by loss of or disruption to business critical ICT systems</u>  <u>Lack of ICT/systems effectiveness leads to inability to compete/adapt to opportunities for different ways of working</u>	<ul style="list-style-type: none"> <li>• No access to client records or on line support</li> </ul>	3	2	<ul style="list-style-type: none"> <li>• Outsource IT support with volunteer back up</li> <li>• Staff and volunteer training</li> </ul>

Risk Category	Potential risk	Potential Impact	I	L	Mitigation
<b>10. <u>Equalities, diversity and dignity at work</u></b>	<u>Trustee Board faces legal challenges, e.g. re Equality Act, staffing policies</u>	<u>Reputation and image adversely affected, groups in greatest need of advice not catered for</u>	2	1	<ul style="list-style-type: none"> <li>• Annual leadership assessment to be completed</li> </ul>
<b>11. <u>Premises</u></b>	<u>Premises not compliant with Equality Act requirements</u>	<ul style="list-style-type: none"> <li>• Unable to recruit staff and volunteers with disabilities</li> </ul>	2	3	<ul style="list-style-type: none"> <li>• Work with local councils to improve access to their premises</li> </ul>
<b>12. Compliance with law and regulation</b>	Regulatory reporting requirements	<ul style="list-style-type: none"> <li>• Regulatory action</li> <li>• Reputational risks</li> <li>• Impact on funding</li> </ul>	3	2	<ul style="list-style-type: none"> <li>• Review and agree compliance procedures and allocation of responsibilities</li> <li>• Timely preparation of annual report and accounts</li> <li>• File Companies House and Charity Commission returns</li> <li>• Maintain budget and financial reporting identifying trading, receipts, and tax recoveries</li> </ul>

### Impact

Descriptor	Score	Impact on service and reputation
Insignificant	1	No impact on service No impact on reputation Complaint unlikely Litigation risk remote
Minor	2	Slight impact on service Slight impact on reputation Complaint possible Litigation possible
Moderate	3	Some service disruption Potential for adverse publicity – avoidable with careful handling Complaint probable Litigation probable
Major	4	Service disrupted Adverse publicity not avoidable (local media) Complaint probable Litigation probable
Extreme/catastrophic	5	Service interrupted for significant time Major adverse publicity not avoidable (national media) Major litigation expected Resignation of senior management and board Loss of beneficiary confidence

### Likelihood

Descriptor	Score	Example
Remote	1	May only occur in exceptional circumstances
Unlikely	2	Expected to occur in a few circumstances
Possible	3	Expected to occur in some circumstances
Probable	4	Expected to occur in many circumstances
Highly probable	5	Expected to occur frequently and in most circumstances



# RUNNYMEDE PLEASURE GROUNDS BUSINESS PLAN MARCH 2017

Please note that the Appendices referred to in this report are not included. They will be available in the Members' Room and at the meeting if Members wish to view them

Liz Borthwick (on behalf of Runnymede Borough Council)

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<b>Contents</b>	<b>Page</b>
<b>Section 1-Purpose of the business plan</b>	<b>1</b>
<b>Section 2-Vision and Mission of Runnymede Pleasure Ground</b>	<b>1</b>
<b>Section 3-Site at present</b>	<b>1</b>
<b>Section 4-Constraints of the site</b>	<b>1-2</b>
<b>Section 5-Masterplan, Market Research and Reports</b>	<b>3-6</b>
<b>Section 6-The Leisure Consultancy proposed option</b>	<b>7-14</b>
<b>Section 7-Financial Appraisal</b>	<b>14-18</b>
<b>Section 8-RBC preferred option</b>	<b>19-24</b>
<b>Section 9- External Funding</b>	<b>24</b>
<b>Section 10-Risks</b>	<b>24-26</b>
<b>Section 11-Next Steps</b>	<b>26</b>
<b>Section 12-Conclusion</b>	<b>27</b>

## **Appendices**

- 1. Chris Blandford Masterplan**
- 2. William G Dick Partnership Indicative Budget**
- 3. The Leisure Consultancy Runnymede Pleasure Grounds Market research and associated attachments**
- 4. Consultation documents**
- 5. Budget Working papers**
- 6. High level project timeline**

## **Business Plan**

### **1. Purpose of the Business Plan**

- 1.1 The purpose of this business plan is to review all the research and feasibility studies that have been developed over a number of years in order to consider the benefits or not, of developing Runnymede Pleasure Ground (RPG) for the community, Runnymede Borough Council (RBC) and the Trustees of RPG.
- 1.2 The business plan will consider the financial viability of the preferred development schemes with a recommendation to proceed or not to proceed with the CBA masterplan or to recommend an alternative approach.

### **2. Vision and mission for RPG**

2.1 RPG has developed over many years in an ad-hoc fashion with no strategic direction of its role and function, market position and financial performance. RBC recognised the need for a strategic approach and a clear vision for RPG with the following aims and objectives underpinning any proposed changes;

- An iconic destination for the whole family
- A park that makes best use of RPG's location, next to the River Thames, attractive natural habitats, good access, national monuments and heritage connections e.g. the Magna Carta
- A park that is used throughout the year
- A park that can enhance existing income streams and provide new income streams for the council
- Create enhanced riverside areas.

### **3. The Site at present**

- 3.1 RPG and the adjacent St Anne's land is held in trust by the Council with the Trustee function delegated to the RBC's Community Services Committee. The land was gifted to what was Egham Urban District Council in 1928.
- 3.2 RPG provides a range of recreational facilities and space for informal activities including dog walking, walking, children's playground, paddling pool, café and children's rides.
- 3.3 It is estimated that there are around 130,000 visitors annually to RPG.
- 3.4 The Visit Surrey website, hosted by Surrey County Council identified that in 2016, 29,915 people visited the website and this year up until May 2017 there had been 6065 visits to the website.
- 3.5 The Council has overall responsibility for the management of the site and undertakes grounds maintenance, maintenance of the equipment and management of the car park.
- 3.6 The present catering operation is managed by a leasehold and service level agreement (SLA) and this includes the caterer to manage, monitor and maintain the day to day operations of the park such as cleaning the toilets, staffing areas such as the children's rides and managing the paddling pool.

#### **4. Constraints on the site**

4.1 There are constraints on the site and they need to be considered in the context of this business plan and any proposal for a preferred development at RPG.

##### 4.2 Lease Constraints

- Skiff and Punt Club who have a lease until 31 March 2019
- French Brothers and Salters who have licences for mooring at RPG which expired on 31 March 2011 but are being held at present on the same terms and conditions.
- Catering contract which runs until October 2021 but this does have a break option in March 2018 but would not be effective until September 2018 (6 months' notice).

##### 4.3 Planning Constraints

4.3.1 There is the need to be aware of the historical setting of the RPG site and its connection with surrounding landscapes, both beneficially and as a constraint. RPG is within RBC's Greenbelt boundary and as such is covered by the National Planning Framework Policy. The Framework states that the fundamental aim of the Green Belt Policy is to prevent urban sprawl by keeping land permanently open; the essential characteristics of green belts are their openness and their permanence.<sup>1</sup>

4.3.2 Any developments at RPG will also be constrained by Flooding Policy. In the updated Runnymede 2013 Strategic Flood Risk Assessment, RPG is highlighted as an area of risk.<sup>(2)</sup>

##### 4.4 Legal Constraints

4.4.1 A further constraint is the legal status of the land and the legal restrictions which binds RBC as a result of that status. As already stated, RPG was land gifted by a local individual to Egham Urban Council in 1928. The 1928 conveyance declared that RPG land would be held upon Trust for the perpetual use thereof by the public for the purpose of exercise and recreation as an open space, in particular for parking, impromptu games and winter games.

4.4.2 A report presented to RBC Community Services Committee in March 2015 highlighted that any new developments on RPG should comply with the legal provisions.

#### **5. Masterplan, Market Research and Reports**

5.1 In 2013, RBC's Community Services Committee received a report outlining proposals being considered for updating RPG in order to improve the visitor experience. The Members supported the proposed improvements in principle, subject to a detailed business plan being presented and the necessary finance being secured.

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<sup>1</sup> National Planning Policy Framework –Protecting Green Belt land-2012

<sup>2</sup> Runnymede Borough Council –Strategic Flood Risk Assessment-2013

5.2 Since then a number of studies and surveys have taken place to consider the benefits and the financial implications of developing RPG to support the vision as identified paragraph 2.1

5.3 The research studies and reports have included;

- Chris Blandford Associates –Development Masterplan (including indicative capital budget by William G.Dicks Partnership LLP) April 2016
- The Leisure Consultancy - Runnymede Pleasure Ground- Market Research Services March 2017
- Runnymede Borough Council -Runnymede Pleasure Grounds Survey October 2016
- Runnymede Borough Council Community Services Committee Reports- March and September 2012, September 2013 and March 2015.
- Corporate Management Team 2012

#### 5.4 **Chris Blandford Associates (CBA)**

5.4.1 CBA was employed to carry out the development of a masterplan as it is a leading multi-disciplinary landscape architecture, environmental planning and heritage consultancy. CBA have long been involved in all aspects of research, planning, design, management and funding relating to the creation of parks and public realm.

5.4.2 In 2013 CBA assisted the Magna Carta Stakeholder Partnership in creating a Landscape Masterplan for Runnymede and Ankerwyke. RPG was included as part of the overall studied landscape, although as quite a separate entity both in character and use.

5.4.3 In 2014 RBC commissioned CBA to develop a vision for RPG based around the initial concept design for the RPG. The original CBA masterplan was presented to the RBC Community Services in March 2015 with the plan being updated further in 2016. The 2016 concept design and report is attached Appendix 1.

5.4.4 The guiding principles for the RPG masterplan as developed by CBA where as follows;

- Improved connectivity within the park and also with the wider Runnymede and Ankerwyke site
- New Café and Multi-Use Facilities
- Creation of a play destination to include wet/dry activities
- Improved carpark layout and location
- A year round pleasure ground
- Enhances riverside areas

5.4.5 The indicative masterplan design developed by CBA is shown below. It identifies changes to the present RPG layout which makes better and more attractive use of RPG.(3)

2

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3. Chris Blandford Associates-Development Masterplan 2016.

## 5.4.6 Final Concept Landscape Masterplan



5.4.7 CBA included with their masterplan a capital cost appraisal which was prepared by William G Dick Partnership LLP (WGDP). It was identified that the capital cost of the new vision would be in the region of £4.4 million pounds (2016 prices). The itemised costing are detailed in Appendix 2 and as part of the financial appraisal within this business plan in section 7.

### 5.5 The Leisure Consultancy (TLC)

5.5.1 In October 2016, RBC commissioned (via a tendering process) TLC to provide a market research service to consider the facility recommendations as developed by CBA. TLC is an independent consultancy practice specialising in the culture, arts, leisure and tourism sector. TLC provide a range of services including business planning, feasibility studies and option appraisals and strategies. TLC have worked with a variety of agencies including the Peak District National Park, Environment Agency Wales and Wokingham Council.

5.5.2 TLC also engage with a number of professional organisations who provide specialisms in catering, planning and heritage including AD Catering.

5.5.3 AD Catering (ADC) provide specialist catering advice for a number of public bodies including local authorities parks and recreation facilities. Advice includes options and feasibility studies, design and concept advice and financial modelling.

5.5.4 TLC and ADC have carried out a research study for RBC over the last six months which considered the affordability and deliverability of the CBA masterplan. The study has provided recommendations on a mix of scale and facilities and of potential revenue streams taking account of the wider context of creating RPG as a destination in its own right.

5.5.5 The full TLC report is detailed in Appendix 3.

### 5.6 Consultation

5.6.1 As part of the market research work, RBC in partnership with Royal Holloway, University of London carried out some survey work in RPG, Egham High Street and an on line survey hosted on RBC's website. Some highlights from the survey include some positive comments about the park in its present state.

5.6.2 Highlights from the survey found that although most people interviewed did live in Runnymede some people had travelled from further afield such as Kingston, Hounslow and other parts of Surrey. The car was the most popular mode of transport in getting to RPG. From the responses it was clear that children's play, children's activities and dog walking were the key activities based on the current provision. Of the people surveyed, high on the list for improvement were play facilities (wet and dry), café and toilets with a visitor/exhibition/education space. Interviewees also identified that they would be interested in a range of events and organised activities.

5.6.3 TLC also carried out consultation with schools to ascertain the demands for a visitor/education service/facility along with workshops for key stakeholders and various meetings with organisations and businesses. The survey highlighted that one of the key issues for schools is the offer of any educational/learning service must be affordable and that staff led sessions would add value.

5.6.4 The details of the survey work are included in the TLC report and Appendix 4.

## **6. TLC Report and Preferred Options Appraisal**

6.1 TLC report identifies what RPG offers at present, mainly a mix of informal and formal recreation activities which presently caters for the local community and visitors to the area. The park comprises of a large open space which has a variety of purposes including walking/dog walking, informal sports, picnics and events. The formal facilities include;

- A café with covered outdoor seating (small indoor area)
- Children's play area
- Splash Pool with adjacent refreshment kiosk (pavilion –seasonal operation)
- Children's rides (seasonal operation)
- Parking and toilets.

6.2 RPG also offers access to river cruises with some seating and picnic areas located close to the river. The Thames Path runs through the site and a Queen Elizabeth II Statue is located in the grounds of RPG. RPG does have a benefit of being close to the National Trust property and land which includes, Magna Carta, John F Kennedy, the Air Forces memorials and the "Jurors" artwork. RPG is only five miles from the historic town of Windsor, is close to Savill Gardens and other attractions.

6.3 TLC report identifies the strategic context of developing the site and has highlighted evidence which are positive characteristics for the development of RPG. There are positive characteristics of employment and wealth in and around Runnymede. The Runnymede economy is strong and developing which reflects the boroughs position geographically in terms of communications. RBC has a regeneration plan for Egham and any developments at RPG would enhance the vision for this area.

6.4 The TLC report also highlights that tourism is important to the local economy and RPG could have a role in developing this in the future.

6.5 TLC emphasised the importance of physical activity, especially outdoor activities and RPG fulfils this function at present but that there is scope for this to be expanded further.

6.6 Moving forward with a development, TLC have identified a number of leisure trends which are relevant to the preferred proposal at RPG and they are as follows;

- Leisure - health and wellbeing, both physical and mental health
- Tourism/days out/attractions
- Parks
- Sports and Recreation
- Outdoor Activities
- Heritage
- Events
- Cinema
- Hospitality

- Catering in Parks
- Play
- Meetings

6.7 Using national and local data, TLC identified a number of key markets such as heritage, recreation/active lifestyle, catering and hospitality which should be included in the development proposals at RPG. Also, encouragingly, the markets identified are growing in their popularity which will enable RPG to widen its attraction and to become a destination in its own right.

## 6.8 Issues/ Opportunities and Options.

### Issues

- 6.8.1 TLC identified a number of key issues below which need addressing in order to improve RPG;
- Physical technical- lack of signage, scope of offer, café visually unappealing.
  - Operational- No overall plan at present, events limited, one dimensional catering.
  - Financial –limited revenue streams, operating on break-even/small profit/lack of detailed information relating to the breakdown of catering/ride budget arrangements.
  - Market- Lack of brand and identity, lack of interpretation/welcome, limitation of the markets attracted.

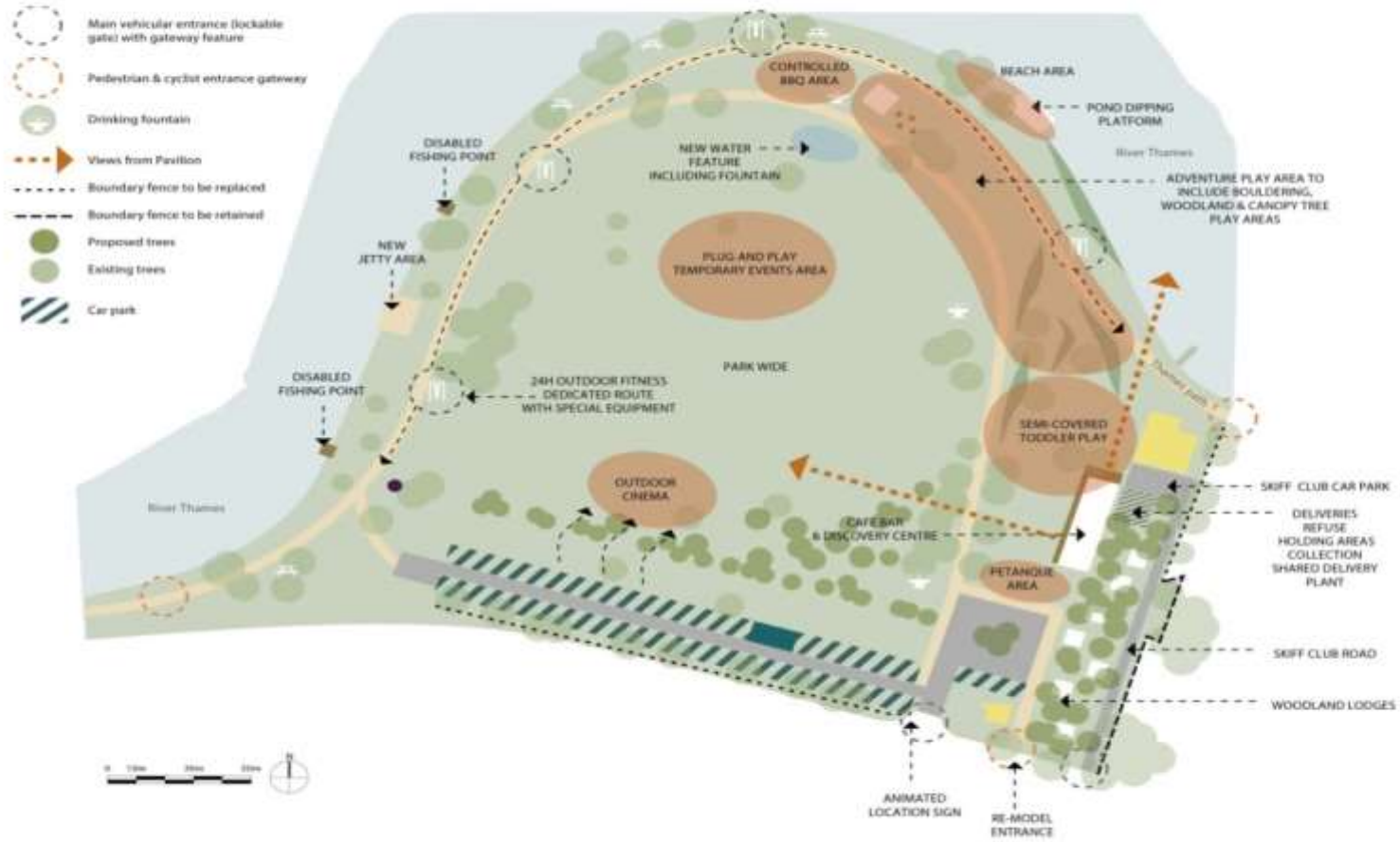
### Opportunities

- 6.8.2 TLC explored a number of options ranging from closing RPG, doing nothing, doing minor works to doing major works. Following on from the CBA masterplan and with all the research carried out the preferred option ( in agreement with RBC Officers) is to consider carrying out major works as follows;
- Relocated and enhanced café including indoor outdoor seating/multiuse room/history room and toilets.
  - Seasonal mobile catering facility
  - New wet/dry play area for children and young people
  - Outdoor cinema area
  - Plug and play area
  - Holiday accommodation lodge development
- 6.8.3 TLC have prepared an indicative plan which is detailed below. This indicative plan is based on the CBA masterplan facilities but with the layout differently configured and with the inclusion of holiday accommodation lodges for hire.



A plan below shows the indicative layout of the above proposal.

### Runnymede Pleasure Grounds Plan



Runnymede Pleasure Grounds - 170119

muf architecture/art

- 6.8.4 The preferred option also includes new signage, improved car parking, pathways, and new jetty and disabled fishing area.
- 6.8.5 TLC have identified that the above improved offer could increase visitor numbers as detailed below.
- 6.8.6 TLC have based their financial appraisal on increased visitor numbers and industry norms. They have indicated that the visitor numbers and the financial expectations are conservative.
- 6.8.7 The present visitor numbers as stated in paragraph in 3.3 is around 130,000 and this has been calculated by the number of car parking tickets sold and an industry norm occupancy level. The increase in visitor numbers will have a knock on effect to the parking income and over the next three years with the preferred development the visitor numbers and income generated from the car park is estimated in the table below;

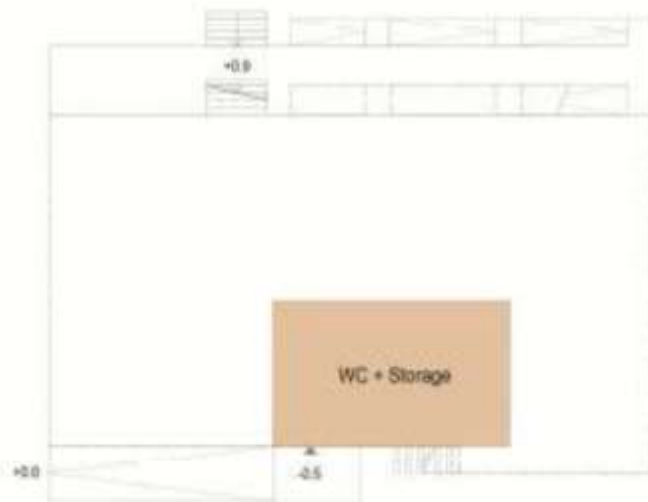
	Year 1	Year 2	Year 3
Total Visitors	162,000	195,000	214,500
Total vehicles	48,750	58,500	64,350
Total Revenue	£113,604	£136,325	£149,958

(Based on 2016/17 fee charges)

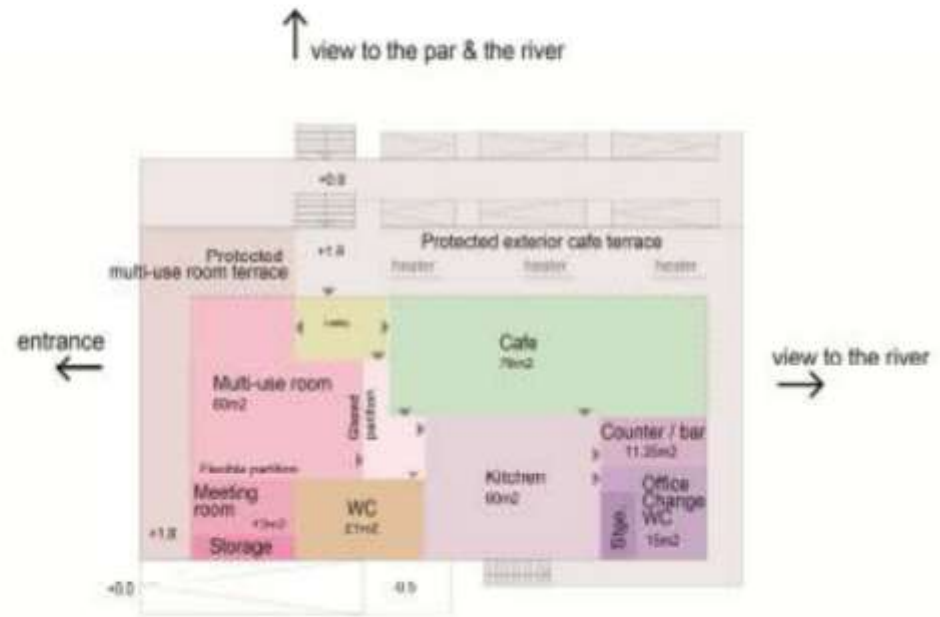
- 6.8.8 Catering is seen as the major element of the RPG proposals during the day and the evening. The proposal is that the 'Runnymede Kitchen' which would be a new outlet, would provide a year round service for park users including a grab and go service but also a destination service. There would be al fresco dining in the summer and for events and regattas.
- 6.8.9 The Runnymede Kitchen would be supplemented in the summer by a seasonal cart offer or a second servery.
- 6.8.10 The café building would also incorporate a multi-use history/education room with an adjacent meeting room. This facility would also include the toilets. An indicative plan of the facility is detailed below.



### LEVEL 0



### LEVEL 1



- 6.8.11 TLC have recommended that the catering should be outsourced to a professional catering company. Detailed below is a catering projection. The net concession revenue has been assumed at 12.5% of total net revenue based on industry norms. TLC have had conversations with operators and the likely income to RBC is £55,200 per annum.
- 6.8.12 TLC have calculated that once the café is operating in year three there will be about 33,000 customers per year using the café/mobile cart or second servery. This is based on the assumption of 20% penetration rates for general park activity users.
- 6.8.13 TLC have assumed a visitor spend per head of 0.43p per visitor to the park which equates to a customer spend per head on catering of £2.50 and £1.25(café/mobile respectively) and 20% penetration. Again the figures are based on industry norms and park operators who have indicated that food and Beveridge spend per park visitor ranges from .40p to a high of .80p.

Type	Visitor Nos	Penetration/Usage %	No of Customers	F&B Spend per Head (net) £	Total £
Café/Grab & Go	165,000	14	23,100	2.50	57,750
Mobile	165,000	6	9,900	1.25	12,375
Day chance	9,100	100	9,100	3.00	27,300
Destination	19,240	100	19,240	15 (av.)	288,600
Events	21,160	Range of	9,360	Range	50,700
Lodges	3906	25	977	5.00	4,883
<b>TOTAL</b>					<b>441,608</b>

F&B=food and beverage

- 6.8.14 In further conversations with TLC they have indicated that there could be scope to increase the catering return to RBC further by introducing a staged increase in the net concession to 13.5 % in year two and 15% in year three.
- 6.8.15 TLC have also identified the opportunity to build holiday accommodation lodges within the RPG development. This development would need to be considered within the planning constraints and any covenants on the land. Lodges could provide accommodation which allows families the opportunity to enjoy the river setting, nature and informal recreational opportunities, Windsor and the National Trust facilities. The Lodges could also provide a substantial income stream for RBC. The lodges would be two bedroomed with the ability to cater for families or couples. The likely dimensions would be in the region of 20x40 sq. feet. Detailed below are the projected use and income from the lodges.

Runnymede Pleasure Grounds Lodges Income Expenditure			
	Year 1	Year 2	Year 3
Bednights	3,402	3,654	3,906
Low Season Occupancy %	60	65	70
High season Occupancy %	80	85	90
Low Season Rate £	350	350	350
High Season Rate £	750	750	750
Total Lodge Revenue £	102,600	109,800	117,000
Management Contract £	25,650	27,450	29,250
<b>Net Lodge Revenue £</b>	<b>76,950</b>	<b>82,350</b>	<b>87,750</b>

6.8.16 The above calculations are based on six, two bedroom lodges, with a 48 week operating period split between 30 weeks low season and 18 high week season. The weekly rate for the hire of the accommodation is £350 in the low season and £750 in the high season. The management fee has been calculated at 25% of the total revenue. The number of bed nights have been calculated using an average occupancy of 2.5 persons per lodge. The bed night figure relates to the number of people who could be using the café e.g. 2.5(average occupancy level) x 6 lodges x 80% (peak time) =12 x 7 days x 18 weeks = 1512 and off peak is 2.5 x 60% = 9x7x30 =1890. This gives the total of 3402 in year one.

6.8.17 TLC have suggested that the holiday lodges could be managed by the catering provider or another suitable business. It is not anticipated that RBC will be responsible for the management of the holiday lodges.

6.8.18 TLC have stated that events and organised activities will also contribute to the use of the park and increase the income. Such activities and event will increase catering and car parking income. TLC have been in contact with event providers, e.g. a mobile cinema and there is an interest in using RPG to promote such events. Detailed below are some indicative income projections from events and other uses of the park.

Runnymede Pleasure Grounds Rents & Leases			
Income	Year 1 £	Year 2 £	Year 3 £
Cinema	1,800	3,000	3,800
Concerts & events	4,740	8,880	12,960
Skiff/punt	2,993	2,993	2,993
Activities/education	17,160	22,504	29,676
Catering rights	49,328	52,607	55,201
Mooring rights	1,760	1,936	2,033
<b>Total £ *</b>	<b>77,780</b>	<b>91,919</b>	<b>106,662</b>

\* rounding

6.8.19 Within the TLC preferred option an additional staff member has been proposed. In order to develop the park, user numbers need to be increased and this cannot be achieved within existing RBC staff resources. The role would include being responsible for developing the opportunities in the park such as events, increased mooring opportunities, working with partners such as the National Trust and Royal Holloway to develop, manage and increase the offer at RPG. (4)

## 7. Financial Appraisal of the Preferred Option

7.1 The financial appraisal is based on information in the CBA masterplan and WGDP Runnymede Pleasure Grounds Indicative Budget March 2016 (capital costs) and the detailed income opportunities as produced by TLC (revenue implications).

### Capital Costs

7.2 The summary of the WGDP capital costs are detailed in appendix of this business plan but below are detailed the high level costs.

#### Financial Table One CBA Capital Cost of masterplan

Item	Cost
Café and surrounds	1,075,000
Natural Play	650,000
Water play and associated facilities	250,000
Car parking and associated facilities	570,000
Picnic and seating areas	145,000
Planting	285,000
Paths and signage	295,000
Other costs, jetty, fishing platform	165,000
Fees/contingencies	941,500
<b>Total</b>	<b>4,376,500</b>

With additional capital cost of six lodges as identified by TLC

Item	Cost
Cost of original CBA masterplan	4,376,500
Cost of six lodges @ £63,500 each	381,000
Total	4,757,500

7.3 For the purpose of calculating the costs of the capital repayments the above CBA cost has been rounded up to £4,400,000.

No external funding has been included as this will take time and staff resources to achieve.

The working papers for the loans are attached in Appendix 5 <sup>3</sup>

**Financial Table Two-** CBA Masterplan and TLC Revenue Projections with inflation added to income. Six Lodges included. Capital Loan £4,781,000

<b>Expenditure</b>	<b>2016/17</b>	<b>Year 1</b>	<b>Year2</b>	<b>Year3</b>	<b>Year 4</b>	<b>Year 5</b>
Capital Costs	-	198,562	198,562	198,562	198,562	198,562
Wages and Salaries	1,800	48,806	52,282	56,586	60,829	65,391
Premises and related expenditure	31,331	26,872	26,872	26,872	26,872	26,872
Grounds Maintenance	26,100	21,905	22,453	23,014	23,540	24,081
Transport Expenses	1,080	672	672	672	672	672
Fees	10,000	9,533	9,533	9,533	9,533	9,533
Insurance	870	817	817	817	817	817
Equipment and Replacement	4,600	11,661	11,661	11,661	11,661	11,661
Administrative Recharges	27,200	24,000	24,000	24,000	24,000	24,000
Marketing	-	8,399	8,771	9,002	9,100	9,309
Lodges Operating expenses	-	10,260	10,980	11,700	12,519	13,395
<b>Total</b>	<b>102,181</b>	<b>361,487</b>	<b>366,603</b>	<b>372,419</b>	<b>378,105</b>	<b>384,293</b>
<b>Income</b>						
Car Parking	85,900	116,216	139,460	143,407	162,300	165,000
Rents and Leases including;						
Cinema	-	1,800	3,000	3,800	3,900	3,990
Concerts /Events	2,000	4,750	8,880	12,960	13,258	13,562
Cottage	6,200	-	-	-		
Skiff and Punt	2,850	2,993	2,993	2,993	2,993	2,993
Activities/education		17,160	22,504	29,676	30,358	31,060
Catering rights	23,095	49,328	59,617	66,240	67,763	69,340
Mooring rights	1,600	1,760	1,936	2,033	2,100	2,150
Filming	-	-	-	-		
Lodges	-	76,950	82,350	87,750	89,880	91,950
Investment Interest	1,064	-	-	-		
Donations		8,125	9,750	10,725	10,980	11,230
Sponsorship		3,500	4,500	5,000	5,500	5,626
<b>Total</b>	<b>122,709</b>	<b>282,582</b>	<b>334,990</b>	<b>364,684</b>	<b>389,032</b>	<b>396,901</b>
<b>Gross Operating Profit and (Loss)</b>	<b>20,528</b>	<b>(78,905)</b>	<b>(31,613)</b>	<b>(7,735)</b>	<b>10,927</b>	<b>12,608</b>



**Financial table three-** CBA masterplan and TLC revenue projections, no lodges, with inflation added to income. Capital Loan £4,400,000

<b>Expenditure</b>	<b>2016/17</b>	<b>Year 1</b>	<b>Year2</b>	<b>Year3</b>	<b>Year 4</b>	<b>Year 5</b>
Capital Costs	-	182,739	182,739	182,739	182,739	182,739
Wages and Salaries	1,800	48,806	52,282	56,586	60,829	65,391
Premises and related expenditure	31,331	26,872	26,872	26,872	26,872	26,872
Grounds Maintenance	26,100	21,905	22,453	23,014	23,540	24,081
Transport Expenses	1,080	672	672	672	672	672
Fees	10,000	9,533	9,533	9,533	9,533	9,533
Insurance	870	817	817	817	817	817
Equipment and Replacement	4,600	11,661	11,661	11,661	11,661	11,661
Administrative Recharges	27,200	24,000	24,000	24,000	24,000	24,000
Marketing	-	8,399	8,771	9,002	9,100	9,309
Lodges Operating expenses	-					
<b>Total</b>	<b>102,181</b>	<b>335,404</b>	<b>339,800</b>	<b>344,896</b>	<b>349,763</b>	<b>355,075</b>
<b>Income</b>						
Car Parking	85,900	116,216	139,460	153,407	162,800	165,000
Rents and Leases including;						
Cinema	-	1,800	3,000	3,800	3,900	4,081
Concerts /Events	2,000	4,750	8,880	12,960	13,258	13,562
Cottage	6,200	15,600	15,600	15,600	15,600	15,600
Skiff and Punt	2,850	2,993	2,993	2,993	2,993	2,993
Activities/education		17,160	22,504	29,676	30,358	31,060
Catering rights	23,095	49,328	59,617	66,240	67,763	69,340
Mooring rights	1,600	1,760	1,936	2,033	2,100	2,150
Filming	-	-	-	-	-	-
Lodges	-	-	-	-	-	-
Investment Interest	1,064	-	-	-	-	-
Donations		8,125	9,750	10,725	10,980	11,230
Sponsorship		3,500	4,500	5,000	5,500	5,626
<b>Total</b>	<b>122,709</b>	<b>221,232</b>	<b>268,905</b>	<b>302,434</b>	<b>315,252</b>	<b>322,551</b>
<b>Gross Operating Profit and (Loss)</b>	<b>20,528</b>	<b>(114,172)</b>	<b>(70,895)</b>	<b>(42,462)</b>	<b>(34,511)</b>	<b>(32,524)</b>

## Financial Assumptions

- 7.4 Capital funding has been calculated at 2.75% which is the interest rate that RBC can borrow at present but it is likely that interest rate could increase later in the year. The capital costs are based on the calculations of WGDP. These costs were calculated in April 2016 and therefore could increase but it should be noted that a 30% contingencies budget has been built into WGDP costings.
- 7.5 The revenue costs are based on the projection by TLC. They have made the assumption of the park being open 365 days per year with expected visitor number rising from 130,000 (2015/16) to 214,500 in year three of the new developments.
- 7.6 A further two years expenditure and income have been included as it is expected that the new development at RPG will take a while to generate increased visitor numbers and therefore there is the view that income will increase further for the first five years of operation and will then stabilise.
- 7.7 Inflation has been added to years 1-5 in the above as TLC did not inflate income from 2016/17. Inflation has been calculated at 2.3%. TLC have increased elements of the expenditure in line with inflation and possible pay increases (staffing).
- 7.8 A key income generator for the park is seen as the café with the expectation that the catering service will be operated by an external catering contract. TLC has developed the potential income stream from catering by project experience, industry norms and discussions with park catering operators. The catering costs have been calculated following the further information received from TLC, year one net catering commission based at 12.5%, year two at 13.5% and year three at 15%.
- 7.9 The addition of lodges on the site is also seen as a major income generator with weekly rates for such facilities being £350 low season to £750 in the high season.
- 7.10 It is proposed that further income is generated from an increase in the events/educational use but this will not be achieved without an extra staffing resource as included in the above tables.
- 7.11 There is an additional capital cost of audio visual equipment to be installed in the education area. The cost of the audio visual equipment is in the region of £250,000. It would not seem appropriate to obtain a loan for such equipment as it would be costly for such a sum and it will have a much shorter life expectation than the buildings and other facilities. There would be the opportunity to seek external funding or partnership funding such as Royal Holloway University of London, National Trust or to establish a sinking fund although this is unlikely to be established until year four of the development being in operation.
- 7.12 Interest income on any financial surplus has not been included in the budget calculations. Interest rates are low at present and any surplus invested will be relatively small but this could provide a small additional income to RPG and the Trustees.

## Comments of the financial appraisal of the CBA masterplan and TLC revenue proposals.

- 7.13 As identified in the financial tables two and three the only possible financial option to deliver the CBA masterplan would be to include the six lodges as part of the development. Even the inclusion of the lodges only creates a small surplus in year three. As stated in the RPG Community Services report in March 2015, the CBA masterplan scheme should only proceed if financially viable.
- 7.14 Further conversations with the RPG Planning Department have confirmed the concerns about the inclusion of six lodges within the development of RPG as this would impact on Green Belt policy and there would be flood risk management issues to consider.
- 7.15 Taking on board the above planning issues it is unlikely that the CBA masterplan and TLC proposal could be implemented due to the risk of the financial impact on RPG's budget and the planning constraints.

### 8. RBC preferred Proposal

- 8.1 A further option that has been considered is the opportunity to develop the CBA masterplan in a phased approach. This approach would consider building the income generating and attraction facilities in the first phase. This would include the car park, the café and education/event space, four holiday lodges and not six, following planning advice and the children's wet and dry play areas. Signage would also be included as this would inform the community on what is available and will welcome and attract people.
- 8.2 The café with education/event space, the lodges and the car park will be the major income generating areas within the park. The education/event space will be used for a variety of activities including school visits, lectures, and small conference events. This space could also be available to local start-up businesses with the ability to have access to Wi-Fi and a lap top docking area. Nesta, a UK innovation foundation have produced a report 'Learning to rethink Parks' and have identified business opportunities in parks. One opportunity is to provide a space with Wi-Fi access and a lap top docking area to allow a small businesses to start up. The event space could provide such an opportunity but it will be important to retain flexibility of the space.
- 8.3 The capital costings of the phased approach are detailed below in table four;

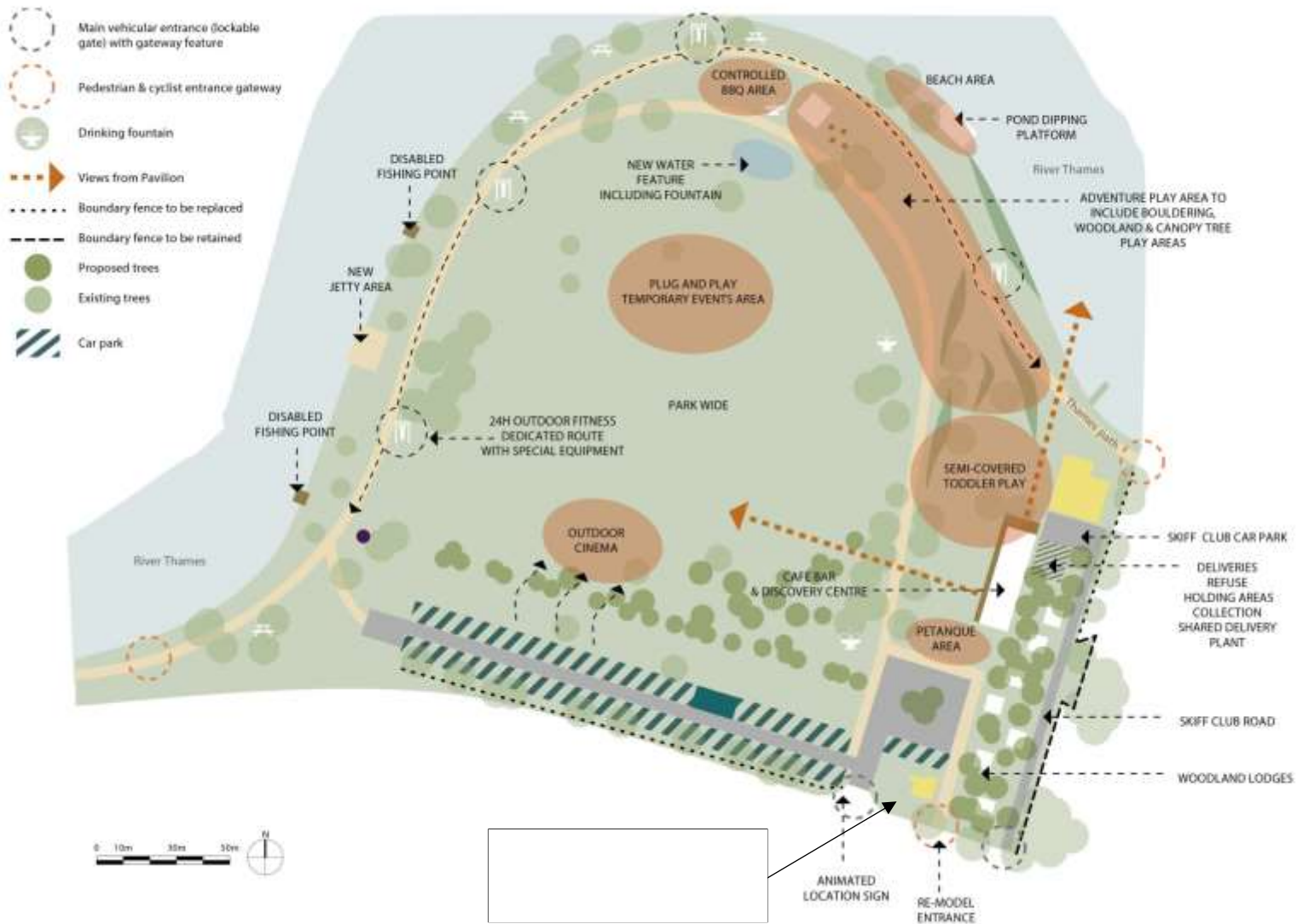
**Financial Table Four CBA Masterplan-Phased approach**

Item	Cost
Café and associated items	1,075,000
Natural Play	650,000
Water Play	250,000
Signage	30,000
Car Parking	570,000
4 Lodges	330,000
<b>Total</b>	<b>2,740,000</b>
Prelims/fees and contingencies	822,000
<b>Total</b>	<b>3,650,000</b>

The loan costs are attached in appendix 5 and borrowing is based on the same assumptions as tables two and three.

8.4 Following further discussions and guidance with the RPG Planning department it has been identified that it could be possible (subject to detailed plans) to include four lodges based on the assumption that St Anne's cottages and the cottage at the entrance of RPG are demolished. The feasibility of keeping and refurbishing St Anne's cottages as holiday accommodation was investigated but was financially prohibitive. Please see attached plan which identifies the cottage that is proposed to be demolished.

# Runnymede Pleasure Grounds Plan



8.5 Detailed below in table Five is the financial appraisal of a phased building approach;

**Table Five-Phased Approach with four lodges, Capital Cost £3,650,000**

Lodge cost £63,500 per two bedroom lodge with additional funding for furnishings.

<b>Expenditure</b>	<b>2016/17</b>	<b>Year 1</b>	<b>Year2</b>	<b>Year3</b>	<b>Year 4</b>	<b>Year 5</b>
Capital Costs	-	151,600	151,600	151,600	151,600	151,600
Wages and Salaries	1,800	48,806	52,282	56,586	58,283	60,030
Premises and related expenditure	31,331	26,872	26,872	26,872	26,872	26,872
Grounds Maintenance	26,100	21,905	22,453	23,014	23,540	24,081
Transport Expenses	1,080	672	672	672	672	672
Fees	10,000	9,533	9,533	9,533	9,533	9,533
Insurance	870	817	817	817	817	817
Equipment and Replacement	4,600	11,661	11,661	11,661	11,661	11,661
Administrative Recharges	27,200	24,000	24,000	24,000	24,000	24,000
Marketing	-	8,399	8,771	9,002	9,100	9,309
Lodges Operating expenses	-	6,840	7,320	7,800	8,346	8,930
<b>Total</b>	<b>102,181</b>	<b>311,005</b>	<b>315,880</b>	<b>321,457</b>	<b>324,324</b>	<b>327,405</b>
<b>Income</b>						
Car Parking	85,900	116,216	139,460	153,407	162,300	165,000
Rents and Leases including;						
Cinema	-	1800	3,000	3,800	3,900	4,081
Concerts /Events	2,000	4750	8,880	12,960	13,258	13,562
Cottage	6,200	-	-	-		
Skiff and Punt	2,850	2993	2,993	2,993	2,993	2,993
Activities/education		17,160	22,504	29,676	30,358	31,060
Catering rights	23,095	49,328	59,617	66,240	67,763	69,340
Mooring rights	1,600	1760	1,936	2033	2,100	2,150
Filming	-	-	-	-		
Lodges	-	51,300	54,900	58,500	59,920	61,300
Investment Interest	1,064	-	-	-		
Donations		8125	9,750	10,725	10,980	11,230
Sponsorship		3500	4,500	5000	5,500	5,626
<b>Total</b>	<b>122,709</b>	<b>256,930</b>	<b>307,450</b>	<b>345,330</b>	<b>353,709</b>	<b>366,342</b>
<b>Gross Operating Profit and (Loss)</b>	<b>20,528</b>	<b>(54,075)</b>	<b>(8,340)</b>	<b>23,870</b>	<b>29,385</b>	<b>38,937</b>

8.6 For completeness of this business plan further options have been calculated ranging from no lodges, two lodges and three lodges. This also provides the opportunity to see how the viability

of the new development at RPG would be affected if there were planning concerns at the number of holiday lodges included in the plan.

**Financial Table Six -Phased approach no lodges- Capital Cost £3,335,000**

<b>Expenditure</b>	<b>2016/17</b>	<b>Year 1</b>	<b>Year2</b>	<b>Year3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Total</b>	<b>102,181</b>	<b>291,165</b>	<b>295,561</b>	<b>300,657</b>	<b>302,646</b>	<b>305,475</b>
<b>Income</b>						
<b>Total</b>	<b>122,709</b>	<b>205,632</b>	<b>252,465</b>	<b>286,835</b>	<b>299,154</b>	<b>305,019</b>
<b>Gross Operating Profit and (Loss)</b>	<b>20,528</b>	<b>(85,533)</b>	<b>(43,096)</b>	<b>(13,822)</b>	<b>(3,492)</b>	<b>(534)</b>

**Financial Table Seven-Phased approach two lodges-Capital Cost £3,500,000**

<b>Expenditure</b>	<b>2016/17</b>	<b>Year 1</b>	<b>Year2</b>	<b>Year3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Total</b>	<b>102,181</b>	<b>301,455</b>	<b>306,081</b>	<b>311,417</b>	<b>313,680</b>	<b>316,800</b>
<b>Income</b>						
<b>Total</b>	<b>122,709</b>	<b>231,282</b>	<b>280,090</b>	<b>316,080</b>	<b>323,749</b>	<b>331,213</b>
<b>Gross Operating Profit and (Loss)</b>	<b>20,528</b>	<b>(70,173)</b>	<b>(26,110)</b>	<b>4,668</b>	<b>15,435</b>	<b>18,870</b>

**Financial Table Eight-Phased approach three lodges-Capital Cost £3,582,500**

<b>Expenditure</b>	<b>2016/17</b>	<b>Year 1</b>	<b>Year2</b>	<b>Year3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Total</b>	<b>102,181</b>	<b>303,165</b>	<b>307,910</b>	<b>313,370</b>	<b>315,765</b>	<b>319,035</b>
<b>Income</b>						
<b>Total</b>	<b>122,709</b>	<b>244,110</b>	<b>293,815</b>	<b>330,705</b>	<b>338,730</b>	<b>346,540</b>
<b>Gross Operating Profit and (Loss)</b>	<b>20,528</b>	<b>(59,055)</b>	<b>(14,095)</b>	<b>17,335</b>	<b>22,965</b>	<b>27,505</b>

(The above tables have been rounded to the nearest £5 or £10)

8.7 The financial assumptions are based on the details in section 7.

8.8 The preferred RPG development option based on the above financial appraisal would be to proceed with a phased options including four lodges and detailed below is the detail of the income generated from the lodges. The income generating and attractions would be built in phase one and further parts of the CBA Masterplan such as planting, cycle paths , paths could be installed at a later date as and when funding became available.

**Financial Table Nine- Income generation from Four Lodges**  
**Years 1-3 only calculated as in year three occupancy expected to be at its maximum.**

	Year One	Year Two	Year Three
No of Bed nights	2268	2436	2604
Income	68,400	73,200	78,000
Expenditure Management Fee	17,100	18,300	19,500
<b>Total</b>	<b>51,300</b>	<b>54,900</b>	<b>58,500</b>

8.9 RPG already has the attraction of the River Thames. The planting and trees at RPG are well maintained and consultation identified that users find the RPG, s natural environment already attractive. The Queen Elizabeth Statue is now an added visitor attraction in RPG and subject to approval this area will be further enhanced with planting later this year at no cost to RBC or the Trustees. The disabled fishing platform could be funded via external funds and the commercial boat hire partners such as French Brothers may be interested in funding the landing stages.

8.10 As identified in table four there is a projected deficit in year one and two of the phased approach but it is recommended that the Trustees of RPG should consider using some of their surplus funds to fund the shortfall. At present the probable surplus funds of the Trustees RPG charity is in the region of £102,000 (2017).

8.11 Once the park has become viable in year three of the phased development approach then surplus funds could be placed in a sinking fund to enable further improvements as highlighted in the CBA master plan such as cycle paths and planting.

8.12 The above finances have been calculated with no external funding and there is the ability to apply for funds which could reduce the capital expenditure and therefore reduce the cost of the capital loan and enable RPG to become self-financing much quicker.

## **9. External Funding**

9.1 There are a number of external funding streams that RBC could apply which could supplement capital funding although this must be considered against a backdrop of reduced external funding especially relating to lottery funding. It should be noted that in discussion with the Heritage Lottery fund as part of the wider National Trust and Magna Carta application it was identified that RPG would not be eligible for funding. The most likely successes for external funding are The London Marathon Charitable Trust who can award up to £150,000 for capital projects. The Esme Fairbairn Foundation is another possible avenue of funding. They make awards in a number of categories with the Environment being the theme most relevant to RPG. Grants awarded in this category range from £30,000 to £300,000.

## **10. Risks**

10.1 It is important to highlight that there are a number of risks associated with all the proposals detailed above and they are as follows;



## Financial

- 10.2 It is likely that interest rates will increase later in the year and therefore capital repayments on funding could increase and therefore the repayments will be higher and the likelihood of the RPG scheme creating any surplus income will be further reduced.
- 10.3 The capital estimate although based on sound evidence in 2016, will not be confirmed until a tendering exercise for the building works is concluded.
- 10.4 Although TLC have produced income projections based on industry norms, income streams in parks can be affected by some of the following, weather (including flooding at RPG), the economic climate, reduction in school expenditure (history/education room).
- 10.5 The catering contract is one of the key income generators, and although the projected income identified by TLC seems quite conservative (comparing the contract to the present low key provision) until such time as the procuring process takes place it is difficult to confirm the amount of income that will be generated.
- 10.6 There may be some elasticity in the holiday accommodation lodge fee. In researching similar facilities in Surrey, Hoseasons are advertising accommodation with a range of fees from £729 (off peak) to £1099 (peak) in comparison to RPG indicative fees of £350 (off peak) and £750 (peak). There are additional facilities available on these sites such as tennis courts and a swimming pool but discussions have already taken place with The Runnymede Hotel (the hotel) and there is a willingness to develop a partnership between RBC and the hotel. The initial proposal is that the hotel would manage the lodges on behalf of RBC. The partnership would also enable the holiday lodge accommodation to offer the hotel facilities such as the spa, swimming pool and restaurants.
- 10.7 During the refurbishment works there is likely to be the requirement for the closure of at least parts of RPG which could result in a loss of income (car parking/catering), although there may also be a reduction in expenditure (ground maintenance). RBC and the Trustees will need to consider this in the budget planning process.

## Planning

- 10.7 As stated in paragraph 4.3 any developments at RPG will be governed by RBC planning policy. Until detailed plans are prepared for the planning process then the facility mix cannot be confirmed. RPG Leisure Officers have kept the planning department updated on the proposals.
- 10.8 RBC planning officers have reviewed the updated indicative plan and have identified that with the demolition of the entrance cottage and St Anne's lodge that there could be enough footprint to support the building of four lodges. It is possible, with a generous interpretation of green belt policy being used to replace buildings on a site that does not have a materially greater impact on openness e.g. about 130% of the existing footprint. This would provide an availability of 790 m<sup>2</sup> which would be sufficient for a new café and four lodges.
- 10.9 The RBC planning officers have clearly stated that there will need to be a carefully considered Flood Risk Management Plan for the lodges. As RPG is within the functional flood

plain any development that puts a greater number of people at risk would not normally be supported. A case could be argued for a departure from the Policy that the proposal could improve flood storage and reduces risk to occupiers. At present the existing three properties (1&2 St Anne's and The Cottage) could have a potential greater occupancy level than three to four lodges.

10.10 RBC planning officers have highlighted that any new recreational structures and activities would need to demonstrate they have no adverse impacts on the historical setting or nearby heritage assets. The view is that this would not be unduly restrictive for the proposed play areas.

10.11 It has also been identified that RPG is immediately adjacent to and interrelated with the emerging River Thames Scheme. This will have little flood risk for the site but does add to the recreational presence of this area and creates linked opportunities to a proposed new park on the northern side of the river. There will be the opportunity to link into a large recreational/tourist attraction linking longer walks and historical sites. There could be the possibility of a pedestrian ferry from RPG to the northern bank. This would provide a further opportunity for RPG.

#### Trustee Responsibility

10.12 The proposed developments will need to comply with the covenants applied to RPG to ensure that the responsibilities of the Trustees are not undermined.

## **11 Next Steps**

11.1 The business case, along with all the evidence will be presented to RBC Community Services Committee in June 2017 for consideration. If RBC Community Services Committee agree to proceed with the phased approach then a project team will need to be established and the project plan developed. Attached is a high level timeline for the project. Appendix Six

11.2 It will be imperative to develop a communication plan early within the RPG project. The communication strategy will need to identify the various stakeholders and models of communication. The communication plan will need to consider;

- Consulting with partners/residents on the proposed development.
- Following the further consultation then inform partners/residents and interested parties on the final plan for RPG
- Updating on proposed developments and how it impacts on partners on site (catering, skiff and punt club and boat operators) and neighbours including the National Trust.
- Regular updates to the residents on progress
- As the development starts, provide information on possible impact of the works at RPG, e.g. part closure.

## **12 Conclusion**

12.1 RPG is in an excellent location and there is the will by RBC and the Trustees of RPG to have a strong strategic vision for RPG which is to make it an all the year round destination park and that

it could generate income which will be retained by the Trustees which will enable RPG or other RBC parks held in trust to be improved. The CBA Masterplan and the proposal in TLC report show how this can happen but a staged approach will be required in order for the scheme to be financially viable.

- 12.2 To proceed to develop the full CBA masterplan in one phase is not viable in financial or planning terms. Therefore the proposed way forward is a phased approach to the development as described in section 8 of this report.

## **COMMUNITY SAFETY AND SAFER RUNNYMEDE ANNUAL REPORT 2016 – 2017**

### **1. INTRODUCTION**

- 1.1 This report provides information for The Community Safety Partnership (CSP) which is the statutory partnership under The Crime and Disorder Act 1997 and The Crime & Disorder Scrutiny Committee of Runnymede Borough Council which has responsibility for the overview and scrutiny of community safety matters in the borough.
- 1.2 The report documents all aspects of the work performed within Community Safety and operators in the Safer Runnymede Care and Control Centre. This complies with the agreed Code of Practice which applies to the operation of public space CCTV and provides an outline of activity for partners.
- 1.3 Much of what the service deals with has to remain confidential as it involves Police operations and actions by other enforcement agencies. All partners are working increasingly together to address local problems and share information in accordance with the agreed countywide multi agency information sharing protocol.
- 1.4 The partnership has four main areas of activity and these include addressing problems caused by identifiable individuals; addressing problems which occur at identified locations, support for ongoing projects and diversionary activities and support for new projects which are likely to benefit community cohesion.

### **2. FUNDING**

- 2.1 The CSP funding of £3,104 was used to purchase 24hour segment timers (targeting domestic burglary), vehicle crime leaflets, Junior Citizen plastic bags, Junior Citizen pencils and volunteer's refreshments. Underspend of £2,333 was carried forward into 2017/18 and will be contributed to purchasing a mobile CCTV camera which will assist the partnership to tackle identified areas of anti-social behaviour (ASB) or crime.
- 2.2 In 2016/17 £3,000 was received from the Local Area Committee for local community safety work. This funding was carried forward and will be contributed to purchasing the mobile CCTV camera.
- 2.3 Additional funding of £5000 was provided by the Police and Crime Commissioner Office (PCCO) for the Junior Citizen handbook provided to all attendees.

### **3. COMMUNITY SAFETY PARTNERSHIP**

- 3.1 The Borough engages in the Government 'Prevent Strategy' developed to stop individuals becoming terrorists or supporting terrorism. Across Surrey the Community Safety Unit on behalf of Surrey County Council coordinates the Prevent Strategy. Prevent was a CSP priority for 2016/17 where a local strategy, action plan and quarterly update are monitored at the CSP meetings.
- 3.2 In 2016/17 the Police Prevent Team stated that there were no significant community tensions reported in the borough. Engagement with communities has continued in order to provide reassurance and to encourage any Hate Crime incidents and related community tensions to be reported.
- 3.3 The Channel process is essentially a safeguarding programme aimed at supporting individuals identified as vulnerable to being drawn into violent extremism or terrorist related activity. This is a multi-agency panel currently being chaired by Surrey County Council inviting relevant agencies to attend on an individual case basis. During 2016/17 there has been one referral to Prevent. Following assessment by the Police Prevent Team it was deemed that this referral was not suitable for Prevent due to other safeguarding concerns taking primacy.
- 3.4 Runnymede Borough Council staff are required to complete mandatory e-learning modules covering Safeguarding, Prevent and Child Sexual Exploitation (CSE). Detailed Prevent awareness training sessions were delivered to 94 front line staff to ensure they were aware of what the risk indicators are and who to report their concerns to. Further sessions are to be arranged to provide awareness training to councillors, front-line and new starters.
- 3.2 Domestic Abuse was highlighted as a priority for 2016/17 focusing on increasing awareness of domestic abuse and support services available to victims along with mitigating further risk of harm to victims and families.
- 3.3 High risk cases are discussed monthly at the Multi Agency Risk Assessment Centre (MARAC) where agencies share information to increase the safety of victims and agree a risk management plan.
- 3.4 Police issued 42 Domestic Violence Protection Notices in Runnymede (DVPN) to perpetrators of domestic abuse to provide instant protection to victims in the aftermath of a domestic abuse incident. A magistrate granted 41 Domestic Violence Protection Orders (DVPO) where the order will immediately ban the perpetrator from returning to a residence and from having contact with the victim for up to 28 days. This period of time allows the victim the opportunity to consider their options and get the support they need.

- 3.5 Domestic Awareness Week took place in October 2016, a county-wide event. Domestic Abuse campaign leaflets were printed and personalised love heart sweets were distributed to residents and colleagues. An awareness table was hosted by Yoursanctuary at St St Peter's Hospital, Chertsey where approx. 400 domestic abuse leaflets and pens were given to patients, visitors and NHS staff.
- 3.6 Community Safety also supported Alcohol Awareness Week in November 2016. To increase awareness, the 'Don't Bottle It Up' alcohol scratch cards had been placed on desks in the Civic Offices. The scratch card asks three simple questions and directs those drinking at risky levels to take the full alcohol test online. Information for residents was also publicised on the Runnymede webpage.
- 3.7 The CSP has highlighted CSE as one of the key priorities for 2016/17. Surrey County Council's Children's Safeguarding Board is the lead agency for CSE across the Boroughs. The role of the CSP is to offer a multi-agency response and support the Missing and Exploited Children's Conference (MAECC) /Oversight Group in training professionals, tackling and preventing CSE within Runnymede. CSE will be considered at the Community Harm and Risk Management Meetings (CHaRMM) formally known as Community Incident Action Group (CIAGs)) and Joint Action Group (JAG) agendas discussing areas, or people of concern.
- 3.8 A CSE case within Runnymede was taken to court in 2016. The case is ongoing in 2017 and will remain confidential until concluded.
- 3.9 Free training aimed at businesses was delivered by Surrey Police, to equip them with the tools to identify potential victims of CSE and help them to understand how to report any concerns. There was representation from 28 businesses from the Runnymede borough.
- 3.10 Annually, Runnymede Borough Council in partnership with Surrey Police invites each school in the borough to take part in the Junior Citizen Scheme. Below is the list of schools who attended:
- Ottershaw C of E School
  - Darley Dene School
  - St Anne's Catholic School
  - Bishop Gates School
  - St Pauls C of E
  - Ongar Place School
  - Sayes Court School
  - St Ann's Health Junior
  - Thorpe Lea School
  - St Cuthbert's School
  - Holy Family School
  - Manorcroft School

- Stepgates School
  - Pycroft Grange School
  - Hythe Community School
  - St Jude's C of E Junior
  - New Haw Community School
- 3.11 The event was held in November 2016 at Thorpe Park, Chertsey free of charge. More than 780 children were given the opportunity to learn potentially life-saving skills.
- 3.12 As a partnership scheme, Junior Citizen is delivered by Runnymede Borough Council in conjunction with Surrey Police, Surrey Fire and Rescue, St John Ambulance, UK Power Networks and the Royal National Lifeboat Institution. The PCCO Surrey provided funding for the Junior Citizen handbooks. Support is also received from Tesco who contributed the refreshments for the volunteers, many of which came from Brooklands College.
- 3.13 In addition to reducing crime across the borough, the CSP identified Domestic Burglary as a key priority for 2016/17. To assist in deterring burglaries, 260 24hour segment timers were distributed to hot-spot areas identified by Surrey Police. Crime prevention advice was delivered through Neighbourhood Watch, online and social media channels.
- 3.14 Surrey Police led a SmartWater project, where property would be protectively marked. The initiative was intended to deter burglary and burglars from operating in Runnymede.
- 3.15 Surrey Police and the CSP work in partnership to address Serious Organised Crime (SOC) within the borough. A number of intelligence gaps were identified and it was agreed by working in partnership an understanding of the threat posed to the public by SOC groups within our communities would develop. Organised Crime Groups (OCG) included crimes relating to drugs, human trafficking, firearms, modern slavery, internet crime, fraud and counterfeit goods.

#### **4. ANTI-SOCIAL BEHAVIOUR**

- 4.1 In Runnymede there is an online reporting system available on the Council website for ASB. This facility is available to all local residents and the reports are automatically forwarded to the relevant departments or emergency service to be addressed. This service has also been publicised on the Runnymede webpage and to Neighbourhood Watch residents encouraging use of the system.
- 4.2 The local Police in conjunction with Runnymede Borough Council, held three Facebook panels during 2016/17. This approach offers an alternative platform and targets a larger audience giving all an opportunity to ask questions around Crime and ASB. Local Police have

also arranged several 'Meet the Beat' sessions in varied locations, where residents are able to speak directly to the Police.

- 4.3 According to table 1, the number of reported ASB incidents to Runnymede Borough Council has increased. The total number of reported ASB incidents for 2016/17 concluded to 1697, an increase of 188 incidents when compared to last year's annual total. Reports of litter and rubbish contribute to majority of this increase. Surrey Police saw a reduction of 593 fewer reported incidents of ASB when compared to last year's total.

	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12	2010/11
<b>Total number of ASB reports received</b>	<b>1697</b>	<b>1509</b>	<b>1,620</b>	<b>1,761</b>	<b>1,817</b>	<b>1,797</b>	<b>2,096</b>
<b>% of reports received electronically via the online system</b>	<b>17.0%</b>	<b>13.4%</b>	<b>7.3%</b>	<b>22.1%</b>	<b>33.3%</b>	<b>34.6%</b>	<b>31.5%</b>

Table 1

- 4.4 Surrey CSPs are expected to change the way in which incidents of ASB are reported and dealt with, no longer focusing on the behaviour alone, but on the impact it has on the victim, whether that is an individual, household, or the wider community. There have also been other legislative and policy changes in the recent past that have given CSPs a range of new responsibilities including; Prevent, SOC, CSE and Modern Slavery. Therefore, the Surrey Community Safety Team developed Community Harm and Risk Management Meetings - CHaRMM (replacing CIAGs) to effectively respond to community concerns.
- 4.5 Identified individuals causing problems within the community and victims of the harm are considered at CHaRMM. The move towards a harm reduction and risk assessment based response ensures actions are taken to reduce the negative impact that problem individuals and families have on communities through their anti-social behaviour and put in place appropriate risk management plans to reduce the negative impact on victims.
- 4.6 The meeting is attended by members of various agencies including the Police, Family Services, housing associations and Children's Services. The members consider all available options including support to the individual or the parents, or appropriate enforcement tools.
- 4.7 CHaRMM is managed through SafetyNet, a county wide initiative. It is a secure online based system where only assigned agencies have access. CHaRMM reports quarterly to the CSP and at the end of the year there were six individuals on CHaRMM.



- 4.8 Two Criminal Behaviour Orders, one closure order obtained by Runnymede's Housing Department, one Community Protection Notice (CPN) Warning Letter and two CPNs were issued during 2016/17.
- 4.9 Identified locations where the community are experiencing problems or specific crime types causing concern are considered at a multi-agency JAG meeting. Activities of the JAG are reported quarterly to the CSP. At the end of the year there were two areas being monitored by JAG.
- 4.10 The CSP identified tackling environmental ASB as one of its priorities for 2016/17. The reported fly-tipping figures for 2016/17 when compared to 2015/16 show a very small increase of four (4) incidents for the year.
- 4.11 Runnymede's Environmental Health Team supports the county wide Fly-Tipping Strategy and use SafetyNet to create an open dialogue with other boroughs, as often the perpetrators offend across borders. Environmental Health issue four Fixed Penalty Notices in 2016/17 which were successfully paid.
- 4.12 In addition to tackling environmental crime, a Public Spaces Protection Order (PSPO) was prepared by Environmental Health to challenge dog fouling, dogs off leads and exclusion of dogs within children's play areas. The PSPO will be enforced by an outsourced company Kingdom.
- 4.13 The Council agreed that Kingdom would enforce the PSPO and littering offences across the borough on a 12 month trial basis. The proposed enforcement initiative would be cost-neutral and based on the percentage payment rate of the Fixed Penalty Notice (FPN). Kingdom would provide the enforcement officers and a back-office system which provided management, administrative support and access to an area support system for identification checks. No quotas would be set regarding the numbers of FPNs to be issued and no notices would be issued to persons under the age of 18 or to those suspected of suffering mental ill health.
- 4.14 According to the legislation, Anti-social Behaviour, Crime and Policing Act 2014 residents have the opportunity to request a local authority to conduct a review of an ASB case known as the 'Community Trigger' or 'ASB Case Review'. There were no Community Trigger requests within Runnymede in 2016/17.

## **5. CCTV OPERATIONS**

- 5.1 This report is published in compliance with the principles of the Home Office Surveillance Camera Code of Practice – June 2013.

- 5.2 Closed circuit television (CCTV) continues to be a powerful tool when used to combat crime and anti-social behaviour, particularly when integrated with other crime reduction methods such as retail 'radio-link' systems and close working partnerships with colleagues from Surrey Police.
- 5.3 Runnymede Borough Council, Safer Runnymede, Surrey Police, Ashford and St.Peters NHS Trust, Thorpe Park and other local business organisations remain of the view that where CCTV is either in place, or will subsequently be introduced, there is a tangible benefit to those local communities and businesses and a reduction of incidents of crime and public disorder.
- 5.4 The CCTV system also assists in monitoring road safety and improves community confidence thereby creating a safer environment for residents, traders and visitors.
- 5.6 This report documents all aspects of the CCTV work performed within Safer Runnymede by the operators in the Safer Runnymede Care and Control Centre. This complies with the agreed Code of Practice which applies to the operation of public space CCTV and provides an outline of activity for partners.
- 5.7 Much of what the unit deals with has to remain confidential as it involves police operations and actions by other enforcement agencies. This report is, as a result, limited in the detail that can be given about individual cases, many of which are yet to come to court. It also excludes information which could lead to the identification of individuals. All partners continue to work together to address local problems and share information in accordance with the agreed countywide multi agency information sharing protocol.
- 5.8 It is recognised that gaining and keeping public support for CCTV is vital. We understand the need for a comprehensive and effective Code of Practice defining the systems operational parameters. This Code of Practice is published on our website:  
<https://www.runnymede.gov.uk/article/6606/Safer-Runnymede-CCTV>
- 5.9 Therefore, we will only utilise CCTV with the consent and support of our local communities to assist in the fight against crime, whilst ensuring that individual civil liberties are not infringed. Our CCTV system is operating in accordance with:
- The Data Protection Act 1998
  - The European Directive 95/46/EC
  - The Human Rights Act 1998
  - The Regulatory and Investigatory Powers Act 2000
  - The Protection of Freedoms Act 2012

- 5.10 In addition to statutory requirements the Council continually assesses compliance with the following advisory Codes of Practice.
- Data Protection Code for Surveillance Cameras 2014 – Information Commissioner’s Office (ICO)
  - Surveillance Camera Code of Practice – The Surveillance Camera Commissioner
- 5.11 The system design and operation is based on current guidelines provided by the Home Office, the Police Scientific Development Branch and advice from [the National Police Chiefs Council \(NPCC\)](#).
- 5.12 The CCTV scheme is registered with the Office of the Information Commissioner, in compliance with the Data Protection Act 1998, and with the Home Office in respect of the Police radio system.
- 5.13 All partners are totally committed to complying with these Codes in relation to the deployment and operation of CCTV.

## **6. CCTV POLICY PRINCIPLES AND OBJECTIVES**

- 6.1 The prime purpose of the system is to reduce both the real and perceived level of crime.
- 6.2 The system is used:
- To improve confidence in the rule of law
  - To provide security coverage for the Council’s own premises
  - To assist in the apprehension and prosecution of offenders in relation to crime and public disorder
  - To assist in the protection of vulnerable persons or victims of crime
  - To provide security cover and monitoring for town centre events
  - To gather evidence by a fair and accountable method
  - To create a safer community, improving the quality of life for all
  - To enhance the economic climate, creating a greater opportunity for prosperity
  - In Preventing or alleviating serious interruptions to traffic flow
  - In Preventing or alleviating problems of an anti-social nature in the community
- 6.3 All Borough Council CCTV Cameras are overt and their presence is clearly indicated by signs covering the CCTV area. The signs conform to the requirements of the Home Office CCTV Code of Practice.
- 6.4 CCTV footage and recorded information will only be used by the Borough Council, Police and other statutory law enforcement agencies for the conduct of their duties.

## **7. CCTV OPERATIONS**

- 7.1 Safer Runnymede Control Room is now eight years old. Our systems continue to operate to the high standard envisaged in its original specification, with ongoing technical upgrades incorporated into the running costs.
- 7.2 The digital storage of 31 days enables incidents to be immediately reviewed. We are also able to archive footage and burn data to evidential disks for Police and Council Officers as required. This system flexibility provides an outstanding service to partners. The quality of picture display, camera operation and picture retrieval is essential and used to its fullest extent.
- 7.3 On a number of occasions during the year we invited *Bosch Europe* and their potential Local Authority partners, to visit our CCTV Control Room. These visits allowed colleagues throughout the country to design new CCTV Controls Rooms using the Safer Runnymede CCTV environment as an industry standard.
- 7.4 We operate in compliance with the National Strategy for Public Space CCTV and are accredited to the Surveillance Camera Commissioner Code of Practice.
- 7.5 We continue to work hand in hand with the Police. Our dual system of both Council and Police fibre cabling gives us access to both Council and Police networks/phones and radios. The Operators are all vetted to use the Police incident handling system (ICAD) which has increased the number of incidents which the operators have been able to assist with. Police management have visited our control room and continue to be satisfied in the security and operation of the room.
- 7.6 We operate as before with dedicated operators monitoring the cameras in our Borough 24/7 and similarly provide dedicated operators to monitor the cameras in Spelthorne and Elmbridge/Epsom & Ewell. Two Supervisors assist the Safer Runnymede Manager for all operational obligations as well as undertaking the training of new staff, camera cover when required and the day to day monitoring of the operation.
- 7.7 The current total number of cameras accessed stands at 361. Our operations team also support CCTV partnerships with local partners such as Thorpe Park and at St. Peter's and Ashford NHS Trust Hospitals during out-of-office hours. Monitoring for our partners from a single CCTV environment has continued to prove to be of considerable operational advantage to colleagues at Surrey Police. For example, incidents starting in one area are often resolved by observations in another, across the CCTV network. This wide area

network of cameras is unique in the County and is of great benefit to local people, businesses and Surrey Police.

7.8 In 1998, the first full year of operation, operators recorded 784 incidents where cameras were used. By contrast, recent figures are as follows:

	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>CCTV Incidents by Borough</b>			
Runnymede	4169	4101	4093
Spelthorne	2947	2773	2712
Elmbridge/ Epsom and Ewell	5213	5202	4485
<b>CCTV incident totals</b>	<b>12329</b>	<b>12076</b>	<b>11290</b>
<b>Evidence produced</b>			
DVD	538	616	500
Video Still	225	145	78
Video Reviews (SR staff)	349	413	518*
Visits from Police (Surrey/Met/British Transport Police)	1235	2584	1081
<b>Complaints</b>	None	None	<b>None</b>
<b>Subject access requests</b>	None	None	<b>One</b>
<b>Privacy Impact Assessments</b>	N/A	N/A	<b>None</b>
<p>*Note: It is important to recognise the direct correlation between a 25% increase in <i>Video Reviews</i> from 413 to 518 and a demonstrable reduction in the need for Police Officers to visit the Safer Runnymede Control Room.</p> <p>This reduction in the requirement to visit the Control Room is providing a tangible cost benefit for Police colleagues.</p> <p>These video searches are conducted on behalf of Police by authorised Safer Runnymede personnel.</p>			

7.9 The number of arrests recorded where CCTV has provided vital evidence since the Centre opened has now reached well over 3,000.

7.10 That said, this total number is likely to be somewhat conservative as the number of arrests where cameras play an instrumental part is difficult to establish - many more arrests follow review of recordings by Police Officers after the event.

7.11 During 2016 we provided Police with evidence recorded on DVD in 500 cases (616 in 2015) and a further 78 (145 in 2015) still photographs were given for identification purposes.

7.12 It should also be remembered that not only does CCTV enable the detection of offenders who would otherwise escape justice but also leads to an increase of guilty pleas at Court. This often saves witnesses from the trauma of giving evidence and the Police and Criminal Justice system considerable saving in time and resources.

- 7.13 Regardless of security clearance, all visitors are required to sign into the Control Centre, 95% of these visitors are Police staff wishing to view CCTV footage or acquaint themselves with the system.
- 7.14 During 2016 we received some 1081 visits from our Police colleagues. Beyond our efforts to assist Police colleagues, the CCTV system and our Code of Practice also permits use of the cameras for a number of different purposes. The variety has been great but has always been conducted within the Code and for the benefit of local people.
- 7.15 There have been many searches for missing people of all ages from the very young to the elderly or sick. It is often difficult to place a tangible result on these events but as well as possibly preventing a tragedy and reducing emotional stress for the relatives; there are also considerable known savings to Police resources.
- 7.16 The system is also used by a number of Sections within the Council in the performance of their duties. It helps (by identifying) Town Centre Management problems such as rubbish, graffiti or broken street furniture and in consequence these issues are dealt with often before reports are received from the public. We also help other agencies, including Customs and Excise and Health and Social Care. The cameras provide evidence of many road traffic collisions and footage and stills are used in the investigations as to the cause.
- 7.17 Partners at the Network Management Information Centre (NMIC - Surrey County Council Highways) continue to receive images of Public Space CCTV cameras via fibre links. These are generally used to assist in Traffic Management or Major Incident planning.

## **8. DIRECTED SURVEILLANCE (THE REGULATORY AND INVESTIGATORY POWERS ACT 2000)**

- 8.1 Use of the CCTV system under the Regulation of Investigatory Powers Act 2000 is recorded and during the year the legislation was used on five occasions. The necessary authorisations were all provided by Surrey Police and authorised by a Police Superintendent.
- 8.2 During this period the CCTV Control Practices was audited by the Surveillance Commissioner's Office on our RIPA usage and protocols.
- 8.3 No issues were raised and the audit report suggested Runnymede was a fine example of best practice.
- 8.4 The system continues to be maintained to the highest possible standards with the criteria always that the pictures must be of evidential quality.

**9. COMPLAINTS**

9.1 The CCTV system is operated strictly in accordance with an agreed and published Code of Practice. This complies with the requirements of the Information Commissioner. This requires complaints about misuse of cameras or invasion of privacy to be investigated and reported.

9.2 There were no complaints in 2016.

**10. SUBJECT ACCESS REQUESTS**

10.1 There were no requests in 2016.

**11. FREEDOM OF INFORMATION REQUESTS**

11.1 We had six requests in 2016.

Runnymede Borough CouncilCABRERA TRUST MANAGEMENT COMMITTEEANNUAL GENERAL MEETINGThursday 20 July 2017 at 2.30pm

Members of the  
Committee present: Councillor P S Sohi  
Councillor N Wase-Rogers  
Mr C Hunt (Honorary Secretary)  
Mr P McKenzie (Honorary Treasurer)

The meeting was also attended by 10 members of the public, Honorary Wardens Mrs Lane, Mr Ashby, and Mr P Winfield, Green Spaces Manager.

Apologies were received from Councillor Mrs C S S Manduca, Mr Barkham, Mr Midwinter and Mr Stephens

1. MINUTES

The Minutes of the Annual General Meeting held on 27 June 2016 were confirmed and signed as a correct record.

2. CHAIRMAN'S OPENING REMARKS

Cllr Sohi welcomed members of the public to the 2017 Annual General Meeting of the Cabrera Trust and introduced the members of the Management Committee, Honorary Wardens and Council Officers.

The purpose of the Annual General Meeting was to inform local residents of how the Trust had managed the land and how its funds had been spent over the past year, together with a formal report on the current state of the Trust's accounts. The meeting would include a discussion forum, during which residents could ask questions of the Trust Members.

The Cabrera Trust was constituted by Deed of Trust, as amended by a Scheme made by the Secretary of State for Education and Science, dated 24 March 1972, and was a registered charity. Runnymede Borough Council was the Trustee.

The Trust was responsible for the management of the open space playing area on Cabrera Avenue and approximately 52 acres of land alongside the River Bourne, known as the Riverside Walk. It was also responsible for the administration and use of the Trust funds. The Trust Deed required that the Riverside Walk was maintained for the exercise, recreation and benefit of the inhabitants of Virginia Water and the neighbourhood, and the open space on Cabrera Avenue was to be used as a public recreation ground for the benefit of the same area.

The Management Committee had been set up by the Trustee to provide a clear local focus for the management of the Trust land. The Management Committee comprised of the three Virginia Water Ward Councillors, together with two Council Officers, acting in the capacity of Honorary Treasurer and Honorary Secretary.

In addition to this, the Committee had six co-opted members, Mrs H Lane, Mr T Ashby, Mr K Barkham, Mr J Midwinter, Mr A Saunders and Mr P Stephens. The Trust wished to express their thanks to the co-opted members for their continued support in managing the Trust's land.

3. ANNUAL REPORT FOR YEAR ENDED 31 MARCH 2017a) Honorary Secretary's report



The Honorary Secretary reported that the present key issue on the Trust land was the condition of the boardwalks which would be discussed by the Committee at their meeting following the AGM.

There had been no encroachments during the past year.

The Honorary Secretary expressed his thanks to the co-opted members for their help and support over the past year.

b) Honorary Treasurer's Annual Report

The Honorary Treasurer presented the Trust's Annual Report for the year ended 31 March 2017.

The balance sheet at the end of 31 March 2017 stood at £225,596. Share prices had moved up over the last year so there had been some capital gain on the Trust's investments.

A member of the public expressed their concern over the longevity of the fund particularly as there was considerable expenditure coming up with the need for the boardwalks and bridge to be replaced. The Honorary Treasurer advised that the Council was committed to the Trust and if the UK economy was in a good position over the next few years then the Trust's position could be reversed. However, if in several years' time the position of the Trust needed addressing the Council would look to set up a plan at that time. It was not possible for the Council to set up a plan at this stage as changes in government funding made that difficult.

The Honorary Treasurer was asked if the running costs could be reduced by using volunteers to undertake the boardwalk works, for example the Surrey Wildlife Trust (SWT). Hannah Lane advised that SWT was not an option as they now totally relied on volunteers for their own sites, so had little spare capacity. Officers concurred with this and whilst the volunteers maybe able to undertake odd small pieces of work such as clearing vegetation the work needed for the boardwalks was a specialist job. Work undertaken professionally would also carry a warrantee.

A member of the public asked if it was necessary to replace the boardwalks as they hadn't been present years ago and it obviously cost the Trust money to maintain them. Officers advised that now due to the Disability Act, boardwalks were the only option on site as this made the site accessible for everyone.

4. ANNUAL INSPECTION OF THE TRUST LAND

The annual inspection of the Trust land had taken place on 5 July and had been attended by Councillor Wase-Rogers, Mr K Barkham, Mr J Midwinter together with four Council Officers.

Riverside Walk

The following points had been recorded during the inspection: -

- The path improvements at the entrance to the site from Cabrera Avenue were noted.
- The gabion that had been replaced close to the upstream bridge several years ago appeared to be working well
- Many of the boardwalks were rotten and at the end of their useful life.
- The bridge which had recently been refurbished was in good condition including the structure underneath. The expansion problems with the new boards had been rectified.
- The boardwalk leading to the Station Path had been closed as it was unsafe and needed completely replacing.
- Some coppicing of trees had been done in recent years and further coppicing would be beneficial. Officers would contact Egham and Staines Conservation Volunteers to see if they were available to help with future coppicing and also look at seeking help from other volunteers.

- Generally, the site was in good order and free from litter.

#### Cabrera Open Space

- The Cabrera Open Space was noted to be in good order, with no litter or graffiti.

### 5. DISCUSSION FORUM

A member of the public raised concerns regarding the Himalayan Balsam on the site and asked if steps were taken to keep this under control. Officers advised that the Egham and Staines Conservation Volunteers (ESCV) had been to the site on an annual basis to clear the Himalayan Balsam but problems with volunteer's availability did not always make this possible. The problem being you cleared it one year and it was back the next. Hannah Lane advised that it travelled from upstream and generally Himalayan Balsam was a huge problem in the South East. The SWT were very worried about it, the River Wey being a particular problem area. A catchment group was being set up which was hoped to address the problem. Work needed to start at its source. The possibility of setting up a volunteer group was then discussed. Options for recruiting volunteers included the Connections magazine, a letter drop and local Schools.

Officers were asked about the Committee's current position on opening up the path between 60 and 62 Harpesford Avenue. It was highlighted that the current access was overgrown and led to a boggy part of the site. Generally concerns were raised that selling off this part of the Trust land may set a precedent leaving it difficult for the Trust to turn down any future requests. The general consensus of opinion of members of the public present was they would prefer to see the path remain closed with concerns expressed regarding security at the rear of the properties adjacent to the path if it were to be opened. Additionally, if the path were to be opened a new boardwalk would need to be installed to join the path to the land which would be an additional cost for the Trust now and would have ongoing maintenance costs.

The Chairman thanked members of the public for their attendance and their input which had been extremely helpful. He was mindful of their concerns and this would be considered as part of the Committee's ongoing discussions.

Chairman

(The meeting ended at 3.17pm)

Runnymede Borough CouncilCABRERA TRUST MANAGEMENT COMMITTEE20 July 2017 following the 2.30pm AGM

Members of the  
Committee present: Councillor P S Sohi, Councillor N Wase-Rogers, Mr C Hunt  
(Honorary Secretary), Mr P McKenzie (Honorary Treasurer)

The following attended in an advisory capacity;

Mr P Winfield (Community Services Manager – Green Space),  
Honorary Wardens Mrs H Lane and Mr T Ashby

Mr A Saunders was absent.

- |   | <u><b>ACTION</b></u> |
|---|----------------------|
| 1. <u>ELECTION OF CHAIRMAN</u><br>Councillor P S Sohi was elected Chairman for the ensuing year.  |                      |
| 2. <u>ELECTION OF VICE CHAIRMAN</u><br>Councillor N Wase-Rogers was elected Vice- Chairman for the ensuing year.  |                      |
| 3. <u>MINUTES</u><br>The Minutes of the meeting of the Committee held on 5 January 2017 were confirmed and signed as a correct record.  |                      |
| 4. <u>APOLOGIES FOR ABSENCE</u><br>Apologies were received from Councillor Mrs C S S Manduca, Mr K Barkham, Mr J Midwinter and Mr P Stephens  |                      |
| 5. <u>ACTIONS TAKEN SINCE LAST MEETING</u><br><u>Boardwalk replacement</u><br>At the last meeting the Committee was informed that the Council's Standing Orders for contracts required a formal tendering process to be undertaken for the replacement of the boardwalks and that a tender document was being prepared, which would seek prices from a number of contractors for replacing all of the boardwalks. Because of the nature of this work it was considered appropriate to procure the work through Surrey County Council's Countryside Contract, which was drawn up so that the Surrey Districts could also use it to procure works. A list of four appropriate contractors were obtained from Surrey and they were invited to tender. The tenders were due to be returned on 16 June; however, no tenders were received. The main reason seemed to be around the inability of the contractors to fit the work in around other commitments. It was important that this work was completed as soon as possible and before the onset of winter when the site became very wet.<br><br>The situation had been discussed internally and a waiving of Standing Orders had been approved in the circumstances. |                      |

A vast majority of the boardwalks were rotten and at the end of their useful life. The Boardwalk leading to the Station path had now collapsed and had had to be closed. Officers had received a quote from Keystone who had quoted just over £40,000. They had availability in September/October. The Committee was asked if they wished to accept the quotation from Keystone or if they wished Officers to proceed with the tendering process again.

The Committee was mindful that to leave the boardwalks could potentially be a safety issue and taking into account previous quotations received last year were satisfied that the quote provided by Keystone was reasonable.

**RESOLVED that –**

**Officers be authorised to accept the quotation and arrange for contractors to proceed with the work to replace damaged existing timber boardwalks with recycled plastic boards**

Peter Winfield

Installation of the new Riverside Walk information boards and publication of new leaflets

At the last meeting the Committee asked Officers to arrange the printing of the Riverside Walk information boards notices and leaflets. Officers advised the Committee that this had now been done and the Committee was shown examples of both. Officers were, however, of the view that it would not be appropriate to encourage more visitors to the Riverside Walk until the boardwalks had been replaced, so recommended that the installation of the boards and publication of the leaflets be postponed until that had happened. The Committee was fully supportive of this approach. It was suggested that when installation of the boards and publication of the leaflets had been done it would be beneficial to have some leaflets available in Libraries and Post Offices. Additionally, placed in the Connections magazine.

Peter Winfield

Access from Harpesford Avenue

At the last meeting members were informed that the Property Services team would obtain a valuation of the land that once formed an access to the Riverside Walk from Harpesford Avenue which was now unused. The intention being that members could consider the option of offering the land for sale to the owners of neighbouring properties. However, the valuation was not yet available. The Committee noted the feedback from residents at the AGM which had been very helpful. Concerns had been raised regarding setting a precedent if this land was sold leaving it difficult for the Trust to turn down any future requests. With this in mind the Committee considered that the most appropriate course of action was to leave the access as it was. Officers would undertake a periodic check of the boundary markers.

Peter Winfield

**RESOLVED that –**

**the access path from Harpesford Avenue remain unused**

Events

The annual Carnival Capers took place on the Cabrera Avenue Open Space on 24 June. The event seemed to again be a

success. There was no damage to the site so the organiser's ground deposit would be refunded. The possibility of a collection pot being placed at future Carnival Capers to raise funds for the Trust land was suggested.

Christ Church Virginia Water had again been granted permission to hold a series of events on the Cabrera Open Space on 25, 26 and 27 July. They would provide activities for the local community to enjoy such as football and Frisbee, there would also be a bouncy castle and a barbeque and possibly some live musical entertainment.

6. FINANCIAL MONITORING STATEMENT AND THE TRUST'S INVESTMENTS

The Committee received the quarterly Financial Monitoring Statement for the period ending 30 June 2017.

7. DATES FOR MEETINGS IN 2018

The Committee noted the following;

The next meeting of the Management Committee would be held on **Thursday 11 January 2018 at 2.30pm**

The AGM and the July meeting of the Cabrera Trust Management Committee would be held on **Thursday 19 July 2018 at 2.30pm**

(The meeting ended at 3.41 pm)

Chairman