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What to do with an old Town Hall – lessons for Epsom?

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Hundreds of thousands of pounds have been spent on consultants – yet Elmbridge Borough Council still does not know what to do with its offices, say opposition councillors.

They have now criticised the council claiming it has “little to show for it after years of delay”.

Changing ideas, multiple funding injections, fresh consultant commissions and repeated delays have left people uncertain about what will actually happen to the council’s headquarters and the wider town centre vision.

Around £402,000 has been paid to external consultants across four years as the local authority pursued what it described as a “flagship” regeneration project in Esher town centre. The scheme includes council offices, a library, car parking, a bowling club, tennis courts and temporary accommodation units.

But the council has accepted that earlier business cases are no longer valid due to Local Government Reorganisation (LGR), which will see Surrey split into two mega unitary authorities. Under the plans, Elmbridge will be absorbed into East Surrey.

Two consultancy firms received payments, of around £200k each, linked to the Civic Centre project between 2022 and 2025, according to a Freedom Of Information (FOI) request:

Urban Vision

- 2022: £97,200
- 2023: £116,400

31ten Consulting Limited

- 2023: £28,587.60
- 2024: £143,886
- 2025: £16,200

These figures do not include a further £50,000 approved by Cabinet and Council in November and December 2025 for additional consultancy work. FOI officers confirmed that this allocation has not yet been spent.

Despite the scale of consultancy spending, the council confirmed it has not carried out any surveys, tests or marketing of the Civic Centre building as part of the scheme. In its FOI response, the authority said it does not hold any information on costs for such work “as no such surveys, tests or marketing have been undertaken”.

Cllr John Cope, Leader of the Conservatives and Opposition, Elmbridge Borough Council: “Spending over £400,000 of residents’ money on consultants, with little to show for it after years of delay, sums up how the Liberal Democrat-led council has operated in Elmbridge for the past eight years.

“This comes on top of millions wasted on a failed Local Plan that was rejected by the planning inspector, and £50,000 spent on a climate change citizens’ panel PR stunt that has delivered no clear benefit for local taxpayers.

“At a time when Elmbridge has one of the highest council tax bills in the country, residents are right to expect far better. The council should be cutting waste, especially at a time it is ending support for things that residents value, like Meals on Wheels and the local community centres. Their approach is wrong, and local Conservative councillors will continue to fight for residents’ interests.”

Before the government announced devolution in Surrey, the council had prepared a full 40-year business case. This work recommended entering into a joint venture with a developer to deliver housing on the Civic Centre site, while relocating council offices by purchasing an existing office building in Esher.

Consultancy firm 31ten was appointed in August 2023 to develop a detailed financial model setting out the implications of redevelopment over a 40-year lifespan.

But, as a result of LGR, the entire business case is now defunct, making it necessary to seek new advice on a potential

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disposal of the site. Despite this, the council has said that redevelopment remains “integral” to Esher placemaking ambitions and could still “significantly enhance the vitality of the town centre”.

Cllr Simon Waugh, Leisure, Portfolio Holder for Culture & Commercial Strategy

“Our Esher vision, supported by local businesses and residents, as well as Councillors, sets out aspirations for Esher to be a vibrant town centre, providing residents and visitors with the opportunity to come together and take part in shared activities.

“At the December 2025 Elmbridge Council meeting it was agreed that limited funding was needed for a property consultant to assess the Civic Centre site for housing development within the context of the Esher vision.”

Portfolio holder said the civic centre is “no longer suitable as a modern workplace” as it is costly to maintain and environmentally unsustainable. He said Elmbridge council has continued to review options to ensure value for money, act in the best interest of residents and deliver a smooth as well as effective transition to the new unitary authority.

The council has cited several reasons for continuing work on the site, including government housing targets requiring councils to help deliver 1.5m new homes nationally.

Cllr Waugh said: “The demand for new homes remains strong across the country, including in Elmbridge. The government continues to set ambitious targets to address the housing crisis and Elmbridge Borough Council is firmly committed to supporting the delivery of housing within the borough.

“The Civic Centre site presents this Council with an opportunity to provide extra homes in Esher and to deliver on improved connectivity to the town – providing a community meeting point for markets and events currently lacking in the town. For residents and businesses, we foresee economic benefits for the high street, and improved connectivity around Esher town centre, as well as much needed housing. We will bring an update to Elmbridge Cabinet and Council in the coming months.”

The council is now seeking fresh advice on disposal options, even as responsibility for the site is expected to transfer to the new East Surrey authority by April 2027.

Emily Dalton LDRS

Elmbridge Civic Centre, where Elmbridge Borough Council is based. Photo credit Emily Coady-Stemp, LDR.

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