

# Addendum

## Executive

Dear Councillor,

### Executive - Thursday, 23 March 2023, 7.30 pm

I enclose, for consideration at the meeting of the Executive to be held on Thursday, 23 March 2023 at 7.30 pm, the following draft minutes from Overview and Scrutiny Committee on Thursday 16 March 2023.

**Mari Roberts-Wood**  
Managing Director

4. **Leisure and Culture strategy O&S Addendum (Pages 3 - 4)**

The Executive Member for Leisure and Culture.

5. **CIL Strategic Infrastructure Programme 2023-2027 O&S Addendum (Pages 5 - 6)**

The Executive Member for Planning Policy and Place Delivery.

8. **Quarter 3 2022/23 performance report O&S Addendum (Pages 7 - 8)**

The Executive Member for Finance and Governance and the Executive Member for Corporate Policy and Resources.

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## Overview and Scrutiny Committee – 16 March 2023

### Draft Minute 72 - Leisure and Culture Strategy

The Committee received a covering report and the Leisure and Culture Strategy.

Several advance questions on this item had been submitted prior to the meeting. The advance questions and their responses can be viewed here:

[Document Advance Questions and Answers OS 16 March 2023 | Reigate and Banstead Borough Council \(moderngov.co.uk\)](https://www.moderngov.co.uk/Document/Advance-Questions-and-Answers-OS-16-March-2023-Reigate-and-Banstead-Borough-Council)

The Committee thanked officers for their work on the Leisure & Culture Strategy and asked questions in the following areas:

#### Research

Members asked for information on the research carried out to inform the strategy. It was confirmed that SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses had been carried out, along with comparisons with leisure and culture services provided by other neighbouring local authorities, and ongoing market research.

The Executive Member for Leisure and Culture explained the scope of the strategy related not only to the Council's own provision through its leisure centres and the Harlequin Theatre, but also the wider leisure and cultural offer in the borough – for example parks and green spaces in the borough, the Archway theatre, and the Chipstead Playhouse.

#### Relationship with GLL

The contract with GLL would end in May 2024 and options were being considered. A contract term of 15 years was the standard practice. Currently, an annual income of £260k was received from GLL as a management fee. The assets are owned by the Council, and the Council has responsibility for maintenance, while GLL runs the operational contracts. It was confirmed that the Council works with GLL to resolve residents' complaints and regular performance reports are received from GLL.

#### Finances for Harlequin Theatre

Five years ago, the Council was subsidising the Harlequin with £700k. For this financial year, the target for subsidy had been set at £380k, but this was now forecast to be reduced to approximately £250k, through raising additional income. The intention was to reduce this further to a zero subsidy by 2025. It was reported that attendances had increased, and the variety of programmes offered had broadened.

A member expressed concern that on the basis of the strategy as presented for the Harlequin Theatre, there were current CIL capital bids totalling £1.75m.

#### Sustainability

It was commented that sustainability was mentioned throughout the document but that the context of the word was not clear i.e., did this refer to environmental sustainability or financial sustainability? It was agreed that the wording would be reviewed.

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## Conclusions

Members debated the contents of the strategy document as presented at some length, concluding that the strategy was a high-level document, encompassing an overall vision, the benefits, and four overriding objectives.

Officers confirmed that an implementation plan would follow with more operational detail.

The Committee agreed that the strategy as currently set out did not sufficiently and clearly identify how the stated objectives would be achieved, nor did it identify the weaknesses and challenges that would need to be overcome to do this. It also did not clearly identify the current offer to residents and what the Council aimed to provide in addition to the current offer.

The Committee in discussion with the Leader further considered it would be helpful for the Council to have a common agreement on what comprises a strategy - a strategy toolkit to identify how strategies are created and what they should include. (This was carried forward into the Overview & Scrutiny Committee Work Programme 2023/24.)

**RESOLVED** – that the Committee

Noted the report and the Leisure & Culture Strategy and made the following recommendations to Executive:

- 1) The Leisure and Culture Strategy is reviewed and further developed to clearly identify the current leisure and culture offer to residents and what it aims to provide.
- 2) The Leisure & Culture Strategy is reviewed and further developed to identify how these objectives will be achieved.
- 3) The Leisure & Culture Strategy is reviewed and further developed to clearly identify the weaknesses and challenges in the current leisure and culture offer and how these will be overcome.

## Overview and Scrutiny Committee – 16 March 2023

### Draft Minute 73 - Community Infrastructure Levy SIP2 Assessment Process

The Committee received the report on Community Infrastructure Levy SIP2 Assessment Process. The Executive Member for Planning Policy and Place Delivery thanked officers for their work on the methodology and process and invited Members to ask questions on the report. In response, the following clarifications were provided:

#### Bids from the previous round of bids SIP1

Several of the bids from the previous round were not deliverable or the original bidders chose not to deliver. No bids were carried over into the current round, so this increased the amount of strategic CIL funding available for the current bids.

#### Deliverability

In responding to the failure of these previous bids, the new assessment appraisal criteria gave a much higher ranking to certainty and effective delivery, reducing somewhat the criteria of Value for Money and Match Funding. Progress on funded projects would continue to be reviewed and assessed on an annual basis.

#### Assessment of business plans

In assessing bids there had to be a balance between the information provided and work undertaken by the Council at the initial bidding stage. Analysis of applicants' detailed business plans was not part of the initial bid process; business plans and other matters such as legal requirements would be followed up and assessed as part of the ongoing monitoring of implementation.

#### Scoring strategy

Assessing the "need" for a project on an individual basis was complex and difficult, and this is why a range of different criteria had been adopted. Additionally, the Council was looking to benefits being delivered to the wider community, reflecting a wider definition of needs.

#### Annual review

There would be an annual process to check what was being delivered against what was expected, and the status of projects.

#### Funding

It was confirmed that funding was drawn down as each project progressed, and that further analysis of projects would take place before money was paid over, to maintain confidence that the project could be delivered, and that any match-funding or any other funding was in place. Continuing checks would also be made on delivery and deliverability.

Applicants would need to ensure that their bids built in appropriate contingencies into their costings. It was confirmed that the Council retained an overall 10% CIL contingency budget.

#### Comments

The Committee welcomed the focus on deliverability so that "quick wins" could be made and the benefits of CIL be visible to residents. However, there was some

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concern that an over-emphasis on delivery could be to the disadvantage of larger and more complex projects which might give greater long-term benefit to the community.

Members suggested holding a reserve list or pipeline for possible projects which could be introduced should one of the approved bids falter or when better information was available.

It was noted that Members of Overview & Scrutiny would like more involvement in the CIL process in future.

**RESOLVED** – that the Committee

- i. Noted the approach taken by officers in the assessment of funding bids for the Community Infrastructure Levy Strategic Infrastructure Programme 2023-2027.
- ii. Made the observations set out above to the Executive when the proposed funding allocations for Strategic Infrastructure Programme 2023-2027 is scheduled for agreement.

## Overview and Scrutiny Committee – 16 March 2023

Draft Minute 75 - Quarter 3 2022/23 performance report

The Executive Member for Corporate Policy and Resources presented the Quarter 3 Performance Report 2022/23 covering the period October to December 2022.

Of the ten KPIs reported on, eight were within target or within the agreed tolerance. Two indicators were off target and outside of their tolerance and were therefore red rated.

The two KPIs that were off target (KPI 3 – Staff turnover and KPI 10 - Recycling) were the same as those off target and discussed in Quarter 2 reporting. Although these performance indicators continued outside of target and tolerance, the underlying issues remained the same.

The existing ten KPIs reported on in 2022/23 would continue through to 2023/24 with contextual updates. New KPI 11 (Number of visits to the Council's leisure centres) and new KPI 12 (Reduction in the Council's carbon footprint) would be reported on in Quarter 4 2022/23 and KPI 13 (Accepted number of stage 1 complaints) would be added for 2023/24.

The Executive Member for Corporate Policy and Resources, Councillor Lewanski invited Members to ask questions on the Quarter 2 2022/23 Performance Report provided in the agenda pack. In response, the following clarifications were provided:

### KPI 3 – Staff Turnover

Staff turnover was at 18%. Actions previously reported to the Committee continue. The Council continued to work to make RBBC an employer of choice with good work relationships and flexibility, as well as good pay and terms and conditions, in the face of a buoyant market.

The Deputy Leader and Executive Member for Finance and Governance, Councillor Schofield, provided some Expenditure and Funding headlines:

### **Revenue Budget**

At Quarter 3 the projected full year outturn was £18.532m against a management budget of £20.062m resulting in an underspend for the year of £1.530m (7.6%). This was a further improvement of £581k over the previous quarter. Details of the more significant budget variances were set out as usual in the report.

### **Capital Programme**

The full year Capital Programme forecast at the end of Q3 of £31.99m was (55.6%) below the approved Programme for the year. The variance was as a result of £39.86m slippage and a £0.25m net underspend.

The reasons for the significant forecast slippage at this stage was primarily because, while substantial budgets had previously been allocated for investment in Housing developments, the related business cases had not yet been developed. These would follow in due course as strategies in these areas are implemented.

The Deputy Leader and Executive Member for Finance and Governance, Councillor Schofield invited Members to ask questions and comment on the Quarter 3 2022/23

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Performance Report provided in the agenda pack. In response, the following clarifications were provided:

## Overall

Members commented positively on the favourable variances for car parking (£306k) and waste and recycling (£628k), but sought re-assurance on the overspend (-£633) in Revenue & Benefits and Housing Support, particularly in the light of the 2023/24 budget.

## Revenue & Benefits and Housing Support

Housing Benefit budgets for 2023/24 had been examined in depth with consideration given to the level of subsidies available and the level of benefits that were obliged to be awarded. The forecasts were in line with the expectations built into next year's budget. This was a complicated funding regime, and the Council would strive to keep the budget in line with the funding received.

## Procurement

A review of procurement was currently underway and security concerns, such as the resilience and security of CCTV equipment, were critical to how policies in this area were formulated. Officers agreed to provide written feedback on the measures that were in place to ensure that systems and equipment were not exposed to unauthorised intrusion risks.

**RESOLVED** – that the Committee

- I. Noted the Key Performance Indicators performance for Q3 2022/23 as detailed in the report and in Annex 1 and made observations to the Executive;
- II. Noted the Key Performance Indicators to be reported on in 2023/24 as detailed in Annex 1.1 and made observations to the Executive;
- III. Noted the Budget Monitoring forecasts for Q3 2022/23 as detailed in the report and at Annexes 2 and 3 and the progress update on the Financial Sustainability Programme at Annex 4 and made observations to the Executive.