

Overview and Scrutiny Committee Agenda



Reigate & Banstead
BOROUGH COUNCIL
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14 January 2020

To the Members of the OVERVIEW AND SCRUTINY COMMITTEE

Councillors: N. D. Harrison (Chair),

S. Parnall

R. Absalom

M. S. Blacker

G. Buttironi

J. C. S. Essex

R. J. Feeney

J. Hudson

F. Kelly

J. P. King

J. E. Philpott

K. Sachdeva

S. Sinden

R. S. Turner

S. T. Walsh

Substitutes

Conservatives:

Residents Group:

Green Party:

Liberal Democrats

Councillors:

D. Allcard, R. Michalowski, N. C. Moses, C. M. Neame and
C. Stevens

G. Adamson, J. S. Bray and C. T. H. Whinney

H. Brown, S. L. Fenton, S. McKenna and R. Ritter

S. A. Kulka

For a meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** to be held on
THURSDAY, 23 JANUARY 2020 at 7.30 pm in the New Council Chamber - Town Hall,
Reigate.

John Jory
Chief Executive

1. MINUTES (Pages 5 - 14)

To confirm as a correct record the Minutes of the previous meeting.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive any apologies for absence and notification of any substitute Members in accordance with the Constitution.

3. DECLARATIONS OF INTEREST

To receive any Declarations of Interest (including the existence and nature of any Party Whip).

OVERVIEW AND SCRUTINY REPORTS

4. ANNUAL COMMUNITY SAFETY PARTNERSHIP SCRUTINY (Pages 15 - 24)

To review the work of the East Surrey Community Safety Partnership 2019/20.

5. PORTFOLIO HOLDER BRIEFINGS - PEOPLE PORTFOLIOS (Pages 25 - 62)

To receive a briefing from the People Portfolio Holders regarding the People business area and their portfolios and to consider any issues that arise.

6. LEADER'S UPDATE

To receive an update on the work of the Council and future plans.

7. BUDGET 2020/21 AND CAPITAL PROGRAMME 2020 TO 2025 (Pages 63 - 78)

To consider the updated elements of the Budget 2020/21 and Capital Programme 2020 to 2025 Proposals.

8. CONSTITUTION OF LOCAL PLAN SCRUTINY REVIEW PANEL 2019/20 (Pages 79 - 82)

To receive a report on the constitution of the Local Plan Scrutiny Review Panel 2019/20 to consider consultation responses to draft Supplementary Planning Documents.

9. FUTURE WORK PROGRAMME - JANUARY 2020

(Pages 83 - 98)

To consider updates to the Work Programme for the Overview and Scrutiny Committee for 2020 and to consider the Action Tracker from the previous meeting.

10. EXECUTIVE

To consider any items arising from the Executive which might be subject to the 'call-in' procedure in accordance with the provisions of the Overview and Scrutiny Procedure Rules set out in the Constitution.

11. ANY OTHER URGENT BUSINESS

To consider any item(s) which, in the opinion of the Chairman, should be considered as a matter of urgency - Local Government Act 1972, Section 100B(4)(b).

(NOTE: Under the Committee and Sub-Committee Procedure Rules set out in the Constitution, items of urgent business must be submitted in writing but may be supplemented by an oral report.)

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BOROUGH OF REIGATE AND BANSTEAD

OVERVIEW AND SCRUTINY COMMITTEE

Minutes of a meeting of the Overview and Scrutiny Committee held at the New Council Chamber - Town Hall, Reigate on Tuesday, 17 December 2019 at 7.30 pm.

Present: Councillors N. D. Harrison (Chair), S. Parnall (Vice-Chair), R. Absalom, M. S. Blacker, G. Buttironi, J. C. S. Essex, R. J. Feeney, J. Hudson, F. Kelly, J. P. King, J. E. Philpott, S. Sinden and S. T. Walsh

Also present: Councillors P. Harp (part meeting), V. Lewanski, N. Moses (part meeting), T. Schofield

14. MINUTES

RESOLVED – the Minutes of the previous meeting on 17 October 2019 were approved as a correct record and signed.

15. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Committee Members: Councillor R. Turner and Councillor K. Sachdeva. There were no substitutions.

Other Members: Councillor M. Brunt – Leader.

16. DECLARATIONS OF INTEREST

There were no declarations of interest.

17. INTERNAL AUDIT 2019/20 - Q2 PROGRESS REPORT

The Chair welcomed Neil Pitman and Natalie Jerams from Southern Internal Audit Partnership (SIAP) to the meeting. The auditors gave Members an overview of progress on the Internal Audit 2019/20 report in quarter 2. SIAP confirmed that the Council's internal audit plan was on track with 35 per cent of planned work completed.

In summary, six audits had been concluded so far this year. Two service areas had received a 'Substantial' assurance opinion (the best rating) – Corporate Plan and Decision Making and Accountability. Four had received an 'Adequate' assurance opinion (a good rating) – Human Resources and Organisational Development, Income collection, Investments, and Refuse, Recycling and Street Cleansing. There were no 'Limited' or 'No Assurance' opinions, ratings which would detail significant weaknesses. None of the live audits had management actions that were overdue.

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There were three high priority management actions which were completed at the time of the final report.

Members commented and asked questions about the following areas:

- **‘Adequate’ rating** – Members asked if this was the best phrase to describe a service area performing well. Could a service area be rated ‘good’ or ‘satisfactory’ instead as this would be more reassuring for residents. They felt the quarterly report understated the detailed work that had been carried out which sat beneath the ratings that were given.
- **Areas for improvement** – Members asked if the report could include not just areas for action but also areas for improvements. For example, could there be more detail about the Refuse, Recycling and Street Cleansing audit in the auditors’ quarterly report. This could set out the types of problems that auditors had highlighted such as an ad hoc record of litter picking and where improvements had then been made.

In response to these observations, it was noted that ‘Adequate’ was an industry standard auditing term that was used across local authorities and other organisations. The reports in the eMembers website showed the detailed management actions that had been taken. One reason why Members did not see greater detail in the quarterly report was because auditors had found that services were performing well which was to the Council’s credit. The auditors offered to forward a link to a report where actions had to be taken by an organisation to show the greater detail set out when significant weaknesses were identified.

Overall, Members were impressed with the degree to which the auditors had investigated service areas. Members were reassured that they could ask the auditors for further information when required.

Chief Executive, John Jory, thanked the auditors for attending the meeting and the robust challenge they were bringing in their audits. The second quarter reports highlighted that the Borough Council was a well-run organisation with good governance processes.

RESOLVED – that the Internal Audit 2019/20 Quarter 2 Progress Report against delivery of the 2019/20 Internal Audit plan be noted.

18. **BUDGET SCRUTINY PANEL REPORT: SERVICE AND FINANCIAL PLANNING 2020/21**

Members considered the report from the Budget Scrutiny Review Panel which met on 21 November 2019 to discuss and consider the Service and Financial Planning budget proposals for 2020/21. The report would be considered by the Executive on 30 January 2020 in line with the Council budget and policy procedure rules.

The Panel report was introduced by the Chair of the Budget Scrutiny Review Panel, Councillor N. Harrison. The conclusions of the Panel were set out in the report and summarised in the Executive Summary. He thanked the Executive Member for Finance, Executive and Officers for preparing the initial revenue and capital budget proposals for 2020/21.

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The Panel concluded that the Council managed its finances well and had maintained services and delivered priority projects despite the removal of the Government Revenue Support Grant in 2017/18. The revenue underspend of £1.6m for 2018/19 compared to the approved budget this year and the current forecast for 2019/20, being an underspend of almost £800k, underlined this point.

The Panel report said that the proposed Budget for 2020/21 was a cautious one as it did not overstate revenue and set out fully costed expenditure items. It was a detailed and well-developed budget. However, there was more detail to come including any additional Capital Programme budget growth proposals for 2020/21 to 2024/25, the review of Central Budgets and Revenue Reserves and the final Council Tax increase proposals. The final budget proposals to support delivery of the Corporate Plan, Housing Delivery Strategy and Environmental Sustainability Strategies were also still to be finalised. Therefore, the Panel recommended that the Committee should allocate time at its 23 January 2020 meeting for a more substantive review of these elements before it drew its conclusions on the overall Budget proposals.

The Panel report noted the increase in the services revenue budget of £2.12m which included funding to pay for 23 new posts. It was concerned that this overall increase could be unsustainable in the long term, unless additional sustainable revenue income sources are brought on stream. The Council was developing its commercial approach, but this work was progressing slowly, and the increase in new commercial investment income for 2020-21 is not significant. In the light of this the Panel advised caution.

The Panel Chair noted that Recommendation (i) (c) considered the potential negative impact of the savings and growth proposals on service delivery to be minimal and there were certain areas where there were service improvements.

Panel Members told the Committee that the recent general election and other areas of uncertainty such as the levels of government spending, pension costs and impacts of cuts to Surrey Council Council's budgets were also other significant elements of the budget that meant it should be looked at again at the January meeting.

Panel Members highlighted that another area where proposals and spending plans were not yet clear was on environmental sustainability and how the Council was responding to climate change. It was noted that more information was set out in paragraph 27 of the Budget Scrutiny Panel report on capital programme work. An Environmental Sustainability Strategy was currently being prepared which would set out how the Borough will respond to climate change and carbon emissions.

Members had the following observations and comments in the debate that followed:

- **New posts** – Members discussed the growth in the baseline budget for services of £2.12m, including funding for 23 new posts, plus 5 that were previously funded through the Corporate Plan Delivery Fund to achieve the Council's corporate priorities, and asked whether this cost could be maintained in the long term. It was noted that the Council has Reserves at the current time that could fund such expenditure over the short term. However, as the report stated unless more additional commercial and

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revenue income sources are brought on stream then this would become unsustainable over time.

- **Retained business rates** – Members noted there was a significant increase in the service budget costs of £2.12m and asked if there could be an increased funding gap in future years if the council also lost income from retained business rates which central government had proposed. The Head of Finance and Assets said there was no further information at this stage as local authorities were waiting for the new government to start to issue their policy announcements from the results of its Fair Funding Review which was not expected imminently.
- **Balances on Trust Funds** – Members discussed the Reigate Baths Trust Fund which was part of the total Balance on Trust Funds in the previously-reported Statement of Accounts for 2018/19 totalling £1.703m. They asked what this money could be used for as the Reigate Baths closed some years previously. The Head of Finance and Assets referred to her written answer to Members following the 17 October 2019 meeting; this confirmed that the Reigate Baths Trust Fund has a balance of £773,000 at 31 March 2019, which is restricted in its use. Annual interest receipts from investing the Trust Fund are used to contribute to the running costs of the council's leisure services. Any proposal to change the purpose of a Trust Fund or spend capital from the balance of the Fund would require approval of the Charity Commissioners.

Members asked officers to confirm the actions necessary to gain approval to spend the capital sum of the Reigate Baths Trust Fund. The other significant Trust Fund balance was the Commons Trust balance of £779,000. If the rules relating to operation of these two Funds were able to be changed then the Council would have approximately £1.5m to spend on leisure services for the benefit of residents. Members asked officers to also confirm whether those funds (if released) could be invested across the Borough, not just in Reigate. Officers to report back with the outcome and options.

Members made the following recommendations from their consideration of the Budget Scrutiny Panel report.

RESOLVED:

(i) That in response to the Service and Financial planning 2020/21 report to Executive on 7 November 2019, the following observations be submitted for the consideration of the Executive:

a) That the Overview and Scrutiny Committee thanks the Executive Member for Finance, Executive and Officers for preparing initial revenue and capital budget proposals for 2020/21;

b) That the Overview and Scrutiny Committee considers the following to be achievable, realistic and based on sound financial practices and reasonable assumptions:

(i) Revenue Budget Savings and Additional Income proposals totalling £1.618m net

(ii) Revenue Budget Growth proposals totalling £3.742m

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(iii) Capital Programme Growth proposals of £9.910m

c) That the Overview and Scrutiny Committee considers the potential negative impact of the savings and growth proposals on service delivery to be minimal and in fact include some service improvements;

(ii) That the Overview and Scrutiny Committee notes growth in the baseline budget for services of £2.12m, including funding for 23 new posts, plus 5 that were previously funded through the Corporate Plan Delivery Fund (CPDF), to achieve the Council's corporate priorities. Whilst recognising that the growth and each new post can be justified in its own right, and the Council has substantial reserves to fund such expenditure over the short term, the Overview and Scrutiny Committee is concerned that the overall increase in the Revenue budget is unsustainable in the long term, unless additional sustainable revenue income sources are brought on stream.

(iii) That capital budgets for investment in the Corporate Plan and the Housing Delivery Strategy are yet to be finalised, as well as the Central revenue budget proposals, and for this reason the Overview and Scrutiny Committee has yet to draw a conclusion on the overall budget proposals for 2020/21.

19. LEADER'S UPDATE

The Leader of the Council, Councillor M. Brunt, sent his apologies to the Committee. The Leader's Update would be rescheduled for a future Committee meeting.

20. QUARTERLY PERFORMANCE REPORT (Q2 2019/20)

Members considered the performance in the second quarter of 2019/20 of the Council's Service Indicators, Revenue Budget Monitoring, Capital Budget Monitoring and Risk Management.

The Portfolio Holder for Corporate Direction and Governance, Councillor V. Lewanski gave an overview of progress to date on Key Performance Indicators (KPIs) and Risk Management from July to September 2019.

Of the 14 KPIs that were reported on this quarter, 10 were on target. The council was unable to report on one performance indicator (KPI 1 levels of self-service transactions) due to a systems upgrade; one indicator (KPI 4 on homelessness) was outside the direct control of the Council. Two KPIs did not meet their target – KPI 2 (Total number of residential completions) and KPI 12 (increase in numbers of trade waste accounts).

The target for the first (KPI 2) was 230 and the actual was 122. This continued the trend from the first quarter. It was due to the low total number of completions caused by the phasing of some major developments, in particular finishing building flats, which can take 12 months or longer to be completed. As the work on buildings that started in 2018/19 was high in comparison to previous years, this should lead to higher numbers of completed buildings in the next half of the year. At the end of quarter 2 there were 2,041 units under construction, of which 56 began construction during the quarter.

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KPI 12 was below the target of increasing the number of active trade waste accounts by 15 and, in fact, 11 customer accounts were closed due to non-payment of invoices. Overall however, customer numbers remained healthy.

There were no new strategic risks to report in the Risk Management section.

Members made the following observations in the debate that followed:

- **Levels of self-service transactions** – Members discussed the measurable benefit of reviewing and monitoring the levels of self-service transactions completed online. It was noted that two of the three measures could now be reported on. These were: paying a parking fine which was now exceeding the 80% target with 97% reports carried out online and purchasing a new/additional bin with 92% requests carried out using the online service. While the Council's strategy was to move these transactions online, it was recognised that not all residents could do this as some did not have internet access. However, it was fundamental to the Channel Shift Strategy to know how many people were using the council's online services and to move away from requests by telephone. These were high-volume transactions and the public's online use of these services freed up staff resources to help residents with queries that were more suitable for answer by telephone. Members recognised that these were good results in line with the changes to internal processes. Members asked for the percentage of total self-service transactions that were made online. A written response giving further information would be provided to Members.
- **Trade waste** – As the number of trade waste accounts had fallen by 11, Members asked if there was promotional activity that could be done to try and gain more customers and therefore more commercial revenue. It was noted that this was a discretionary service which the Council did not have to provide. It was a competitive market, but the usual communications channels were used to let businesses know about the service. It was noted that more contextual information would be useful to give an overview of how many and types of customers the Council had to understand more fully the performance of this service. Members asked if the information could show what business had been gained and what had been lost and remedial action taken as well as what the Council could do proactively to win contracts. A written response would be provided.
- **Green waste** – Members asked why KPI 13 – the target to increase the number of green waste bins – which was above target for the year – had dropped from 346 to 274 customers in the last quarter with a net loss of 73 in the last three months. It was identified that numbers fluctuated throughout the year depending on the season. Members asked if they could see the percentage and spread of residents taking-up use of green waste bins in the borough. More narrative would be provided for example in green waste as additional contextual information, a matter which had been raised in the Member workshop looking at developing KPIs in 2020/21.
- **Working group on KPIs** – Members who attended the KPI workshop to develop performance indicators for 2020/21 said that they had made detailed comments and suggestions. They had discussed areas that were being raised by Members such as including more background and contextual information. The group had considered questions such as whether KPIs were sensibly achieving the aim of improving the Council's services. Members

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wanted to understand the information behind the performance targets and what the Council could do about it. KPIs were important for Councillors to be able to report back to residents what services had improved and how services were keeping on track. It was noted that the revised KPIs for 2020/21 would be discussed at the February meeting of Overview and Scrutiny.

- **Strategic risk – financial sustainability** – Members asked about this strategic risk and the statement that the Council's ability to generate income from investments may be restricted by changes in regulations and codes of practice. It was noted that this reference referred to emerging guidance nationally about borrowing money for capital investment and what was prudent to borrow. The Council was mindful about ensuring it was compliant with emerging guidance and making sure decisions were taken in this context.

Members next considered the performance in the second quarter of 2019/20 of the Council's Revenue and Capital Budget Monitoring.

The Portfolio Holder for Finance, Councillor T. Schofield, gave an overview of the Budget in Quarter 2. It was noted that a new format for the summary report gave more detail than before and highlighted significant variances with explanatory text included in the report pack.

The forecast outturn for services at the end of Q2 was £132k (or 1 per cent) lower than the management budget with the overall budget forecast, including central items, being £1.084m (or 6.3%) lower than the management budget for the year. This was an improvement compared to an overall forecast underspend of £774.4k (or 4.6%) lower than budget reported in Quarter 1. This change related to a better understanding of the likely use of contingencies at this point in the year. Significant overspends were reported in three areas: Finance (due to additional work relating to major projects and using interim staff to cover vacancies and improve finance processes), Benefits and Local Taxation (due to loss of DWP grant and additional consultancy and printing costs) and the Harlequin (due to a delay in the opening of the cinema and higher staff costs).

Budget underspends were due to vacancies in the management team and in Legal services. Property and facilities were better than budget due to new rental income from an acquisition in Salfords and income from Refuse and Recycling is higher than budgeted. Central items were £952k better than forecast mainly due to unallocated contingency budgets.

The Capital Programme Monitoring report for Quarter 2 showed that forecast expenditure was £43.7m which was £4.8m (or 9.9%) below the approved programme for the year. This was due to projected slippage on projects such as Marketfield Way development and Preston Park regeneration.

Members thanked officers for the new-look reports and had a number of questions and comments in the discussion that followed:

- **Harlequin Cinema** – Members said they had raised the issue of delays in opening the refurbished cinema at the Harlequin in previous meetings. Members asked whether additional costs associated with the delays might

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be recovered from the contractor. A written answer would be provided to Members.

- **Regeneration of Marketfield Way, Redhill** – it was clarified that the Council would take possession of the site just before Christmas and the enabling works (which included demolition work) were due to commence in January 2020.
- **Pensions contingency** – it was noted that in the Central items of the Revenue budget, there was a pensions contingency budget of £200k which was unallocated. It was identified that the employer pension contributions were set every three years. The Council was currently reviewing the outcome of the 2019 pension fund revaluation and part of that consideration would be whether there is a requirement to retain this contingency for future years. This would be set out in the 2020/21 budget update report that is scheduled to be presented to the Committee at its 23 January 2020 meeting.
- **Headroom contingency** – Members noted that £835k was unallocated to this budget as part of the Central items and that there has not been a requirement to call on it so far this year. They asked if it could be confirmed how this compared to recent years. It was identified that as part of the Revenue Budget Outturn 2018/19 report, as discussed at previous meetings, the contingency had been used for one-off bank reconciliation costs in 2018/19.
- **Air Quality Monitoring Equipment** – it was noted that this service (to pay for staff and equipment to monitor air quality around Gatwick Airport) attracted both revenue and capital funding. Members asked for more information about funding for this service. It was identified that the Council was negotiating with Gatwick Airport to secure additional budget, however, the air quality would continue to be monitored as usual and the budget reflected this service.
- **Payment to external auditors** – Members asked about the overspend in the finance area and if this included an additional fee from the Council's external auditors for reviewing the accounts for 2018/19. It was identified that no additional charge had been received from the auditors to date and officers would report back to Members if there was a proposal to levy an extra charge. The costs referred to in the report covered the additional work required by the finance team to address issues raised by the new auditors. Members asked for a written breakdown of items in the Finance area which resulted in the forecast £437k overspend.
- **Legal services** – it was noted that legal services were forecast to be under budget for the first time in about five years. Members asked if this was because there was less legal activity and fewer projects. It was noted that this underspend was partly due to staff vacancies. Also, the new Head of Legal and Governance had commissioned legal advice only when necessary which had brought rigour to the legal services budget.

Members noted these observations which they would ask the Executive to consider when discussing the Revenue and Capital Budget Monitoring at its next meeting in January.

RESOLVED: that the Quarterly Performance Report (Q2 2019/20) be noted and any observations of the Committee taken into consideration by the Executive at its meeting on 30 January 2020.

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21. CALENDAR OF MEETINGS 2020/21

Members considered the proposed Calendar of Meetings for the 2020/21 Municipal Year.

The Calendar of Meetings 2020/21 draws upon the pattern of previous years and is designed to ensure all business is accomplished as efficiently as possible. The proposed Schedule of Meetings was due to go to the Executive meeting on 30 January 2020 for approval by full Council at its meeting on 13 February 2020.

It was noted that:

- The Employment Committee meets quarterly and on a separate evening to reflect the Committee's revised Terms of Reference.
- The Commercial Ventures Executive Sub-Committee (CVESC) has agreed to meet formally every two months for an hour before each Executive meeting. The informal CVESC will meet every other month (between the formal meetings).
- The deadline for the publication of the Council's annual Statement of Accounts and the opinion of External Auditors is 31 July 2020. The Executive meeting has therefore been set for Tuesday 28 July 2020 to allow enough time to finalise the Statement of Accounts. In 2021, the Executive meeting will be moved to Tuesday 27 July 2021.
- Leader's group requested an additional Executive meeting in mid-August 2020.
- As in previous years, meetings of the Licensing & Regulatory Committee and its subcommittees and the Standards Committee had not been scheduled except for the initial meetings to make appointments to the Chair. The first meeting of the Licensing & Regulatory Committee will be combined with a training session.
- As the initial Standards Committee is expected to be brief, this has been scheduled on the same evening as the Overview and Scrutiny Committee on 11 June 2020.
- The proposed schedule includes indicative dates for meetings at the start of the 2021-22 Municipal Year to assist with planning for future business. These dates will be confirmed as part of the Calendar of Meetings for 2021-22.

Members made no comments on the public meetings listed but asked if informal meetings such sub-committees and planning forums could be added to the Calendar. As the Calendar of Meetings 2021/22 listed external public meetings, officers agreed to supply a separate Calendar for internal meetings.

It was confirmed that the additional Executive meeting date in August was scheduled as a contingency date, in case it was needed.

RESOLVED: that the Calendar of Meetings 2020/21 be noted and its observations provided to the Executive for its meeting on 30 January 2020.

22. FUTURE WORK PROGRAMME - DECEMBER 2019

Members considered the Committee's Future Work Programme for meetings in 2020 and the Action Tracker from the previous meeting on 17 October 2019.

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It was noted that the next Committee meeting on 23 January 2020 would scrutinise the work of the East Surrey Community Safety Partnership in 2019/20. The Borough Inspector had been invited to attend. Surrey County Councillors from Reigate and Banstead had been invited to the meeting. The Committee would also hear from the Executive's People Portfolio Holders. At the 20 February 2020 meeting a progress update on 2019/20 Statement of Accounts was scheduled as well as the Executive's Place Portfolio Holder briefings and discussion on Draft Key Performance Indicators 2020/21. In March, agenda items included the Internal Audit Plan 2020/21 and the Treasury Management Strategy 2020/21.

Members asked for a future item to update the Committee on plans for looking after common land. The Executive's Place Portfolio Holders would be asked to update Councillors on this as part of the Place Portfolio Holders briefing at the Committee's 20 February 2020 meeting. It was confirmed that an update on Community Centres would be part of the People Portfolio Holder briefings at the next meeting in January.

RESOLVED: that the Future Work Programme for 2019/20 be noted.

23. EXECUTIVE

It was reported that there were no items arising from the Executive that might be subject to the 'call-in' procedure in accordance with the provisions of the Overview and Scrutiny Committee Procedure Rules.

24. ANY OTHER URGENT BUSINESS

There were no items of urgent business.

The Meeting closed at 9.05 pm

Annual Review of Community Safety

23 January 2020

Reigate & Banstead
BOROUGH COUNCIL
Banstead | Horley | Redhill | Reigate

What is Community Safety?

Community safety is about feeling safe whether at home, out and about, or at work.

It relates to quality of life and being able to pursue the fullest benefit from domestic, social and economic lives without fear or hindrance from crime and disorder.

It therefore touches on a wide range of issues and is affected by the work of different teams and partner agencies.

Statutory Requirements

Crime and Disorder Reduction Act 1998 and the Anti-Social Behaviour, Crime and Policing Act 2014:

- Community Safety Partnership - work with partners to reduce crime and ASB
- Responding to Community Triggers
- Managing Domestic Homicide Reviews
- Public Space Protection Orders
- Prevent / Channel – identify & support those at risk of being drawn into terrorism
- National Referral Mechanism – report instances of modern slavery

Non-Statutory Activity

- Tackling domestic abuse*
- Public realm CCTV
- Get Connected – tackling serious violence and youth exploitation
- Comms campaigns

Community Safety Priorities

- Anti-social Behaviour
- Domestic Abuse
- Serious Organised Crime
- Prevent

Achieved by

- Delivery of our Community Safety Action Plan
- Work with partners to create strong, safe and welcoming communities
- Work with the Police, Surrey County Council and other organisations to tackle crime and the causes of crime, and to raise awareness of hidden crime such as domestic abuse
- Work with partners to continue to deliver more effective joint enforcement activities to respond to and reduce anti-social behaviour across the borough.

Anti-Social Behaviour

- Dealt with through CHaRMM and JAG meetings
- Support and enforcement
- Review of Community Triggers
- Close partnership co-operation and problem solving approach

Notable Achievements

- Speedier resolutions
- Appropriate targeting of aggressive begging
- Support given to vulnerable people
- ASB Week campaign
- CCTV infrastructure review
- PSPO reviews

Domestic Abuse

- Support of national and local campaigns
- East Surrey Domestic Abuse Working Group
- Domestic Homicide Reviews
- Close working with East Surrey Domestic Abuse Service (ESDAS)

Notable Achievements

- “The Best We Can Be” event at The Harlequin Theatre
- “Ask Me”
- DA Awareness week

Serious Organised Crime (SOC)

RBBC like other boroughs is at risk from Serious and Organised Crime concerns, through awareness and partnership working we tackle:

- County Lines Drug dealing
- Economic begging
- Slavery

Notable Achievements

- SOC briefing meetings as part of the JAG process
- Initial briefing delivered to 115 staff and Members
- Increased use of Partnership Intelligence process
- Appropriate interventions with economic begging teams targeting the borough
- Modern Slavery awareness campaign

Prevent Duty

- PREVENT is a national policy and procedure to identify concerns of people being drawn into terrorism
- All Councils must have a Prevent Policy in place
- The policy supports venue hire, training, reporting of concerns, contact with our communities, use of IT

Notable Achievements

- Prevent Duty Health Check completed
- Upgraded Prevent Policy document almost complete
- RBBC now represented on the county-wide Prevent Executive Group
- Knowledge update supporting Prevent referral processes for staff
- Updates delivered to communities via Community Development Worker meetings

What Next?

In 2020 we will:

- Review our current Community Safety Partnership to ensure its efficiency and effectiveness
- Support an alternative giving campaign to reduce risk of serious organised crime associated with begging
- Prepare a report for Executive on the options for CCTV
- Prepare for new statutory requirements as a result of new legislation (DA Bill 2020)
- Promote use of the National Referral Mechanism procedures within RBBC

- Continue to progress the RBBC Community Safety Action Plan
- Increase membership of CHARMM and JAG meetings
- Continue to maximise opportunities to work in partnership to tackle community safety issues

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|-------------------------|---|
| SIGNED OFF BY | Director of People |
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| TO | Overview and Scrutiny Committee |
| DATE | Thursday 23 January 2020 |
| EXECUTIVE MEMBER | Portfolio Holder for Community Partnerships, Portfolio Holder for Housing and Benefits, Portfolio Holder for Wellbeing and Intervention |

| | |
|------------------------------|--------------|
| KEY DECISION REQUIRED | N |
| WARDS AFFECTED | (All Wards); |

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|----------------|---|
| SUBJECT | Portfolio Holder Briefing - People Portfolios |
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| RECOMMENDATIONS |
| To note the Portfolio Holder Briefing on the People Portfolios, as set out in this report, and to provide any observations for consideration by Executive Members. |
| REASONS FOR RECOMMENDATIONS |
| To consider the progress of work against People Portfolio objectives, as of January 2020. |
| EXECUTIVE SUMMARY |
| <ol style="list-style-type: none"> 1. This report provides an overview of the activities undertaken within the People Portfolio areas in the municipal year to date. 2. The three People Portfolios are Wellbeing & Intervention, Community Partnerships, and Housing & Benefits. |

Agenda Item 5

KEY INFORMATION

Executive Portfolios

3. Following the Annual Council meeting on 29 May 2019, the Leader of the Council appointed the members of the Executive for the municipal year 2019/20 on 30 May 2019. Each member of the Executive undertook an area of responsibility, known as a portfolio.
4. For operational purposes, these portfolios are aligned with the three themes of the Council's current and emerging Corporate Plans, these being People, Place and Organisation.
5. The three portfolios aligned with the People theme are Wellbeing & Intervention, Community Partnerships, and Housing & Benefits.
6. The areas of responsibility of these portfolios are as follows:
 - **Wellbeing & Intervention:** Family support, refugee and money support, leisure, wellbeing and the Harlequin Theatre
 - **Community Partnerships:** Community development, community centres, community safety, support for our voluntary and community sectors, thematic partnerships.
 - **Housing & Benefits:** council tax and business rates, fraud, benefits, debt recovery, housing advice, homelessness reduction, housing allocations and the development of more homes that are affordable to local people

Portfolio Objectives

7. Following their appointment, Executive Members agreed objectives for their portfolio areas for the municipal year.
8. Progress against these objectives has been assessed for the year to date, and this information is provided for the consideration of this Committee.
9. The objectives and progress to date are set out in Annex 1 to this report.
10. At the request of the Committee's Chairman, an update on our community centres is included in Annex 2.

Overview and Scrutiny

11. As part of the Overview and Scrutiny Committee's role of holding the Executive to account, members of the Executive provide regular briefings to the Committee on their portfolios and key items of business within these areas.
11. To reflect the coordinated approach of Portfolio Holders within the Corporate Plan themes, these briefings are presented by theme.
12. The members of the Overview and Scrutiny Committee are invited to consider the briefing provided, and to offer any observations to the Portfolio Holders. These observations will then be considered to help inform future activities within these portfolios.

Agenda Item 5

EQUALITIES IMPLICATIONS

13. A substantial proportion of our People Services are focussed on supporting our most vulnerable residents, including residents from across all of the protected groups. Our services have equalities considerations at their core, for example:
- The Housing Register & Allocations Policy is framed to positively support protected groups, recognising and responding to specific housing needs which include age, disability, gender etc. We offer an individual housing advice service tailored to the needs of each client.
 - Our community development activities are centred around increasing participation and engagement, and have a positive impact on equalities.
 - We consider equalities issues in the delivery of community safety services, helping to protect vulnerable residents and communities.

ANNEXES

1. Portfolio objectives and progress to date.
2. Update on community centres

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Executive Portfolio Objectives – 2019/20

| PEOPLE | |
|--|--|
| Housing and Benefits – Cllr. Knight | |
| Objective | Progress |
| Adopt Housing Delivery Strategy | Strategy adopted by Executive on 5 December 2019. |
| Develop strategic relationships with housing delivery partners to help us fulfil our housing ambitions (e.g. Raven Housing Trust, Homes England, and other Registered Providers) | <p>Draft Heads of Terms agreed with Raven, work progressing to have worked up a Joint Venture agreement by Spring 2020. This will support future joint projects, which will enable us to respond quickly to emerging development opportunities.</p> <p>We continue to have discussions with other partners, local Registered Providers and funding partners, in line with the draft Housing Delivery Strategy.</p> |
| Scheme development and delivery for Council-owned sites (including Pitwood Park, Cromwell Road, and Lee Street developments). | <ul style="list-style-type: none"> • Cromwell Road: Tenders were received on the 2 October 2019 and, further to an OJEU tender process and tender assessment period a recommended contractor has been identified. A project review is underway to ensure that a robust budgetary position is achieved prior to entering into the build contract. An update will be taken to Leaders on the 13 Jan 2020 and Executive on 27 Feb. Subject to the above review being completed as anticipated construction is forecasted to be completed in June 2021. • Pitwood Park: Contract negotiations are underway with the recommended contractor. A project review is underway to ensure that a robust budgetary position is achieved prior to entering into the build contract. An update will be taken to Leaders on the 13 Jan 2020 and Executive on 27 Feb, this will also include |

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| | <p>the revised recommended tenure mix. Subject to the above review being completed as anticipated construction is forecasted to be complete in July 2021.</p> <ul style="list-style-type: none"> • Lee Street: Since the deferral of the Planning Application and the returned tender sums bringing the scheme over budget, a traditional brick-built scheme is being designed. An update will be taken to Leaders on the 13 Jan 2020 and Executive on 27 Feb. It is expected an amendment to the planning application will be submitted at the end of Feb 2020. Subject to successful tendering and contract negotiations, we aim to start construction works during summer 2020 with a build period of approximately 30 weeks. • Feasibility: It is likely that feasibility work on the Horley car park site will start in spring 2020. |
| <p>Deliver additional affordable homes annually.</p> | <p>The Housing Delivery Strategy and development of existing schemes will support this objective.</p> |

PEOPLE

Wellbeing & Intervention – Cllr. Horwood

| Objective | Progress |
|---|--|
| <p>Work with SCC and local partners to embed new family resilience services in the borough targeted at the most vulnerable.</p> | <p>This is progressing well. We are supporting the new Family Centres in getting established in their new role. The Family Support work is due to be mainstreamed and funded by SCC from April 2020. The SLA for the provision of this service is currently being finalised.</p> <p>More resourcing from SCC for this work is forthcoming, to fund an additional 4 posts within the team, and recruitment will commence shortly</p> |
| <p>Deliver a refreshed and financially sustainable approach to the Harlequin Theatre and Cinema becoming a community resource with high quality entertainment at its heart.</p> | <p>The team have been working with the Portfolio Holder and HQ Board to establish a vision, objectives and action plan for the venue. This will be finalised in Oct/Nov and engagement with the Executive on this work will follow shortly.</p> <p>This runs alongside operational improvements to the venue both in terms of physical assets, but also structurally and culturally.</p> <p>The Waller Studio will be reopening on the 25 October.</p> |
| <p>Implement and introduce new organisational Safeguarding adults and children policy.</p> | <p>The existing policy has been significantly reviewed and amended/updated over the past 2 months. This will be rolled out to the organisation (both staff and Member's) before Christmas.</p> |
| <p>Develop future model for leisure and wellbeing service provision in the borough</p> | <p>Early conversations with our current provider, GLL, have taken place. Work is also ongoing cross Portfolio to articulate our Wellbeing Strategy which will set the vision for the future of this provision.</p> <p>This Strategy will form part of a suite of Strategies that sets out how the corporate Plan will be delivered. This Strategy is headed for the March 2020 Executive for adoption.</p> |

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| <p>Continue to provide high quality resettlement to families and individuals displaced by the conflict in Syria and deliver on our 10 household commitment.</p> | <p>The families resettled here have been settling and integrating well into the community, and are progressing well with education and employment.</p> <p>We will shortly have delivered upon our commitment to resettle 10 households.</p> <p>The Portfolio Holder has asked for the consideration of extending this programme. A business case for this has been produced for consideration. Extending the programme will require some investment in the work. A decision is pending on which option to undertake.</p> |
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PEOPLE

Community Partnerships – Cllr. Ashford

| Objective | Progress |
|---|---|
| Manage the Community Centres contract with Staywell to ensure contracted levels of service continue to be delivered | On 1 April 2019, Staywell notified us that they intend to end the contract at the end of the 2019/20 financial year. Contract management continues throughout the final year of the contract. Officers are working hard to ensure a smooth transition for service users, staff and volunteers. |
| Develop the vision and progress next steps for Community Centres | Planning is underway to ensure that services for residents are maintained, and to determine the best future approach. An all-party Member consultative group has been established to ensure wider Member engagement. |
| Implement Voluntary & Community Sector Support review | <p>The new model for supporting our Voluntary and Community Sector was approved by the Executive in June 2019. The new model is now being implemented and will be monitored as it progresses.</p> <p>The 2019/20 deadlines for small and medium grants have now passed, with the remaining funding awards to be made in the New Year. The new in kind support offer has been launched (meeting room and printing facilities support for our V&CS partners) with a growing take up. A staff volunteering policy is due to be launched in the New Year.</p> |
| Taxis vouchers scheme review | The review was completed and the scheme is continuing for 2019/20 with clearer prioritisation. |
| Work with partners to develop model for universal youth services in the borough. | Officers are working with partners (especially the YMCA) to develop a model for future provision, to be resourced by partners bidding for external charitable funding. Specific activities are already underway in our community development areas. We will respond to Surrey CC's consultation on future usage of youth centres which we understand is taking |

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| | place between now and March 2020. |
| Develop a vision and strategy for our Wellbeing services for residents (to include youth and older people). | Work to develop a Wellbeing Strategy is underway. The strategy will tie into the emerging Corporate Plan objectives. The target for Executive sign-off is in the new municipal year. |
| Review CCTV infrastructure, and determine future provision. | Officers have engaged the services of a specialist technical CCTV expert to inform costed options for future provision. |
| Annual report on the impact of our Community Development work. | This report was produced and circulated to all Members in Autumn 2019. |

Annex 2: Update on community centres

1) Background

The three community centres are in Banstead, Woodhatch and Horley.

The community centres have been operated by Staywell (a Kingston based charity specialising in older people's services) since 2016. Prior to 2016 the centres were operated by RBBC in conjunction with local management committees.

Staywell and Reigate & Banstead Borough Council mutually agreed to transfer the centres' day-to-day operation back to the Council from 1 April 2020.

The community centres offer services to older people, with a core day centre offer including food and activities operating Monday to Friday. The centres are also hired to community and commercial groups for activities. Each of the centres are used by others to provide services relevant to older people and the wider community, for example hairdressers, chiropodists, and the Citizen's Advice Bureau.

2) Outline Plan

Reigate & Banstead Borough Council (RBBC) has established a project and appointed a project manager to deliver the community centre transformation project. The project will be delivered by a team of subject matter experts from across RBBC and robustly project managed. A consultative all-party working group has been established to inform the project.

The project objectives are to:

- Transition the community centre service into RBBC in a way that is seamless for service users
- Integrate staff and volunteers into RBBC and maintain staff engagement and effectiveness
- Agree a vision for the future of the community centres that appropriately reflects community needs and the RBBC corporate plan
- Deliver the vision for the community centres and further support the community

The project will be delivered in two phases.

Phase One – bringing the community centres in house

This phase is underway and is focused on smoothly transitioning the service into RBBC and developing all the associated operational processes and management structure to support this change. Detailed handover plans with Staywell are being drafted.

The community centres are each staffed by a manager and deputy manager, a cook and caretakers. A facilities manager supports all three sites. The staff will be TUPE transferred¹ to RBBC. Engagement with staff, in line with the requirements of a TUPE transfer is underway.

¹ TUPE refers to the "Transfer of Undertakings (Protection of Employment) Regulations 2006" as amended by the "Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014". The TUPE rules apply to organisations of all sizes and protect employees' rights when the organisation or service they work for transfers to a new employer.

The service will transition on 1st April 2020 and we anticipate a further three months of transition activity while we ensure appropriate processes are in place and any “snagging” issues are resolved. This phase of the project will therefore close by the end of July 2020. Budget growth of £144k has been included in the 2020/21 Revenue Budget proposals to reflect the forecast additional costs of bringing the Centres back in-house.

Phase Two – transforming the community centres to further meet community needs

We believe there are further opportunities for the community centres to meet community needs. We are commencing initial in-house research on community centre models and approaches to services for older people and have visited a number of other boroughs to learn about their approaches. We are also exploring within RBBC the potential for future service delivery and community development in the centres. We expect to complete this initial research and ideas generation by the end of March 2020.

We believe that user (both current and potential future user), staff, volunteer and community engagement are crucial to informing the future direction. This cannot commence in full until we have brought the service in house. We therefore anticipate undertaking a consultation period over the summer in 2020 to explore ideas about the potential evolution of the centres and the services they provide for older people.

Based on the findings from the consultation period we plan to put options and recommendations for the future vision of the community centres to the RBBC Executive in the Autumn of 2020.

The delivery timetable for the future vision of the centres will be dependent on decisions taken by the Executive.

[ENDS]

People Portfolio Holder presentations – O&S 23 January 2020

- Housing Services + Revenue, Benefits and Fraud
- Wellbeing and Intervention
- Community Partnerships

Housing Services

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Housing Services - Facts

Figures quoted from 1 April 2019 to 17 December 2019

- 786 households approached with Housing issue (similar to last year)
- 394 approaches resulted in full homeless applications to be case worked (20 more than last year)
- 252 positive outcomes, i.e. homelessness prevented (96 more than last year)
- 59 cases had the full homeless duty accepted, i.e. unable to prevent homeless and had the full statutory duty for RBBC to accommodate (12 more than last year)
- Average number of households in B&B on a Friday night is 19 (17 last year) over 50% have been complex need single people this year.

- **Housing Register**
 - Currently over 800 households on the waiting list
 - Social Housing vacancies to date this financial year 222 slightly higher than last year
- **Delivering additional rented homes**
 - 43 affordable and social rented homes during first 2 quarters of 2019/20
- **New Build Homes completed in the last 6 months**
 - 10 shared ownership homes during first 2 quarters of 2019/20
- **Success of our emergency accommodation in Horley**
 - Keeps homeless families local at a time of crisis, children close to schools and all family members close to support networks
 - Saves the B&B budget around £180k a year

Housing Delivery Strategy

- Now adopted
- 6 objectives and progress to date
 - Use our land and assets and deliver a minimum of 30% affordable housing on our own sites – land assessment well underway
 - Make use of public & private land and empty homes – a few sites already identified and feasibility work started
 - Establish a Local Housing Company or other vehicle to help to deliver more homes – paper going to CVSC in the spring
 - Work with partners to maximise potential of development sites – JV with Raven going to CVSC later this month
 - Deliver specialist supported housing for single people – initial briefing tabled for Leaders meeting in February
 - Deliver housing to meet local need through planning policy – Affordable Housing SPD review underway
 - Capital budget being set in budget planning

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Raven Housing Trust - Customers

- 700 residents claiming Universal Credit (UC). Increasing by 12-15 per week
- 104 direct payments to Raven due to existing high arrears or vulnerability
- Performing above national average to reduce arrears due to UC using tailored support. Raven average UC debt £589 compared with £744 national average
- Developing a new offer to help people move to the right size homes following Ranmore Close downsizing scheme
- Developing offer to work with local authorities more closely to reduce and prevent homelessness as part of the 'Homes for Cathy' national campaign

Raven Housing Trust - Development

On site in the Borough with 75 new homes:

- 50 Market sale homes at Portland Drive (to generate cross subsidy to support the building of more affordable homes)
- 14 shared ownership homes at Westvale
- 12 Social rented homes at Westvale

Raven are committed to delivering as much social rented as possible and hope to start some 'off site' construction next financial year. They have a pipeline of sites they hope to bring forward in the Borough in the next 2 years.

Raven to work closely with RBBC to identify more sites and opportunities.

Revenue, Benefits and Fraud

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Revenues, Benefits & Fraud – what we do

- Collection of £119.5m Council Tax per year from 61,585 households – our collection rate is one of the best in England and Wales at 99.10%
- Collection of £53.9m Business Rates from 3,772 businesses – for the last two years we have had the highest collection rate in England and Wales at 99.99%
- The Council helps around 7,000 households in the borough with help through Housing Benefit (£32m) and Council Tax Support (£7m)
- Fraud & Financial Investigations – prevention of financial loss to the Council, recovering money through the Courts and protecting the public purse
- Corporate debt recovery for most areas of the Council
- Income generation - provision of services for other councils, housing providers and private companies

Fraud & Financial Investigations

- **From April 2019 to 20/12/19 the team identified –**
 - 2 false homelessness applications
 - 56 false housing register applications
 - 2 false homeless prevention cases
 - 4 social housing properties being sublet (3 properties recovered)
 - Using national savings figures, this has saved the Council £505,800
 - Council Tax fraud identified worth £18,357 and Business Rates worth £18,380
 - Fines issues of £1,757
- An Accredited Financial Investigator means we can carry out money laundering investigations and recover money through the Proceeds of Crime Act – in Q1 we recovered £50K from a resident who was falsely claiming benefits
- Winners of the Excellence in Counter Fraud Awards 2019

Commercial work

- Since 2015 we have been providing services to other local authorities, housing providers and the private sector
- We provide high quality, and bespoke services around the areas that we do best – council tax, business rates, debt recovery, benefits and fraud
- We are forecasting income totalling £378K in 2019/20 from external work
- Other benefits include higher collection and recovery rates for Reigate & Banstead, and increased savings from counter fraud work
- Contracts have generated new jobs for local people and attracted talented people to work for us
- We now work for local authorities in Surrey, Berkshire, Cheshire, East Sussex, West Sussex, Wiltshire and Dorset, and work with national organisations
- We do work for 10 local authorities, 5 housing providers and 1 national private company

Future Focus and potential for a Local Authority Trading Company

- Mutual Ventures were engaged in November, and workshops have been held with managers and service heads
- A report will be drafted in January 2020, and taken to the Commercial Ventures Executive in February 2020
- The exercise is looking at –
 - the financial position of the current service
 - the financial outlook for the next 5 years
 - market position and growth – what is the unique selling proposition and how it can translate into future growth (trading income)
 - what are the best delivery models available to maximise growth opportunities and ensure financial sustainability
 - what governance, commissioning and operating arrangements are fit for purpose

Wellbeing and Intervention

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Reigate & Banstead
BOROUGH COUNCIL
Banstead | Horley | Redhill | Reigate



Intervention: Family Support Programme

The team supports families with complex and multiple needs – particularly around Education, Employment, Crime and Anti-Social Behaviour, Children’s Services, Domestic Abuse and Health.

| Referrals | Total | 2019/20 |
|--------------------------------|-------|---------|
| South East Surrey | 1364 | 210 |
| Reigate and Banstead | 737 | 100 |
| <i>Proportion of referrals</i> | 54% | 48% |

- Quantitative shows that:
 - all families show improvement - average change is 59%
- Qualitative shows that:
 - Families who have shown improvements is 7% higher than average
- Family Feedback shows that:
 - 79% of families feel their live has improved as a result of our intervention
 - 95.4% rate our the service the receive from the team as Good or Excellent

50

Staff 13



Intervention: Refugee Resettlement

The team supports refugees displaced by the war in Syria who are relocated from camps in countries neighbouring Syria, principally Turkey, Jordan and Lebanon.

| Households | Total | 2019/20 |
|----------------------|-------|---------|
| South East Surrey | 21 | 5 |
| Reigate and Banstead | 10 | 4 |

- Currently supporting 10 households (20 adults and 15 children)
- Employment
 - 3 refugees secured paid work
 - 5 refugees are engaged in volunteering activities
 - 5 refugees are undertaking formal training for future employment
- Education
 - All children in education
- English Language
 - All households receive home tuition
 - 14 adults receiving formal ESOL at college
 - ‘Conversation Café’

| | |
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| Staff | 3 |
|--------------|----------|

Intervention: Money Support Team

The team supports families and individuals to help people save money, avoid debt and maximise their income.

| Tickets | Total | 2019/20 |
|----------------------|-------|---------|
| Reigate and Banstead | 233 | 122 |

- Debts cleared - £13,331
 - Rent £6,693
 - CTAX £1,931
 - Other £4,707
- 61% of households supported with a budget plan
- Average intervention time is 7.12 weeks
- 15 referrals to debt specialists
- Claimed
 - £9,241 in underpayments
 - 48 additional benefits

| | |
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| Staff | 2 |
|-------|---|



Wellbeing: Leisure Centres

The team supports families and individuals to help people save money, avoid debt and maximise their income.

| Visits | 2018 | 2019 | |
|---------|-----------|-----------|-----|
| Pools | 532,514 | 532,914 | 0% |
| Sports | 258,189 | 291,328 | 13% |
| Fitness | 409,456 | 395,407 | -3% |
| Total | 1,200,159 | 1,219,649 | 2% |

- Centres managed by GLL
- Community offer
 - Supporting priority groups
- Swim for a Quid
 - Summer Holiday initiative
 - 2501 participants
- Deliver the Healthwise scheme
- Future planning



Wellbeing: Activities

The team provide a varied programme of leisure activities for residents

| <i>Participants</i> | 2019 |
|---------------------|-------------|
| Youth Games | 250 |
| Star for a Night | 178 |
| Summer Holiday | 643 |
| | |

- **Holiday Activities**
 - Refreshed schedule – Easter, Summer, October and Christmas
 - New online booking and payments
- **Democracy**
 - Youth Council
 - Youth Debate
- **Support to local arts and sports groups**
 - Sports Festival

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|--------------|----------|
| Staff | 3 |
|--------------|----------|

Harlequin Theatre

The Harlequin will be an ever-developing dynamic arts and community venue at the heart of our Borough.

55

| Satisfaction survey | Total |
|---------------------------|-------|
| Recommend | 77% |
| Satisfaction | 81% |
| Booking process | 75% |
| Cleanliness | 77% |
| Customer Service | 78% |
| Value for Money - Theatre | 74% |

| | |
|--------------|-----------|
| Staff | 20 |
|--------------|-----------|

- 46,124 tickets sold for 135 live performances
 - 16000 pantomime tickets over 46 shows
 - One live show every 2.7 days
- Waller Studio
 - Newly refurbished and reimaged
 - 6140 tickets sold since October
- Refreshed approach
 - Emerging marketing strategy
 - New community provision
 - Events programme
 - Staffing structure

Community Partnerships:

- Community Safety
- Voluntary and Community Sector Support
- Community Development
- Community Centres
- Thematic Partnerships

VCS Support – Implementing 2019 Review

57

| Recommendation | Current Position | Next |
|--|---|---|
| <p>1. To overhaul our grant giving and financial support to increase efficiency and impact</p> | <p>New funding arrangements in place. First rounds of small and medium grants awarded. Commissioning model adopted for the organisations we give the most funding to.</p> | <p>Evaluate the effectiveness of the small grants fund.</p> <p>Develop a deeper understanding of the organisations that we fund, and the impact of our funding.</p> |
| <p>2. To offer in kind support, in some instances in lieu of grant funding</p> | <p>Policies now in place for free / discounted use of meeting rooms, and for “at cost” printing services.</p> | <p>Finalise RBBC employee volunteering policy</p> |
| <p>3. To improve dialogue with our VCS partners</p> | <p>Sector wide opportunities provided (e.g. funding surgeries). Regular meetings with organisations which we fund</p> | <p>Continue to offer sector wide opportunities and further 1:1 meetings</p> |

VCS Support – Implementing 2019 Review

| Recommendation | Current Position | Next |
|--|--|---|
| 4. To increase skills based volunteering | Working with Skylark and VARB to strengthen the VCS through corporate sector skills based volunteering | As part of our employee volunteering policy, encourage appropriate RBBC skills based volunteering |
| 5. To raise public awareness of the activity in our VCS and recognise the value of volunteering to our residents | Volunteering promoted in the autumn 2019 Borough News | Improving web and social media coverage of our VCS support and of the value of volunteering. |
| 6. To develop the skills and performance of all our VCS partners | Developing understanding of the existing talents of and skills development opportunities for our local VCS | Work with VARB to develop a programme to support the skills and talents of our local VCS |

Community Development

- Merstham, Preston, Horley, Redhill West, Woodhatch & Whitebushes
- Each area has a regular frontline networking meeting helping to join up service delivery (between agencies and with the community).

Notable achievements

- Team nominated in 2019 for a Surrey Tackling ASB Award
- In 2019, the team secured £275k of funding from a range of national and local sources for projects and activities in their areas.
- Supporting the development of new services (e.g. Redhill Good Neighbours)
- Working with partners to deliver projects (e.g. Summer sports activities in Preston & Redhill)
- Leading the Employment and Skills group – working with a range of partners to deliver a new support into work programme

Community Centres

Phase 1

Objectives

- Transition the community centre service into RBBC in a way that is seamless for service users
- Integrate staff and volunteers into RBBC and maintain staff engagement and effectiveness

Stages

- Detailed transition planning with Staywell is underway
- The transfer to RBBC will occur on 1st April 2020
- Further final delivery and “snagging” will complete by end of July 2020

Phase 2

Objectives

- Agree a vision for the future of the community centres that appropriately reflects community needs and the RBBC corporate plan
- Deliver the vision for the community centres and further support the community

Stages

- Research and visits to understand potential future models of community centres is underway
- Consultation with users, staff and the wider community about the potential future of the centres will take place during summer 2020.
- Executive decisions on the future of the centres will take place in Autumn 2020

What Next?

In 2020 we will:

- Bring our community centres in house and agree our future vision
- Develop our Wellbeing Strategy
- Work with partners on a model for future youth provision
- Work with key agencies on an older people's sector strategy

As well as continue to:

- Implement the approved recommendations of the VCS review
- Implement our Community Safety Action Plan
- Deliver our community development activities in specific communities
- Deliver the taxi voucher scheme
- Inform the work of the Reigate & Banstead Community Fund
- Build relationships with the faith sector
- Lead or play a key role in a number of partnership fora
- Lead or support partnership events in support of our corporate priorities

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Agenda Item 7



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| SIGNED OFF BY | Interim Head of Finance and Assets |
| AUTHOR | Sanjay Sharma Finance Manager, Management & Commercial Accounting Pat Main Interim Head of Finance & Assets |
| TELEPHONE | Tel: 01737 276840 / 276063 |
| EMAIL | sanjay.sharma@reigate-banstead.gov.uk pat.main@reigate-banstead.gov.uk |
| TO | Overview and Scrutiny Committee |
| DATE | Thursday, 23 January 2020 |
| EXECUTIVE MEMBER | Portfolio Holder for Finance |

| | |
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| KEY DECISION REQUIRED | YES |
| WARDS AFFECTED | (All Wards); |
| SUBJECT | Budget 2020/21 and Capital Programme 2020 to 2025 Proposals |

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| RECOMMENDATIONS |
| That Overview & Scrutiny Committee consider the latest budget proposals for 2020/21 onwards as set out in this report and provide any feedback on them to Executive for consideration at their meeting on 30 January 2020. |
| REASONS FOR RECOMMENDATIONS |
| This report has been requested by Overview & Scrutiny Committee to provide Members with an opportunity to consider and provide any additional feedback on the budget proposals for 2020/21 onwards. |
| EXECUTIVE SUMMARY |

Agenda Item 7

This report sets out the Central Revenue Budget 2020/21 and additional Capital Programme 2020/21 to 2024/25 proposals that will be included in the final budget report to Executive on 30 January 2020.

STATUTORY POWERS

1. The Local Government Act 1972 requires the Council to set the associated annual budget as part of proper financial management. This report is part of that process.
2. The Local Government Act 1992 requires councils to set a balanced budget and announce the Council Tax level by 11 March each year. Section 65 of the Act requires the Council to consult representatives of those subject to non-domestic rates in the Borough about its proposals for expenditure for each financial year.
3. The Chief Finance Officer has a key role to play in fulfilling the requirements of the statutory duty under the Local Government Act 2003 to keep the authority's finances under review during the year and take action if there is evidence that financial pressures will result in a budget overspend or if there is a shortfall in income.

BACKGROUND

4. Draft budget proposals for 2020/21 onwards were set out in a report to Executive on 7 November 2019. The report focussed primarily on growth, savings and additional income proposals for service budgets along with initial proposals for Capital Programme growth. Members of the Budget Scrutiny Panel had an opportunity to review the report at a meeting on 20 November 2019 and their feedback will be reported to Executive on 30 January.
5. The final budget report to Executive on 30 January 2020 will cover the entire Revenue Budget and Capital Programme, including information about Central revenue budgets and final Capital Programme growth proposals. This report covers these elements of the budget and has been requested by Overview & Scrutiny Committee in order to provide Members with an opportunity to consider and provide any additional feedback on them to Executive.

CENTRAL BUDGETS

6. Central budgets are summarised in the table below. They comprise those budget items that are corporate in nature and are not associated with delivery of specific services.

| Table 1: CENTRAL BUDGETS | Approved Budget 2019/20 £m | Proposed Budget 2020/21 £m | Net Budget Increase / Decrease £m |
|---------------------------------|----------------------------------|----------------------------------|--|
| Contingencies | 1.431 | 1.941 | 0.510 |
| New Posts Budget | 0.250 | 0.159 ¹ | (0.091) |
| Insurance | 0.452 | 0.482 | 0.030 |
| External Audit | 0.050 | 0.050 | 0.000 |
| Treasury Management Budgets: | | | |

Agenda Item 7

| | | | |
|---|---------|--------------------|----------------|
| Interest Received on Investments & Loans to Companies | (0.561) | (0.582) | (0.021) |
| Interest Paid on Borrowing | 0.157 | 0.922 | 0.765 |
| Minimum Revenue Provision (MRP) | 0.000 | 0.528 | 0.528 |
| Trust Funds | 0.036 | 0.036 | 0.000 |
| Employer Pension Contributions: | | | |
| Secondary (Lump Sum) Contribution | 1.983 | 0.000 ² | (1.983) |
| Up-front pension lump sum payment | 0.000 | 6.204 | 6.204 |
| Other Employer Pension Costs | 0.355 | 0.355 | 0.000 |
| Apprenticeship Levy | 0.064 | 0.069 | 0.005 |

NOTES

- 1 New posts budget – the balance on this budget will be transferred to service budgets in 2020/21 to reflect in-year use of the funds during 2019/20.
- 2 Following the 2019 revaluation the annual contribution is scheduled to increase, rising to £2.131M in 2020/21, £2.2M in 2021/22 and £2.27M in 2022/23; these increases will be avoided by making an up-front payment of £6.204m in 2020/21 (resulting in a saving of £0.397M over the three years)

7. The reasons for the recommended changes in Central Budgets in 2020/21 are detailed below:

| Table 2: CENTRAL BUDGETS | Outcome of Review |
|---------------------------------|---|
| Budget Contingencies | <p>The Headroom Contingency budget was originally established during budget setting in 2012/13. This budget ensures that there is capacity to address significant unplanned expenses that might arise in-year and that cannot be accommodated with existing budget allocations. The recommended budget for 2020/21 is £1.0 million – an increase of £0.164 million compared to 2018/19.</p> <p>Recommended deletion of the £0.5 million revenue budget for contributions to the Capital Programme to reflect the low level of expenditure over recent years and the detailed review of the Capital Programme that has been carried out this year meaning that there is less likely to be a requirement to call on supplementary in-year sources of funding.</p> <p>Recommended deletion of £0.100 million central budgets for severance and redundancy costs as these are no longer required; there are no significant structure changes planned.</p> |

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| Table 2: CENTRAL BUDGETS | Outcome of Review |
|---------------------------------|---|
| | <p>Capacity of £0.733 million has been included in the budget for forecast contractual pay increases and the negotiated annual cost of living increase of 2.3%. This budget is held centrally and, now that the pay award has been agreed, will be allocated to services ready for the start of the new financial year.</p> <p>Miscellaneous Income budgets of (£0.263) million recommended for deletion; no specific income source was identified when this budget was set and none has been identified subsequently.</p> |
| New Posts Budget | This budget was established during 2019/20 budget setting to create additional flexibility to accommodate mid-year staffing changes. After reviewing options, it is recommended that the budget is deleted and replaced with an equivalent increase in the New Posts Reserve that was created at the end of 2018/19 to accommodate in-year staffing changes. This will ensure continued flexibility going forward without placing avoidable pressures in revenue budget funds. |
| Insurance | Budget increased for agreed premium and service fee increases. |
| External Audit Fees | Budget increased in line with Public Sector Audit Appointments (PSAA) notified audit contract fees. |
| Treasury Management | <p>Budget has been reviewed to ensure that it reflects:</p> <ul style="list-style-type: none"> • Forecast interest on balances • Forecast borrowing costs (interest and Minimum Revenue Provision for loan repayment) in line with the proposed Capital Programme and Treasury Management Strategy |
| Employer Pension Contributions | <p>This budget has been updated to reflect the outcome of the 2019 Pension Fund Revaluation and the funding options offered to employers by the Fund.</p> <p>The recommended approach is:</p> <ul style="list-style-type: none"> • To maintain the primary employer contribution rate at 15% of salaries. This has been factored into the 2020/21 base budget. • To pay the secondary employer rate as a lump sum of £6.204 million funded from the earmarked reserve set aside for this purpose plus a contribution from General Fund Reserves at the beginning of 2020/21. This represents a saving of £0.397 million compared to payment in three annual instalments from 2020/21 to 2023/24 |
| Apprenticeship Levy | Budget increased in line with forecast total salary costs for 2020/21. |

CAPITAL PROGRAMME

8. The budget report to Executive on 7 November 2019 included capital programme growth proposals which totalled £9.910 million. Additional capital growth proposals have been developed and will be included in the budget report to Executive on 30 January 2020. These proposals total £82.655 million are summarised below and detailed at Annex 1.

| Table 3: ADDITIONAL CAPITAL PROGRAMME GROWTH 2020/21 to | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| | Projected | Projected | Projected | Projected | Projected | Projected |

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| 2024/25 | £m | £m | £m | £m | £m | £m |
|--|---------------|---------------|---------------|--------------|--------------|----------------|
| ORGANISATION SERVICES: | | | | | | |
| Strategic Property | (0.318) | 0.425 | 0.661 | 0.455 | 0.745 | 1.969 |
| IT Services | - | - | - | - | - | - |
| Organisational Development | 0.030 | 0.010 | 0.010 | 0.010 | 0.010 | 0.070 |
| PEOPLE SERVICES: | | | | | | |
| Housing | 10.234 | 10.000 | 10.000 | 0.000 | 0.000 | 30.234 |
| Wellbeing & Intervention | 0.100 | 0.000 | 0.000 | 0.000 | 0.000 | 0.100 |
| Community Partnerships | (0.020) | (0.020) | (0.020) | (0.020) | 0.000 | (0.080) |
| PLACE SERVICES: | | | | | | |
| Neighbourhood Operations | - | - | - | - | - | - |
| Place Delivery | 0.362 | 0.000 | 0.000 | 0.000 | 0.000 | 0.362 |
| Economic Prosperity | - | - | - | - | - | - |
| CORPORATE: | | | | | | |
| Investment in corporate priorities that also realise new income-generating opportunities | 50.000 | - | - | - | - | - |
| TOTAL ADDITIONAL CAPITAL PROGRAMME GROWTH | 60.388 | 10.415 | 10.651 | 0.445 | 0.755 | 82.655 |

9. The reasons for these latest growth proposals are set out below:

| Table 12: OTHER CAPITAL GROWTH PROPOSALS | |
|---|--|
| Service Area | Additional Capital Growth Proposals |
| ORGANISATION SERVICES | |
| Strategic Property | <ul style="list-style-type: none"> Investment in building maintenance for the Council's tenanted and commercial properties including leisure centres, pavilions and infrastructure assets – scheme details to be confirmed following condition surveys that are being commissioned Re-profiling of some elements of the November 2019 growth proposals following further assessments of priorities |

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| Table 12: OTHER CAPITAL GROWTH PROPOSALS | |
|---|--|
| Service Area | Additional Capital Growth Proposals |
| Organisational Development | <ul style="list-style-type: none"> Investment in IT facilities to support the development and adaptability of the Council's workforce to meet changing service needs |
| PEOPLE SERVICES: | |
| Wellbeing & Intervention | <ul style="list-style-type: none"> Initial capital funding allocation of £0.100m to support future development of facilities at the Harlequin theatre over the next five years – this is a provisional figure, details to be articulated through more detailed Business Cases following agreement of new Vision and Objectives for the facility |
| Housing Delivery Strategy | <ul style="list-style-type: none"> Investment of £30 million over the three years 2020/21 to 2022/23, funded in part through the allocation of resources equivalent to the value of New Homes Bonus receipts. Updated funding allocation for the Lee Street Bungalows scheme to reflect the updated specification. |
| PLACE SERVICES: | |
| Place Delivery | <ul style="list-style-type: none"> Preston Regeneration – confirmation of ongoing capital investment requirements – to be funded through a CIL allocation as part of the Strategic Infrastructure Plan (SIP). |
| CORPORATE | |
| Commercial Investment Strategy | <ul style="list-style-type: none"> Allocation of capital funding for investment in corporate priorities that also realise new income-generating opportunities. Following the allocation of £25m in the 2019/20 Capital Programme a further £50m is recommended for investment in 2020/21 onwards, funded through prudential borrowing. |

10. For new capital schemes that draw on capital sums that are not attributed to a specific project or programme there will be a requirement for further reports to Executive and/or to the Commercial Ventures Executive Sub-Committee as business cases are finalised, the outcome of tendering is known and costs are confirmed, or where there is a significant cost variance compared to the original capital allocation. At that stage funds will be allocated to individual schemes.

OPTIONS

11. Members of Overview & Scrutiny Committee are invited to consider the information presented in this report and provide feedback for consideration by executive at their meeting on 30 January 2020.

LEGAL IMPLICATIONS

12. Service & financial planning: There are no direct legal implications arising from the recommendations in this report subject to the Council adopting a balanced budget for

Agenda Item 7

2020/21 by 11 March 2020 to meet the requirements of the Local Government Finance Act 1992.

FINANCIAL IMPLICATIONS

13. These are addressed throughout the report.

EQUALITIES IMPLICATIONS

14. An Equalities Impact Assessment of service planning proposals has been undertaken and is provided as a background paper to this report.
15. This is based on the best information available at the time of writing; however it is important to note that where individual changes, projects or policies are being developed, equalities impact assessments will need to be carried out by the responsible officer(s) and considered by the decision maker(s).
16. A large proportion of the growth sought is staff costs and increased operating costs. Some growth is sought to progress with service reviews, changes or expansion. The Equalities Impact Assessment concludes that a number of these have the potential to deliver positive benefits for those with protected characteristics, and these opportunities should be explored further as work on these specific projects continues.
17. It will however be important that equalities considerations are properly as this work is taken forward, for example:
 - Proposals for channel shift could have a negative impact for those who find it difficult to access online services. This potential negative impact can be mitigated by ensuring that that assistance or alternative forms of contact are available.
 - In identifying a vision for the long term operation and maintenance of the Council's community centres and a new business plan for the Harlequin Theatre, it will be important that consultation is undertaken with user groups and those with protected characteristics, and that a detailed equalities impact assessment is carried out to ensure the needs of protected characteristic groups are properly considered.
 - Changes to the physical environment due to regeneration / construction works could impact on those with mobility difficulties or physical or other disabilities. This potential negative impact can be mitigated by applying sensitive construction practices and clear communication in advance of and during construction activities.

COMMUNICATION IMPLICATIONS

18. The Council continues to offer value for money for Council residents – in 2020/21, the average household will pay just £4.47 per week to the Borough Council in Council Tax, which pays for the wide range of services that the Council delivers, including household waste and recycling collections, street cleaning, greenspaces maintenance, leisure and community centres, and statutory and regulatory services such as licencing, environmental health and planning.
19. Central to Council's communications and engagement strategy is not only to promote the good work that the Council does and the great services it provides, but also to make sure that our annual service and financial planning process reflects what our residents and businesses need. The development of the new Five-Year Corporate Plan has been

Agenda Item 7

supported by extensive consultation with residents and other partners to ensure that our priorities remain relevant up to 2025.

20. Service and financial plans are aimed at minimising risks and ensuring that the Council continues to deliver great services whilst managing budgets and other resources well. The Medium Term Financial Plan and Capital Investment Strategy include analyses of forecast budget risks and the mitigating action that is planned.
21. The Council has strong risk management arrangements in place to ensure that any risks are identified and managed, with regular performance reports provided to the Overview & Scrutiny Committee and the Executive.
22. The risks relating to the long-term financial sustainability of the Council remain on the strategic risk register, and as such controls and mitigating actions are regularly reviewed. Property investment, which is a key aspect of securing our long-term financial sustainability and can be affected by wider macro-economic circumstances, is a strategic financial risk for which controls are in place and mitigating actions being implemented.
23. Other strategic risks, which the Council recognises need to be managed relate to partner organisation's decisions in relation to future funding and recycling credits.

HUMAN RESOURCE IMPLICATIONS

24. Service & financial planning: delivery of significant savings in previous years resulted in staffing reductions and a substantial reduction in the salary budget. Continuing to make these kinds of efficiencies is no longer sustainable without impacting on the quality of service delivery. Conversely, the Council will need to grow in the future if the Council is to succeed in our ambitious approach to becoming self-sufficient. The Council will need the capacity and skills to enable the organisation to diversify and to become more commercial, whilst also expanding our service provision.

CONSULTATION

25. Consultation has been carried out in line with the Council's budget and policy framework. This includes consideration by the Overview & Scrutiny Committee.
26. The Overview & Scrutiny Committee established a Budget Scrutiny Panel to support this work. The Panel met on 20 November. The Panel's report was considered by the Overview & Scrutiny Committee on 17 December. The Overview & Scrutiny Committee is now invited to consider the Central Budget and additional Capital Programme proposals as detailed in this report and provide any feedback to the Executive at their meeting on 30 January 2020.
27. Section 65 of the Local Government Finance Act 1992 requires the Council to consult representatives of those subject to non-domestic rates in the borough about its proposals for expenditure for each financial year. This is being done through activities coordinated by the Economic Prosperity Team, including business networking events and using the Council's business e-newsletter.

POLICY FRAMEWORK

28. Service & financial planning: the budget proposals within this report form part of the

Agenda Item 7

Council's budget and policy framework. The annual budget is developed to ensure that the Council can deliver the Corporate Five-Year Plan and services to residents and businesses.

Background Papers:

Medium Term Financial Plan Update, report to Executive on 18 July 2019

Capital Investment Strategy 2019/20, report to Executive on 19 September 2019

Service & Financial Planning 2020/21, report to Executive on 7 November 2019

Budget Scrutiny Panel Report, Service & Financial Planning 2020/21, report to Executive on 30 January 2020

Equality Impact Assessment: Service & Financial Planning 2020/21, January 2020.

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CAPITAL PROGRAMME
ADDITIONAL CAPITAL GROWTH PROPOSALS
2020/21 TO 2024/25

Capital Programme – Additional Growth Proposals

– 2020/21 to 2024/25

| Head of Service | Growth Proposal | Growth 20/21 £M | Growth 21/22 £M | Growth 22/23 £M | Growth 23/24 £M | Growth 24/25 £M |
|-------------------------------------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| ORGANISATION SERVICES | | | | | | |
| Caroline Waterworth | Maintenance works - Forum House, Brighton Road, Redhill - <i>reprofiling/review of November 2019 growth proposal</i> | (0.500) | - | - | - | - |
| | | 0.070 | 0.100 | 0.100 | 0.150 | - |
| | Maintenance works - Unit 61E, Albert Road North - <i>reprofiling/review of November 2019 growth proposal</i> | (0.200) | - | - | - | - |
| | | 0.055 | 0.012 | 0.200 | 0.012 | 0.012 |
| | Maintenance works - Council-Occupied Properties | - | - | - | - | 0.400 |
| | Maintenance works - consultancy/capitalised staff costs. | - | - | - | - | 0.040 |
| Maintenance works - Regent House | 0.025 | 0.050 | 0.100 | 0.090 | 0.090 | |

Capital Programme – Additional Growth Proposals

– 2020/21 to 2024/25

| Head of Service | Growth Proposal | Growth 20/21 £M | Growth 21/22 £M | Growth 22/23 £M | Growth 23/24 £M | Growth 24/25 £M |
|------------------------------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| ORGANISATION SERVICES | | | | | | |
| Caroline Waterworth | Maintenance works - Linden House , 51b High Street, Reigate | 0.017 | 0.011 | 0.029 | 0.012 | 0.012 |
| | Maintenance works - Units 1-5 Redhill Distribution Centre. Salfords | 0.040 | 0.017 | 0.058 | 0.017 | 0.017 |
| | Maintenance works - Crown House | 0.075 | 0.135 | 0.075 | 0.075 | 0.075 |
| | Maintenance works - Tenanted Properties (occupied by third-parties) | 0.100 | 0.100 | 0.100 | 0.100 | 0.100 |
| Kate Brown | Workplace Facilities: additional IT requirement for forecast increase in workforce. | 0.030 | 0.010 | 0.010 | 0.010 | 0.010 |
| TOTAL | | (0.288) | 0.435 | 0.671 | 0.465 | 0.755 |

Capital Programme – Additional Growth Proposals

– 2020/21 to 2024/25

| Head of Service | Growth Proposal | Growth 20/21 £M | Growth 21/22 £M | Growth 22/23 £M | Growth 23/24 £M | Growth 24/25 £M |
|------------------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| PEOPLE SERVICES | | | | | | |
| Justine Chatfield | Capital Grants – updates to original programme following review of approach to awarding grant funding during 2019/20 | (0.020) | (0.020) | (0.020) | (0.020) | 0.000 |
| Duane Kirkland | Harlequin - Service Development investment | 0.100 | - | - | - | - |
| Richard Robinson | Housing Delivery Strategy investment | 10.000 | 10.000 | 10.000 | - | - |
| | Lee Street Bungalows | 0.234 | - | - | - | - |
| TOTAL | | 10.314 | 9.980 | 9.980 | (0.020) | 0.000 |

Capital Programme – Additional Growth Proposals

– 2020/21 to 2024/25

| Head of Service | Growth Proposal | Growth 20/21 £M | Growth 21/22 £M | Growth 22/23 £M | Growth 23/24 £M | Growth 24/25 £M |
|-----------------------|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| PLACE SERVICES | | | | | | |
| Peter Boarder | Preston Regeneration (CIL-funded) | 0.362 | - | - | - | - |

Capital Programme – Additional Growth Proposals

– 2020/21 to 2024/25

| Head of Service | Growth Proposal | Growth 20/21 £M | Growth 21/22 £M | Growth 22/23 £M | Growth 23/24 £M | Growth 24/25 £M |
|---|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| CORPORATE | | | | | | |
| Commercial Ventures Executive Sub Committee (CVESC) | Investment in corporate priorities that also realise new income-generating opportunities. | 50.000 | - | - | - | - |

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| | |
|-------------------------|--|
| SIGNED OFF BY | Head of Planning |
| AUTHOR | Catriona Marchant, Democratic Services Officer |
| TELEPHONE | Tel: 01737 276066 |
| EMAIL | catriona.marchant@reigate-banstead.gov.uk |
| TO | Overview and Scrutiny Committee |
| DATE | Thursday, 23 January 2020 |
| EXECUTIVE MEMBER | Portfolio Holder for Planning Policy |

| | |
|------------------------------|--------------|
| KEY DECISION REQUIRED | N |
| WARDS AFFECTED | (All Wards); |

| | |
|----------------|---|
| SUBJECT | Constitution of Local Plan Scrutiny Review Panel 2019/20 – Draft Supplementary Planning Documents |
|----------------|---|

| |
|---|
| RECOMMENDATIONS |
| <ol style="list-style-type: none"> 1. To agree the membership of the Local Plan Scrutiny Review Panel 2019/20 and the timetable as set out in this report; 2. To agree the scope of the Local Plan Scrutiny Review Panel’s work to consider the consultation responses received on the Draft Supplementary Planning Documents on Affordable Housing, Barn and Farm Conversions, Historic Parks and Gardens and Reigate Shopfront. |

| |
|--|
| EXECUTIVE SUMMARY |
| To consider the membership, timetable and scope of work of the Local Plan Scrutiny Review Panel 2019/20 – Draft Supplementary Planning Documents (SPDs). |

| |
|--|
| BACKGROUND |
| <ol style="list-style-type: none"> 1. The Committee is requested to convene the Local Plan Scrutiny Review Panel for the year 2019/20 to consider the consultation responses received on the Draft Supplementary Planning Documents (SPDs) on Affordable Housing, Barn and Farm Conversions, Historic Parks and Gardens and Reigate Shopfront which the Council is currently revising. These revised SPDs are intended to replace the current adopted |

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SPDs in order to be consistent with relevant Development Management Plan policies and national policy changes since the original SPDs were adopted. The draft SPDs are currently out for public consultation.

MEMBERSHIP

- The Local Plan Scrutiny Review Panel is a 5 Member panel. The political proportionality requirements do not apply to scrutiny panels. However, the Committee has always sought to apply the principles. Therefore, this year's membership is as follows:

| | |
|---------------------------------|---|
| Conservative | 3 |
| Green/Liberal | 2 |
| Democrat/Residents' Association | |

- Meetings of the Panel are open to any Councillor to attend.
- The Committee is asked to consider the nominations for Membership of the Panel, and the following have been received:
Conservative Party: Three nominations to be confirmed.
Green Party, Liberal Democrats, Residents' Association: Two nominations to be confirmed.
- The Committee is requested to approve the nominations made.

TIMETABLE

- The indicative timetable for consultation on draft SPDs for 2020/21 is as follows:

| Event | Date |
|--|----------------------------|
| Public consultation responses deadline for Supplementary Planning Documents. | 8 February 2020 |
| Local Plan Scrutiny Review Panel: To consider the draft SPDs consultation responses. | 18 Feb or 3 March 2020 tbc |
| Overview and Scrutiny Committee: To receive the Panel's feedback and provide recommendations to the Executive. | 16 April 2020 |
| Executive: To consider the recommendations of the Overview and Scrutiny Committee | 23 April 2020 |

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ROLE OF THE OVERVIEW AND SCRUTINY COMMITTEE

7. The Panel's activity will therefore focus on considering the public consultation responses received on the draft SPDs. This is expected to focus on providing an opportunity for Panel members to meet to consider the responses on the draft SPDs, raise questions and make any observations.
8. The Overview and Scrutiny Committee will consider the report of the Local Plan Scrutiny Review Panel at its meeting on 16 April 2020 and make any observations for consideration by the Executive on 23 April 2020.

BACKGROUND PAPERS

You can view the four draft SPDs, the Initial Consultation Statements for each, and other supporting documents on the Council's website at: http://www.reigate-banstead.gov.uk/info/20085/planning_applications/28/supplementary_planning_documents_and_guidance/2

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| | |
|-------------------------|--|
| SIGNED OFF BY | Head of Legal and Governance |
| AUTHOR | Catriona Marchant, Democratic Services Officer |
| TELEPHONE | Tel: 01737 276066 |
| EMAIL | catriona.marchant@reigate-banstead.gov.uk |
| TO | Overview and Scrutiny Committee |
| DATE | Thursday 23 January 2020 |
| EXECUTIVE MEMBER | Not applicable |

| | |
|------------------------------|-----------|
| KEY DECISION REQUIRED | No |
| WARDS AFFECTED | All Wards |

| | |
|----------------|---|
| SUBJECT | Overview and Scrutiny Committee's Work Programme 2020 |
|----------------|---|

| |
|--|
| RECOMMENDATIONS |
| <ul style="list-style-type: none"> i. To consider the proposed future work programme for the Overview and Scrutiny Committee, set out in Annex 1; and ii. To note the Action Tracker (Annex 2) from the last meeting. |
| REASONS FOR RECOMMENDATIONS |
| <p>The work programme for the Overview and Scrutiny Committee was recommended by the Overview and Scrutiny Committee at its meeting on 14 February 2019 and was agreed by Council on 11 April 2019. The Proposed Work Programme 2020/21 is scheduled to come to the Committee at its 20 February 2020 meeting.</p> <p>Arrangements for implementing the work programme have progressed and the latest plans are outlined in Annex 1. In addition an Action Tracker (Annex 2) which sets out the resolutions and requests from the previous meeting is added to the Agenda.</p> <p>This is a standing item to keep the Committee informed and to prepare for upcoming business.</p> |

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EXECUTIVE SUMMARY

Background information

The selection and prioritisation of work is essential if the scrutiny function is to be successful, add value and retain credibility. This proposed standing item gives the Committee an opportunity to view and comment on future planning of the Overview and Scrutiny work programme.

Work Programme 2020

The Work Programme 2020 is a useful tool in planning the overview and scrutiny work programme. The Future Work Programme will be updated before each meeting and feed into the Corporate Forward Plan.

Action Tracker

The Action Tracker sets out the Resolutions and requests for information from the previous meeting.

STATUTORY POWERS

1. The *Local Government Act 2000* (as amended) established Overview and Scrutiny Committees within the Leader with Cabinet model of governance. Subsequent legislation including the *Police and Justice Act 2006*, the *Local Government Public Involvement in Health Act 2007*, the *Local Democracy, Economic Development and Construction Act 2009*, the *Localism Act 2011* and the *Local Authorities (Overview and Scrutiny Committees) (England) Regulations 2012* has provided additional responsibilities on the Committee.

BACKGROUND

2. The Overview and Scrutiny Committee Work Programme 2019/20 was agreed earlier in 2019 and sets out a programme of activity that is in line with the Council's priorities.
3. This report requests the Committee to use the Overview and Scrutiny Committee Work Programme 2019/20 and Action Tracker as a tool to assist the Committee in managing its activities during the year.

OPTIONS

4. The Committee has the option to approve, add to or remove items from the Work Programme or to ask Officers to review the position and report back on alternative options to include any new resource implications.

LEGAL IMPLICATIONS

5. There are no immediate legal implications arising from this report.

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FINANCIAL IMPLICATIONS

6. There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications then these will be highlighted at that time.

EQUALITIES IMPLICATIONS

7. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty applies to the following protected characteristics: age; disability; gender reassignment; pregnancy/maternity; race; religion/faith; sex and sexual orientation. In addition, marriage and civil partnership status applies to the first part of the duty.

8. The Committee should ensure that it has regard for these duties by considering them through the course of its work. This should include considering:
- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
 - Whether the impact on particular groups is fair and proportionate;
 - Whether there is equality of access to service and fair representation of all groups within the Borough;
 - Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

COMMUNICATION IMPLICATIONS

9. There are no communication implications.

RISK MANAGEMENT CONSIDERATIONS

10. There are no risk management considerations.

CONSULTATION

11. Consultation with the Chair and Vice-Chair of the Overview and Scrutiny Committee will take place as part of the Agenda planning process of each meeting.

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POLICY FRAMEWORK

12. The Committee's activities through its work programme are designed to support the corporate direction of the Council.
13. The Chair of the Committee will meet regularly with the Leader of the Council to link the Committee's work programme to the Corporate Forward Plan of business.

BACKGROUND PAPERS

Overview and Scrutiny Committee Work Programme 2019/20 report (14 February 2019).
Corporate Plan 2015-20 - www.reigate-banstead.gov.uk/council_and_democracy/about_the_council/plans_and_policies/corporate_plan/index.asp

ANNEXES

- Annex 1 – Future Work Programme 2020
- Annex 2 – Committee Action Tracker

REIGATE AND BANSTEAD BOROUGH COUNCIL:

**OVERVIEW AND SCRUTINY
COMMITTEE WORK PROGRAMME**



Date of issue: 10 January 2020

| Report Author(s) | Lead Member(s) | Officer sign off | Subject | O&S | Executive | Council | Open / Exempt | Key |
|--|---|--------------------------------|---|-------------|-----------|---------|---------------|-----|
| 23 January 2020 | | | | | | | | |
| Ross Spanton, Community Safety Officer, Justine Chatfield, Head of Community Partnerships | Portfolio Holder for Community Partnerships | Head of Community Partnerships | Annual Community Safety Partnership Scrutiny - 2019/20 To review the work of the East Surrey Community Safety Partnership in 2019/20. | 23 Jan 2020 | | | Open | |
| Justine Chatfield, Head of Community Partnerships | Portfolio Holder for Community Partnerships, Portfolio Holder for Housing and Benefits, Portfolio Holder for Wellbeing and Intervention | Director of People | Portfolio Holder Briefing - People Portfolios To provide an overview of progress in the Wellbeing & Intervention, Community Partnerships, and Housing & Benefits Portfolios. To include an update on Community Centres. | 23 Jan 2020 | | | Open | |

| Report Author(s) | Lead Member(s) | Officer sign off | Subject | O&S | Executive | Council | Open / Exempt | Key |
|---|--------------------------------------|--------------------------------------|--|----------------|------------------|----------------|----------------------|------------|
| <i>Tom Borer, Policy Officer</i> | Leader of the Council | Chief Executive | Leader's Update (January 2020) To receive an update on the work of the Council and future plans. | 23 Jan 2020 | | | Open | |
| <i>Pat Main, Interim Head of Finance and Assets</i> | Councillor Tony Schofield | Director of Finance and Organisation | Budget 2020/21 and Capital Programme 2020 to 2025 Proposals To consider the updated elements of the Budget 2020/21 and Capital Programme 2020 to 2025 proposals. | 23 Jan 2020 | | | Open | |
| <i>∞∞ ∞∞ Catriona Marchant, Democratic Services Officer</i> | Portfolio Holder for Planning Policy | Head of Planning | Constitution of Local Plan Scrutiny Review Panel 2019/20 To receive a report on the constitution of a Local Plan Scrutiny Review Panel for 2019/20 to consider consultation responses to draft Supplementary Planning Documents. | 23 Jan 2020 | | | Open | |

| Report Author(s) | Lead Member(s) | Officer sign off | Subject | O&S | Executive | Council | Open / Exempt | Key |
|---|---|------------------------------------|---|-------------|-----------|---------|---------------|-----|
| 20 February 2020 | | | | | | | | |
| <i>Helen Stocker, Finance Manager</i> | Deputy Leader and Portfolio Holder for Finance | Interim Head of Finance and Assets | <p>Progress Update on 2019/2020 Statement of Accounts</p> <p>A report requested by Overview and Scrutiny to provide a progress update on Statement of Accounts 2019/20 preparations.</p> | 20 Feb 2020 | | | Open | |
| <i>Luci Mould, Director of Place, Luci Mould, Director of Place</i> | Portfolio Holder for Neighbourhood Services, Portfolio Holder for Place and Economic Prosperity, Portfolio Holder for Planning Policy | Director of Place | <p>Portfolio Holder Briefing - Place Portfolios</p> <p>To receive a briefing from the Place Portfolio Holders regarding the Place business areas and their portfolios.</p> | 20 Feb 2020 | | | Open | |
| <i>Luke Harvey, Project & Performance Team Leader</i> | Portfolio Holder for Corporate Direction and Governance | Head of Projects and Performance | <p>Draft Key Performance Indicators - 2020/21</p> <p>To receive the latest draft of KPIs for 2020/21</p> | 20 Feb 2020 | | | Open | |

| Report Author(s) | Lead Member(s) | Officer sign off | Subject | O&S | Executive | Council | Open / Exempt | Key |
|---|---|------------------------------------|--|-------------|----------------------------|------------|---------------|-----|
| <i>Catriona Marchant, Democratic Services Officer</i> | Chairman of the Overview and Scrutiny Committee | Head of Legal and Governance | <p>Overview and Scrutiny Committee: Proposed Work Programme 2020/21</p> <p>To consider the proposed work programme for the Committee for 2020/21.</p> | 20 Feb 2020 | 27 Feb 2020 | 9 Apr 2020 | Open | |
| 19 March 2020 | | | | | | | | |
| <i>Luke Harvey, Project & Performance Team Leader</i> | Portfolio Holder for Corporate Direction and Governance | Head of Projects and Performance | <p>Internal audit 2019/20 - Q3 progress report</p> <p>To consider progress in Q3 against delivery of the 2019/20 internal audit plan.</p> | 19 Mar 2020 | | | Open | |
| <i>Luke Harvey, Project & Performance Team Leader</i> | Portfolio Holder for Corporate Direction and Governance | Head of Projects and Performance | <p>Internal Audit Plan 2020/21</p> <p>To endorse the draft Internal Audit Plan for 2020/21.</p> | 19 Mar 2020 | | | Open | |
| <i>Shanti Satheskumar, Trading Support Accountant</i> | Deputy Leader and Portfolio Holder for Finance | Interim Head of Finance and Assets | <p>Treasury Management Strategy 2020-2021</p> <p>To consider the Treasury Management Strategy for 2020-21.</p> | 19 Mar 2020 | 27 Feb 2020 26 Mar 2020 | 9 Apr 2020 | Open | PFP |

| Report Author(s) | Lead Member(s) | Officer sign off | Subject | O&S | Executive | Council | Open / Exempt | Key |
|---|---|--|--|-------------|-------------|---------|---------------|-----|
| <i>Helen Stocker, Finance Manager</i> | Deputy Leader and Portfolio Holder for Finance | Interim Head of Finance and Assets | <p>Annual Governance Statement</p> <p>The Council is required to publish an annual statement on its corporate governance arrangements. This should accompany the Council's annual Statement of Accounts.</p> <p>Statutory regulations recommend that the body charged with overall responsibility for governance within the Council should review and endorse the statement prior to its formal signature by the Leader of the Council and the Chief Executive.</p> | 19 Mar 2020 | | | Open | |
| <i>Luke Harvey, Project & Performance Team Leader</i> | Deputy Leader and Portfolio Holder for Finance, Portfolio Holder for Corporate Direction and Governance | Head of Projects and Performance, Interim Head of Finance and Assets | <p>Quarterly Performance Report (Q3 2019/20)</p> <p>To consider Council performance in the third quarter of 2019/20 in regards to Key Performance Indicators, Revenue and Capital Budget Monitoring and Risk Management.</p> | 19 Mar 2020 | 26 Mar 2020 | | Open | |

| Report Author(s) | Lead Member(s) | Officer sign off | Subject | O&S | Executive | Council | Open / Exempt | Key |
|--|---|--|---|-------------|-----------|-------------|---------------|-----|
| <i>Kirsty Jane Hill, Democratic Services Officer</i> | Portfolio Holder for Investment and Companies | Head of Legal and Governance, Interim Head of Finance and Assets | Companies Performance Update To receive an update on the performance of Council companies. | 19 Mar 2020 | | | Part exempt | |
| 16 April 2020 | | | | | | | | |
| <i>Pat Main, Interim Head of Finance and Assets</i> | Deputy Leader and Portfolio Holder for Finance | Director of Finance and Organisation | External Audit Plan 2019/20 To endorse the draft External Audit Plan for 2019/20. | 16 Apr 2020 | | | Open | |
| <i>CO N Catriona Marchant, Democratic Services Officer</i> | Chairman of the Overview and Scrutiny Committee | Head of Legal and Governance | Overview and Scrutiny Committee: Annual Report 2019/20 To consider the Annual Report of the Committee's work. | 16 Apr 2020 | | 28 May 2020 | Open | |
| To be scheduled | | | | | | | | |
| <i>Simon Rosser, Head of Revenues, Benefits and Fraud</i> | Portfolio Holder for Investment and Companies | Director of People | A Local Authority Trading Company for Provision of Revenues, Benefits and Fraud Services, and Loan Facilities | | | | Part exempt | KEY |

| Report Author(s) | Lead Member(s) | Officer sign off | Subject | O&S | Executive | Council | Open / Exempt | Key |
|----------------------------------|---|--------------------------|---|-----|-----------|---------|---------------|-----|
| | | | Incorporation of the company and associated governance requirements. | | | | | |
| <i>Tom Borer, Policy Officer</i> | Portfolio Holder for Neighbourhood Services | Head of Corporate Policy | <p>Update on Carbon Management - Climate Change</p> <p>This is a request from Overview and Scrutiny to receive an update on carbon management – climate change, following the motion at Full Council on 7 February 2019 –Minute 75 – Climate Change.</p> | | | | Open | |

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Action tracker - Overview and Scrutiny Committee 2019/20 – Updated 13 January 2020

| Meeting 2019 | Subject and request | Action | Who | When | Completed and Archived |
|--------------|---|---|---------------------|-------------|--|
| 17 Dec | Item 5 – Budget Scrutiny Panel Report: Service and Financial Planning 2020/21 | Trust Funds - Members asked officers to confirm the actions necessary to gain approval to spend capital sums relating to the Reigate Baths Trust Fund and Commons Trust. Officers to report back with the outcome and options. | Request to officers | In progress | |
| 17 Dec | Item 7 – Quarterly Performance Report (Q2 2019/20) | Self-service transactions - Members asked for the percentage of total self-service transactions that are made online. A written response giving further information would be provided to Members. | Request to officers | Completed | Written answer emailed to O&S Members on 10 January 2020. |
| 17 Dec | Item 7 – Quarterly Performance Report (Q2 2019/20) | Trade waste –request for written response on business gained and lost on trade waste and action taken, and what the Council could do proactively to win contracts. Green waste – request for information on percentage and spread of residents taking-up use of green waste bins. | Request to officers | Completed | Written answers emailed to O&S Members on 13 January 2020. |
| 17 Dec | Item 7 – Quarterly Performance Report (Q2 2019/20) | Harlequin cinema – request for written response as to whether additional costs associated with delays might be recovered. | Request to officers | Completed | Written answer emailed to O&S Members on 13 January 2020. |

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|--------|---|---|---------------------|-------------|--|
| 17 Dec | Item 7 – Quarterly Performance Report (Q2 2019/20) | External auditors - additional work – Members asked for written breakdown of items in the Finance area which resulted in a forecast overspend. | Request to officers | In progress | |
| 17 Oct | Item 4 – Report from External Auditors on 2018/19 Accounts (ISA 260 Report) | Balances on Trust Funds – the Council acts as a trustee for a number of Trust Funds of specific areas of land and other facilities for use by the public such as Reigate Baths Trust which were earning interest. Members asked for a written answer about the background of each fund to understand any restrictions on how the capital could be used for the benefit of residents. | Request to officers | Completed | Written answer emailed to O&S Members on 28 November 2019. |
| 17 Oct | Item 6 – Portfolio Holder Briefing – Organisation Portfolios | Procurement – Members requested sight of the review report of the procurement and contract management processes and its recommendations when completed. | Request to officers | Completed | The review has been carried out and the draft report is underway. |
| 17 Oct | Item 9 – Future Work Programme – October 2019 | Projects Reporting - Members requested further detailed project and programme information to understand the current performance of the major development projects: Marketfield Way, Cromwell Road, Lee Street and Pitwood Park. This followed a written response emailed to Committee Members on 15 October 2019. | Request to officers | Completed | Following this request, it was agreed that a set of monthly theme dashboards that are shared with Portfolio Holders are made available to all Members via ModGov Library from end of January 2020. |

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| 11 July | Item 5 – Five Year Performance Plan report 2018/19 | Money Support Team – it was identified that the Council had supported families but little was known about the work done by the team and the services offered. Members asked for more information about this service. | Request to officers | In progress | <p>The Head of Wellbeing and Intervention's team have put together a summary of what the money support team does, how it came about, and its impact. With Portfolio Holder. Cllr Alex Horwood.</p> <p>Briefing on the work of the Money Support Team offered to O&S Committee Members. This will be part of the People Portfolio Holder presentations on 23 January O&S.</p> |
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