

# Agenda

## Executive

Thursday, 24 June 2021 at 7.30 pm

New Council Chamber, Town Hall, Reigate



This meeting will take place in accordance with Government guidance, the Executive will assemble at the Town Hall, Reigate. Members of the public, Officers, and Visiting Members should attend remotely.



Members of the public may observe the proceedings live on the Council's [website](#).

### Members:

#### M. A. Brunt (Leader)

T. Schofield

T. Archer

R. H. Ashford

R. Biggs

N. J. Bramhall

E. Humphreys

V. H. Lewanski

C. M. Neame

K. Sachdeva

**Mari Roberts-Wood**  
Interim Head of Paid Service

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

- 1. Apologies for absence**  
To receive any apologies for absence.
- 2. Minutes** (Pages 5 - 14)  
To approve the Minutes of the meeting of the Executive held on 25 March 2021.
- 3. Declarations of interest**  
To receive any declarations of interest.
- 4. Reigate & Banstead 2025 Annual Report 2020/21** (Pages 15 - 58)  
Executive Member for Corporate Policy and Resources.
- 5. Local Character and Distinctiveness Design Guide Supplementary Planning Document** (Pages 59 - 244)  
Executive Member for Planning Policy and Place Delivery
- 6. Fees and Charges Policy for Licenced Mobile Home Sites** (Pages 245 - 268)  
Executive Member for Neighbourhood Services.
- 7. Appointments to the Board of the Banstead Common Conservators** (Pages 269 - 272)  
Executive Member for Neighbourhood Services.  
*(Exempt documents enclosed at Agenda Item 12)*
- 8. Quarter 4 2020/21 Performance Report** (Pages 273 - 318)  
Deputy Leader and Executive Member for Finance and Governance; and the Executive Member for Corporate Policy and Resources.
- 9. Risk management - Quarter 4 2020/21** (Pages 319 - 336)  
Executive Member for Corporate Policy and Resources.
- 10. Statements**  
To receive any statements from the Leader of the Council, Members of the Executive or the Interim Head of Paid Service.

## **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: Urgent business must be submitted in writing but may be supplemented by an oral report).

## **12. Exempt business**

(Pages 337 - 352)

RECOMMENDED that members of the Press and public be excluded from the meeting for the following item of business under Section 100A(4) of the Local Government Act 1972 on the grounds that:

- (i) it involves the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Act; and
- (ii) the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

*Exempt documents relating to Agenda Items 7 and 9*



### **Our meetings**

As we would all appreciate, our meetings will be conducted in a spirit of mutual respect and trust, working together for the benefit of our Community and the Council, and in accordance with our Member Code of Conduct. Courtesy will be shown to all those taking part.



### **Streaming of meetings**

Meetings are broadcast live on the internet and are available to view online for six months. A recording is retained for six years after the meeting. In attending any meeting, you are recognising that you may be filmed and consent to the live stream being broadcast online, and available for others to view.



### **Accessibility**

The Council's agenda and minutes are provided in English. However, the Council also embraces its duty to anticipate the need to provide documents in different formats, such as audio, large print or in other languages. The Council will provide such formats where a need is identified prior to publication or on request.



**Notice is given** of the intention to hold any part of this meeting in private for consideration of any reports containing "exempt" information, which will be marked accordingly.

## BOROUGH OF REIGATE AND BANSTEAD

### EXECUTIVE

Minutes of a meeting of the Executive held remotely on 25 March 2021 at 7.30 pm.

Present: Councillors M. A. Brunt (Leader), T. Schofield (Deputy Leader), T. Archer, R. H. Ashford, R. Biggs, N. J. Bramhall, E. Humphreys, G. J. Knight, V. H. Lewanski and R. Michalowski.

Also present: Councillors M. S. Blacker, J. C. S. Essex, S. A. Kulka, S. McKenna and S. T. Walsh.

#### 72. MINUTES

**RESOLVED** that the minutes of the meeting of the Executive held on 28 January 2021 be approved.

#### 73. APOLOGIES FOR ABSENCE

There were no apologies for absence received from Members of the Executive. Apologies of absence were received from Visiting Members Councillor Harrison and Councillor Ritter.

#### 74. DECLARATIONS OF INTEREST

There were none.

#### 75. CLIMATE CHANGE AND SUSTAINABLE CONSTRUCTION SUPPLEMENTARY PLANNING DOCUMENT FOR CONSULTATION

The Executive Member for Planning Policy and Place Delivery, Councillor Biggs, introduced the report by explaining that the draft Climate Change and Sustainable Construction Supplementary Planning Document had been prepared to demonstrate how developments can meet various sustainability requirements in the Development Management Plan.

Councillor Biggs explained that the Supplementary Planning Document:

- Will demonstrate what the Council expects from developers in relation to the sustainability requirements
- Will result in the adoption of a uniform and standardised approach which will help planning officers to assess the acceptability of proposed sustainability measures
- Had been prepared with input from the Council's Sustainability Project Officer and Surrey County Council's Climate Change Project Manager
- Had also been reviewed by the Development Management Advisory Group and the cross-party sustainability working group before being sent to all members for comment. Comments received had been incorporated in the draft document.

During the discussion, it was confirmed that advice from the Monitoring Officer would be sought on the consultation period. It was also confirmed that the document would be available in alternative languages.

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In response to questions from a Visiting Member it was confirmed that the Planning Department would work with the Communications Department to ensure that the consultation would have a broad reach to encourage engagement with the consultation, and that the Executive Member for Planning Policy and Place Delivery would provide a written response in answer to a question about writing to the Secretary of State to outline that the Council would like all developments to meet the sustainability requirements in the Supplementary Planning Document.

## **RESOLVED:**

1. To approve the draft Climate Change and Sustainable Construction Supplementary Planning Document for public consultation, and to begin the consultation at a time specified by the Monitoring Officer.
2. That the Head of Planning in consultation with the Executive Member for Planning Policy, be authorised to make any necessary minor amendments to the draft Climate Change and Sustainable Construction Supplementary Planning Document prior to consultation.

## **76. WILDLIFE FRIENDLY PUBLIC SPACES**

The Executive Member for Neighbourhood Services, Councillor Bramhall, explained that the report provided an update on progress towards the achievement of the objectives of the wildlife friendly open spaces motion tabled at Council in September 2019.

Councillor Bramhall highlighted that:

- Support of the motion had been in response to a motion passed by Surrey County Council in July 2019 which sought improvement to the management of verges for the benefit of wildlife
- The report gave progress on initiatives implemented since the motion was passed
- It remained necessary to be aware of cost and other implications which could arise due to future alterations to the Council's environmental management practices
- Officers were investigating means to extend the scope of improvements. Further discussions would take place with the County Council to agree the future focus and funding arrangements. A further update would be provided at an appropriate point in the future.
- The Council was engaging with members of the public, and the Earlswood Common Management Steering Group were due to bring forward a management plan for Earlswood Common.

In response to questions from Visiting Members, it was confirmed that:

- The Council was working closely with Surrey County Council to achieve the aims of the motion. Within the past year, great strides forward had been made.
- There was a need to carefully consider the frequency of grass cutting so that it was clear to residents that it was a conscious effort to improve biodiversity. There were also financial implications in reducing the frequency of grass cutting due to additional specialist machinery being required to undertake the

operation. The regime agreed with Surrey County Council was for four cuts a year for verges, and this was reduced in the areas listed in the report.

- Some species of weed can only be removed through the use of glyphosate.
- Future update reports would include details about the cost of the work being undertaken.

Councillor Bramhall explained that Officers were knowledgeable and concerned about the biodiversity in the Borough. This was evidenced by the good work they had done, including giving a clear steer to enable good decision making.

## **RESOLVED:**

To note progress made towards the achievement of the aims set out in the September 2019 motion relating to wildlife friendly public spaces.

## **77. LEE STREET DEVELOPMENT**

The Executive Member for Housing and Support, Councillor Knight, explained that the Lee Street Development was needed to help house single people. The Council had been assisting a greater number of single people since the introduction of the Homelessness Reduction Act in 2018.

The Lee Street scheme had secured planning permission and a tender exercise had been completed in November 2020. However, higher than anticipated construction costs resulted in a budget shortfall. A budget increase was therefore sought to progress the project to completion. This would be funded initially through the allocation of additional Section 106 funds, pending an application of grant funding from Homes England.

Councillor Knight explained that the Lee Street scheme would make use of underused Council land and would deliver affordable housing for local single people. He thanked Executive Members and Officers for their support for the project.

The Leader of the Council, Councillor Brunt, explained the importance of the project and the desire to progress it.

## **RESOLVED:**

1. To approve the updated Capital Programme scheme cost of £850,389 and the allocation of £190,000 additional funding to the scheme (through the further allocation of Section 106 funds pending confirmation of Homes England grant funding).
2. That the Head of Housing be authorised, in consultation with the
  - Head of Finance
  - Head of Legal and Governance
  - Executive Member for Housing & Benefits
  - Executive Member for Finance & Deputy Leader
  - Executive Member for Investment & Companies

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- a) To enter into a contract to build with the recommended contractor subject to costs falling within the revised capital budget as detailed in the exempt report in Part 2 of the agenda.
  - b) To appoint and enter into contracts (as required) with any remaining consultants or suppliers, including entering into collateral warranties to allow the contract to progress to completion.
  - c) To allocate and spend any capital grant allocated by Homes England for the scheme to the approved budget.
3. The Head of Housing be authorised in consultation with the:
- Head of Legal and Governance
  - Executive Member for Housing & Benefits
  - Executive Member for Finance & Deputy Leader
  - Executive Member for Investment & Companies
- a) To appoint and enter into contracts (as required) with any inspectorial bodies or warranty providers (i.e. NHBC/LABC)
  - b) To enter into any Easements, Licences, Covenants, or Wayleaves as required on the development
  - c) Complete Party Wall agreements as required on the development

## **78. TREASURY MANAGEMENT STRATEGY 2021/2022**

The Deputy Leader and Executive Member for Finance and Governance, Councillor Schofield, introduced the report which set out the draft Treasury Management Strategy for 2021/22. The purpose of the Strategy was to guide all Treasury Management activity for 2021/22.

Councillor Schofield provided a summary of the four main sections contained in the Strategy:

- The introduction set out the background in terms of regulations and guidance and the functions and definitions of Treasury Management;
- The Capital Prudential Indicators confirmed the financial implications of the Council's expenditure plans, which were aligned with the Capital Programme previously agreed by the Executive, the Capital Financing Requirement, anticipated Borrowing Profile and recommended Minimum Revenue Provision Policy;
- The Borrowing section set out how the Council planned to fund approved capital projects and made recommendations on the required borrowing limits to manage these activities, and;
- The Treasury Investment Strategy which was focussed on counterparty security, keeping the Council's money safe and ensuring the Council took full advantage of appropriate investment opportunities in accordance with the risk profile.

A Panel of Members drawn from the Audit Committee and the Overview and Scrutiny Committee had met with the Council's Treasury advisors to discuss the underlying drivers for the Strategy and raise questions on the contents.

The Vice-Chairman of the Overview and Scrutiny Committee, Councillor Walsh, explained that the Committee had received and considered the Strategy and received a summary document which outlined changes in the Minimum Revenue

Provision Policy, a reduction in the Operational Boundary for borrowing, and expectations of continuing lower bank rates forecasts. The Committee:

- Noted that the level of spending on investments and regeneration in 2020/21 had been delayed. This delay had impacted on the level of borrowing required in the current year.
- Noted that the counterparty limits were to be increased to reflect the need to hold significant additional funds that were being received from government on a temporary basis during the COVID-19 pandemic.
- Had no further observations or recommendations

In response to a question from a Visiting Member it was confirmed that capital receipts reflect income the Council receives for the disposal of capital assets.

**RECOMMENDED to Council for approval:**

- 1. Treasury Management Strategy Statement 2021/22**
- 2. Prudential Indicators 2021/22**
- 3. Minimum Revenue Provision Statement 2021/22**
- 4. Borrowing Limits Provision Statement 2021/22**

**79. DEBT WRITE OFF AND RECOVERY 2020/21**

The Deputy Leader and Executive Member for Finance and Governance, Councillor Schofield, introduced the report which recommended the write-off of 22 debts valued at £170,288. He explained that all possible recovery action had been taken in each case.

Councillor Schofield, explained that:

- The Council took debt recovery very seriously. The Council continued to use all the tools the law allowed to recover debt until it became impossible, unlawful or uneconomic to do so
- The impact on the Council when forced to give up on a council tax or business rate debt was a fraction of the total amount
- Write-off of debts was an accounting process and a book-keeping requirement to protect the Council against misstatement of the accounts
- The Council remained high performing in regard to debt recovery. The write-offs recommended in the report represented less than one percent of the Council's annual budget.

In response to a question from a Visiting Member, it was confirmed that two cases related to a benefits overpayment that could not be recovered.

**RESOLVED:**

That twenty two irrecoverable debts totalling £170,288.71 (as detailed in annex 1 of the report) be written out of the Council's accounts.

**80. QUARTER 3 2020/21 PERFORMANCE REPORT**

The Executive Member for Corporate Policy and Resources, Councillor Lewanski, introduced a report which outlined the Council's performance up to the end of Quarter 3 and proposed key performance indicators for 2021/22.

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Of the ten indicators in Quarter 3, nine were on target or within the agreed tolerance. One indicator, KPI7, which tracks the number of affordable housing completions, was red rated. Councillor Lewanski explained that the impact of covid-19 on construction weighed on performance. However, looking at longer term trends, overall performance in affordable housing completions was on track, and 265 affordable housing units were under construction at the end of the Quarter.

Councillor Lewanski noted that the report proposed the roll forward of the Key Performance Indicators for next year with two proposed for removal. The Overview and Scrutiny Committee had considered the proposed Key Performance Indicators and requested that the removal of KPI12 'Movement in investment income as a % of the Council's budget' be reconsidered.

The Vice-Chairman of the Overview and Scrutiny Committee, Councillor Walsh, confirmed that the Committee had received and reviewed the Quarter 3 report and the proposed Key Performance Indicators, and that the Committee considered KPI12 an important measure for the Council. The Committee requested that it should continue to be reported.

In response, Councillor Lewanski proposed the following recommendation in addition to those contained in the report:

*That the Executive delegates responsibility to agree the approach to KPI 12 in 2021/22 to the Portfolio Holder for Corporate Policy & Resources, in consultation with the Portfolio Holder for Finance and Governance, the Portfolio Holder for Investment and Companies, and the Chair of the Overview and Scrutiny Committee.*

The Deputy Leader and Executive Member for Finance and Governance, Councillor Schofield, presented the Council's Revenue and Capital Budget position for Quarter 3.

Councillor Schofield explained that the details of the significant budget variances and the details of individual scheme variances in the Capital Programme were set out in the report.

The main area of concern was the impact of the covid-19 pandemic. The situation was continuing to be monitored closely and the Council had more clarity on the extent to which Government would help fund the extra costs incurred and reimburse the Council for income losses. Confidence had increased that there would not be a significant financial burden to be funded by the Council in 2020/21. However, the picture for 2021/22 remained uncertain. The longer-term impacts on council tax and business rates income streams were likely to be confirmed well into the next financial year.

Councillor Schofield confirmed that the Council would do everything possible to minimise the impact.

Councillor Walsh confirmed that the Overview and Scrutiny Committee had noted the forecast of a satisfactory outturn, and that, in relation to covid-19, the net forecast impact for 2020/21 was cost neutral, taking into account covid-19 grant funding, although accurate forecasting remained challenging. It was also noted that

not all the expenditure charged to the Feasibility Studies (Commercial Ventures) Reserve seemed to be related to commercial ventures, but included some broader capital projects.

The Leader of the Council, Councillor Brunt, thanked Members and Officers for their hard work in monitoring the impact of covid-19 and for providing information which had been valuable in enabling clear decisions to be made. The Leader also thanked the Overview and Scrutiny Committee for their work in scrutinising the performance.

## **RESOLVED:**

1. To note the Key Performance Indicator performance for Q3 2020/21 as detailed in the report and annex 1
2. To approve the Key Performance Indicators to be reported on for 2021/22 as detailed in annex 1.1
3. To note the Revenue budget performance for Q3 2020/21 as detailed in the report and at annex 2
4. To note the Capital Programme performance for Q3 2020/21 as detailed in the report and at annex 3.
5. That the Executive delegates responsibility to agree the approach to KPI 12 in 2021/22 to the Portfolio Holder for Corporate Policy & Resources, in consultation with the Portfolio Holder for Finance and Governance, the Portfolio Holder for Investment and Companies, and the Chair of the Overview and Scrutiny Committee.

## **81. STRATEGIC RISKS - 2021/22**

The Executive Member for Corporate Policy and Resources, Councillor Lewanski, introduced the report by explaining that strategic risks were those risks that had an impact on the medium to long term ambitions and priorities of the Council as set out in the Corporate Plan and Medium Term Financial Plan. Annex 1 to the report detailed the proposed strategic risks for 2021/22.

There were two key differences from the 2020/21 strategic risk register:

- SR1 – Brexit was recommended for closure in the Quarter 3 2020/21 risk management report.
- SR4 – Partner public sector funding decisions. It was expected that this risk would be recommended for closure in the Quarter 4 2020/21 risk management report.

Councillor Lewanski explained that the Audit Committee considered the report at its meeting on 11 March and made no formal observations or recommendations to the Executive.

In response to a question from a Visiting Member it was confirmed that the residual risk around the UK leaving the European Union was proposed for inclusion under economic prosperity risks.

A Visiting Member expressed concern around SR11 reform of planning and the potential impact on affordable housing in the Borough. The Leader acknowledged this concern, which the Executive shared, and confirmed that the Council had been clear about the risk to affordable housing provision in response to the Government's white paper.

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## **RESOLVED:**

To approve the strategic risks for 2021/22 as detailed in annex 1 of the report.

## **82. RISK MANAGEMENT - QUARTER 3 2020/21**

The Executive Member for Corporate Policy and Resources, Councillor Lewanski, introduced the report which provided an update on risk management in Quarter 3 of 2020/21.

Annex 1 of the report provided an update on strategic risks. There were no new strategic risks identified in Quarter 3. The strategic risk on Brexit (SR1) was recommended for closure. There was one red rated operational risk the details of which were in the exempt part 2 annex.

Councillor Lewanski explained that the Audit Committee had considered the report at its meeting on 11 March and made no formal observations or recommendations to the Executive.

The Leader of the Council, Councillor Brunt, commented that risk management was regularly discussed between Executive Members, Directors and Service Managers.

## **RESOLVED:**

1. To note the Q3 update on risk management provided by the report and associated annexes.
2. Approve the closure of the strategic risk on Brexit (SR1) as detailed in the report and in annex 2.

## **83. OVERVIEW AND SCRUTINY PROPOSED WORK PROGRAMME 2021/22**

The Leader of the Council, Councillor Brunt, invited the Vice-Chairman of the Overview and Scrutiny Committee, Councillor Walsh, to introduce the Committee's proposed Work Programme for 2021/22.

Councillor Walsh explained that the Committee had reviewed the Work Programme and had resolved:

- That the planned Scrutiny Panels would include a Budget Scrutiny Panel in December 2021 and a Commercial Strategy Scrutiny Panel. The Local Plan Scrutiny Panel would be constituted if required.
- That two Member requests for be included on the work programme.
  - i) Representatives from Raven Housing Trust would be invited to attend a meeting of the Overview and Scrutiny Committee and ii) any forthcoming Leisure Strategy for the Council would be scrutinised by the Committee.

Councillor Walsh explained that Members of the Overview and Scrutiny Committee at its meeting on 18 March had additionally asked to scrutinise the ICT Strategy in response to changing working practices due to the COVID-19 pandemic. The Committee wanted to understand what future hybrid ICT working arrangements would mean for officers and Members, what improvements would be made to benefit residents, the resilience of the Council's ICT systems and the costs, challenges and risks associated with remote working.

Councillor Brunt proposed an additional recommendation that the wording on Work Programme in relation to the proposed scrutiny of ICT Strategy would be agreed by the Leader of the Council and the Chairman of Overview and Scrutiny.

**RECOMMENDED to Council:**

- 1. That the proposed Work Programme for 2021/22 as set out in the report and summarised in Annex 1, with the addition of reviews of the Leisure Strategy and a review of future hybrid working arrangements for Officers and Members and future IT provision, following their inclusion on the work programme at the Overview and Scrutiny Committee on 18 March 2021, be approved.**

**RESOLVED:**

2. That the wording of the proposed review of future hybrid working arrangements for Officers and Members and future IT provision on the Work Programme would be agreed by the Leader of the Council in consultation with the Chairman of Overview and Scrutiny in accordance with Overview and Scrutiny Procedure rule 5.7.1.

**84. STATEMENTS**

There were none.

**85. ANY OTHER URGENT BUSINESS**

There was none.

**86. EXEMPT BUSINESS - TO CONSIDER THE EXEMPT REPORT TO ITEM 6 - LEE STREET DEVELOPMENT**

There was none.

The Meeting closed at 8.57 pm

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# Agenda Item 4



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| <b>SIGNED OFF BY</b>    | Head of Corporate Policy, Projects & Business Assurance                |
| <b>AUTHOR</b>           | Tom Borer, Policy Officer, Ross Tanner, Performance Officer.           |
| <b>TELEPHONE</b>        | Tel: 01737 276717, Tel: 01737 276022                                   |
| <b>EMAIL</b>            | Tom.Borer@reigate-banstead.gov.uk, Ross.Tanner@reigate-banstead.gov.uk |
| <b>TO</b>               | Overview and Scrutiny Committee; Executive                             |
| <b>DATE</b>             | Thursday, 24 June 2021   |
| <b>EXECUTIVE MEMBER</b> | Portfolio Holder for Corporate Policy and Resources                    |

|                              |              |
|------------------------------|--------------|
| <b>KEY DECISION REQUIRED</b> | N            |
| <b>WARDS AFFECTED</b>        | (All Wards); |

|                |   |
|----------------|---|
| <b>SUBJECT</b> | Reigate & Banstead 2025 Annual Report 2020/21 |
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|---|
| <b>RECOMMENDATIONS</b>  |
| <p><b>That the Executive:</b></p> <ol style="list-style-type: none"> <li><b>1. Notes the Reigate &amp; Banstead 2025 Annual Report for 2020/21, and</b></li> <li><b>2. Notes the Equality Objectives Progress Report for 2020/21</b></li> </ol> |

|   |
|---|
| <b>REASONS FOR RECOMMENDATIONS</b>  |
| <p>The Reigate &amp; Banstead 2025 Annual Report and the Equality Objectives Progress Report are key tools for the assessment of the Council's progress towards its corporate plan and equalities objectives.</p> <p>Consideration and noting of these reports, and consideration by the Executive of any observations by the Overview &amp; Scrutiny Committee, will support effective awareness of the work of the Council, its challenges and successes, and thereby help inform and steer</p> |

# Agenda Item 4

the Council's future actions towards most effectively benefiting the borough and its residents.

## **EXECUTIVE SUMMARY**

2020/21 was the first year of the Council's new corporate plan for the period of 2020-2025, 'Reigate & Banstead 2025'. This new plan was adopted by the Council on 16 January 2020.

This first annual progress report on the new plan covers the year 2020/21 and is provided as Annex 1 to this report. The report sets out the Council's progress against the success measures set out in Reigate & Banstead 2025, and also includes a range of contextual indicators which provide information on local circumstances.

2020/21 was of course predominated by the pandemic. The report shows how the Council responded to the need to refocus council services to support residents and local businesses deal with the challenges of Covid-19 and the associated lockdowns and restrictions, but also how we have continued to provide both statutory and valued, but also non-statutory, services. It also highlights the good progress that has been made on specific projects.

The annual report is also accompanied by a report on the Council's Equalities Objectives progress for the year, provided as Annex 2 of this report. This report is part of the Council's commitment to report annually on its progress towards these objectives.

Overview and Scrutiny Committee Members are asked to review and note the reports provided. As part of this process, the committee is invited to make any observations on the Council's progress towards its corporate plan and/or equalities objectives in 2020/21, which will then be considered by the Executive and inform future decision making.

Following agreement by the Executive, information within the reports will be made available on the Council's website.

**The Executive has the authority to approve the above recommendations.**

## **STATUTORY POWERS**

1. There is no statutory requirement for the Council to produce a corporate plan. The adoption of a five year plan to set out priorities and objectives is consistent with best practice adopted by many organisations, in both the public and private sector.
2. The Council has a Public Sector Equality Duty under the Equality Act (2010). More information on this duty is provided in the Equalities Implications section of this report.

## **BACKGROUND**

3. In January 2020, the Council adopted Reigate & Banstead 2025 as its corporate plan for the period of 2020-25.
4. The plan was developed looking at local evidence, resident consultation and feedback, and considering both changes and lessons learned from the previous five years, along with how the borough might change in the future.

5. Reigate & Banstead 2025 can be found in full on the Council's website, along with additional information on the borough and the development of the plan at: [www.reigate-banstead.gov.uk/rbbc2025](http://www.reigate-banstead.gov.uk/rbbc2025).
6. In December 2019, the Council approved a new set of Equality Objectives for 2020 to 2024, committing to using data and local intelligence better, supporting good community relations, providing accessible information and services, and equality of opportunity for those working for the Council.
7. The Council's full Equality Objectives, along with additional information on equalities, can be found on the Council's website at: <https://www.reigate-banstead.gov.uk/equality>

## KEY INFORMATION

### Reigate & Banstead 2025

8. Reigate & Banstead 2025 sets out the Council's priorities for 2020-2025, and identifies its objectives for delivering services to those living, working and spending time in the borough.
9. Within the plan can be found information on the role of the Council, the context in which it operates, and the partner organisations with whom we work. The plan also sets out the Council's vision to be recognised by our residents, businesses and partners as a great Council, and its commitments to the borough and its residents.
10. The plan's priorities and objectives are divided into three themes: People, Place and Organisation. These themes have been maintained from the five year plan for 2015-20, and reflect where the Council is seeking to focus its activities and investment until 2025.
11. The annual report, attached at Annex 1, identifies the Council's work and progress towards the plan's objectives in the last year, across these three themes. It is based around the success measures set out within the plan.
12. This progress information is accompanied by a range of contextual indicators, providing additional detail on the situation of the Borough, its residents, and local businesses and conditions. Many of these contextual indicators reflect matters outside of the control of the Council, but are provided to support effective understanding of the context in which we operate and to assist in targeting our future activities.
13. As is identified within the annual report, the Covid-19 pandemic has presented a very significant disruption to both Council services and life in general for the last year. Whilst we are now moving towards recovery, these unusual circumstances required the redeployment of resources towards responding to the pandemic and supporting our most vulnerable residents.
14. The demands and restrictions of the pandemic have necessarily limited some of our activities in the past year, however the report shows how good progress has nonetheless been made on key corporate priorities, whilst at the same time supporting residents and businesses through the Covid-19 crisis.
15. As part of the work to prepare this Annual Report, officers have considered whether it is necessary to review and update the corporate plan as a result of the pandemic. It has been concluded that no changes to the corporate plan priorities or objectives are needed as these still remain relevant and appropriate. However, services will

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continue to ensure – through service and business planning – that the ongoing social, economic and environmental impacts of the pandemic on residents and the borough are taken into account.

## **Equality Objectives**

16. The Council identified four equality objectives for 2020-204. As referenced above, these are:
  - Using data and local intelligence better
  - Supporting good community relations
  - Accessible information and services
  - Working for the Council.
17. Details of these objectives are set out in the accompanying progress report. Each objective provides information on a number of areas of supporting activity and the future focus for the objective.
18. The Covid-19 pandemic has again been influential in our work during the year. In the case of our equality objectives, it has highlighted the role of the Council in supporting all the Borough's communities, but particularly the need and ability for us to make a positive difference for our most vulnerable residents.

## **OPTIONS**

19. For the Executive, the following options are available:
20. Recommendation 1: To note the Reigate & Banstead 2025 Annual Report for 2020/21
  - a. Option 1: Note the Reigate & Banstead 2025 Annual Report for 2020/21. This is the recommended action as it will support the effective awareness of the Council's progress towards its corporate plan objectives and inform the effective future action of the Council.
  - b. Option 2: Do not note the Reigate & Banstead 2025 Annual Report for 2020/21. This is not the recommended action as it will not support the effective awareness of the Council's progress towards its corporate plan objectives and will not inform the effective future action of the Council.
21. Recommendation 2: To note the Equality Objectives Progress Report for 2020/21
  - a. Option 1: Note the Equality Objectives Progress Report for 2020/21. This is the recommended action as it will support the effective awareness of the Council's progress towards its equality objectives and inform the future work of the Council towards meeting its equality obligations.
  - b. Option 2: Do not note the Equality Objectives Progress Report for 2020/21. This is not the recommended action as it will not support the effective awareness of the Council's progress towards its equality objectives and will not inform the future work of the Council towards meeting its equality obligations.

## **LEGAL IMPLICATIONS**

22. No direct legal implications have been identified regarding this report.

## **FINANCIAL IMPLICATIONS**

23. No direct financial implications have been identified regarding this report.

## **EQUALITIES IMPLICATIONS**

24. 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.

25. 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.

26. The development of Reigate and Banstead 2025 was supported by an Equality Impact Assessment, to assess its implications with regard to these duties. An awareness of the Council's obligations with respect to these duties should form part of the consideration of this report.

27. The Council's Equality Objectives, and the Equality Objectives Progress Report accompanying this report, seek to support these obligations. As identified in the objectives and the report, these obligations apply across the Council and its services, and should be reflected in all of the Council's activities.

## **COMMUNICATION IMPLICATIONS**

28. No direct communication implications have been identified regarding this report.

29. In line with the Council's equality objectives, our communication activities include consideration of the accessibility needs of our residents and those within the borough.

30. Following consideration by the Executive, information within both reports will be made available on the Council website.

## **RISK MANAGEMENT CONSIDERATIONS**

31. In support of its corporate plan and service delivery, the Council has a robust risk management system in place with regular reports to Executive, Audit Committee, and Management Team.

## **POLICY FRAMEWORK**

32. The recommendations of this report are consistent with the Council's Policy Framework.

## Agenda Item 4

33. The Council's corporate plan forms part of the Council's Policy Framework and awareness of its objectives and the work towards them should inform decision-making across the work of the Council.
34. As identified in the Equalities Implications section of this report, consideration of the Council's Public Sector Equality Duty and Equality Objectives should inform decision-making across the work of the Council.

# Reigate & Banstead 2025

21 Annual Report 2020/21



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

## Reigate & Banstead 2025

Reigate & Banstead 2025 is the Council’s corporate plan for the current five-year period. It sets out the Council’s priorities for 2020-2025 and identifies its objectives for delivering services to those living, working and spending time in the borough.

The plan was developed looking at local evidence, resident consultation and feedback, and considering both changes and lessons learned from the previous five years, along with how the borough might change in the future.

Reigate & Banstead 2025 can be found in full on the Council’s website, along with additional information on the borough and the development of the plan at: <https://www.reigate-banstead.gov.uk/rbbc2025>.

## Objectives and Success Measures

As part of the adoption of the plan, the Council made a commitment to report on our progress towards its goals each year. These priorities and objectives are divided into three themes: People, Place and Organisation, and reflect where the Council is seeking to focus its activities and investment until 2025.

Within each theme, there are a number of success measures to report against, each capturing an important element of the plan. These measures and objectives are distributed across the Council’s services and Executive portfolios, providing an overarching perspective on our work. A table setting out which portfolios and services support each objective is provided to the right and on the following page.

## Other Information

The plan also sets out a number of general commitments for work across the organisation, against which we’ve captured information on our progress – a list of these is provided on the following page. In addition, there are a range of contextual indicators. These indicators reflect local factors which are largely outside of the Council’s control, but which help support our understanding of the needs of residents and assist us in targeting our future activities.

| Objective   | Portfolios   | Services                                       |
|---|--|--|
| <b>People</b>   |  |  |
| Secure the delivery of homes that can be afforded by local people   | Housing & Support<br>Planning Policy &<br>Place Delivery   | Housing,<br>Planning Policy,<br>Place Delivery |
| Work with partners to create strong safe and welcoming communities  | Community<br>Partnerships                                  | Community<br>Partnerships                      |
| Provide targeted and proactive support for our most vulnerable residents  | Housing & Support  | Wellbeing &<br>Intervention                    |
| Provide leisure, cultural and wellbeing services that are accessible to, and meet the needs of, communities and visitors  | Leisure & Culture  | Wellbeing &<br>Intervention                    |
| <b>Place</b>  |  |  |
| With our partners, invest in town and village centres, so they continue to be places where people choose to live, work and visit  | Economic Prosperity<br>Planning Policy &<br>Place Delivery | Economic<br>Prosperity, Place<br>Delivery      |
| Drive the continued economic prosperity of the borough, facilitate improved business infrastructure, and confirm the borough’s reputation as a great place to do business | Economic Prosperity  | Economic<br>Prosperity                         |
| Ensure new development is properly planned and sustainable and benefits the borough’s communities and the wider area  | Planning Policy &<br>Place Delivery                        | Planning Policy                                |

# Reigate & Banstead 2025 – Annual Report 2020/21: Introduction

| Objective   | Portfolios                                     | Services  |
|---|--|---|
| <b>Place</b>  |  |   |
| Provide high quality neighbourhood services to ensure that the borough continues to be clean and attractive and local people have access to the services and facilities they need | Neighbourhood Services                         | Neighbourhood Operations  |
| Reduce our own environmental impact and support local residents and businesses to do the same   | Corporate Policy & Resources<br>All Portfolios | Corporate Policy, Projects & Business Assurance<br>All Services |
| <b>Organisation</b>   |  |   |
| Be a financially self-sustaining Council  | Finance & Governance                           | Finance   |
| Undertake commercial activities to generate additional income and build our financial resilience, in order to sustain services  | Investment & Companies                         | Commercial & Investment<br>All Services                         |
| Ensure that our operational assets are fit for purpose  | All Portfolios                                 | All Services  |
| Ensure the Council has the right skills to deliver this plan  | Corporate Policy & Resources                   | Organisational Development & HR                                 |

| Our Commitments  |
|--|
| High quality core services and continued service improvement                     |
| Clear and effective communication  |
| Putting residents and other customers at the heart of what we do                 |
| Environmental responsibility   |
| Partnership working  |
| Responsible use of data  |
| Financial efficiency   |
| Helping residents and businesses make a positive difference in their communities |

| Contextual Indicators |   |   |
|-----------------------|---|---|
| <b>People</b>         | <ul style="list-style-type: none"> <li>Total population</li> <li>Total households</li> <li>Housing waiting list</li> <li>% population 65+</li> <li>Unemployment rate</li> </ul>                         | <ul style="list-style-type: none"> <li>Average house price</li> <li>Average monthly rent</li> <li>Crime rate</li> <li>% adults physically active</li> <li>% population overweight</li> </ul>            |
| <b>Place</b>          | <ul style="list-style-type: none"> <li>Town centre vacancy rate</li> <li>Jobs in the borough</li> <li>Businesses in the borough</li> <li>Business survival rate</li> <li>Local economy value</li> </ul> | <ul style="list-style-type: none"> <li>Average resident income</li> <li>Homes in the borough</li> <li>Affordable homes delivered</li> <li>% waste recycled</li> <li>Borough carbon emissions</li> </ul> |
| <b>Organisation</b>   | <ul style="list-style-type: none"> <li>Annual net budget</li> <li>Government funding</li> </ul>   | <ul style="list-style-type: none"> <li>Average Council Tax</li> <li>Council staff employed</li> </ul>   |

**What does success look like?**

Evidence that **affordable, discounted or lower-cost homes** are delivered by the Council or the Council working in partnership

**Progress on delivering this objective**

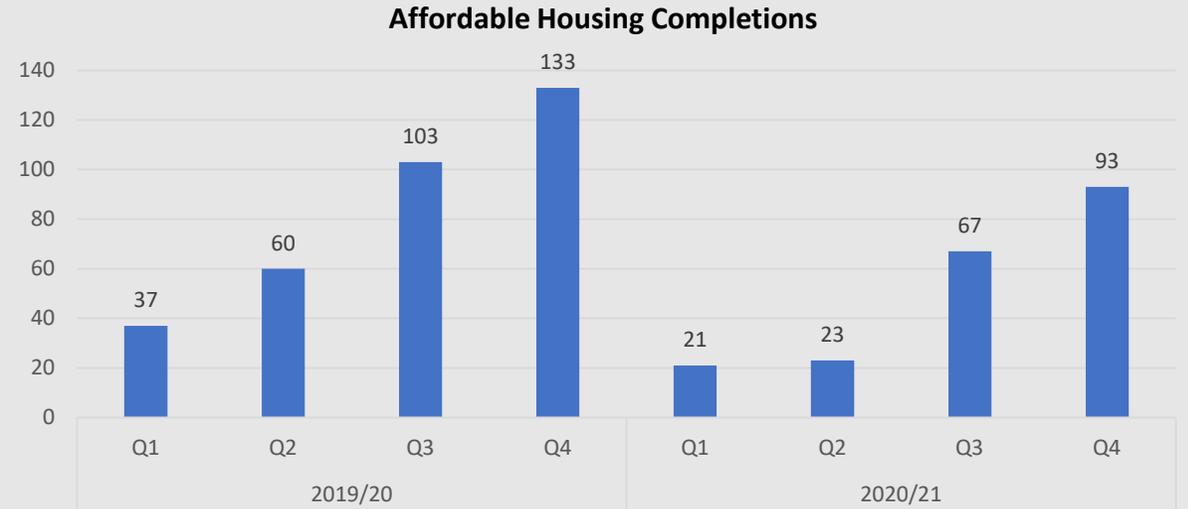
The Council has a number of housing development schemes in progress. These include projects at Cromwell Road, Redhill, which will include 50% homes at discounted rent; Pitwood Park, Tadworth, which will include 44% shared ownership homes; and Lee Street, Horley, which will provide 4 affordable homes for single people. Feasibility studies are also underway for an additional Horley site.

The Council has also worked with YMCA East Surrey and Homes England to secure funding, and to support the delivery of shared housing for single people in Merstham and Horley. Work is also underway with a landowner and registered housing provider in Merstham to unlock a site and funding for delivery of new affordable homes.



The Council's housing development at Pitwood Park, Tadworth

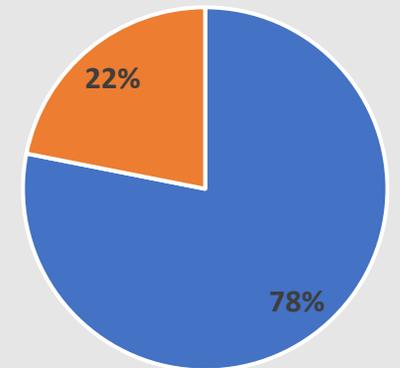
**2020/21 saw a decline in overall affordable housing completions in the borough.** This was significantly influenced by the impact of coronavirus in the period. However, the borough remains on track to deliver 1,500 affordable units by 2027, in line with its Local Plan target due to strong performance in previous years.



**22%** of all housing completions over the last 3 years have been for affordable housing. The borough's Development Management Plan sets a target of 30% affordable housing for medium and larger sites, and any Council-led projects will aim to meet or exceed this.

Assuming no further national policy changes, these will help to ensure a continuing supply of affordable housing completions in the coming years.

**Tenure of Housing Completions (2018 - 2021)**



■ Market rate completions ■ Affordable completions

**What does success look like?**

Evidence that the Council is **working with partners** to deliver positive outcomes in the **borough's communities**

**Progress on delivering this objective:**

Much of the Council's work during 2020/21 was necessarily focused on helping communities to stay safe amidst the coronavirus pandemic.

The Council has been involved in wide range of welfare activities over the course of the year, working together with over 40 local partners. This has included working to contact vulnerable people, ensure they have access to food and supplies, and remaining in contact to address risks of social isolation. These activities have been supported through the efforts of both regular Council staff and those from the voluntary and community sector.

Support was also provided for local residents more generally, through measures including providing information, responding to enquiries through the Customer Contact Team, and working with providers to maintain the availability of food banks, pharmacy access and general assistance.

Wider community work has also continued, including through holding locality meetings remotely and continuing to provide small and medium community support grants.

Recent experiences have also helped to highlight how the Council and local partners can best work together to support residents and communities, and these lessons will help inform future cooperative working.

**Foodbank Referrals (From beginning of 2<sup>nd</sup> Covid-19 Lockdown)**



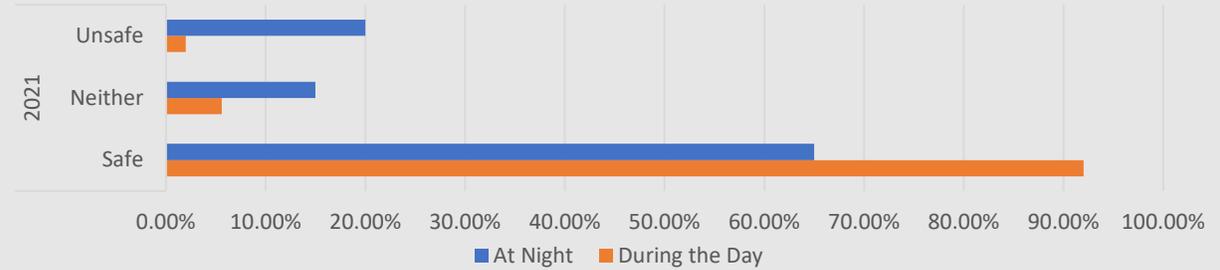
**What does success look like?**

Residents feel that the **local area is safe**

Residents agree that the local community **is a place where people of different backgrounds get along**

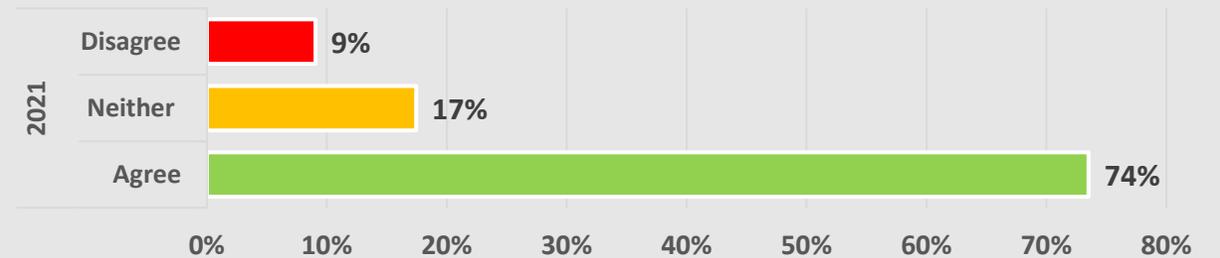
**Progress on delivering the objective:**

The majority of residents feel their local area is safe:



However, some residents do not feel safe, especially at night. The Council will continue to work with the Surrey Policy, the Probation service, Surrey County Council, Surrey Fire & Rescue, health partners and the voluntary sector via the Community Safety Partnership, to identify and respond to residents' local safety concerns.

**74%** of residents agree that the local community is a place where people of different backgrounds get along



Through our community partnerships work, and community safety work, we will continue to focus on building strong relationships with, and within local communities, in line with our current equality objective to promote social inclusivity and foster good community relations.

**What does success look like?**

Residents agree that the **leisure, cultural and wellbeing services** provided by the Council meet their needs

Evidence that our **leisure, cultural and wellbeing facilities and activities are well used** by residents

**Progress on delivering this objective:**

While not all residents may use our leisure services, pre-pandemic our three leisure centres were receiving in excess of 1 million visits per year. The pandemic has impacted on our ability to provide leisure and cultural services over the course of the year, via our leisure centres, other leisure activities and from the Harlequin.

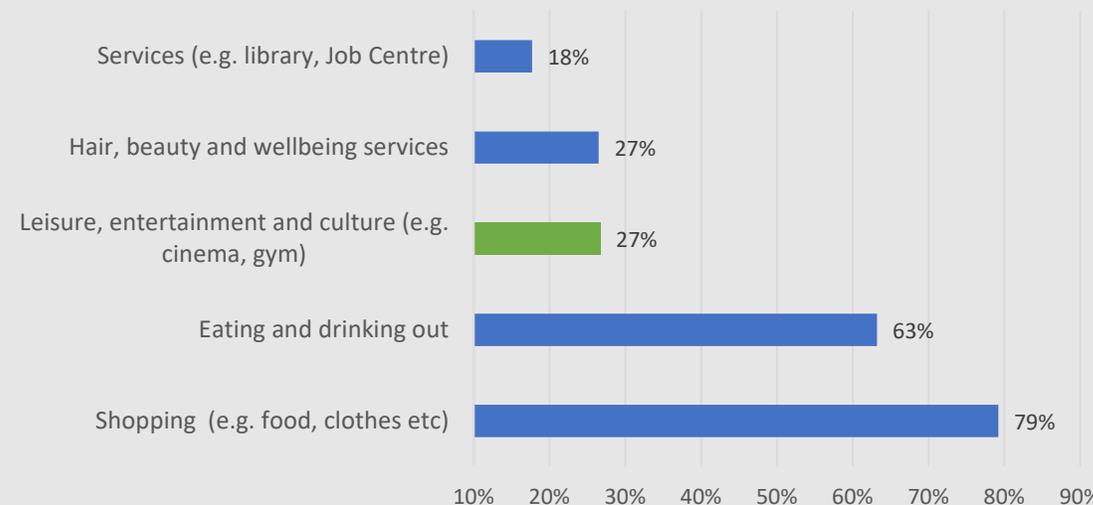
Due to the coronavirus pandemic and the need to maintain social distancing, our indoor leisure facilities were only able to offer minimal services during 2020/21. As restrictions have relaxed, we've sought to work with the leisure centre operators to return sites to operation as soon as safety and regulations have permitted.

We have also worked with the leisure centre operators to secure support funding from the Department for Digital, Culture, Media and Sport to address the costs faced by centres due to the necessary closures.

The Harlequin Theatre was required to close for much of the year, but we were able to put the site to good use in providing food distribution services during the lockdowns to ensure that nobody in the borough went hungry as a result of self-isolation. More recently, the site was also used for Covid-19 testing in conjunction with the NHS.

Outdoor leisure sites, particularly parks, were very well used during the year, which helped to provide residents with socially-distant options for exercise and fresh air. Again, as restrictions have been lifted, we have been working towards the resumption of outdoor events, once conditions have been determined to be safe.

Residents also still report that they intend to visit our town centres for leisure, entertainment or cultural purposes after Covid restrictions have been lifted.



The Corporate Plan commits the Council to review the leisure and cultural activities that we provide to make sure they continue to meet the needs of residents and visitors. The pandemic has meant that we have not been able to do this in 2020/21. However as things return to a more normal footing, it will be particularly important that we take account of the impact of the pandemic on people's leisure and cultural needs and preferences.



Tadworth Leisure Centre

**What does success look like?**

Evidence that the **Council is working with partners** to deliver positive outcomes for **vulnerable residents**

**Progress on delivering this objective:**

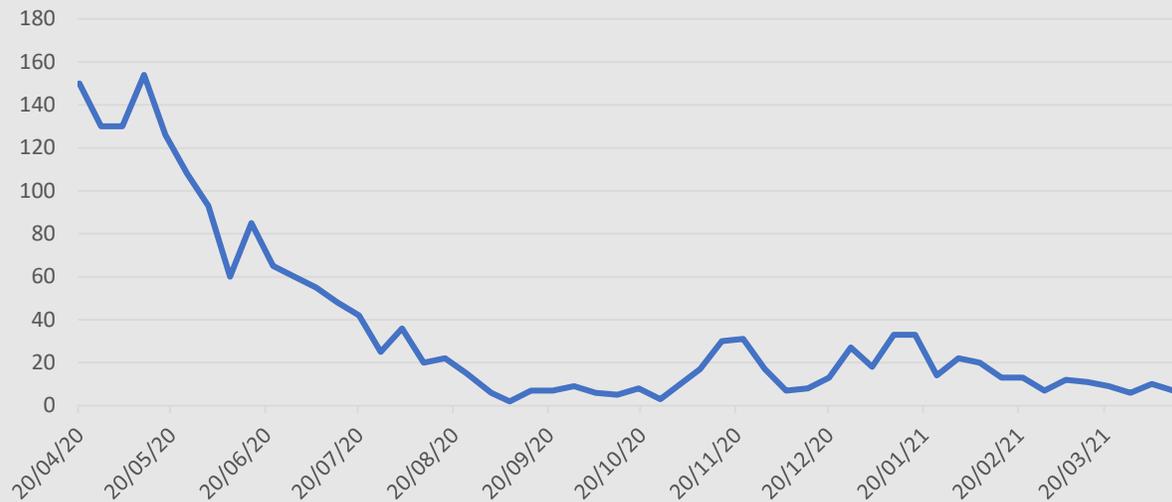
Through the year, the Council, through the work of officers, councillors and in conjunction with local partners, has particularly sought to look out for the wellbeing of vulnerable residents.

In addition to making and maintaining contact with those shielding, this has included monitoring requirements for overcoming digital isolation, coordinating with shops and services to facilitate safe access to deliveries and appointments, and ensuring that those with limited facilities can still access hot meals.

The Council also worked with partners including the Department of Work & Pensions, the YMCA, Age Concern, Raven Housing Trust and the Police to make sure that vulnerable persons are still able to access support for housing, skills and employment, and domestic safety despite the challenges through the year.

The scale of phone support for local vulnerable residents can be seen below,.

**Outbound Calls to Vulnerable Residents in the Borough**



**What does success look like?**

Evidence that more **residents are benefitting from our early help activities**

**Progress on delivering this objective:**

As with other activities which are usually conducted face-to-face, the range of early help activities we were able to offer in 2020/21 was unfortunately significantly impacted by the coronavirus pandemic.

However, despite the fact the team's ability to interact directly with residents was limited by necessary safety measures, they have been continuing their work to engage with and support residents, including providing remote support where applicable, and will be resuming more in-person activity as restrictions have been relaxed.

The challenges caused by the circumstances of the past year will be felt long past the lifting of restrictions, with pressures on jobs, schools and personal circumstances likely to take some time to alleviate. We will therefore be looking forward to how we can best support our residents and meet these emerging needs, and will be monitoring the type and level of emerging demand. We will also be able to draw upon recent experiences of working more closely with local partners to help coordinate the most appropriate support options for those in need.



Redeployed staff providing Covid welfare support



### What does success look like?

Residents' **feedback** on **local town and village centres**

Evidence that **new floorspace or alternative uses are being delivered** in town and village centres by the Council or the Council working in partnership

### Progress on delivering this objective:

The majority of residents use our town and village centres regularly for one reason or another. The Council provides local services in these areas including support for businesses & the high street, street cleaning, public toilets, emptying bins & cleaning graffiti.

Whilst the Covid-19 pandemic has limited the opportunity for recent regular use of town and village centres by residents and visitors, there have been a number of new activities and uses provided.

Some of these were directly linked to the coronavirus response, such as the use of the Harlequin Theatre as a hub for welfare support and food delivery earlier in the pandemic, and the use of the Town Hall site in Reigate for mobile testing.

Other new initiatives have a more general application, such as a project with the Department of Work and Pensions to provide a youth employment hub, which is planned to operate from the Harlequin, and ongoing discussions with potential business operators regarding the provision of shared working spaces in town centres, once they are able to reopen.

As reported earlier in this document, after the pandemic residents expect shopping, and eating and drinking out to be their main reasons for visiting town centres. To support our town and village centres as lockdowns in 2020/21 were lifted we provided signage and other support to local businesses. This included employing two Covid Support Officers to proactively visit and engage with commercial premises to offer support, advice and encouragement to achieve compliance with Covid related legal obligations and best practice

As the public are once again able to make full use of our town centre services and facilities, we will keep working with partners to maintain standards, make them safe and appealing areas to be and to encourage local businesses that meet the needs of local people.



# Reigate & Banstead WORKS

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## What does success look like?

Evidence that the **Council is working with partners to drive the prosperity** of the borough:

### Progress on delivering this objective:

Multiple activities have been undertaken through 2020/21 to drive the prosperity of the borough and help to weather the wider economic headwinds.

A prominent recent example is the launch of the Reigate & Banstead Works website, developed in conjunction with local employers and education providers. This site provides extensive resources for those seeking employment, with information on employers, industries and skills. It also helps employers to reach out to local residents and locate talent. You can find the website at: <http://www.rb-works.co.uk/>

We've also implemented measures such as the "shop local" campaign to support businesses in the borough.

The Council has also continued to liaise with local business groups and guilds, along with regional and national bodies such as Coast to Capital Local Enterprise Partnership, to provide information on recent regulations and advise on and coordinate preparations for reopening.

## What does success look like?

Evidence that **new floorspace and business infrastructure is being delivered by the Council** or the Council working in partnership:

### Progress on delivering this objective:

The Council is currently developing the Marketfield Way site in Redhill, a major redevelopment which will provide accommodation for a cinema and retail and dining business in the town centre, helping to draw consumer business to the local area.

Along with more intangible resources, such as the Reigate & Banstead Works website, the Council is also working with Surrey County Council towards the development of a Local Cycling & Walking Infrastructure Plan, which will help direct investment to support residents to travel sustainably for work and leisure, and reduce traffic on local roads. These measures will also feed through to support other objectives, such as making town and village centres more pleasant places to be, and reducing the borough's carbon footprint.



Marketfield Way (Computer Generated Image), Redhill



**What does success look like:**

Evidence that the Council has an **up to date local plan**

**Progress on delivering this objective:**

The Council’s Local Plan: Core Strategy was reviewed and deemed to be up to date by a meeting of Full Council in July 2019 and covers the period until 2027. The Council’s Development Management Plan was approved in September 2019 and covers the period until 2027.

Having an up-to-date Local Plan in place means that the Council has a robust basis for the management of new development in the borough, which helps to ensure that new buildings and redevelopment take place in the most appropriate way for the local area.

**What does success look like:**

Evidence that **‘planning gain’ is being captured** from new developments

**Progress on delivering this objective:**

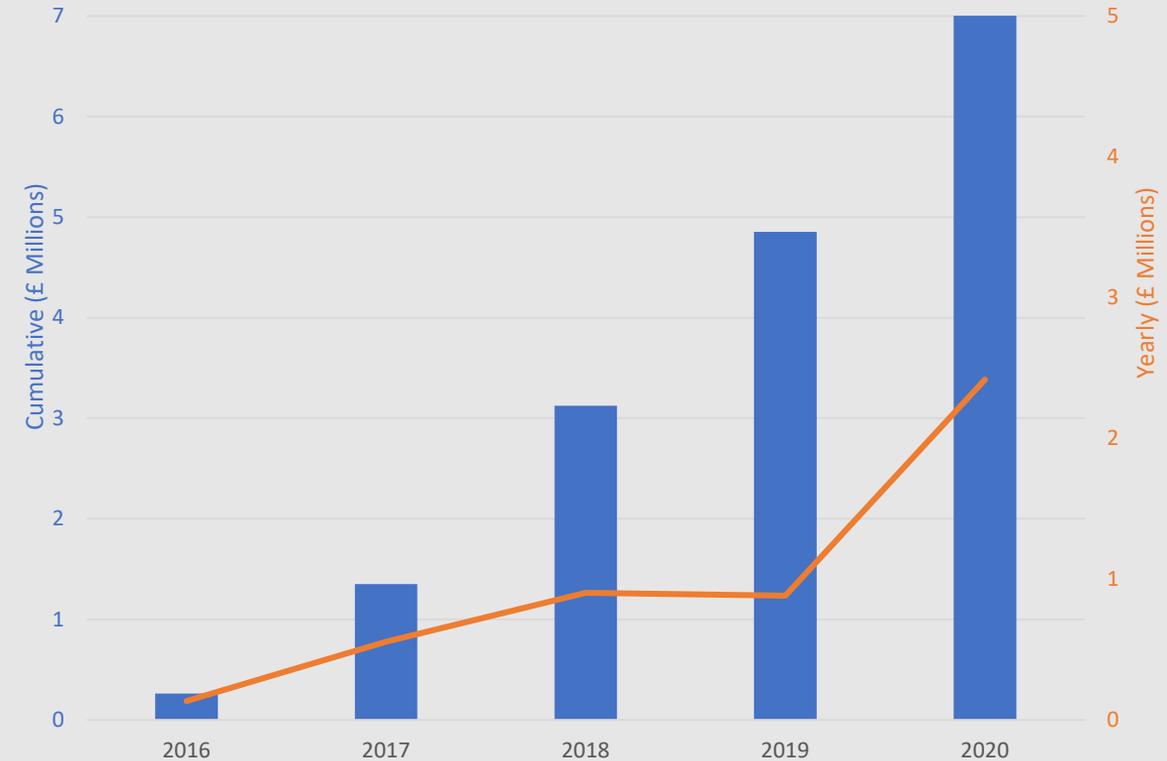
As reported in the Council’s annual Infrastructure Spending Statement of December 2020, the Council collected almost £3.5 million in community infrastructure levy (CIL), between April 2019 and March 2020, from developments in the borough. Over £5 million was also received during the same period from Section 106 planning obligations.

As can be seen from the graph to the right, CIL funding collected has grown at a considerable rate over the last several years, providing more resources to meet community infrastructure needs.

This funding has been used to support a wide range of measures, including expansion of local schools, footpaths in Earlswood and Redhill, parking in Nork Village, and improvements to parks, playgrounds and town and village centres across the borough.

The two largest allocations of funding were to support the expansion of St. Bedes and Oakwood secondary schools, with £250,000 provided to each. An overview of other top allocations can be found on the next page.

**CIL Funding Collected (Cumulative)**





**What does success look like:**

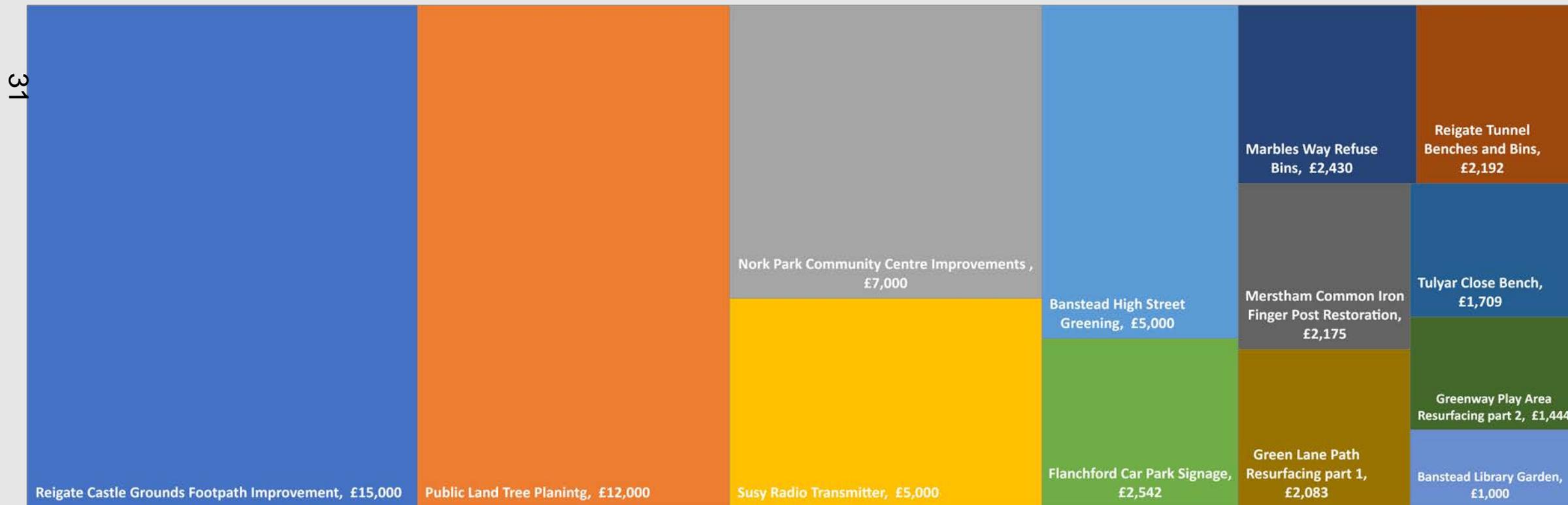
Evidence that the **Council is working with partners to deliver new infrastructure** and positive outcomes for the borough's places

**Progress on delivering this objective:**

As mentioned earlier in the document, the Council is working with Surrey County Council to develop a Local Cycling & Walking Infrastructure Plan for the borough, which will support securing funding for and delivering cycling and walking infrastructure throughout the area.

Our Infrastructure Spending Statement provides more information about the range of infrastructure delivered - by the Council, Surrey County Council and partners such as Highways England - including funding allocated to highway improvements, homelessness support, maintenance of community facilities, libraries and outdoor exercise spaces.

**Infrastructure Projects where CIL Funds Were Allocated (Excluding St. Bedes and Oakwood Schools 2019-2020)**



**Source:**  
RBBC Infrastructure Spending Statement 2020

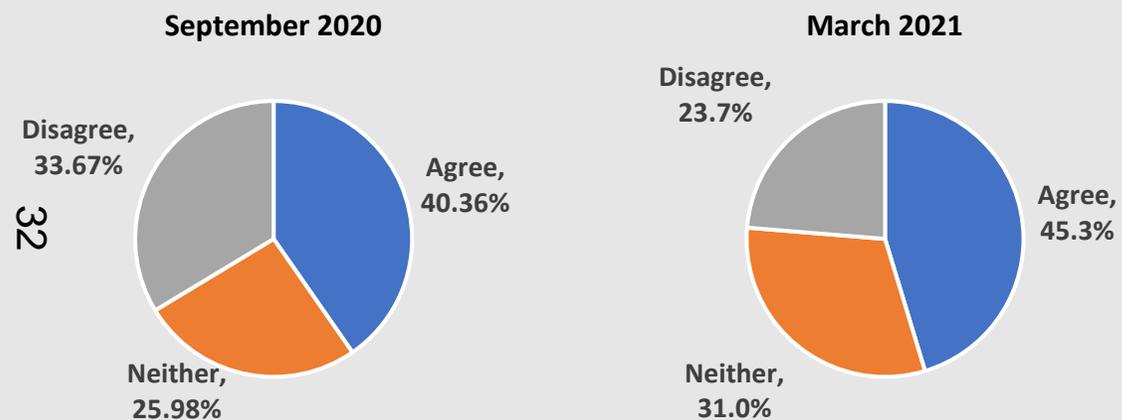


### What does success look like:

Residents feel that the **Council is tackling anti-social behaviour**

### Progress on delivering this objective:

Many residents feel that the Council is doing well in tackling antisocial behaviour, and the residents' survey indicates that the Council has improved in this area of the last six months, with an increase of nearly 5% in those residents agreeing with this statement.



However, the pandemic has seen increases in some types of anti-social behaviour, including littering and fly-tipping, and the Council's neighbourhood services teams have increased their activity to address these behaviours. We continue to monitor levels of antisocial behaviour, respond to incidents that are reported to us and investigate ways in which we can educate and encourage behavioural change.

### Source:

- RBBC March 2021 Residents' Survey

### What does success look like:

Residents' **feedback on the neighbourhood services** that we provide, including waste and recycling, street cleansing, JET, greenspaces

### Progress on delivering this objective:

We will use our residents' survey and other means of engagement to obtain feedback on the neighbourhood services we provide. Trends over time will help inform decisions on how we focus our resources in the future, and (combined with other forms of engagement and evaluation) will help us identify if any changes we make to how we deliver services have a positive or negative impact.

The pandemic has impacted different neighbourhood services in different ways. We have seen an increase in household waste and recycling, and in use of our public parks, but also an increase in fly-tipping and littering. However we have also seen a decrease in the income we generate from our car parks. By regularly monitoring how these services are used we are able to target our future resources and activities effectively.





### What does success look like:

Evidence that the **Council is reducing its own carbon footprint** and resource use

Evidence that the Council is **working with partners to deliver positive environmental sustainability** outcomes

### Progress on delivering this objective:

Since agreeing its Environmental Sustainability Strategy in Summer 2020, the Council has been taking action to reduce its carbon footprint, resource use and environmental impact. More detail about how the Strategy is being delivered will be reported each Autumn in a separate report.

In 2020/21, the Council switched 33% of its energy supply to renewables and offset the remainder, meaning our power usage is now 100% carbon neutral. This represents an estimated Carbon saving of 473 tonnes of CO2 per year.

5 new, low-emission vehicles were added to our vehicle fleet in 2020/21, with this to continue as more vehicles become due for replacement.

We are updating our procurement approach to better reflect sustainability considerations. For example, we are reducing the environmental impact of the office supplies we purchase by switching to greener products.

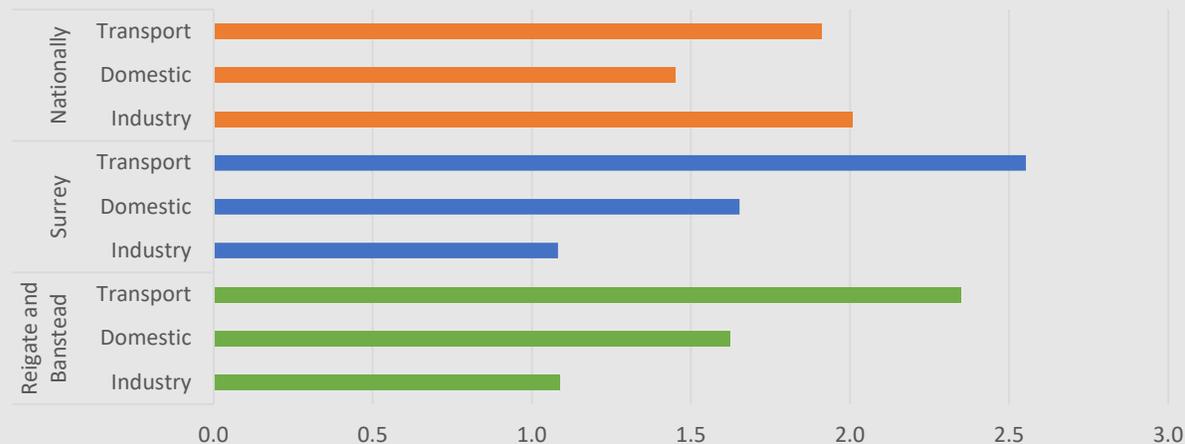
A new Climate Change and Sustainable Construction supplementary planning document has been prepared for consultation, which will help guide developers towards using environmentally preferable methods and materials.

In addition, we have been working to publicise sources of support and funding for greener activities to businesses and residents, and using our communication channels to promote behavioural change and share easy ways to make a difference.

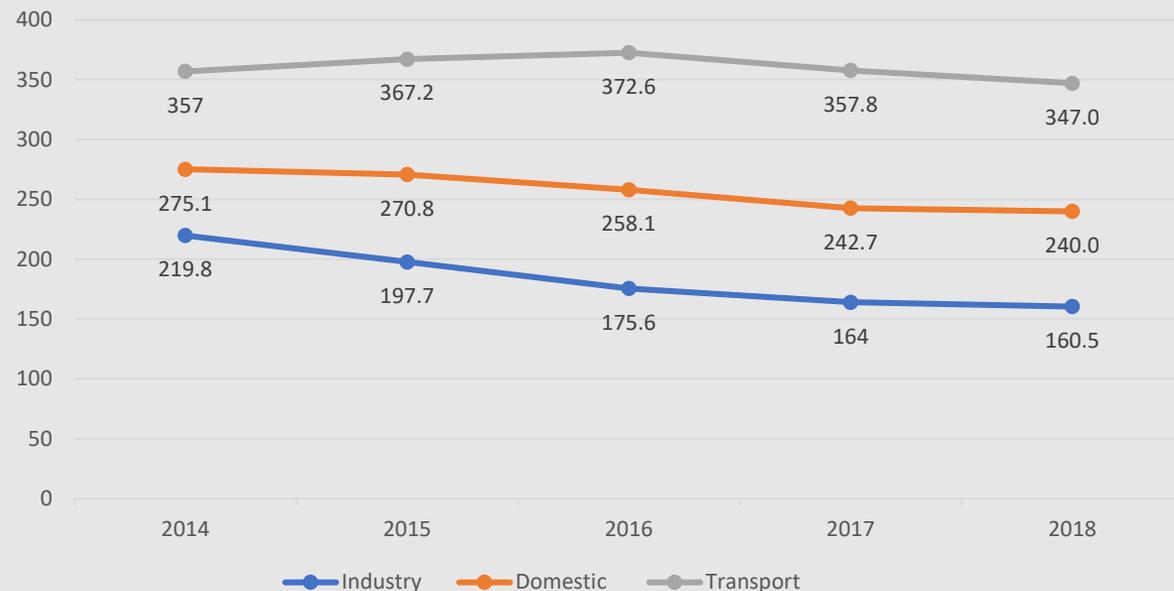
Key to making a difference in this area is partnership working, and we engage regularly with Surrey County Council and other local authorities through the Surrey Climate Change Partnership.

Due to the way data on carbon emissions is collected and processed, the graphs to the right represent the most recent available snapshot of emissions in the borough. Our aim is to work with the County Council and others towards carbon neutrality across the borough by 2050.

### Per Capita KtCO2 Emissions by Measurement Area



### R&B CO2 Emissions by Category (Kilotonnes)



Source: Department for Business, Energy & Industrial Strategy LA and Regional CO2 Emissions



**What does success look like:**

Evidence that the **Council is successfully balancing its budget** and has a robust medium-term financial plan

**Progress on delivering this objective:**

The Council's Revenue Budget for 2020/21 and Capital Programme for 2020 to 2025 were approved in February 2020, based on forecasts at that time and taking into account plans for investment in delivery of corporate priorities. They were supported by detailed analyses of income and spending plans over the medium term and a healthy financial Reserves position to help manage future financial risks.

The most significant budget challenge this year has been funding the exceptional costs and income losses arising from the Covid-19 pandemic. New financial management processes were put in place to ensure that these risks were monitored closely while at the same time ensuring we received the maximum possible level of emergency funding from the Government.

**What does success look like:**

Evidence that the **Council is being transparent in its financial decision making**

**Progress on delivering this objective:**

The Council ensures that all relevant legal and regulatory requirements are met when managing public funds. The Revenue Budget, Capital Programme and Medium Term Financial Plan are supported by publication of an annual Treasury Management Strategy, a Capital Investment Strategy and a Statement of Accounts.

Quarterly budget monitoring reports to the Executive track whether expenditure and income are in line with approved budgets and action is taken where new financial risks are identified. All financial strategies and reports are subject to scrutiny before approval and are publicly available on the Council's website. The annual Statement of Accounts is also subject to review by the external auditor.

For 2020/21, despite the impacts of the pandemic, spending has been kept within approved limits and the previous year's accounts (for 2019/20) received an unqualified audit opinion.

**What does success look like?**

Evidence that the Council is increasingly **deriving income from commercial sources**

**Progress on delivering this objective:**

The Council adopted Part 1 of its new Commercial Strategy in November 2020 (see below), setting out the key principles of our planned approach to generating new sources of income to support the Revenue budget. These principles include ensuring that our commercial activities are ethical and consistent with public sector duties, and that they are based on robust analysis and an understanding of the risks.

The Council has a number of commercial projects in progress which include new commercial units at the Marketfield Way development and at the housing development at Cromwell Road and work by our Revenues, Benefits & Counter-Fraud team that sells specialist expert services to other local authorities.

The Council is also progressing plans for a new crematorium service in the borough. This will meet identified local demand while also providing new income streams.

Despite the adverse effects of the coronavirus pandemic upon the economy, the Council's property team was able to work with our business tenants to agree a mutually compatible approach to their rental obligations. As such, the Council was able to achieve a 94% rental collection rate from business tenants in 2020/21, significantly higher than attained by many private operators during the same period.

**The Principles of the Commercial Strategy:**

**Principle 1:** Our commercial activity will be ethical, and consistent with the Council's statutory responsibility to promote economic, environmental and social wellbeing in the borough, and our corporate objectives

**Principle 2:** Any commercial decisions will be based on a robust assessment of the business case using consistent criteria and appropriate due diligence and risk assessment

**Principle 3:** Surplus income generated through our commercial activities will be used to ensure the financial sustainability of the Council and continued delivery of services for local people.

**What does success look like:**

Evidence **the Council is investing in upkeep of operational assets** based on robust business cases

**Progress on delivering this objective:**

The Council's Capital Programme for 2020/21 to 2024/25 supports our plans to invest over £176 million in existing and new assets.

During 2020/21 we replaced and refurbished our refuse fleet vehicles following a detailed analysis of costs, benefits and service requirements. Work also commenced on the Marketfield Way development in Redhill and new housing developments at Pitwood Park and Cromwell Road.

We're also in the process of bringing the Park Farm Depot site near Banstead into operation for use by our Greenspaces team after the site was previously fully-leased out. The new arrangement means that Council staff will be working alongside the tenant's team, ensuring full use of the site.

Our investment in technology meant that the IT team was able to rapidly expand the Council's remote-working capacity in response to the pandemic so that staff could work from home and the Council's Property & Facilities teams adapted our operational buildings to enable Covid-secure working for those who needed to be on-site.

**What does success look like:**

Evidence that the **Council is taking action to ensure the right skills are in place**

**Progress on delivering this objective:**

The Council has continued to recruit and train officers to ensure that it has the skills and capacity to deliver on its objectives. During the recent pandemic, this has included recruiting and interviewing remotely.

As part of our talent development work, we have been an Apprenticeship Levy paying employer since 2017, with the fund helping to provide training and improvement opportunities via apprenticeships for both new apprentices and existing employees. In line with this, we have been meeting the 2017-21 public sector target to employ an average of at least 2.3% of staff as new apprentices.

We are seeing talented apprentices and employees using apprenticeships for career progression within our organisation, including in business support & administration, environmental health, and counter-fraud investigation. These development opportunities can range up to degree and master's level, and help ensure that the Council has access to the capabilities needed to deliver its Corporate Plan.

Our employees also have the highest level of uptake of the Surrey District and Borough Councils' shared training programme, which is indicative of our healthy and positive learning culture.

**Apprentices Employed by year**

## Our Commitments

### High Quality Core Services and Continued Service Improvement:

#### What does success look like:

Residents' **feedback on Council services**, and on **Reigate & Banstead as a place to live**.

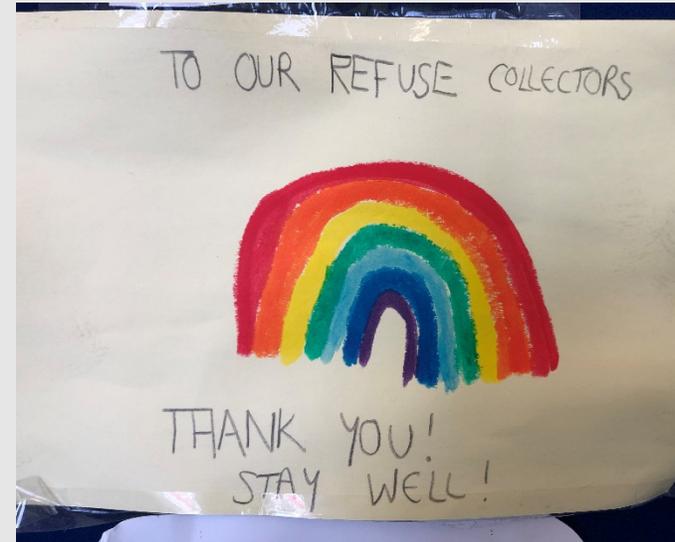
#### Progress on delivering this objective:

The Corporate Plan explains that we will use information from residents' surveys to help illustrate how we are delivering on our corporate commitments. This will allow us to track residents' views over time. It will also help us to identify if there are areas where further investigation is required, and helps to inform our service and financial planning activities.

It should be recognised that the disruption caused by the pandemic, both to residents' lives and the Council's non-core activities means that residents' experiences of Council services may have been different over the past year. As part of our wider data and insight programme we will continue to engage with residents so we can determine the scale of impact the pandemic has had and how the Council should continue to respond.

Within the limits of this context, the feedback we have had from residents throughout the pandemic has been broadly positive, and there has been a particular recognition of the hard work of our frontline workers: a few examples are pictured to the right.

As the borough and the county continue to recover from the impacts of the pandemic, we will maintain our engagement with residents through a range of routes, including discussions with Members and officers, and more in-depth consultation where applicable. Regardless of circumstances, our work to supply high quality services and keep the borough a great place to live will continue.



# Our Commitments

## Clear and effective communication:

### What does success look like:

Evidence **the Council is keeping residents informed** via regular communication through multiple channels

### Progress on delivering this objective:

The majority of residents surveyed indicated that they felt that the Council kept them well informed about Council services, and this improved between the initial and follow-up survey.

Online methods of communication were generally the most popular, with email and the e-newsletter being the most highly preferred, followed by the Council's website.

As well as the online routes, the Council's Borough News magazine also remained popular, with support for it increasing between the surveys.

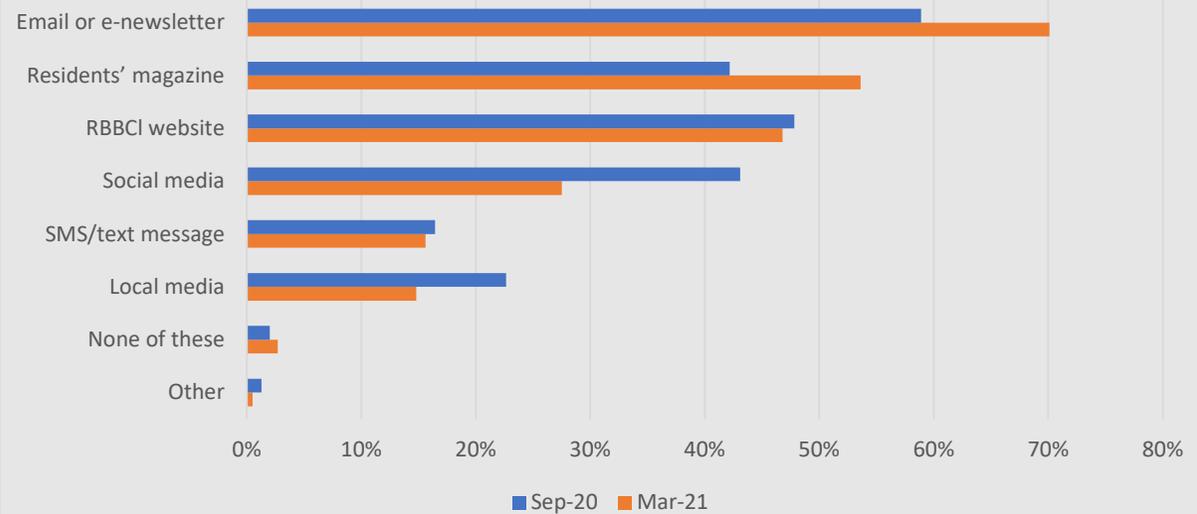
As can be seen from the charts, there was a significant degree of volatility among preferred communication methods, and these indicators will therefore need to be monitored over a longer time period to determine to what extent these movements represent trends or more temporary factors.

Whilst this feedback is generally positive, the number of residents indicating that they do not feel well informed also shows us that there is more that can be done. The findings will be informing an update of the Council's communication strategy which will start in 2021/22.

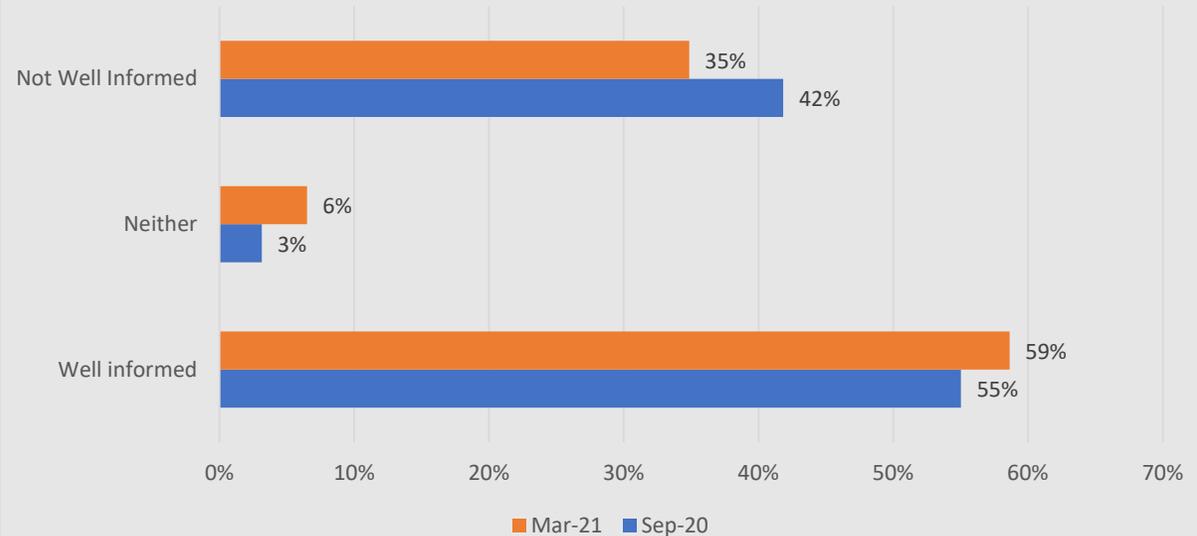
### Sources:

- RBBC September 2020 and March 2021 Residents' Survey

## Residents' feedback on their preferred communication channels by the Council:



## Residents report that they feel informed about Council services:



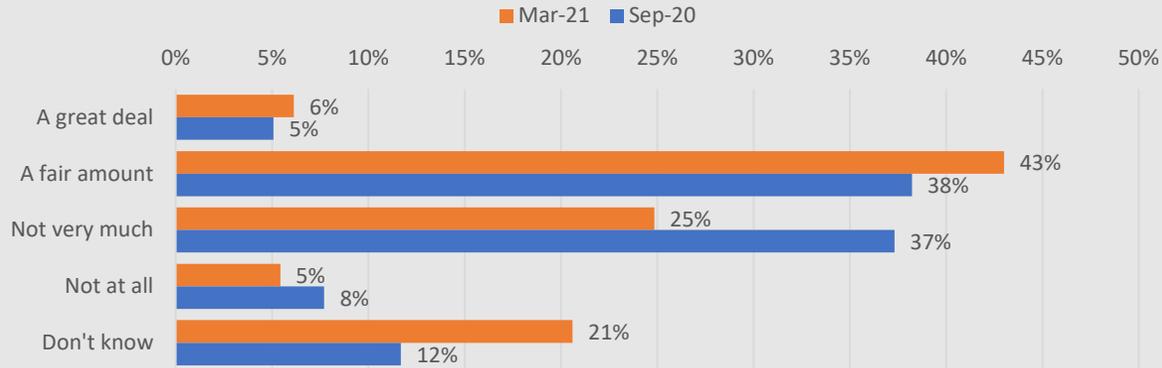
# Our Commitments

## Putting residents and other customers at the heart of what we do:

### What does success look like:

Residents agree that **the Council listens and responds** to their concerns:

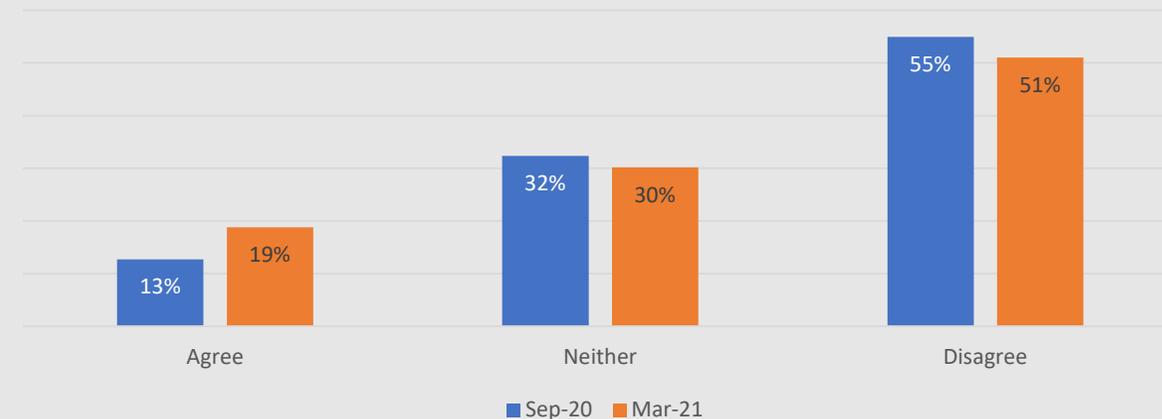
#### Does RBBC act on the concerns of local residents?



3

Residents agree that they can **influence Council services**:

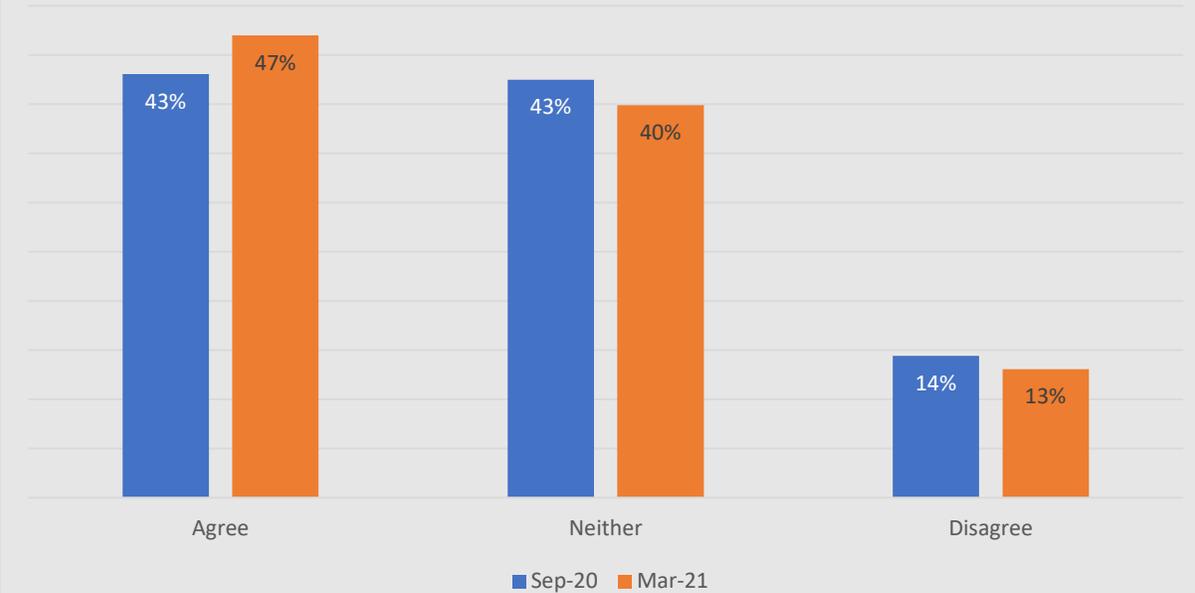
The extent to which residents believe they can influence Council services is the area where the survey responses were least positive. Whilst this may have been influenced by the coronavirus pandemic limiting engagement opportunities, it also indicates that this is an area we should explore further.



## Environmental responsibility:

### What does success look like:

Residents agree that **the Council acts in an environmentally responsible way**:



The feedback from residents on if the Council is perceived as acting in an environmentally sustainable well is generally either positive or neutral, with a slight improvement made over the period of the surveys.

Part of the Council's Environmental Sustainability Strategy is, together with Surrey County Council, to provide leadership for the borough on environmental and sustainability issues. For this to be effective, we will need to lead by example, and be seen to be doing so.

As such, whilst these figures are indicative of a good starting position, we will need to continue to both deliver on our environmental sustainability action plan, and be effective at communicating our work to the community, in order to enable us to motivate our residents to also work towards environmental sustainability.

# Our Commitments

## Partnership working:

### What does success look like:

Evidence that **the Council is working with partners to deliver positive outcomes** for residents

### Progress on delivering this objective:

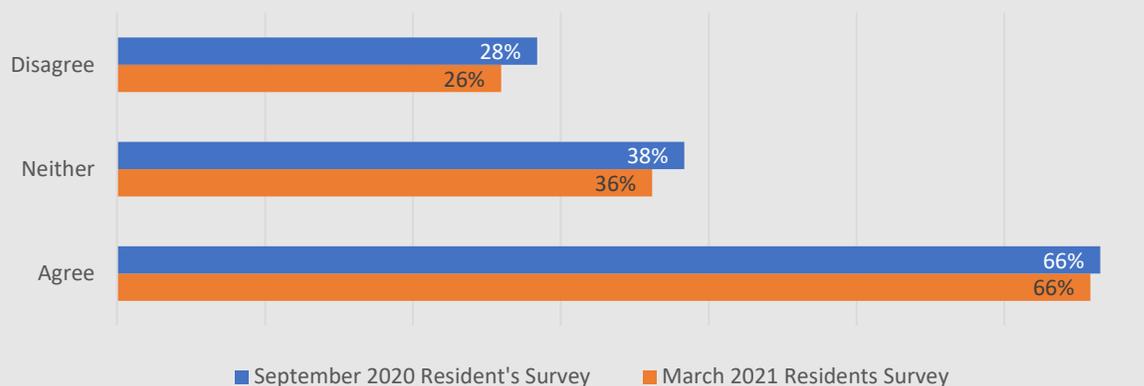
The Council has been engaging with partners across a wide range of activities, as set above, including with Voluntary Action Reigate & Banstead and local health providers re. supporting communities and protecting the vulnerable (particularly around the recent pandemic); Coast to Capital Local Enterprise Partnership and the Department of Work and Pensions re. driving economic development & prosperity; and Surrey County Council promoting environmental sustainability.

## Financial efficiency:

### What does success look like:

Residents agree that the Council provides **value for money**

### Progress on delivering this objective:



### Sources:

- RBBC September 2020 and March 2021 Residents' Survey

## Responsible use of data:

### What does success look like:

Evidence that the Council is **using data responsibly** to improve service provision/delivery

### Progress on delivering this objective:

The Council now has a newly created Data & Insight team, dedicated to analysing and deploying data to support services.

Their work to date has included:

- Analysis of available data on coronavirus factors across the borough, such as infection rates and support needs across local resident demographics. This has helped inform our welfare response to the pandemic and ensure local needs are met.
- Operational support data for ongoing Council services. This includes approaches such as tracking increases and trends in fly-tipping to support planning for what resources are likely to be needed to address demand, and when these demands are likely to arise.
- Supporting processes such as residents' surveys, and responding to requests to help us understand and visualise the information obtained.

The Council employs a Data Protection Officer to ensure that data held is kept secure, and complies with all data protection regulations and guidance, as well as the Council's Privacy Statement published on our website. Robust data protection is supported through providing training for officers and Members, reviewing databases and removing data when it is no longer required, or statutory limits are met, and working with the IT team to support general related cyber-security measures.

## Our Commitments

### Helping residents and businesses make a positive difference in their communities:

#### What does success look like:

Evidence of **healthy levels of volunteering** by residents and by businesses via corporate social responsibility schemes

#### Progress on delivering this objective:

2021 Residents' Survey information shows that around 37% of residents volunteer either formally or informally. While 45% of residents indicate they do not wish to volunteer, nearly 18% indicate that they do not volunteer at the moment but would like to in the future.

Planned work with local businesses to promote additional volunteering through corporate social responsibility teams has been delayed due to Covid-19.

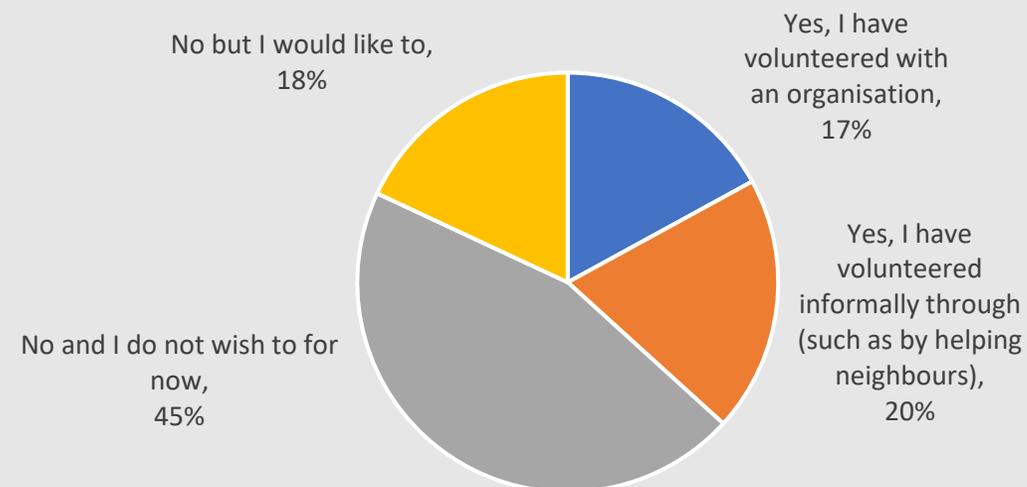
However, community interest in volunteering and helping others has been well demonstrated in the past year, with large numbers making offers to support a variety of functions. We have helped to coordinate the volunteer effort through our work with Voluntary Action Reigate & Banstead and the wider sector, including providing support resources for communication and public engagement.

Examples of volunteer activity in the past year have included supporting five vaccination centres across the borough, providing contacting calls to those shielding, and all of the wider work undertaken with the NHS and partner services.

In 2020 our residents' survey asked what support would help residents maintain or increase their volunteering, with responses presented to the right.

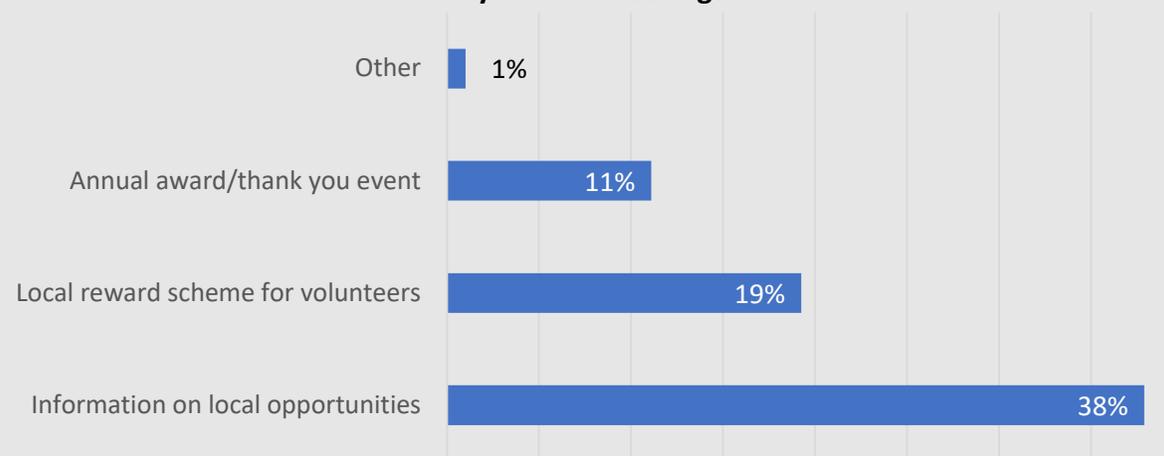
We will work with partners to explore how we can use this information to increase take up of volunteering in the borough.

### Have you volunteered in your local community in the last 12 months?



Source: RBBC March 2021 Residents' Survey

### What support from local councils would help you maintain or increase your volunteering?



Source: RBBC September 2020 Residents' Survey

**Borough Population:**

Population estimates for the borough are obtained from the Officer of National Statistics. These are published annually but will also be updated once the data from the recent census is released. Demographic information has been used to ensure that our resident’s survey results are a representative of the borough’s population.

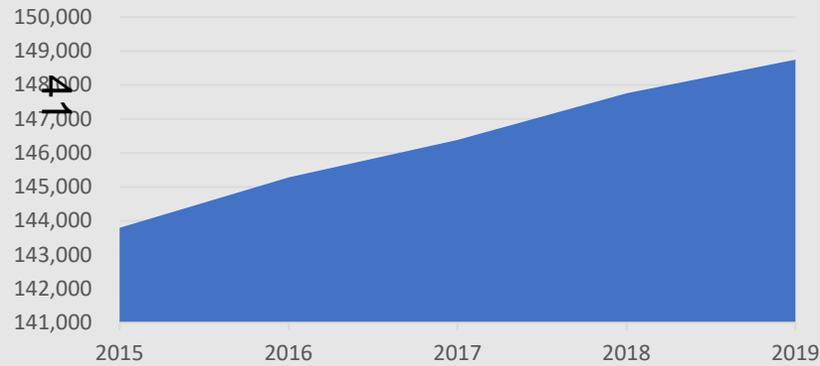
As can be seen from the figures, the borough’s population is increasing steadily. According to the most recent mid-year estimates, the population is assessed to have grown by approximately 1000 people between 2018 and 2019, growing from 147,757 to 148,748. The percentage of our population aged 65+ is also increasing, but at a low rate, and we remain in the middle of Surrey authorities on this measure.

Source: ONS Mid-Year Population Estimate

**Households on Housing Waiting List**

The demand for social housing has increased markedly in the past year, due to a combination of employment insecurity for some, particularly in generally lower paid sectors, and Covid concerns leading others to seek to limit household numbers. Work is continuing to address need, but it will likely be some time before the demand returns to normal levels.

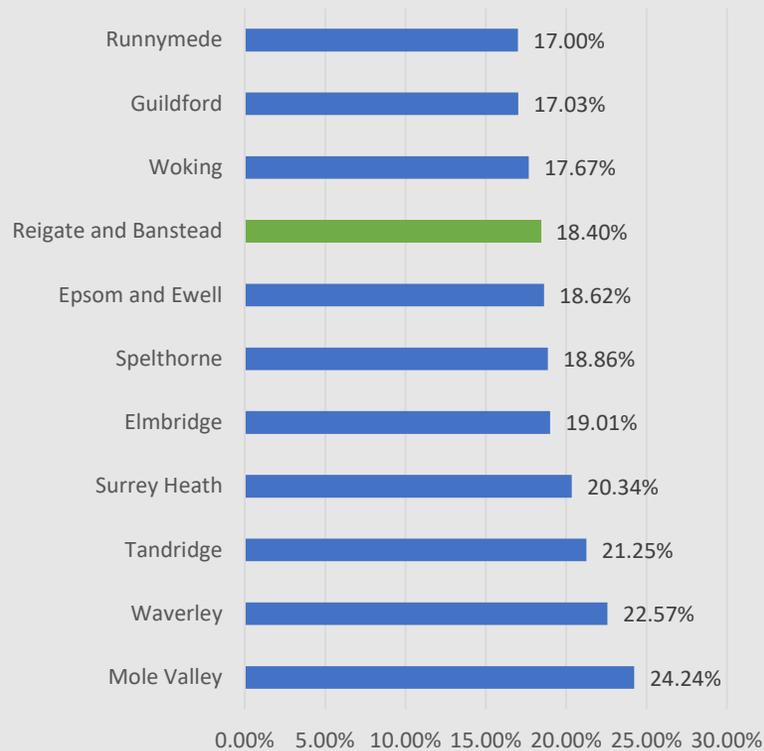
**R&B Mid-Year Population Estimates**



**R&B Percentage of Population Aged 65+**



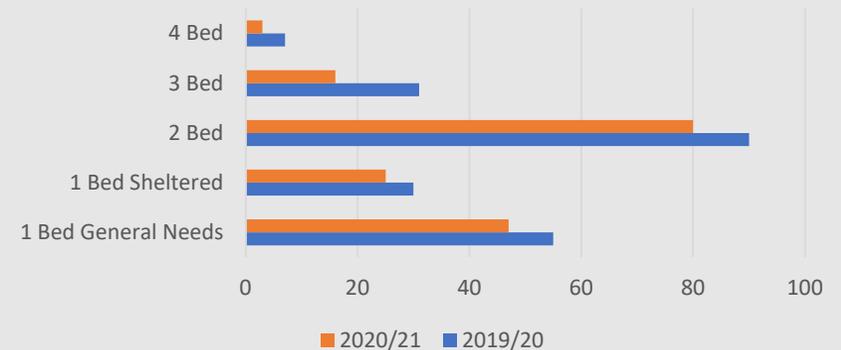
**Comparison with other Surrey LAs for Population Aged 65+ (2021)**



**RBBC Households on Housing Register**



**Waiting List Nominations**



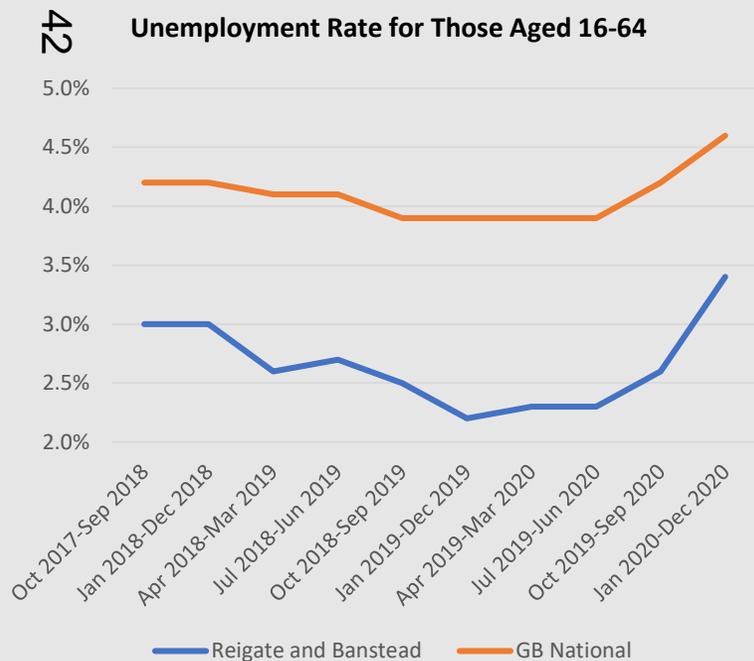
**Out of Work Benefits**

Unemployment levels have generally been a steady downward trend since the economic crash of 2008, reflecting the strengthening labour market.

In the last year, unemployment has risen again, but remains at relatively low levels relative to historical norms, particularly in the South-East.

As the furlough scheme is unwound, levels may increase further, and we will continue to monitor the impact on the borough.

Source: UK Labour Force Survey - Unemployment

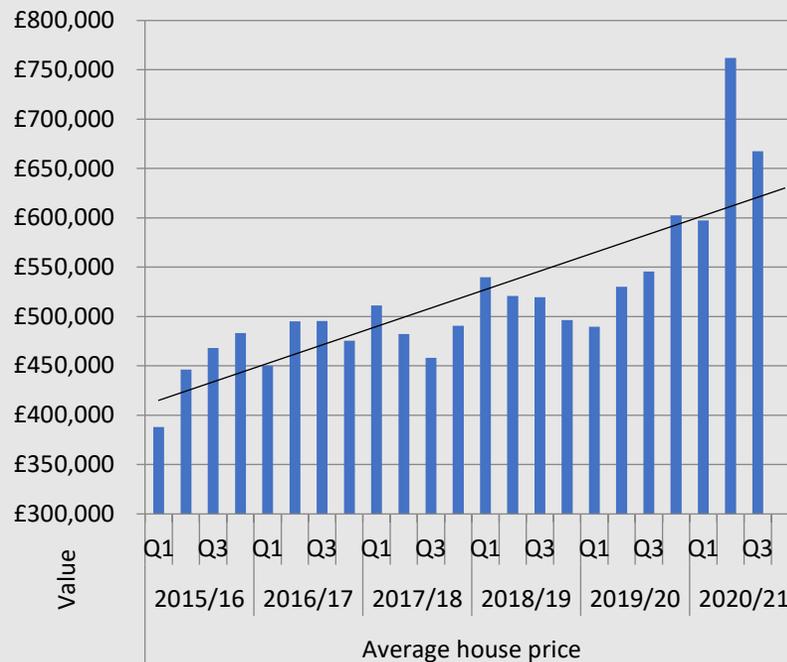


**Average House Price**

The last 6 years has seen a sustained increase in average house prices in the borough. At the end of Q3 of 2020/21 the average house price was £665k; up by over £300k since 2015/16. 2020 ONS data puts the Affordability Ratio (median house price to median workplace earnings) at 12.26

In recent years, the affordability ratio has increased - from 9.24 in 2010 to its current level, meaning that housing has become less affordable for local people. It has however reduced from its peak of 12.33 in 2018..

Source: Land Registry Price Paid Data; ONS affordability in England and Wales.

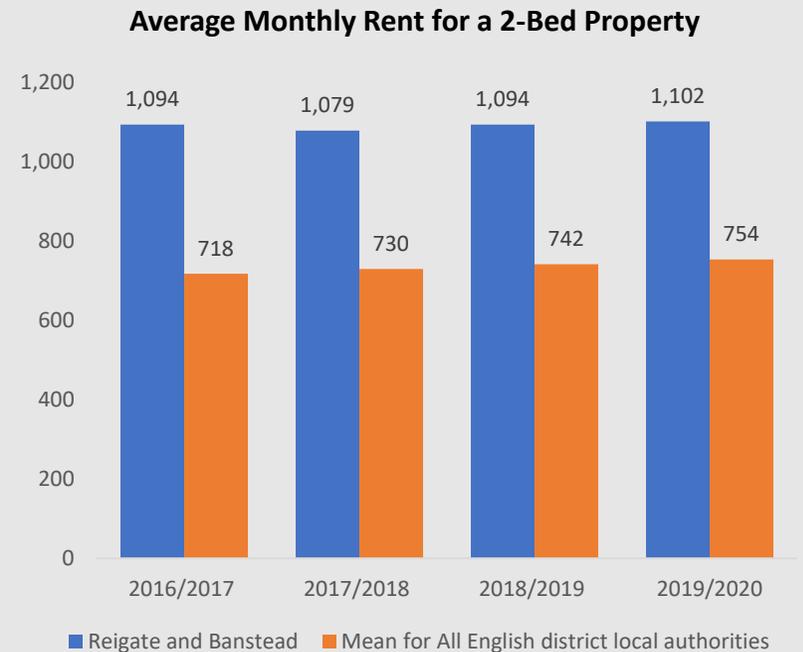


**Mean Monthly Rent (Two Bedroom Flat)**

Reigate and Banstead has seen a very minor increase in the mean monthly rent for a 2-bedroom property in the borough; seeing an increase of £16 per month since 2017.

The borough has also maintained its notably higher mean rent than those of the wider South East and England as a whole. Whilst rates remain high relative to wages, they have remained relatively static in recent years thus at a similar level of affordability for residents.

Source: Valuation Office Agency



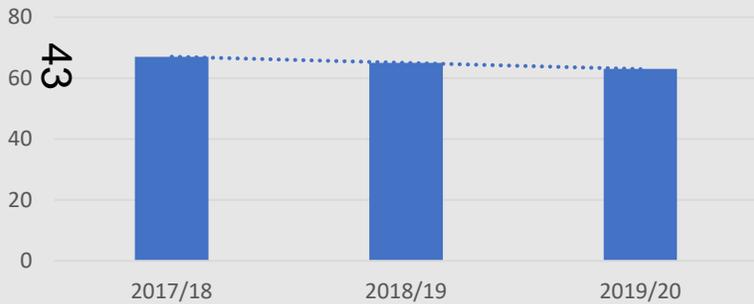
**Borough Crime Rate**

Reigate and Banstead has seen a small decrease in the recorded crime rate per 1000 residents over the last 3 years.

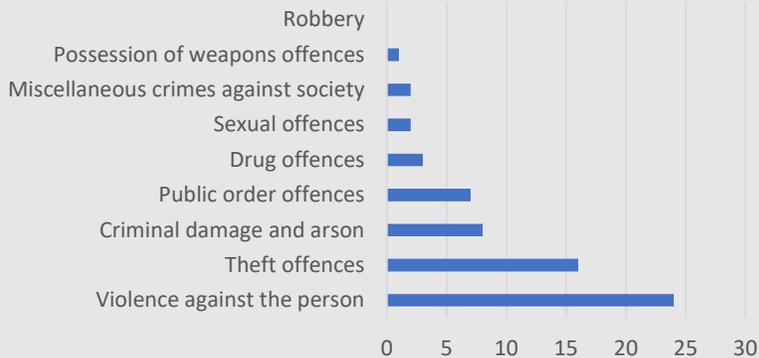
Of this recorded crime theft offences and violence against the person make up the majority.

Source: ONS crime data by Community Safety Partnership area

**Recorded Crime Per 1000 Residents**



**Recorded Crime Rate by Offence (Per 1000 residents)**



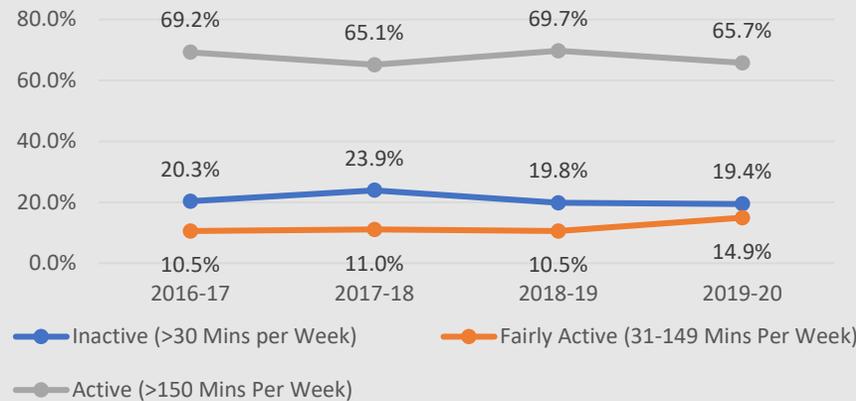
**% of Residents who are Physically Active**

Latest published information suggests that 65.7% of adult residents report that they were physically active.

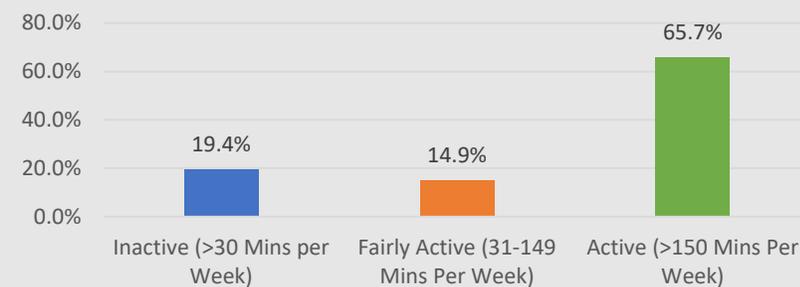
The remaining minority reported that they were fairly active to inactive; at 19.4% and 14.9% results respectively.

Source: Sports England Active Lives Survey

**% of Residents who are Physically Active**



**% of Residents who are Physically Active 2019-20**

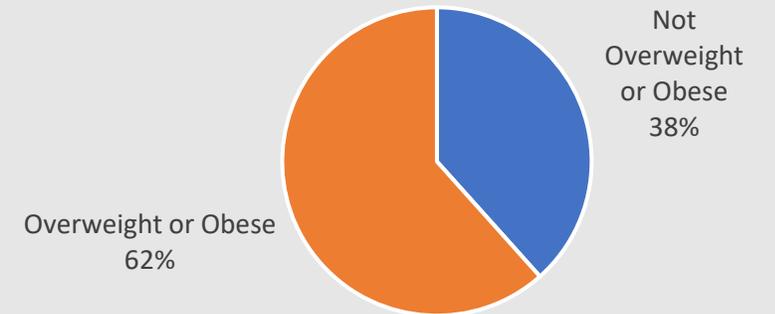


**% of Residents who are Overweight or Obese**

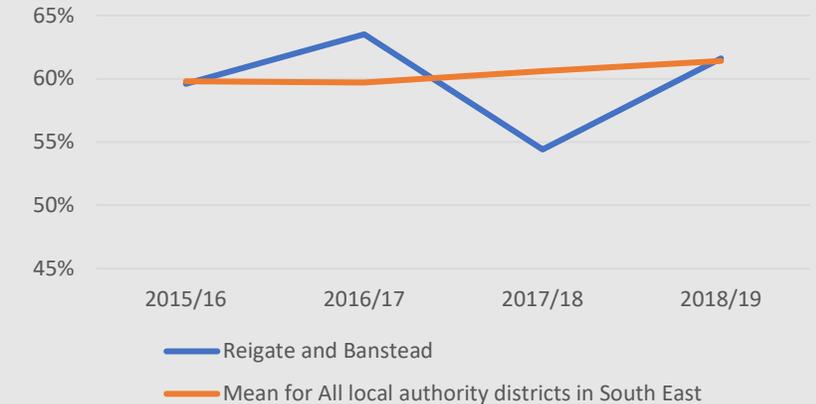
As of last reporting, 61.6% of adult residents were classified as overweight or obese. This falls in line with the mean for all South East Local Authorities of 61.4% of Adults

Source: Public Health England - Health Outcomes Framework

**% of Residents who are Overweight or Obese**



**% of Residents who are Overweight or Obese**



**Town centre vacancy rates**

RBBC's Town Centre Monitoring Report covers the period from September 2019 to September 2020 with survey work undertaken in September 2020.

Most areas have not seen a marked increase in town centre vacancy rates, despite the recent Covid-19 restrictions. This may however be somewhat masked by recent furlough provisions, and we'll continue to monitor the effects as these are wound down.

Source: Reigate & Banstead Town Centre Monitoring Report (Sept, 2020) – updated annually

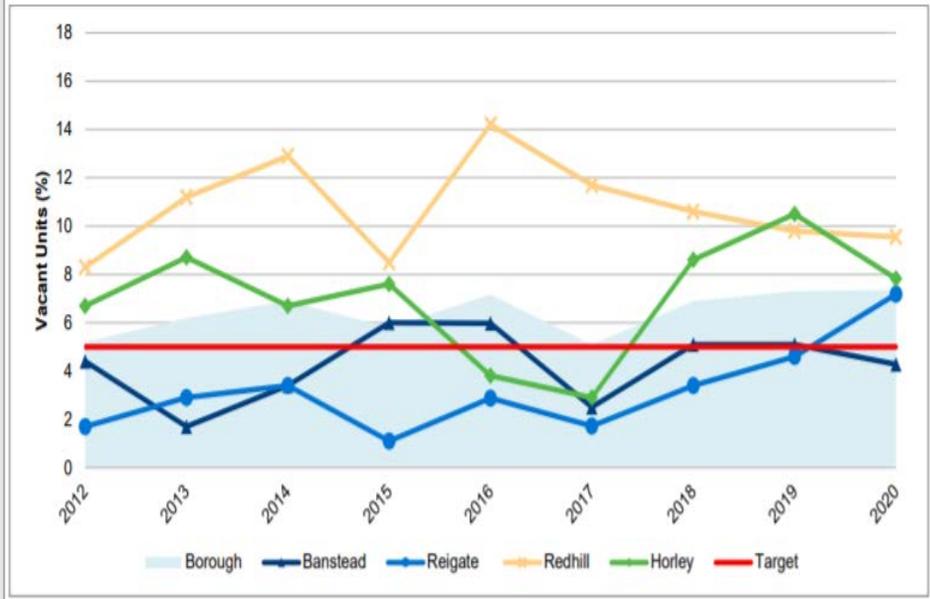
**Total enterprises in the borough**

Reigate & Banstead is home to 7,260 business enterprises. The majority of these are small and micro enterprises, but larger companies are also present. Our economic prosperity team works with businesses of all sizes to provide local support and advice to help them to thrive.

Our business grants and entrepreneur support options are particularly helpful for small and micro enterprises, but larger enterprises also benefit from the systematic effects.

Source: ONS Business Counts - total enterprises registered for VAT and/or PAYE, 2020 – last updated in September 2020

**Town Centre Vacancy rates by Surrey LA**



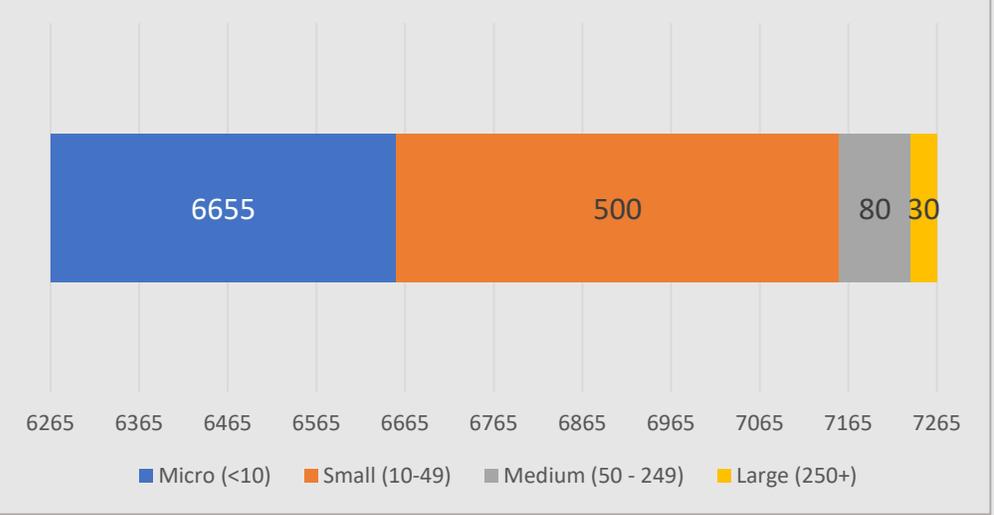
**Town Centre Vacancy Rate – September 2020**

| Type     | Number of Vacant Units |
|----------|------------------------|
| Banstead | 5 (4.3%)               |
| Reigate  | 14 (7.8%)              |
| Redhill  | 15 (9.6%)              |
| Horley   | 9 (7.2%)               |

**Grants Disbursements to Local Businesses**



**RBBC Based Enterprises by Size (Persons Employed)**



**Average resident income**

Average full-time salaries in the borough remain significantly above the UK national median figure of £31,461, and are also above the South East average of £34,219.

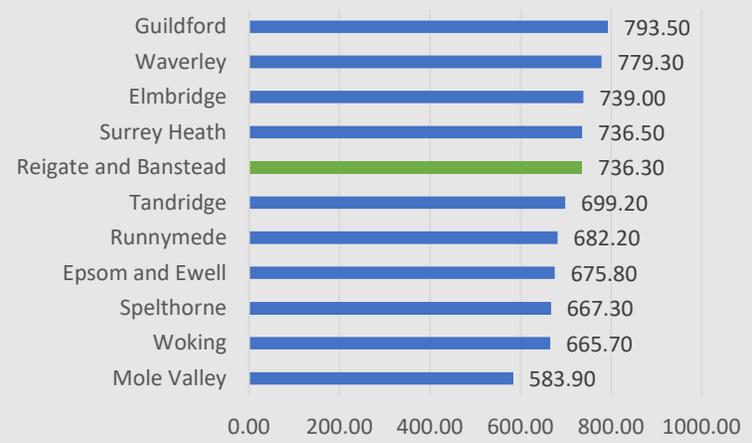
Average gross weekly pay: £736.30

Average gross annual pay: £40,229

*Full-time defined as those who work more than 30 paid hours per week or those in teaching professions working 25 paid hours or more per week / average = median*

Source: ONS Annual Survey of Hours and Earnings, 2020 – next release November 2021

**Average Gross weekly Pay by Surrey LA**



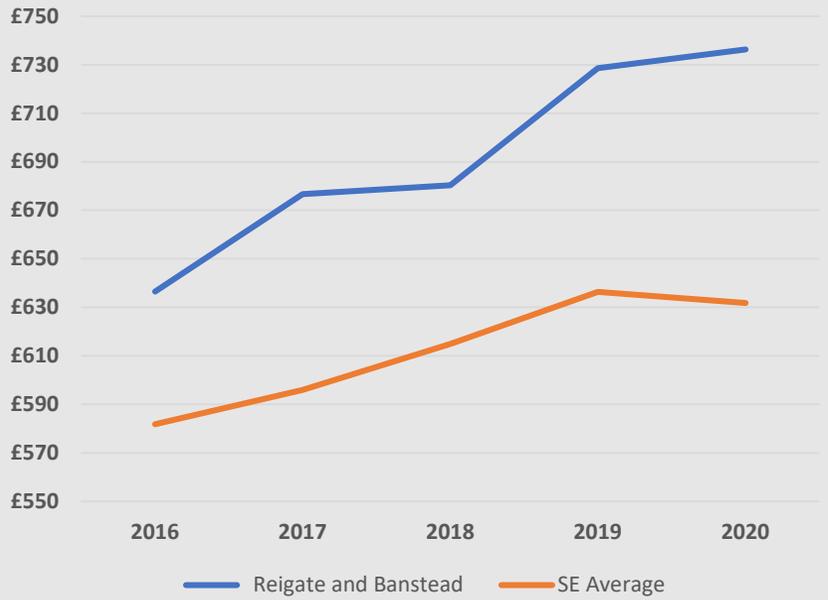
**Total employee jobs in the borough**

The borough is home to 69,000 employee jobs (total includes full and part-time).

The survey records a job at the location of an employee's workplace. The number of jobs provided is one measure of the state of the local economy, and tracking change in this area will help us understand long term economic and sectoral trends

Source: ONS Business Register and Employment Survey: open access, 2019 – last updated in November 2020.

**R&B Median Gross Weekly Pay by Year**

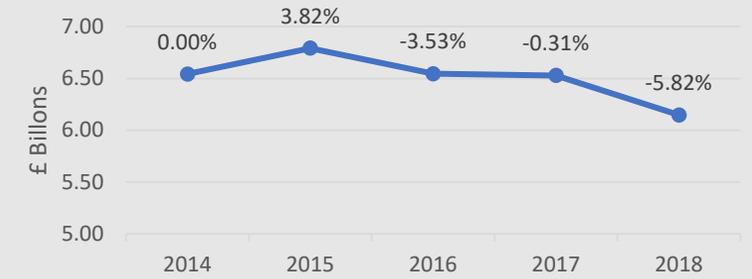


**Value of the local economy**

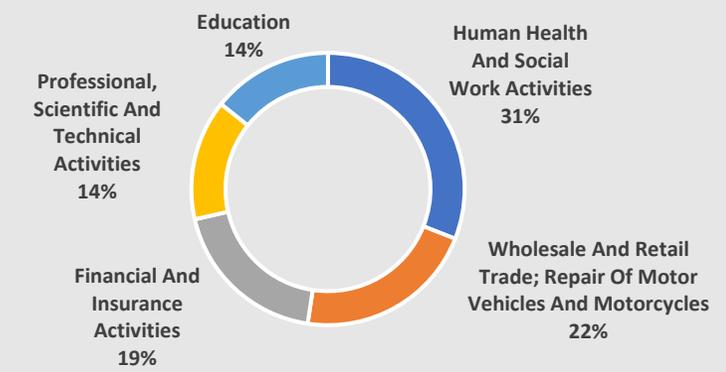
Reigate & Banstead's local economy is worth £6.15 billion in GVA, representing its contribution in productivity to the UK's overall economy.

Source: ONS Estimated balanced gross value added (GVA), 2018 – next release May 2021]

**Reigate and Banstead Gross Value Added (GVA) by Year**



**R&B Top 5 Employment Sectors (% of Employee Jobs in the Borough)**



**Employee Jobs within the Borough by Type**





**Business five-year survival rate**

The 5-year survival rate for businesses that started in 2014 in the borough sits at 45.9%

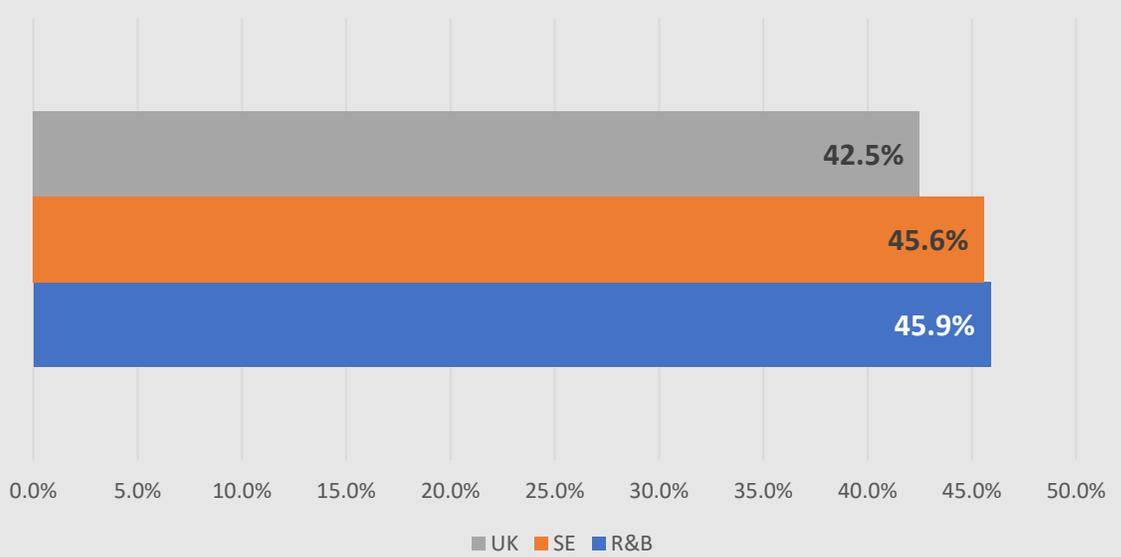
This performance exceeds both the UK and South East averages, at 42.5% and 45.6% respectively.

As with a number of other measures, the data captured does not yet reflect the full impact of the pandemic, and we will need to observe and monitor the effects of this in the coming years.

Source: ONS Business Demography, 2019. 5-year survival rate measures % of new enterprises started in 2014 that were still in existence in 2019

46

**Business Five year Survival Rates**



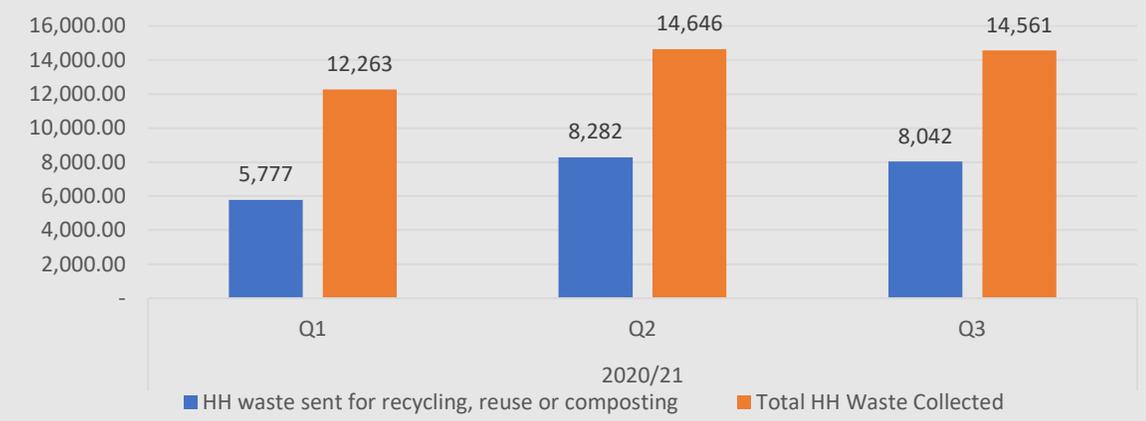
**% of household waste recycled**

There has been a marked increase in waste collected since the start of 2020, largely due to the increase in home working shifting waste produced from business sites covered by trade waste, to homes covered by our services.

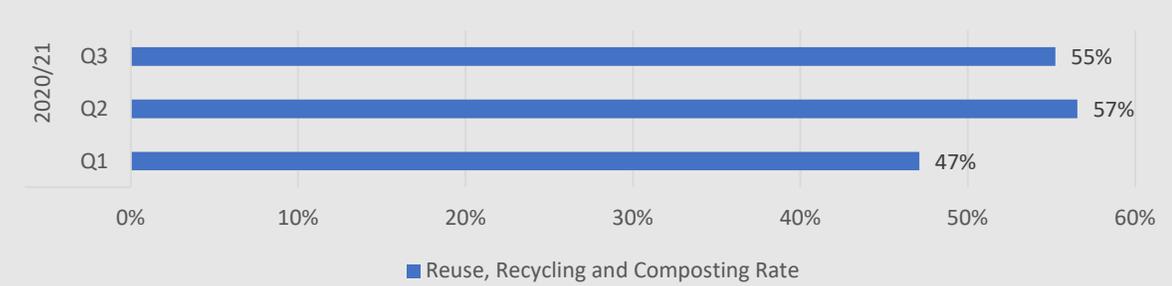
The rate of material from this that is recycled or reused has increased proportionately, but with work continuing on expanding the flats recycling programme following the lifting of pandemic restrictions, we will be working to increase this proportion over time.

Source: Waste Data Flow Report (Q3 2020)

**RBBC Household (HH) Waste collected and Sent for Recycling**



**Reuse, Recycling and Composting Rate**





**Annual Revenue Budget**

The net annual Revenue Budget for 2020/21 was £18.256 million. This represents the position after all expenditure and income is taken into account.

Revenue reserves at the start of the year were very healthy at just over £41 million – with sums set aside to help manage future financial risks, fund one-off payments for expenses like staff pensions and to support delivery of our development plans.

End of year outturn forecasts indicate that spending has been maintained within the approved budget, despite the additional challenges of responding to the pandemic.

For 2021/22 the net Revenue Budget is £17.395 million.

**Government Funding**

The main sources of funding are income from council tax and a relatively small share of the local business rates collected. While some grants are received from Government for specific purposes, no general funding support is received.

**Staff Employed by the Council**

As of the start of 2021/22, the council employs 534 full time equivalent posts.

There has been no change in FTE equivalents from the start of 2020/21.

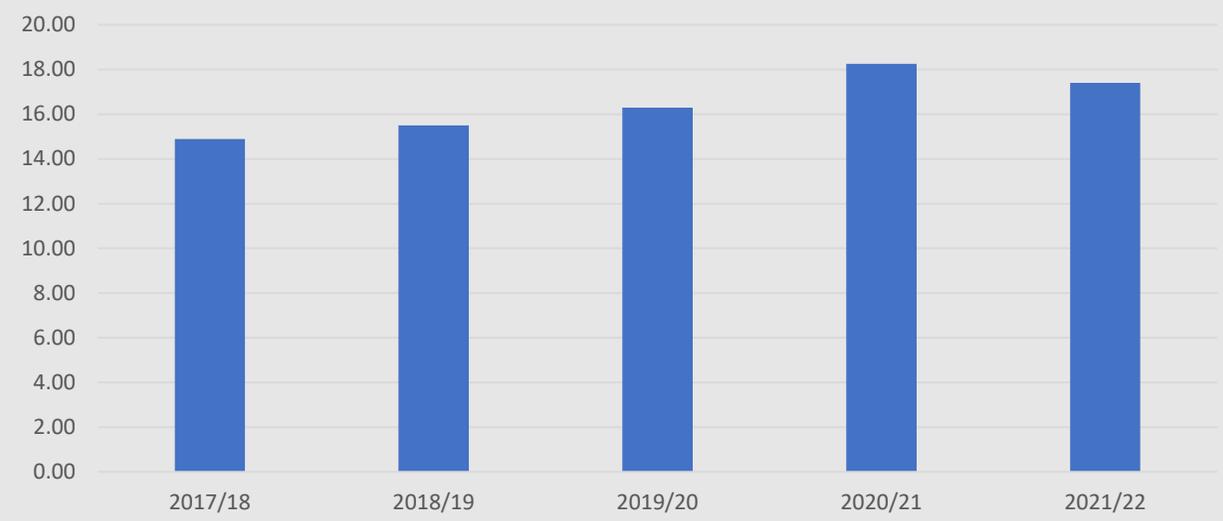
Source: RBBC budget reports

**Annual Average Council Tax (Per Week – Band D)**

Of the Council Tax collected in the Borough, just under 12% is retained by the Borough Council. Approximately 74% goes to Surrey County Council, with around 14% going to Surrey Police. In areas with a town or parish Council, these will represent around 1-2% of the total.

Over recent years, the Council’s share of the Council Tax has increased in-line with the Government’s upper limit for annual increases.

Net Revenue Budget (£ millions)



R&B Weekly Average Council Tax Collected (Band D)



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# Equality Objectives Annual Report 2020

February 2021

## Introduction

The Council is a public body which, under the Public Sector Equality Duty in the Equality Act 2010, has a specific duty to publish one or more equality objectives to demonstrate how the Council is meeting the aims of the general equality duty.

Section 149 of the Equality Act 2010 places a general equality duty on the Council to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a protected characteristic and people who do not share it

The characteristics protected under the Act are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

Under the Equality Act 2010 (Specific Duties) Regulations 2011, the Council is required to publish one or more objectives we think we should achieve to do any of the things mentioned in the 3 general duties.

In December 2019, the Executive published a new suite of Equality Objectives for the Council, for the period 2020 to 2024. These are available at [www.reigate-banstead.gov.uk/equality](http://www.reigate-banstead.gov.uk/equality).

## Scope and structure of this report

This first annual report provides an update on activity in relation to the agreed Objectives.

For each Objective an update is provided against the broad activities that it was agreed in December 2019 the Council would focus on.

## Covid-19

At the time that the new Equality Objectives were agreed, no-one could have forecast the impact that the Covid-19 pandemic would have on our residents, business and Council services.

The need for the Council to mobilise an extensive emergency response meant that, in 2020, a number of our business-as-usual activities were impacted. But it has also highlighted the central role that the Council plays in supporting the borough's communities and demonstrated our ability to provide support and make a positive difference to our most vulnerable residents. Some of the activities we envisaged to achieve our Equality Objectives have been brought into sharper and more immediate focus, as reported in the rest of this report.

## Equality Objective 1: Using data and local intelligence better

The focus of this objective is to continue to improve our equality data and use local intelligence and data insight to inform future service planning and formal decision making.

### Areas of activity:

#### **A) Building our data and insight capability within the organisation**

2020 has seen the Council establish a new Data & Insight Team. The work of this team was refocused in the summer of 2020 in response to the pandemic, to provide a centralised resource to collect, collate, analyse and present data to help the Council make informed decisions about Covid response and recovery. The team is already actively working to assist the Council's understanding of our service users, including the most vulnerable, as reported elsewhere in this document. The team also now includes the Council's consultation function which helps us to effectively engage with people of all backgrounds to ensure that their views and opinions are reflected in the way we conduct our duties (see below).

## **B) Improving the availability of equality data, and raising awareness of service users' needs to inform service design across the Council**

**Workforce equality data:** In 2020, as part of a wider review of the accuracy of employee data held by the Council, staff were encouraged to update their personal details on the Council's HR system. Although remaining optional for staff to complete, this information helps us comply with our Public Sector Equality Duty in relation to workforce reporting. Updated workforce equality information has now been published on the Council's website and is available to all those officers involved in service design across the Council.

**Borough equality data:** An updated version of the Borough Equality Characteristics document was published on the website this year, providing useful borough and ward level information about those in the borough with protected characteristics. It remains the case that for much of this information we are reliant on 2011 Census data, however as explained elsewhere in this report work is ongoing to improve the data we have available.

**Data and insight about our most vulnerable residents and those needing extra support:** As a result of the emergency response to the pandemic, the Council has developed a greater understanding of the needs of our most vulnerable residents. This data (in anonymised form) provides valuable additional insight which can help inform how the Council may need to focus services in the future. The specific information gathered also means that along with our partner organisations we are in a better position to protect vulnerable people (including the financially vulnerable) in responding to future emergencies.

### **Future focus:**

As measures to manage the impact of Covid-19 (including mass vaccination) are rolled out in 2021, it is anticipated that the focus of our new Data and Insight team will be broadened to provide support across the Council to assist in the delivery of corporate objectives, including insight in relation to equality, diversity and inclusion in the borough. This work may include additional primary research but will be able to build on and explore in more depth the data already held by the Council, including (where appropriate) that gained as a result of our emergency response to the pandemic. This work is likely to initially comprise one or more pilot projects.

The Council will continue to work with the local representatives from the Office of National Statistics to ensure the success of the 2021 Census, including helping ensure the hard to reach are supported to participate in the Census, and that the results are accurate so that in due course they can inform the Councils' future service planning.

## Equality Objective 2: Supporting good community relations

The focus of this objective is to develop a greater focus on promoting social inclusivity across all the Council's services and fostering good community relations

### Areas of activity:

#### **A) Supporting communities through the work of our frontline teams and in partnership with other relevant organisations**

**Covid-19 response:** In 2020, the work of our frontline teams, and focus of much of our partnership working, has understandably been on responding to the Covid-19 pandemic. Our response has concentrated on providing welfare support and assistance to all vulnerable residents within our communities, not just those with protected characteristics. The following provides just a snapshot of the wide-ranging activities undertaken and has been informed and supported by the work of our data and insight team (as explained earlier in this report):

- Responding to requests for assistance from vulnerable residents
- Proactively contacting the most vulnerable residents to understand and assist with any support needs, initially by phone or letter, and as a last resort via welfare visits
- Coordinating befriending calls for vulnerable residents living alone
- Coordinating the delivery of food packages, hot food and medicines
- Signposting to local support and services via a comprehensive web-based resource
- Providing funding and other assistance to local food banks and setting up new food clubs to provide low cost access to food
- Piloting a project to support those in fuel poverty to be able to afford energy during the winter months
- Facilitating partnership working to reduce digital exclusion both amongst local children and older residents
- Working with a wide range of partner organisations to disseminate information and plan and deliver support
- Assisting those facing income difficulties with Council tax payment plans and distributing additional funding for those in most need, including council tax support, and test and trace support payments
- Recruitment of 27 Community Champions to help spread fact-based public health information to our communities with a focus on recruiting members of the BAME and disabled communities.

## **B) Incorporating consideration of social inclusivity in service-level strategies, service design and delivery**

**Covid-19 response:** Addressing the needs of vulnerable people has been at the heart of the Council's response to the pandemic. This has included (but has not been limited to) providing advice, services and support for older people, those with disabilities (seen or unseen) and those on lower incomes. Specific examples are provided elsewhere in this report.

**Residents' Survey:** The first round of a new series of Residents' Surveys was undertaken for the Council in September 2020. This included quota controls to ensure correct representation from across our communities. The opportunity has been taken to use the survey to better understand issues of community cohesion. The data that underpins these headline figures will help inform future service delivery. The survey provides information about the extent to which residents feel they belong to their local area; and the extent to which residents agree that their local area is a place where people of different backgrounds get on well together.

### **Future focus:**

As we move into 2021 and beyond, our frontline teams will build on the foundations of strong partnership working that have been strengthened during the pandemic as they continue to provide support to our most vulnerable and hard to reach residents. This will include continuing to develop our partnerships with the voluntary and community sector, progressing our community centre transformation programme, and doing more to encourage greater digital inclusion.

This work can also be informed by the detailed outputs of the Residents' Survey to help understand needs and target future activity: the Residents' Survey will be undertaken regularly so that progress can be tracked.

As things return to a more normal footing, through our improved data and insight (see above) and internal working practices (see below) we will focus on improving the consideration of social inclusivity across our service-level strategies and service design and delivery.

## **Equality Objective 3: Accessible information and services**

The focus of this objective is to ensure that Council services, information, consultation and engagement opportunities remain accessible to all residents, particularly those with protected characteristics

## Areas of activity:

### A) Better understanding of the nature of our customer contact

**Customer contact mapping:** As a result of the pandemic, work on a formal customer contact mapping exercise was paused in March 2020. Instead, a more informal piece of research on this topic was conducted which looked (amongst other things) at current customer contact channels, information about residents' contact preferences and data relating to usage of our website, phone lines, social media and SMS text service. This enabled the service to determine that the current customer contact channel mix remains fit for purpose and provides a variety of customer contact options to cater for our residents' needs. The September 2020 Residents' Survey also provides a useful insight into the nature of our customer contact, which will help inform our future focus.

From the outset of the pandemic, monitoring has been undertaken to understand and respond to the needs of customers contacting the Council, with triage systems implemented to ensure timely and effective support could be provided to residents. Further information about the support that has been provided as a result of this is set out elsewhere in this report.

### B) Making sure services and information are accessible for those with protected characteristics

**Communications during the pandemic:** Early on in the pandemic, the Council reviewed its communications activities and put in place additional communications activities to help reach audiences including those who do not use digital channels. This included:

- Paid for newspaper advertising
- Targeted leaflet drops to audiences identified as vulnerable, promoting the support available and a contact phone number for help
- Radio advertising
- Regular slots on local radio
- Selling in stories to broadcast media (including Channel Five)
- Content in our printed resident magazine distributed to all households in the borough,

This range of activities helped to ensure information on the help available and our services was accessible to as broad an audience as possible. During the second coronavirus wave, our communications work has expanded to work with the new Community Champions (see above).

**Consultation and engagement:** In the consultation and engagement work carried out by the Council, equality and diversity considerations are now explicitly built into project design. This includes identifying target groups of participants and considering the most appropriate

method of engaging with them to ensure consultation activities are available and accessible (for example by providing alternative formats or collection methods where needed).

In line with data privacy regulation, and with participants' consent, data such as gender, age, ethnicity, and long term health and disability is collected to monitor how well we have reached those demographics and to enable us to boost participation in under-represented groups where possible. This means that - as appropriate - we can analyse responses according to these groups to provide insight into the different perceptions and experiences of sections of our community.

**Residents' Survey:** As noted above, a new round of Resident's Surveys was commissioned in 2020. The first wave of survey work was originally planned for May, however this had to be deferred to September due to the pandemic. As it was not possible to use the planned method of randomised face-to-face contact due to Covid-19 restrictions, a combination of phone and online contact was used. The use of quotas (including relation to ethnicity, gender, age and employment) ensured we reached a balanced cross section of the community. The detailed information provided by the Resident's Survey allows for responses to be analysed by characteristics such as long-term health condition/disability, age group, gender and ethnicity. This information will help inform how Council services are designed and delivered in the future.

**Website accessibility:** September 2020 saw new website accessibility regulations come into force. Considerable progress has been made during 2020 to ensure compliance of the main website coding with the regulations. Whilst timeframes for delivery of some elements of the website accessibility project have been affected by the pandemic, work is well advanced in also ensuring compliance of third party systems (which lie outside our direct control) and document downloads. In particular, all new website content and downloads created since September 2020 are fully accessible, and for the majority of frequently used previously non-compliant document downloads, accessibility issues have been resolved. Training has also been provided to web publishers to ensure they understand the new regulations and are able to produce accessible content. The Council maintains an up-to-date accessibility statement on the website which provides the latest information about compliance, available at [https://www.reigate-banstead.gov.uk/info/20316/about\\_this\\_site/723/accessibility](https://www.reigate-banstead.gov.uk/info/20316/about_this_site/723/accessibility).

## Future focus:

**Communications and engagement:** Information from the new round of Residents' Surveys, as well as from our experiences of communicating to residents during the pandemic will help inform future communication activity carried out by the Council.

**Customer contact:** Building on the experience of the past year, the Council will be updating its customer contact strategy, which will include consideration of the Council's statutory equality responsibilities.

**Web accessibility:** It is anticipated that the remaining priority non-compliant issues will be resolved by the Spring. The procedures that have been introduced throughout 2020 will ensure that all new web content is fully accessible.

## Equality Objective 4: Working for the Council

The focus of this objective is to continue to seek opportunities to build inclusivity into the Council's internal policies and procedures

### Areas of activity:

#### **A) Reviewing – and as necessary updating – relevant internal policies and procedures**

**Corporate Equality Policy:** The Council's Corporate Equality Policy was updated in 2020 to ensure it continues to remain fit for purpose and properly reflect the Council's duties and obligations. In updating the Policy, consultation was undertaken with Unions and the Staff Association as well as the Council's Corporate Governance Group. The updated Policy is now available on the Council's intranet and external-facing website.

**Equality Impact Assessment template:** The Council's Equality Impact Assessment template has been updated this year. The updates have included making it more user friendly, including better signposting to equality information and data sources, including more emphasis on opportunities to taking a proactive approach to ensuring equality of opportunity, and enabling consideration of impact on all vulnerable residents (not just those with protected characteristics).

#### **B) Reviewing – and as necessary updating – resources and training for staff, and member learning and development resources, in relation to equalities issues**

**Resources and training for staff:** This year, the 'Equality, diversity and inclusion' pages of the Council's intranet have been updated. These pages provide a range of resources for staff, including the Corporate Equality Policy, the Council's Equality Objectives, and borough and workforce equality information. The pages now include better signposting to an expanded range of training and learning opportunities, and external resources providing more information.

**Member learning and development:** Due to Covid-19, the 2020 local elections were postponed, and the usual member induction process did not take place. However, equality training took place with councillors early in the new year (2021). This training was externally facilitated and provided members with a more in-depth opportunity to understand and discuss equality, diversity and inclusion.

### **Future focus:**

It is planned to develop the above workstreams further throughout 2021 and beyond. This will include an internal communications campaign for staff about diversity and inclusion, and ongoing support and (where required) training in respect of Equality Impact Assessments. Feedback from member training will be used to identify future learning and development opportunities for Councillors.



|                         |  |
|-------------------------|--|
| <b>SIGNED OFF BY</b>    | Head of Planning   |
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| <b>TO</b>               | Executive  |
| <b>DATE</b>             | Thursday, 24 June 2021   |
| <b>EXECUTIVE MEMBER</b> | Portfolio Holder for Planning<br>Policy and Place Delivery       |

|                              |           |
|------------------------------|-----------|
| <b>KEY DECISION REQUIRED</b> | N         |
| <b>WARDS AFFECTED</b>        | All Wards |

|                |   |
|----------------|---|
| <b>SUBJECT</b> | Local Character and Distinctiveness Design Guide<br>Supplementary Planning Document (SPD) for<br>adoption and revocation of the Local Distinctiveness<br>Design Guide Supplementary Planning Guidance<br>(SPG) 2004 |
|----------------|---|

|  |
|--|
| <b>RECOMMENDATIONS</b>   |
| <p>(i) <b>The Executive adopt the Local Character and Distinctiveness Design Guide Supplementary Planning Document (SPD).</b></p> <p>(ii) <b>The Executive revoke the Local Distinctiveness Design Guide Supplementary Planning Guidance (SPG) 2004</b></p>  |
| <b>REASONS FOR RECOMMENDATIONS</b>   |
| <p>Following adoption of the DMP in 2019 and changes to national policy and guidance, the 2004 Local Distinctiveness Design Guide SPG has been revised to reflect the changes to the national and local policy background and more recent development trends and issues in the borough. The Local Character and Distinctiveness Design Guide SPD will provide up to date guidance to assist developers in preparing planning applications.</p> <p>On adoption of the revised SPD, the 2004 SPG will require formal revocation as stipulated by the Local Planning Regulations.</p> |

# Agenda Item 5

## EXECUTIVE SUMMARY

This report requests that the Executive adopt the Local Character and Distinctiveness Design Guide SPD following formal public consultation and subsequent amendments to the draft SPD, and simultaneously revoke the Local Distinctiveness Design Guide SPG 2004 in order to keep the Council's guidance for developers up to date and relevant.

The costs of this work are within the Planning Policy budget.

Executive has authority to approve the above recommendations

## STATUTORY POWERS

1. The Council has no statutory obligation to produce supplementary planning documents (SPDs) but has powers under planning legislation to adopt SPDs as appropriate, following a specified consultation period, and also to revoke planning guidance.

## BACKGROUND

2. Supplementary planning documents provide guidance to assist in implementing development plan policies. They may be used to provide guidance for development of specific sites, or on particular issues such as design. They are material considerations in planning determinations where relevant.
3. The Local Planning Regulations (Regulation 8(3)) require that policies in SPDs do not conflict with the adopted development plan. The Council's planning guidance relating to design has therefore been revised to reflect the adoption of the DMP in 2019, national policy and guidance since 2004, and recent issues and trends in development design.

## KEY INFORMATION

### Adoption of the Local Character and Distinctiveness Design Guide

4. The Local Character and Distinctiveness Design Guide SPD reflects relevant national policy and guidance from the National Planning Policy Framework (NPPF) 2019, Planning Practice Guidance (PPG) and the National Design Guide 2019.
5. It also amplifies and provides guidance to support implementation of the Reigate and Banstead Core Strategy (2014, reviewed in 2019) and the Development Management Plan (2019).
6. The revised SPD analyses and provides guidance regarding area design character types and general design principles. It outlines and recommends design solutions and guidance on how to avoid poor design. It also includes examples of how new development can be designed to reflect local distinctiveness whilst complying with to national and local policy.
7. Adoption of this revised SPD will help the Council to provide a more consistent approach to assessing design aspects of relevant planning applications. The title of the revised SPD includes the word "character" within the title which reflects the enhancement of the local "character" guidance.

8. Twenty-four responses were received during a formal period of public consultation held for four weeks in February 2021. A summary of the main issues raised in these responses, and how these have been addressed in finalising the SPD for adoption are included in the SPD's Consultation Statement, annexed to this report. An updated character area map has been included in the SPD for adoption.
9. A formal Adoption Statement for the SPD will be made available for inspection on the Council's website, and in paper format at the six libraries in the borough alongside the SPD on its adoption, subject to Covid legislation restrictions. This Statement will also include formal details of the revocation of the 2004 SPG.

## **Revocation of the Local Distinctiveness Design Guide SPG 2004**

10. The Local Distinctiveness Design Guide Supplementary Planning Guidance (SPG) 2004 no longer reflects national or local policy and has become outdated in places where design has evolved over the past 17 years. It is therefore recommended that this SPG be formally revoked under the Council's powers under the Local Planning Regulations (Regulation 15(2)), upon adoption of the Local Character and Distinctiveness Design Guide SPD.

## **OPTIONS**

11. Recommendation 1: The Executive adopt the Local Character and Distinctiveness Design Guide Supplementary Planning Document (SPD).
  - a. Option 1: Adopt the SPD. This option is recommended as it would enable the Council to have up-to-date guidance to provide clarity and certainty for developers, the Council's Development Management Team, and the public.
  - b. Option 2: Do not adopt the SPD. This option is not recommended as Regulation 8(3) of the Local Planning Regulations requires that SPDs /SPGs must not conflict with the adopted development plan.
12. Recommendation 2: The Executive revoke the Local Distinctiveness Design Guide Supplementary Planning Guidance (SPG) 2004
  - a. Option 1: Revoke the SPG. This option is recommended as the current SPG conflicts with the adopted development plan.
  - b. Option 2: Do not revoke the SPG. This option is not recommended as the current SPG conflicts with the adopted development plan.

## **LEGAL IMPLICATIONS**

13. Following consultation on the draft Local Character and Distinctiveness Design Guide SPD, on its adoption, it will be a material consideration in planning determinations where relevant. The adopted SPD would then be consistent with the adopted development plan and current national planning policy.
14. The current SPG, contains elements which conflict with more recently adopted development plan and national policy. It is recommended that the SPG be revoked under Regulation 15(2) of the Local Planning Regulations.

## **FINANCIAL IMPLICATIONS**

15. The costs of the adoption of the SPD, and revocation of the SPG, will be met from

# Agenda Item 5

existing Planning and Facilities (printing) budgets.

## **EQUALITIES IMPLICATIONS**

16. In accordance with the Council's Public Sector Equality Duty, an Equalities Impact Assessment (EqIA) screening was undertaken for the pre-submission DMP (at the Regulation 19 stage). This identified no negative equalities impacts, and identified positive equalities in relation to older people, younger people and children, disability, pregnancy and maternity, racial and specific ethnic groups. An updated EqIA was then prepared in respect of the DMP for adoption (including the Main Modifications proposed by the Inspector). This similarly identified no negative equalities, but further positive outcomes.
17. Given that no negative equalities impacts were identified for the DMP, a full EqIA is not required for this SPD, which provide guidance on implementation of the adopted Core Strategy and DMP Policies.

## **COMMUNICATION IMPLICATIONS**

18. A formal communications plan was not considered necessary for the SPD, as its preparation was governed by clearly defined requirements set out in national legislation (Local Planning Regulations) and supplemented by the Council's adopted Statement of Community Involvement (SCI), both background papers to this report.

## **RISK MANAGEMENT CONSIDERATIONS**

19. No risk management considerations have been identified in relation to this SPD

## **OTHER IMPLICATIONS**

20. No additional implications to be aware of.

## **CONSULTATION**

21. Details of the consultations undertaken in preparing the Local Character and Distinctiveness Design Guide SPD for adoption, the informal consultation in preparing the draft SPD for its formal consultation, and the formal consultation, are set out in Consultation Statement, annexed to this report.
22. All consultations have complied with the relevant legislative requirements, including the Council's "Community Involvement in Planning" 2019, published on the Council's website (see Background Documents), subject to pandemic limitations in place at the time.

## **POLICY FRAMEWORK**

23. Supplementary planning documents are optional for the Council to produce and are not part of the Council's Policy Framework under the existing Constitution.

## **BACKGROUND PAPERS**

1. Corporate Plan 2015-20 - [http://www.reigate-banstead.gov.uk/council\\_and\\_democracy/about\\_the\\_council/plans\\_and\\_policies/corporate\\_plan/index.asp](http://www.reigate-banstead.gov.uk/council_and_democracy/about_the_council/plans_and_policies/corporate_plan/index.asp)
2. [Planning and Compulsory Purchase Act 2004 \(as amended\)](#)
3. [Town and Country Planning \(Local Planning\) \(England\) Regulations 2012 \(as amended\)](#)
4. [National Planning Policy Framework \(NPPF\) 2019](#)
5. [Planning Practice Guidance \(PPG\)](#)
6. [National Design Guide](#)
7. [Reigate and Banstead Development Management Plan \(DPM\) 2019](#)
8. [Reigate and Banstead Community Involvement in Planning 2019](#)

## **Annexes**

- Annex 1: Local Character and Distinctiveness Design Guide Supplementary Planning Document (SPD)
- Annex 2: Local Character and Distinctiveness Design Guide SPD Consultation Statement
- Annex 3: Local Character and Distinctiveness Design Guide SPD Strategic Environmental Assessment (SEA) and Habitats Regulations Assessment (HRA) Screening Statement
- Annex 4: Local Character and Distinctiveness Design Guide SPD Adoption Statement and Local Distinctiveness Design Guide Supplementary Planning Guidance (2004) Revocation Statement

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# **RBBC Local Character & Distinctiveness Design Guide Supplementary Planning Document**

**June 2021**

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





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# 1. Introduction

- 1.1. Reigate & Banstead is a distinctive borough. It contains three main geological areas which historically have provided contrasting building materials together with a range of tree and shrub types, leading to its varied landscape character. The borough also fringes London, resulting in grand homes built in the nineteenth and early twentieth centuries for city businessmen; and stretches right down to the Sussex border.
- 1.2. The character and local distinctiveness of Reigate & Banstead is part of what makes the borough special. The borough has distinctive town centres, landscapes, parks, historic buildings, character areas, conservation areas, open spaces and listed buildings which all play an important role in defining the local sense of place, character and distinctiveness.
- 1.3. At a time when there is demand nationally for additional housing, it is important to ensure that development addresses the local character and distinctiveness of its surroundings in relation to its immediate vicinity and also the broad locality within which it is located, taking into consideration local topography and accessibility to local services. Although this SPD is directed at residential and mixed use developments, it is also applicable when designing commercial developments, particularly in terms of the use of local building materials and native trees and shrubs in landscaping. As highlighted in Figure 1 below, to ensure good standards of design, this Supplementary Planning Document (SPD) has been produced to assist:
  - **Landowners, developers and agents** considering potential development proposals;
  - **Householders** considering residential conversions, alterations and extensions;
  - **Designers** drawing up schemes;
  - **Developments Management Officers** assessing the suitability of proposals when determining applications; and

- **Town and Parish Councils** and residents commenting on planning applications



Figure 1: Intended users (source: Arun Design Guide 2020)

## Status

- 1.4. The SPD does not form part of the development plan and does not introduce new policy, but instead provides detailed guidance to accompany the policies in the Council’s Local Plan. Upon adoption, it is capable of being a material consideration in the determination of planning decisions. Figure 2 below explains the role of the SPD within the planning and development process.

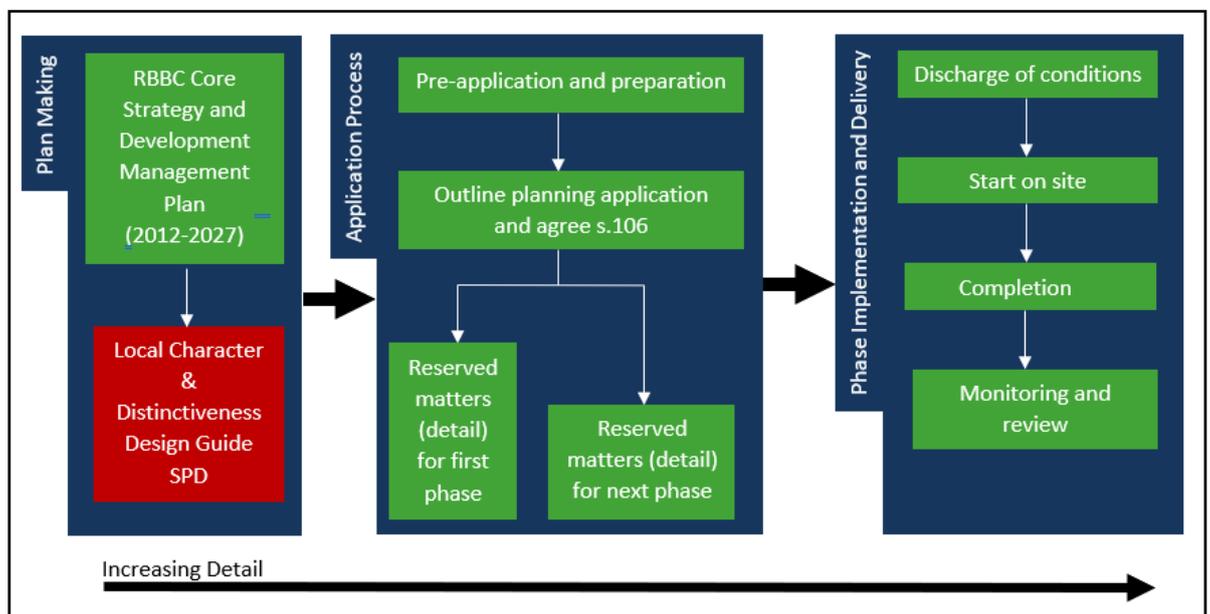


Figure 2: SPD in the context of the planning and development process

- 1.5. The SPD is a revised version of the Local Distinctiveness Design Guide SPG (2004), which has originally been prepared in association with Atkins

Consultants, involving Councilors, Residents Associations and Amenity Groups.

## Purpose of the SPD

1.6. This SPD:

- Analyses character types and general design principles;
- Outlines and illustrates design solutions;
- Provides guidance on how to avoid poor design;
- Provides a consistent approach to assessing planning applications; and
- Includes examples of how new development can be designed to reflect local distinctiveness whilst responding to national and local policy.

## How to Use This Guidance

1.7. This guide is intended as a useful source of information to all involved in the development process. It is not intended to be prescriptive and cannot substitute for the use of qualified architects, landscape architects, planners and urban designers. It sets out principles within which design creativity can be explored. It has been arranged into six separate chapters (see Figure 3 for details).



Figure 3: Structure of the SPD

## 2. Design Process

- 2.1. There are many factors to consider in designing a successful scheme, including the nature of the site itself, its surroundings, community needs and opinions, good design principles and local policies. These must sit in the context of viability, marketability and technical standards. To ensure that each of these considerations are given the attention they deserve, this chapter sets out a series of stages to help achieve good design (see Figure 4 below).

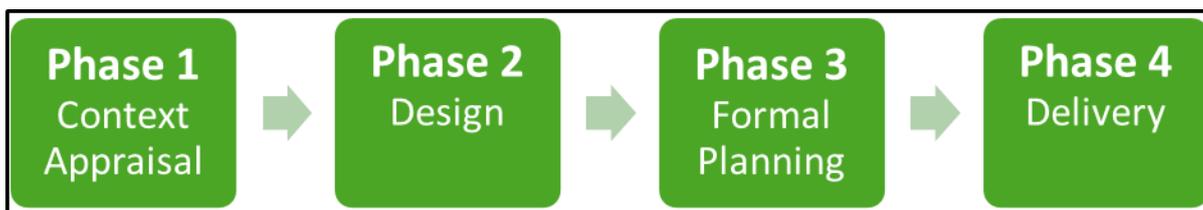


Figure 4: Recommended Design Process

### Phase 1: Context Appraisal

- 2.2. Prior to purchasing a possible development site, it is important to appreciate its strength, weaknesses and potential, taking into account the surroundings as well as the nature of the site itself. Fully understanding the site and all of its opportunities and constraints ensures that the context can be respected, allowing to make the best use of land and to enhance the local area. It will also enable effective budgeting and help to reduce the risk of paying too much for the site.
- 2.3. Context is recognised as one of the 10 characteristics of well design places. The National Design Guide<sup>1</sup> states that ‘an understanding of the context, history and the cultural characteristics of a site, neighbourhood and region influences the location, siting and design of new developments. It means they are well grounded in their locality and more likely to be acceptable to existing communities.’
- 2.4. The level of detail required in each context appraisal will depend on the scale of development and the sensitivity of the site or location. In all cases, a visit of

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<sup>1</sup> National Design Guide, paragraph 39

the site and its surroundings as well as a desktop review of existing information should be undertaken. For larger or more complex sites, the context appraisal may require more detailed studies, reflecting knowledge gained from engaging the local community on the significance of the site, any past or existing features, facilities, services and connections that are important.

2.5. The following factors should be taken into consideration when conducting a context appraisal:

- **Environmental Characteristics** – habitat, hedges, trees, landscape character, land forms, topography, flood risk, drainage on and surrounding the site.
- **Built Form and Materials** – Built form, materials, styles, forms and heights of existing buildings on and surrounding the site.
- **Historic and Local Distinctiveness** – Historic buildings, boundaries, space and features on and surrounding the site.
- **Functional and Infrastructure** – How infrastructure and facilities are used in the area, including existing activities and functions in the vicinity of the site; existing pattern of uses, footpaths, cycle paths, public transport connections, roads, employments, health, education and community facilities as well as open spaces on and surround the site.
- **Planning Policy Context** – Consideration should be given to local and national planning policy and local supplementary planning documents. It is also advisable to check the planning history of the site and any relevant sites nearby, as it may be a relevant consideration in the determination of an application.
- **Engagement** – Early engagement especially with the local community, Reigate & Banstead Borough Council, stakeholder responses to relevant previous proposals on or near the site.

## Phase 2: Design

- 2.6. Development that respects and responds to its context will almost always be more appropriate and will also be easier to integrate with the surrounding area. This does not however mean that new development needs to look exactly the same as other houses in the area. High quality innovative design, that respects the local vernacular could provide a welcome addition to the neighbourhood, further enhancing its character. It is recommended to retain key architects and designers throughout the process, including discharging planning conditions and into the implementation stages to ensure that the design concept and standards are maintained.
- 2.7. During the initial design stages, it is good practice to use the outcomes of the context appraisal to establish design principles for the amount, scale, layout, connections, public open space, landscaping, green corridors, biodiversity, drainage and appearance of proposals. For major developments, it is advisable to consult the community, stakeholders and Reigate & Banstead Borough Council on a series of alternative initial masterplan proposals before selecting the best option to work up in more detail.
- 2.8. Using the feedback from the pre-application engagement with community and the Council, the details of the preferred masterplan should be drawn. Consideration should be given to refining the development zones and blocks, building heights, materials and landscaping approach. For larger or more complex schemes there should be opportunities for the local community to be engaged on possibilities and timescales and further pre-application consultation with the council should be undertaken.

## Phase 3: Formal Planning

- 2.9. As part of a planning application for development, the applicant will need to submit a range of supporting documents. These include clear plans and drawings and, in many cases, a Design and Access Statement. The range of supporting documents required as a part of planning application will vary based on the type and complexity of the proposal. Please see the national

planning practice guidance<sup>2</sup> and the Council's Local Validation List<sup>3</sup> for a detailed list of specific validation requirements.

## Phase 4: Delivery

- 2.10. Following the grant of planning permission, for schemes liable to Community Infrastructure Levy (CIL) it will be necessary to submit CIL forms to the Council before works commence. It will also be necessary to provide technical details to the Highway Department for those roads which are adopted. Consideration must also be given to ensuring the maintenance and long term stewardship of the public spaces and features of the development.
- 2.11. It is advisable to maintain a close relationship with both Reigate & Banstead Borough Council and the community even once the approvals are in place to ensure that the approved scheme is successfully delivered and lived in.
- 2.12. Once the scheme is completed and occupied, a post-delivery review could provide a useful tool for designing future schemes, taking into account comments from new occupants, local community and the planning department.

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<sup>2</sup> [www.gov.uk/guidance/making-an-application](http://www.gov.uk/guidance/making-an-application)

<sup>3</sup> [www.reigate-banstead.gov.uk/info/20279/making\\_an\\_application/116/local\\_validation\\_list](http://www.reigate-banstead.gov.uk/info/20279/making_an_application/116/local_validation_list)

## 3. Policy Context

- 3.1. To help understand how good design principles fit within the local setting, this chapter outlines the national and local planning policy context.

### National Policy Context

#### National Planning Policy Framework

- 3.2. The revised National Planning Policy Framework (NPPF) recognises the importance of well-designed communities, stating that “the creation of high-quality buildings and places is fundamental to what the planning and development process should achieve.” It identifies good design as one of the key aspects of sustainable development and recognises that being clear about design expectations, and how these will be tested, is essential for achieving well designed places. Paragraph 127(c) of the revised NPPF states that development should be ‘sympathetic to local character and history, including the surrounding built environment and landscape setting, while not preventing or discouraging appropriate innovation or change (such as increased densities). The revised NPPF states<sup>4</sup> that “to provide maximum clarity about design expectations at an early stage, plans or SPDs should use visual tools such as design guides and codes.”

#### National Planning Practice Guidance

- 3.3. The national Planning Practice Guidance (PPG)<sup>5</sup> says that local design guides should “set out the general design principles and standards that development proposals should follow in the area, building on policies in the development plan.” The design guides “should be informed by the 10 important characteristics of good places set out in the National Design Guide<sup>6</sup> and need

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<sup>4</sup> NPPF paragraph 126

<sup>5</sup> PPG paragraph 005 Reference ID: 26-005-20191001

<sup>6</sup> [www.gov.uk/government/publications/national-design-guide](http://www.gov.uk/government/publications/national-design-guide)

to be shaped by a clear understanding of the local area’s qualities and opportunities.”

## National Design Guide

- 3.4. The National Design Guide provides a structure that can be used for the content of local design guides. It advises that all design guides should set out a baseline understanding of the local context and an analysis of local character and identity and that this may include (but not be limited to) the contribution made by the following:
- The relationship between the natural environment and built development;
  - The typical patterns of built form that contribute positively to local character;
  - The street pattern, their proportions and landscape features;
  - The proportion of buildings framing spaces and streets; and
  - The local vernacular, other architecture and architectural features that contribute to local character.
- 3.5. The National Design Guide identifies ten characteristics that well-designed places have (see Figure 5 for details).

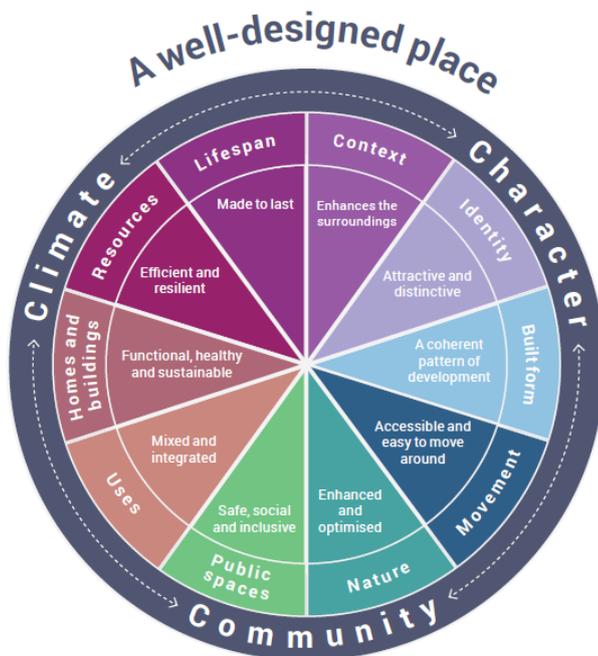


Figure 5: The ten characteristics of well-designed places

- 3.6. Applications for development within the identified aerodrome safeguarding zone must consider aerodrome safeguarding requirements. These requirements cover a number of aspects including tall structures building/structure heights/crane heights, wind turbines and solar installations, blue and green infrastructure, and lighting, taking account of the Town and Country Planning (Safeguarding Aerodrome, Technical Sites, and Military Explosives Storage Areas) Direction (2002). More information is available on the Gatwick Airport website
- 3.7. Other useful documents include Living with Beauty (Building Better, Building Beautiful Commission (2020)<sup>7</sup>, Sports England & Public Health England Active Design Guide (2015)<sup>8</sup> and Homes England Building for a Healthy Life (2020)<sup>9</sup>.

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<sup>7</sup> <https://www.gov.uk/government/publications/living-with-beauty-report-of-the-building-better-building-beautiful-commission>

<sup>8</sup> <https://www.sportengland.org/how-we-can-help/facilities-and-planning/design-and-cost-guidance/active-design>

<sup>9</sup> [https://www.udg.org.uk/sites/default/files/publications/files/14JULY20%20BFL%202020%20Brochure\\_3.pdf](https://www.udg.org.uk/sites/default/files/publications/files/14JULY20%20BFL%202020%20Brochure_3.pdf)

## Local Policy Context

- 3.8. In accordance with paragraph 124 of the revised NPPF, the Council's Local Plan (comprised of the **Core Strategy** and the **Development Management Plan (DMP)**) sets out a clear design vision and expectations (see Figure 6 for details).

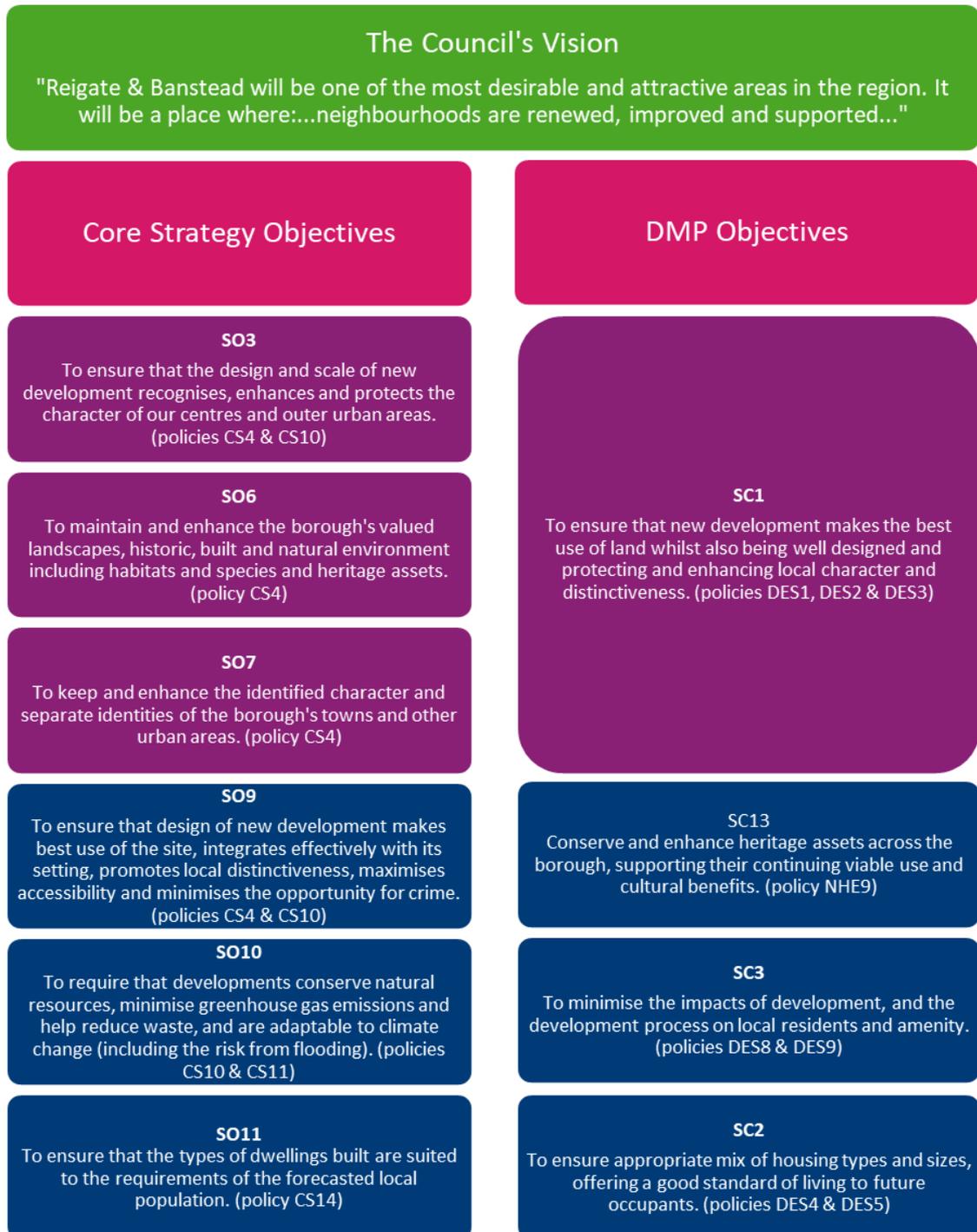


Figure 6: Overview of the Council's design vision and objectives

- 3.9. To enable delivery of the above objectives, the Council's Local Plan sets out a number of key design policies governing the development within Reigate & Banstead. An overview of relevant Core Strategy and DMP policies can be found in Appendix 1.
- 3.10. In addition to the Local Plan and national guidance, other local policy documents can provide useful guidance when making an application for a new development.
- 3.11. **Householder Extensions & Alterations SPG**<sup>10</sup> adopted by the Reigate & Banstead Borough Council in 2004 sets out guiding principles for small scale householder development. A draft **Climate Change and Sustainable Construction SPD** is currently being prepared. Once adopted, it will provide a detailed guidance on the issues of sustainability and will contain a 'Sustainability checklist' that will enable applicants to ensure all necessary information are provided within their application.
- 3.12. When submitting a development proposal within a conservation area, some additional issues may need to be considered. Useful guidance can be found on the council's website<sup>11</sup>, including draft **Conservation Area Character Appraisals** for all individual conservation areas within the borough.

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<sup>10</sup> [www.reigate-banstead.gov.uk/info/20088/planning\\_policy/1103/supplementary\\_planning\\_documents\\_and\\_supplementary\\_planning\\_guidance\\_2020/2](http://www.reigate-banstead.gov.uk/info/20088/planning_policy/1103/supplementary_planning_documents_and_supplementary_planning_guidance_2020/2)

<sup>11</sup> [www.reigate-banstead.gov.uk/info/20084/conservation/97/about\\_conservation\\_areas](http://www.reigate-banstead.gov.uk/info/20084/conservation/97/about_conservation_areas)

## 4. Local Character and Distinctiveness

- 4.1. This chapter provides an overview of the local character and identity of the borough to help ensure that within areas where development is acceptable, development is of a high quality which respects the character and appearance of its immediate vicinity and broad locality. It should however be noted that as stated in DMP Explanatory Paragraph 2.1.6, innovation and originality in design will be supported where appropriate visual reference is made to the locality and where local amenity is respected.
- 4.2. Identity forms an important characteristic of well-design places. 'The identity or character of a place comes from the way that buildings, streets and spaces, landscape and infrastructure combine together and how people experience them. It is not just about the buildings or how a place looks, but how it engages with all of the senses. Local character makes places distinctive and memorable and helps people to find their way around.'<sup>12</sup>

### Development of the Landscape

- 4.3. This section describes the geology and landform of the borough and their influence upon the landscape character and its modification over the centuries. It also describes the influence of the geology upon the locally distinctive settlement patterns and the use of building materials.

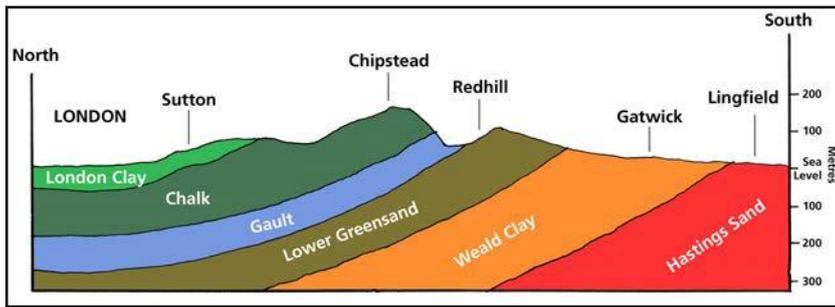
### Geology and Landform

- 4.4. The borough straddles one of the main geological units of south-east England, the Weald. The Weald extends between the Thames and the Channel coast. Rocks were laid down as sediments over a period of 100 million years, and these layers of strata were later folded into a dome. Erosion of this dome, the development of river systems and changes during the Ice Ages have left the edges of these layers exposed. Formations of different rocks run roughly east

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<sup>12</sup> National Design Guide, paragraph 50

to west in a series of relatively narrow bands (see Figure 7 for details).



*Figure 7: Geological formations in the South East*

4.5. The more resistant sandstones and chalk, which alternate with clays in the rock sequence, stand up as hill ranges above the general lowland level. The northern chalk and Greensand escarpments face the Wealden clay to the south of the borough. Figure 8 shows the terrain map of the borough.



*Figure 8: Terrain map of Reigate & Banstead, showing north of downs the smooth chalk downs but with the dry valleys to east, the North Downs ridge, the Greensand hills ridge south of Reigate and the flat weald of Horley.*

## Landscape Areas

- 4.6. The geology of Reigate & Banstead attracted several extractive industries in the area, such as the Upper Greensand at Merstham yielding hard calcareous building stone, sand was extracted in the Folkestone Beds and lime from Reigate Hill Chalk Pits. The clays in the borough have also provided the characteristic roof tile, tile hanging and brickwork. These locally available materials have influenced the traditional housing and features in the borough.
- 4.7. There are three main geological areas within the borough, which have historically provided contrasting building materials together with a range of tree and shrub types: the North Downs, Wealden Greensand and Low Weald (see Figure 9 for details).

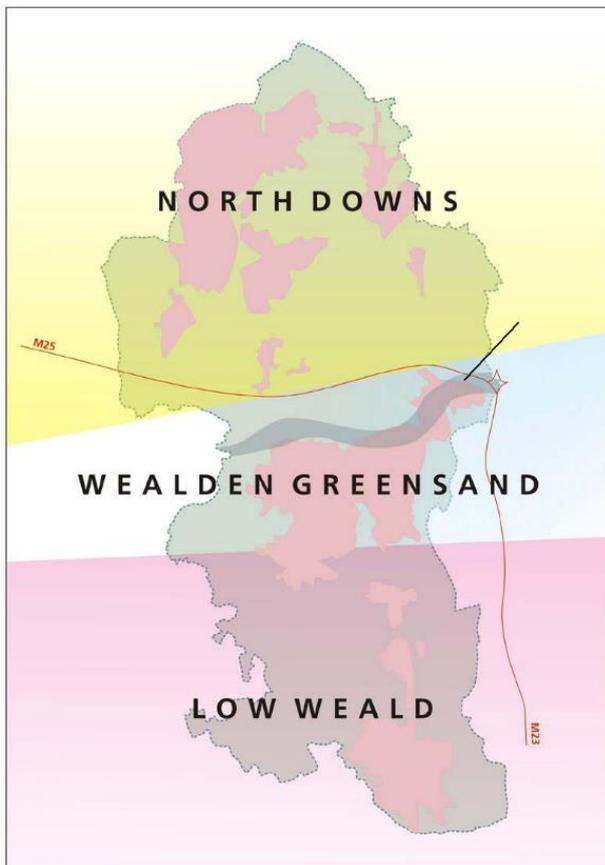


Figure 9: Landscape Areas

## **North Downs**

- 4.8. The chalk escarpment of the North Downs runs east across Surrey and Kent to the coast at Dover. The south facing scarp forms a prominent landscape feature within the borough. The calcareous soils on the steep south facing slopes support a natural cover of downland, scrub and woodland. The top of the chalk plateau to the north of the borough is extensively covered with deposits of clay-with-flints; these non-calcareous soils support a patchwork of woodland and heath, for example Banstead Heath. The dip slope is dissected by a complex pattern of dry valleys.
- 4.9. Settlements along the Downs were small and widely scattered, with pre-Victorian hamlets located on lanes which follow the former drove roads, for example Chipstead. A significant proportion of former agricultural land was developed with 1930s – 1950s housing estates, for example at Banstead, Tadworth and Burgh Heath. There are also planned low density suburbs set within woodland at Walton-on-the-Hill and Kingswood.
- 4.10. The proximity of these settlements to areas of high-quality landscape, generates pressure from recreation and in places urban fringe developments. Much of the North Downs is designated Green Belt, Area of Outstanding Natural Beauty (AONB) or Area of Great Landscape Value (AGLV), which have successfully protected the Downs from development and retained its rural character.
- 4.11. Straddling the transition from the North Downs to Walden Greensand, there is a narrow strip (not more than half a mile) of Gault Clay, a medium to dark blue-grey clay from which yellow bricks are produced.

### *Local Vernacular*

- 4.12. Materials on traditional buildings, such as one showing in Figure 10, include flint walls framed with rich orange-red bricks and tiles. Boundaries are defined

by hedges often hawthorn, sometimes holly and flint walls.



*Figure 10: Traditional building in the North Downs*

- 4.13. Verges are typically informal and left unkerbed away from built up areas. The narrow strip of Gault Clay straddling the transition from the North Downs to Wealden Greensand produced yellow bricks characteristic of the area, coloured with chalk.

### **Wealden Greensand**

- 4.14. The Wealden Greensand east and west of Reigate forms a narrow band of low hills running parallel to the North Downs. This area is much more urbanised than the rest of the Greensand in Surrey and Kent. A line of villages and towns straddle the ridge, linked by the A25. Open heath remains only at Reigate Heath, where the western suburbs of the town merge into areas of common land. The Greensand Ridge is part of an AGLV.
- 4.15. The chalk scarp and the sandstone of the Lower and Upper Greensand formations have been extensively mined and quarried for building stone. The Lower Greensand between Dorking and Godstone has been quarried for high quality sands. Many exhausted quarries have been infilled with rubbish, but several still remain, the bright orange of the sand pits making them quite noticeable and this in turn has degraded the landscape around Redhill and Merstham.

### *Local Vernacular*

- 4.16. Materials used on traditional buildings include red brick and Greensand stone walls, red tile roofs (see Figure 11) and distinctive hung tile elevations. Boundaries are defined by occasional brick and Greensand stone walls, but mostly hedges and shrubbery.



*Figure 11: Red tile roofs of Wealden Greensand*

- 4.17. Perhaps the most famous Surrey building stone, Reigate Stone, came from the very narrow beds of the Upper Greensand immediately south of the chalk escarpment. Grass roadside verges are sometimes banked and enclosed by hedges.

### **Low Weald**

- 4.18. The Weald was once one vast Oak forest, which stretched westward from the Downs behind Folkestone and Dover for 200km into Hampshire. Though much of the dense forest that gave the region its name of Weald has vanished, woodland is still abundant. By the thirteenth century, most of the woodland within the Weald was managed as coppice with standards or as wood pasture.
- 4.19. Many of the Wealden fields were cut directly from the wood, leaving narrow strips of woodland known as shaws. A number of richly varied ancient woodlands remain where ash, small-leaved lime and wild service tree occur in distinct communities. Hazel coppice is common. The enclosures of the seventeenth to nineteenth centuries led to new plantations of oak.

- 4.20. The high iron content of Wealden clay produced bricks of a strong orange red colour. Brick and tile farm buildings and black weatherboard barns add character to the landscape. The place names of these small villages refer to natural features, as in the case of leigh or ley (a woodland clearing), or hurst (a wood).
- 4.21. Settlements in the Weald today tend to be very small and scattered: groups of houses along the roadside, rather than nucleated villages. The main London to the south coast road and rail links serve the Low Weald and have acted as a catalyst for urban development around Redhill and Horley. The development of Gatwick Airport since the 1950's has added a further transport influence. The importance of the airport has led to the rapid growth of Horley, particularly, which has exerted significant pressures on the urban fringe.

#### *Local Vernacular*

- 4.22. Many of the buildings in the rural parts of the Low Weald are built of the local orange-red brick and are mostly tile hanging. Traditional Surrey roofs have a steep roof pitch. Older houses are half-timbered, with roofs of hand-made clay tiles. Black weatherboarded barns with gabled roofs are common. Boundaries are typically enclosed by low, square cut hawthorn hedges with hedgerow lined with oaks and field maples. Grass roadside verges are often unkerbed and informal – hedgebanks and ditches beyond the verge are also common.
- 4.23. For further details, see also the Surrey Character Assessment (2015)<sup>13</sup> and the Surrey Hills AONB Management Plan 2020 – 2025<sup>14</sup>.

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<sup>13</sup> <https://www.surreycc.gov.uk/land-planning-and-development/countryside/strategies-action-plans-and-guidance/landscape-character-assessment>

<sup>14</sup> <https://www.surreyhills.org/wp-content/uploads/2019/12/Surrey-Hills-Management-Plan-FINAL.pdf>

## Urban Settlements

- 4.24. Within the borough, there are four main settlements – Banstead, Horley, Redhill and Reigate, and a range of smaller settlements – all of which have different characters and histories (see Figure 12).



*Figure 12: Borough's main urban settlements*

## Banstead



Figure 13: Banstead High Street

- 4.25. Banstead was originally a medieval settlement, with an agricultural community. This changed in the 17<sup>th</sup> century, when Banstead acquired a reputation as a health resort and offered riding, hunting, shooting and horse racing. In the 18<sup>th</sup> century large houses were built, providing additional employment for the villagers – Nork House, Garratts Hall, Banstead Place, Rooks Nest, and Yewlands.
- 4.26. Access to London via the railway in 1865 attracted commuters from the developing residential area. Subsequently improved road travel in the 1920s, resulted in the building of thousands of 'desirable residences' on the large estates which were sold off. Winkworth Road was built in 1931/32 and took traffic away from the High Street. The character of Banstead town centre today reflects 1930s-1950s development with few buildings which pre-date the 20<sup>th</sup> century.



Figure 14: Banstead High Street 1910 and circa 1987 illustrating Loss of Village Character  
Source: Banstead Then and Now  
Photographs courtesy of Banstead History Research Group

## Reigate



Figure 15: Reigate Town Centre

- 4.27. Reigate was built as a planned town before 1170, after the Warennes built Reigate Castle and the later establishment of an Augustinian Priory in about 1230 saw the settlement expand. The distinctive Old Town Hall was constructed in 1728 and is still a prominent feature of the town centre.
- 4.28. In terms of communications, the road from Reigate to Brighton was turnpiked in 1755. Reigate Station opened in 1849 and by 1860 many houses were built to accommodate “commuters” who travelled to work in London.
- 4.29. ‘The Great Sale of Reigate’ in 1921, gave people the opportunity to purchase shops, hotels, businesses and homes. This led to the reconstruction of the town and many fine Georgian properties were demolished. Reigate as a commuter town has continued to grow with considerable amounts of infill development.



Figure 16: Reigate Church Street c.1965 Source: Francis Frith's Redhill to Reigate Copyright: The Francis Frith Collection, SP3 5QP

## Redhill



*Figure 17: Redhill Town Centre*

- 4.30. Redhill, in the early 19th century a hamlet, initially grew along a road from Gatton Point through to Salfords, slightly to the north west of Redhill town centre, called Warwick Town. Little remains of this settlement, other than place names, such as Warwick Quadrant.
- 4.31. Redhill started to grow with the introduction of the London to Brighton railway line, and the building of the station in 1841 to provide housing for both railway workers and commuters. Branch lines linked Redhill to Ashford and Guildford, reinforcing Redhill's development as a town.
- 4.32. Since the 1960s, the character of Redhill town centre has changed significantly with the loss of many of its original buildings during the town centre redevelopment of the 1960s – 1980s and in more recent times with the development of larger office blocks and higher density residential/ mixed-use development.



*Figure 18: Redhill Town Centre 1899  
Copyright: The Francis Frith Collection, SP3 5QP*



*Figure 19: Redhill Town Centre in the 1990s  
Photograph courtesy of East Surrey Then and Now by Mark Davison*

## Horley



Figure 20: Horley Town Centre

4.33. Horley, formerly a small nucleated centre which centred around the present day area of Church Road with Horley Row to the north. The town did not expand significantly until Horley railway station was built in 1841. The small village was well placed, half way between London and Brighton. At this time the character of the village changed and by the 1890s the village had become very popular and attracted developers. Horley is now adjoined by Gatwick Airport. Successive waves of expansion include more recent developments in adjoining rural areas.



Figure 21: Six Bells, Horley, early 20th century  
Source: East Surrey Then and Now  
Photograph courtesy of East Surrey Then and Now  
by Mark Davison



Figure 22: Horley High Street 1960s. Image  
source: Francis Frith

## 5. Key Periods of Development and Character Areas

- 5.1. In addition to the three distinct landscape types within the borough (North Downs, Wealden Greensand & Low Weald), the settlements within Reigate & Banstead have been greatly influenced by the development of the railway in the 19<sup>th</sup> century. Prior to that, the borough was largely agricultural with the settlements of Banstead, Horley and Reigate dating back to the Saxon period.
- 5.2. The more recent waves of development include Victorian suburbs built alongside the railway, primarily in Reigate, Redhill and Horley, while Victorian/Edwardian development in the north of the borough was more limited. Major new areas of residential development occurred before and after the Second World War, as these formerly outlying settlements became increasingly popular with commuters. Development since the 1930s – 1950s can be broadly characterised by common aspects of their built form and layout, which responded to housing needs of the time.
- 5.3. This chapter illustrates seven character types, based on the form and period of development. These character types are summaries in Figure 23 below. Figure 24 shows these character areas on a map of the borough. Please note that the areas shown on the map refer to a general area and there may be individual streets within that area that do not necessarily fit within those specific characteristics due to redevelopment etc. Please also note that Conservation Areas are subject to constant review and the Council's website<sup>15</sup> should be referred to for most up to date Conservation Areas boundaries.

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<sup>15</sup> [https://www.reigate-banstead.gov.uk/info/20084/conservation/97/about\\_conservation\\_areas](https://www.reigate-banstead.gov.uk/info/20084/conservation/97/about_conservation_areas)



*Figure 23: Character areas within Reigate & Banstead*

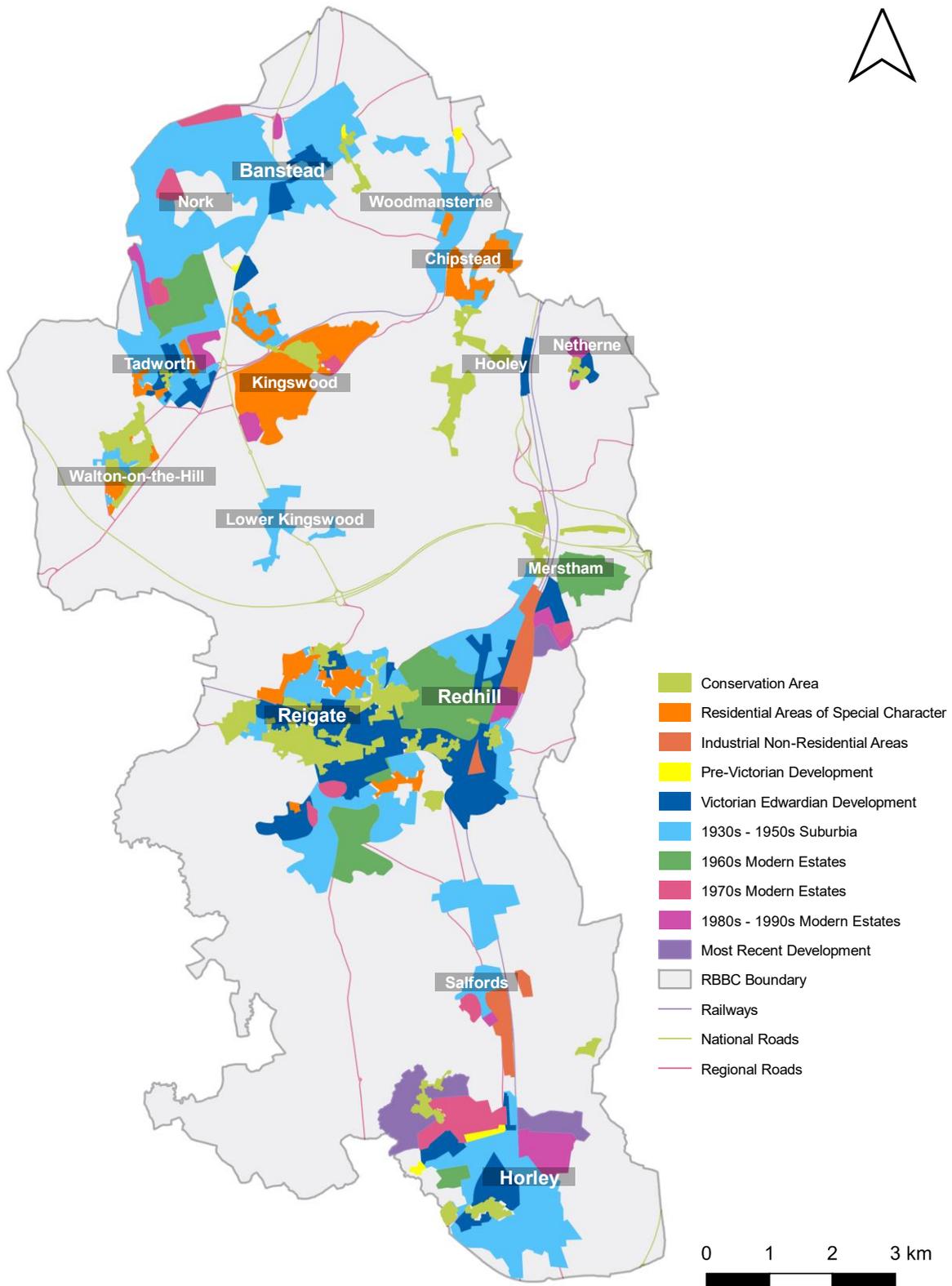


Figure 24: Map of character areas

## Pre-Victorian Housing Including Village Centres

5.4. Walton on-the-Hill (see Figure 25) and Chipstead are example of pre-Victorian settlements which date back to pre-12<sup>th</sup> century. These centres contain buildings which reflect the Surrey vernacular.



*Figure 25: Walton on the Hill*

5.5. This traditional form of architecture influenced numerous architects who by the end of the 19<sup>th</sup> Century were handling the Surrey vernacular with flair. A pioneer in this movement was Norman Shaw. The chief inspiration for this new type of small country home was the Surrey farmhouse.

5.6. The most inspired creator of the “Surrey Style” was Edwin Lutyens, the most fashionable country house architect of his day, who with Gertrude Jekyll brought about one of Britain’s major contributions to domestic architecture.

5.7. The historic livelihood was agrarian, with development to accommodate domestic and farm workers. Village centres tend to contain Conservation Areas with locally distinctive or listed buildings, built with traditional materials. Late 19<sup>th</sup>/ early-mid 20<sup>th</sup> century development adjacent to village centres such as Chipstead, Merstham and Salfords was associated with rail stations.



*Figure 26: Castle Road/High Road, Chipstead; Example of Surrey vernacular set within strong landscape framework*



*Figure 27: Epsom Lane South, Tadworth; Loss of country lane character with additional accesses to new development or replacement of hedgerows with brick walls*

## Character Appraisal

- Typically, villages have been expanded with traditional dwellings followed by Victorian/Edwardian cottages and villas and later with 1930s - 1950s housing.
- Development in the latter half of the 20th century has tended to be infill.
- Built form includes an inherent mix of uses, local shops and public houses.
- Narrow country roads present limited traffic capacity and parking.
- Plot boundaries often date back beyond the building which exists.
- Most of these areas are in Conservation Areas and in terms of character, these are defined in the borough's Conservation Area Appraisals documents.

### Current Issues

### Design Considerations

- ➔ Infill development with pressure for more comprehensive development leading to loss of plot boundaries.
- ➔ Scale of replacement development can be out of character.
- ➔ Traffic congestion, parking dominated streets and restricted parking.
- ➔ Loss of village centre and country lane character with the introduction of urbanising elements such as insensitive street lighting, furniture and kerbs.
- ➔ Extensions/conservatories and permitted development can erode character where poorly designed.

- ➔ Development within villages should retain the historic boundaries, listed and locally distinctive buildings, respect existing building lines, the ratio between building heights and street width.
- ➔ Development should reflect the surrounding urban form and consider both the use of local materials and vernacular design.
- ➔ All development should incorporate and enhance the existing landscape features - significant walls, trees and hedges where appropriate.
- ➔ Parking should be located to the rear of buildings.
- ➔ In new developments, parking in front gardens should be restricted with the use of agreements, to deter conversion of front gardens within residential streets to parking forecourts.
- ➔ Consideration should be given to the design of windows and building proportions to reflect local details.
- ➔ Coalescence of settlements should be resisted with attention to design of the countryside edge, consideration of strategic views and the retention of green corridors.

*Figure 28: Character Appraisal, Current Issues and Design Considerations within Pre-Victorian areas*

## Victorian/ Edwardian including Town Centres

5.8. This period was most influential upon the form of settlements as described earlier and the new wealthy residents, generated by commuter railways, from 1870 onwards, created a great demand for the building of medium size houses.



*Figure 29: Redhill - Victorian housing developed around rail junction*

5.9. In the 1920s, there was plenty of cheap land available and developers

bought the land, designed a layout, put down the infrastructure of roads and services, and sold off plots to builders.

5.10. Increasing traffic between London and outlying destinations in the mid-19<sup>th</sup> century resulted in improved roads railways and the growth of villages to towns. Victorian/Edwardian residential development in Redhill (see Figure 29) and Horley was associated with the London to Brighton Railway.



*Figure 30: Hardwick Road, Reigate - Victorian street which has retained its character as the front gardens are small*



*Figure 31: Massetts Road, Horley - Conversion of villas to other uses results in loss of large front gardens to hard standing for parking*

## Character Appraisal

- A considerable portion of the Victorian and Edwardian phases is in Conservation Areas and in terms of character these are defined in the borough's Conservation Area Appraisal documents. Conservation areas are located within and adjacent to Reigate town centre.
- Victorian/Edwardian housing is located within walking distance of town centres with:
  - Small 2 - 5m front gardens with varied plot depths;
  - On-street parking;
  - Limited street trees;
  - Up to 1.2m high boundaries/hedges.
- Victorian/Edwardian villas and more recent eras of development tend to be medium to high density.

### Current Issues

- ⇒ Parking - heavy on-street and forecourt parking impacts upon the street character.
- ⇒ Infill development within Victorian terraces can be discordant with use of differing brick/material colour and finishes.
- ⇒ Loss of vernacular with replacement windows/doors and removal/replacement of consistent boundaries.
- ⇒ Subdivision of Victorian/Edwardian dwellings/plots with flats or change of use increases density.
- ⇒ One for one replacement with larger dwellings changes the character of area, creating a terraced effect, where dwellings are too close together.

### Design Considerations

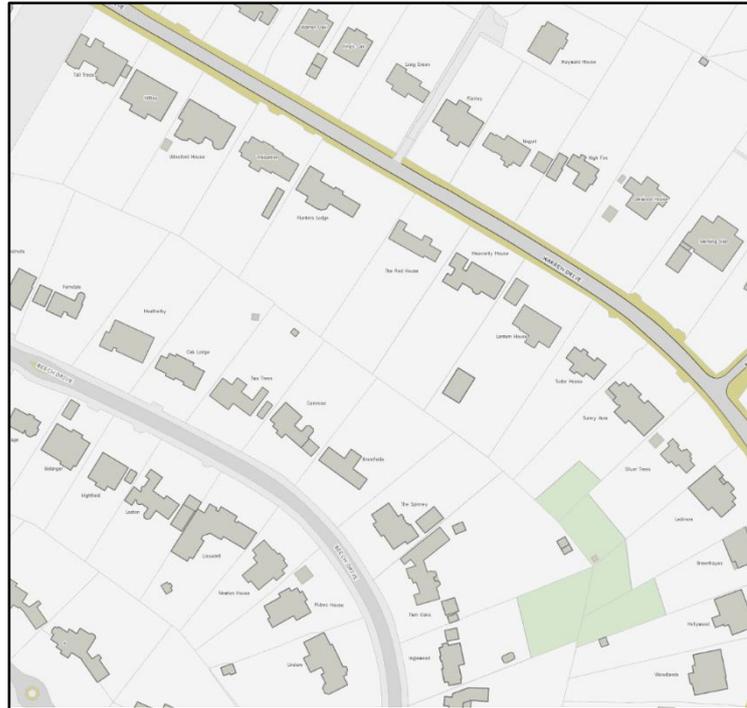
- ⇒ Development within town centres should echo the historic plot widths and boundaries as well as listed and locally distinctive buildings.
- ⇒ Development should respect existing building line and the ratio between building heights and street widths.
- ⇒ All development should reflect the surrounding urban grain.
- ⇒ Development should incorporate and enhance the existing landscape features - walls, trees and hedges.
- ⇒ The design of front gardens should deter their subsequent conversion to parking courts.
- ⇒ Retention and enhancement of historic shop fronts should be promoted.\*

\*See Shopfront and Shop Sign Design Guide SPD, Horley Shopfront Design Guide SPG and Reigate Town Centre Shop Front Design SPD for more details (available from Reigate & Banstead Borough Council's website).

**Figure 32: Character Appraisal, Current Issues and Design Considerations within Victorian/Edwardian areas**

## Residential Areas of Special Character (RASCs)

5.11. The low density layout, set within heavily wooded areas, where housing was more exclusive, created a defined landscape character type. Areas such as Kingswood (See Figure 33) and Walton-on-the-Hill were developed with the new railway stations, serving affluent commuters.



5.12. Large estates such as Kingswood Warren

*Figure 33: Kingswood Warren*

were sold in the early 20<sup>th</sup> century and developed over a number of years to meet the requirements of affluent commuters. This type of development is closely associated with the development of the railway stations.



*Figure 34: Heath Drive, Walton-on-the-Hill - consistent boundaries*



*Figure 35: Haroldslea Estates, Horley - buildings set back behind mature avenues, carriageway has no kerbs*

## Character Appraisal

- These are medium to large sized estates with an average plot area of 0.2 - 0.3 ha.
- Unified in character, with consistent landscape features - avenue trees, boundaries and hard landscape detailing.
- Houses often have historically an arts and crafts basis but this is being increasingly eroded.
- Arcadian layout with mature gardens - often dwellings are set back and not visible from the private road.
- Access roads possess rural character with grass verges and no footways or kerbs.
- Some of these areas are partly within Conservation Areas and in terms of character these are defined in the borough's Conservation Area Appraisal documents.

### Current Issues

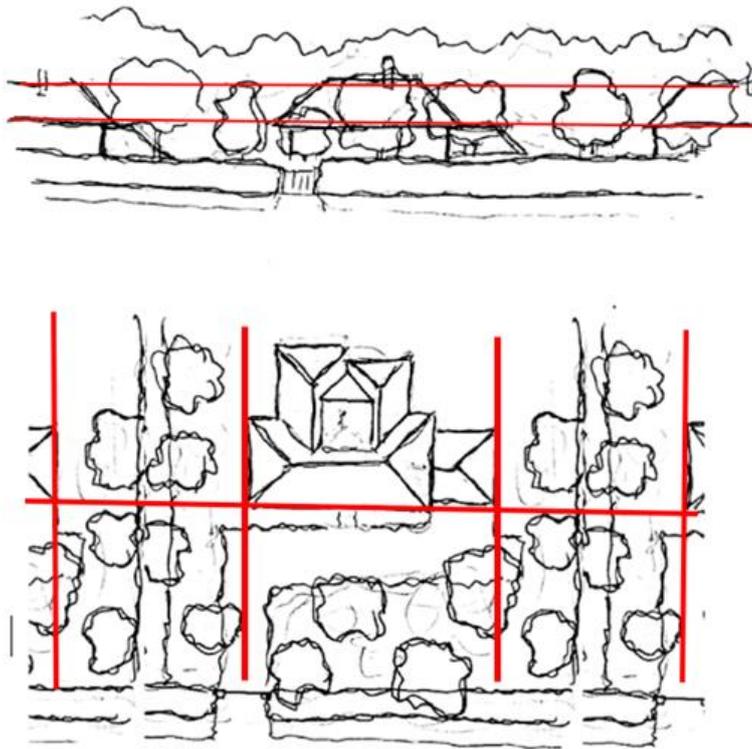
- The gaps and dominant landscape structure between buildings are essential to the character of the area.
- Larger replacement dwellings, often with dominant front garaging alter character.
- Redevelopment of dwellings to provide flats and the associated parking result in the loss of mature trees.
- Out of scale bulky house form and use of non-traditional slate on steep roofs is eroding the leafy character of these areas.
- Plot subdivision has resulted in increased density and loss of vegetation.
- Loss of local materials including handmade clay plain tiles. Use of slate out of character with RASCs.

### Design Considerations

- The existing landscape structure should be retained and enhanced, ensuring that the new building does not dominate the plot.
- Where possible, parking hard surfaces and garaging should not be visible from access roads or other dwellings.
- Where a clear building line or distinctive dwelling spacing exists, these should be respected.
- Introduction of differing boundaries styles should be avoided. Where consistent boundaries exist, these should be retained/enhanced, respecting either an existing open or planted character.
- Strongly encourage the use of traditional plain tiles with a strong discouragement of the use of slate.
- Ensure new development is in scale with neighbour properties and character of the area.

Figure 36: Character Appraisal, Current Issues and Design Considerations within RASCs

5.13. Figure 37 below shows the principles of housing in the RASCs



*Figure 37: Design principles for developments within RASCs*

- 5.14. The feature panel below provides further guidance for development in RASCs. The need for this guidance has arisen particularly from the development pressures in Kingswood RASC but also elsewhere that became apparent in 2014 due to the out-of-scale development, loss of tree cover and the use of slate.
- 5.15. The damage that occurred by inappropriate out of scale development was rapid and it has taken some time for policies to be updated to provide appropriate protection. It is considered that a strong line should be taken against the use of slate as it undermines the local geological character of the RASCs in the borough. The RASCs in the borough have an arts and crafts character as all were developed as residential estates after the 1880s and are also a local distinctiveness reaction against the use of slate eroding the local character at the time. Within the arts and crafts character, the areas often have particular traditional characteristics evident in each area, for instance the Imrie and Angell buildings in Chipstead or the Conservation Areas in Kingswood and Walton (where the Conservation Area Appraisals

give further guidance). It is necessary to take a strong line as there continues to be a gradual erosion of the arts and crafts and arcadian character, which result in significant damage to the RASCs



**Figure 38:** RASCs have an arcadian landscape dominated character, such as these examples in Kingswood RASC. The arcadian character is undermined by high eaves and ridge development slate out of character with the traditional character of the area, monumentalising parapets and loss of tree cover.



**Figure 39:** The danger is that what was once estates of the Surrey arts and crafts vernacular plain tile style houses being totally replaced with bulky slate roofs, large hardstanding and out of scale buildings which erode the arcadian character by incremental development. This example being at Oxshott, Surrey shows how such an area can be urbanised to point, where RASC status becomes doubtful as spaciousness is lost.

**The following guidelines have been developed to stop further damage from occurring. Please note this is general guidance and individual circumstances of each development will be taken into account when assessing planning applications:**

1. No development should be justified by other inappropriate examples, including out of scale development and the use of slate, even where a cluster has developed.
2. Boundary treatment should reflect the existing street context. Where possible, shrubbery and hedge boundaries should be maintained. Walls, fence and railing front boundaries are generally not suitable as they urbanise the street. Where security is needed, railings should be set back behind the hedge line and no higher than the existing hedge.
3. Gates should follow appropriate prevailing gate heights in the street. Where high gates and piers occur, no gate and gate pier should be more than 1.8m high and should often be much less depending on the appropriate prevailing gate height in the street or hedge height, nearer to 1m in some roads or not occurring at all. Gate piers should be no more than 2 bricks wide. Gates should be set back at the back of the hedge line. White render or stone piers are not suitable.
4. Existing trees should be retained where possible and tree cover is encouraged in front gardens and side boundaries to maintain the arcadian character and shall be informal in nature and for front garden tree should be of an appropriate size such as advanced heavy standard where possible. Tree planting species will reflect the species found in the street. Sufficient gaps to the side boundary should be maintained to ensure tree and hedge planting are retained or provided. Unkerbed grass verges are a feature of RASCs.

5. Garages in front gardens or in front of general building line will depend on the pattern of appropriate examples in a street and the space available. They should have a small extent footprint, be set back in the site, have an eaves line no higher than the head of the garage door and a dual pitch with a single ridge line. Only large and deeper front gardens with good boundary screening are likely to accommodate accommodation in such roofs and such accommodation should be limited in extent. Parking would normally be limited to a double garage. In streets with tighter plots, garages will generally not be suitable. Joined garage extensions will generally be acceptable where behind the general building line, with low eaves down to the garage head and short spans, with a ridge no higher than the eaves of the house. Roof forms should be unobtrusive such as hipped roofs and gables and parapets are undesirable as are obtrusive roof forms such as mansard or gambrel roofs. Garages should generally be no more than the standard 6 metre depth. Any other development in front of building line is generally unsuitable.
6. Hardstanding should be limited in extent, with a single access and set back from the front boundary so there is a substantial belt for the location of the front hedge or shrubbery and tree and shrub planting behind. Parking for no more than 4 cars should be provided on the larger sites. In and out drives are generally undesirable.
7. Monumentalism is a problem where features are used to increase the visual scale of houses. The use of balustrades, parapets, pilasters, columns and two storey porticos is undesirable and any pediments or feature gables should be small and of short span. Parapets and balustrades are undesirable even where below the general eaves line. Eaves lines with a gap above general window heads or arches or in the case of garages, above garage door head, are not suitable for the same reason. Asymmetrical compositions (with axial symmetry within the elements) are encouraged as they help reduce the apparent scale created by formal asymmetrical design and are a traditional form of composition with the borough's RASCs.

8. Slate and slate colour tiles are not suitable as they are out of character with the arts and crafts character of the estates. Plain tiles will be expected, of local clay or colour to match. Recessive materials are encouraged generally to maintain the landscaped dominated character.
9. No part of the footprint of a development, however small, shall be forward of the front building line. Development should also be in line with the neighbouring property where set behind the building line.
10. The footprint of any house should not be out of character with the prevailing appropriate footprint size in the road. The footprint should be adjusted according to the plot size, for instance for an existing small plot a footprint smaller than the general street may be expected but for larger plots the length and depth should not exceed the general pattern in the street.
11. With a street or part of a street where the road characteristic varies, the width of plot and maintaining of the general pattern of gaps between side elevations and side space between dwellings and to boundaries should be respected. The prevailing width size within a road should be maintained and reduction by subdivision less than the prevailing width is unacceptable. Equally the typical plots sizes within the road should be maintained.
12. Depth of footprint should not exceed the general pattern in the street and be set back or recessed from the side to provide articulation and break the length of elevation.

13. Generally, development will be of two storeys, accommodation in the roof being dependent on the pattern in the street, though some streets in the RASCs are of a single storey nature and this should be respected. Floor ceiling heights should be respected so that eaves and ridge heights match appropriate neighbouring properties. Roofs should follow the pitch, eaves height, ridge height and form within a road. Proposals should be accompanied by street scenes showing the proposal in relation to eaves and ridge heights of neighbouring development. The height of these will be expected to be verified by measured drawings or other means by the applicant. To avoid breaches of height, the eaves and ridge heights will be conditioned to match by reference to the ridge and eaves line it intends to match.
14. Where steep contours occur, unbroken three storey heights are not suitable and the additional storey at basement level shall be contoured into the landscape.
15. Width of building should reflect the general pattern in the street.
16. Repetition of built form so two adjoining houses are the same is undesirable as this results in suburbanisation of the street. Token changes such as buildings of the same design but with different materials or variegation by slightly different articulation are also not suitable. Repetitive forms such as temple fronted houses or tripartite villas should be avoided.
17. Crown roofs are acceptable but should be made less apparent by the use of gables and articulation, including recesses in side footprint to reduce the apparent span. Parapetted or balustrade eaves, large pediments or large span gables are not suitable even where below the general eaves line as they add to the obtrusiveness of the built form and apparent scale. Bulky roof forms, including unbroken or overly apparent crown roofs, mansard roofs, gambrels and bird table roofs are also not suitable. Monopitches should be avoided due to their high eaves line and large spans and false pitches are also to be avoided. Flat forms need to be lower than adjoining eaves line.

18. The number of dormers should reflect the prevailing pattern of appropriate examples in the street. Numerous rooflights should be avoided. Solar panels and photovoltaics should be sited so they minimise impact, including in crown roof no higher than ridge, or on the rear plane of roof or screened small rear garden arrays. Side roof planes would be a secondary options and front roof planes should be avoided. Where they occur in roof planes, they should be integrated in the roof, symmetrical to the roof's axial symmetry, rectangular in layout and not stepped and with black frames. They need to be considered early in the design process and not as an add on. Vehicle Charging points should be unobtrusively placed, preferably black with minimal indicative lights, where they cannot be sited internally.
19. Long and deep single storey footprints for rear extensions or outbuildings are undesirable and such elements should not be beyond the general line of development to the rear in the road. Such extensions should also have a generous gap to the side boundaries, usually 5 to 10 metres depending on the character of the road or, where asymmetrically set, on the plot respecting the gaps between single storey elements in the road. Low eaves would be expected, and false pitches are generally not suitable.
20. Outbuildings in rear gardens should be limited in size and number and subservient in extent and even where good screen and large garden size allows should be less than the footprint of the two storey element of the house or prevailing in the road.

## 1930s – 1950s Suburbia

5.16. This period was the most extensive in terms of both public and private sector housing development. With increased rail services came large suburban estates with supporting shopping parades. There was a lack of structure to estates with issues of ribbon development. The architectural design with bay windows and material choice was almost totally brick and tile, gable, dormer and hip, sometimes repetitive.



Figure 40: Tadworth

- 5.17. The type of house made famous by Norman Shaw, Edwin Lutyens and other architects of the Surrey Style, became simpler and built in their thousands. The earliest council housing was introduced from the inter war period; later examples include estates built at Colesmead and Meadvale.
- 5.18. The housing boom slowed down in 1935 and the concept of Green Belt was established at this time. Larger council estates such as those built around Merstham were built to accommodate the post-war London overspill. Private estates were built to accommodate commuters and as such were located within walking distance of the station, e.g. Tadworth (see Figure 40) and Epsom Downs.



Figure 41: Longcroft Avenue, Banstead - highly decorated example



Figure 42: Brook Road Merstham - example of weatherboarding, painted a dark colour

## Character Appraisal

- Street by street uniformity in style with more affluent housing providing more space and designs embellished with greater detail, often a simplified 'Arts and Crafts' style.
- Materials used in mass quantities; imports became more varied, widening the palette used.
- Regular road layouts lacking connectivity with grass verges and remnant avenue trees.
- Uniform building line with 2 - 8m front gardens and varied plot depths.

### Current Issues

- ⇒ Backland development has occurred throughout the borough within this character type, most notably within the north of the borough.
- ⇒ On-street parking can be inadequate for smaller dwellings, resulting in front gardens converted to parking courts.
- ⇒ Flat roofed side extensions are often insensitive, either creating a terraced effect or discordant roofline in elevation.
- ⇒ Loss of boundary walls or boundaries replaced with tall larch fences or coniferous hedges has eroded the locally distinctive character.
- ⇒ Use of slate out of character with these plain, tile characterised neighbourhoods.

### Design Considerations

- ⇒ Consideration should be given to the materials existing within the immediate vicinity as a means of integrating new development.
- ⇒ New infill development should not provide parking or garaging which dominates the street frontage.
- ⇒ Building lines should be respected, particularly where this is a dominant feature.
- ⇒ Visual separation between dwellings should be retained.
- ⇒ Building form and massing should reflect dwellings within the vicinity.
- ⇒ Due to a move away from slate in the 30s and 40s, handmade clay plains or other local materials should be used instead of slate, to be in keeping with the local style.
- ⇒ Some of these areas, specifically those from the post war era, might be less sensitive to change, offering opportunities for increased densities.

Figure 43: Character Appraisal, Current Issues and Design Considerations within 1930s - 1950s Suburbia

## 1960s – 1970s Housing Development

- 5.19. The pressure for council housing continued with the development of areas such as Preston Estate. The layout of these housing areas often separated pedestrian and vehicular circulation.



*Figure 44: Redhill Town Centre, Western Edge*

- 5.20. Housing estates were built to accommodate overspill from London, for example Bletchingley Road Estate, Merstham. In more affluent areas, development occurred within 1930s–1950s areas. The most extensive development occurred on the outskirts of settlements, particularly Redhill (see Figure 44), compounding its coalescence with Reigate. With the opening of Gatwick Airport in 1958, Horley saw significant expansion.



*Figure 45: Doric Drive, Kingswood - typical cul-de-sac development*



*Figure 46: Manor Drive, Horley - a highways dominated layout with separate garage accesses*

## Character Appraisal

- Predominant housing types in private and earlier 1960s council housing development comprised terraced or semi-detached dwellings.
- 1970s housing began to use cul-de-sac layouts with flexible living spaces and large windows to take more advantage of aspect.
- The loss of relationship between the dwelling and the street with segregation of vehicle and pedestrian accesses is particularly common in 'Redburn' styled council housing, particularly within deck access or flatted development.
- Often the use of materials lacked variation throughout the estate.
- Building lines which are perpendicular or at an angle to the street.
- Excessive areas of communal space which do not possess a clear function or strong landscape structure.
- Parking often located away from dwellings in either dedicated courts or rows of garages accessed from the rear of the properties, creating car-security issues.

### Current Issues

- ⇒ Loss of consistent design features with permitted development such as boundaries and extensions/ conservatories.
- ⇒ New development can often appear discordant as existing dwellings lack character.
- ⇒ Poor public transport accessibility and poor pedestrian permeability.
- ⇒ Segregation of circulation creates poor natural surveillance as there is often unclear distinction between public and private space in council housing areas.

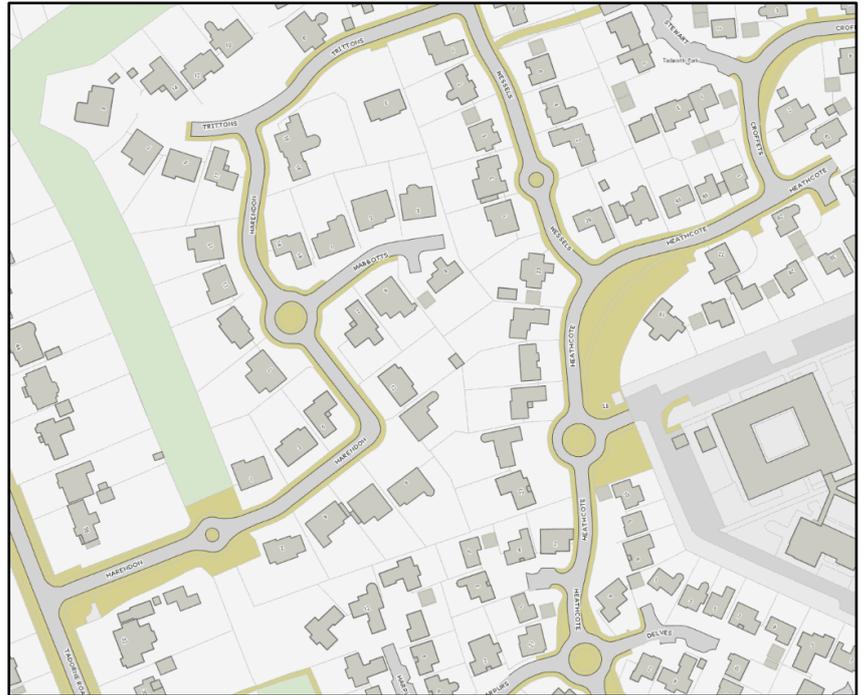
### Design Considerations

- ⇒ Opportunities to create clearly defined private or public open space and/or improved parking provision around new development should be explored jointly by the developer and the Council.
- ⇒ The scale and form of new development should reflect/complement existing development which is of high quality.
- ⇒ Potential to improve the landscape structure or local environment, within existing estates should be explored in consultation with the Council.

*Figure 47: Character Appraisal, Current Issues and Design Considerations within 1960s - 1970s housing areas*

## 1980s – 1990s Estates

- 5.21. Development tends to be either small infill cul-de-sac within 1930s – 1950s suburbs or medium sized housing estates on the edge of a settlement.
- 5.22. The most extensive areas of development have occurred in Horley and Redhill with the direct rail connection to London.



**Figure 48: Harendon/ Mabbots, Tadworth**



**Figure 49: Rudgwick Keep shared surface, informal layout**



**Figure 50: Harendon/ Mabbots, Tadworth - road layout includes over-engineered traffic calming measures**

## Character Appraisal

- Developments tend to comprise limited building types in terms of form, replicated across the site.
- Architectural style is often indistinct with uniform house types varied only by the colour of tile, rendering, style of windows and doors and brick colour.
- Landscape structure tends to be minimal with use of ornamental shrubs/trees.
- Design of road layouts include cul-de-sacs and dominant engineered traffic calming measures.
- Houses bear little relationship to the street, detached units are set out on tight plots.

### Current Issues

### Design Considerations

⇒ Layouts are dominated by over engineered roads with little character.

⇒ Access should be inclusive, safe and well connected with integrated pedestrian, cycle and vehicle circulation.

⇒ Lack of natural surveillance.

⇒ Where appropriate, access to public transport/ local facilities should be within an acceptable walking distance.

⇒ Sometimes materials and finishes vary jarringly from unit to unit, giving no singular design character throughout the estate.

⇒ New development should reflect the recommended palette of local materials in chapter 6.

⇒ Smaller infill development within areas of broadly homogenous character often does not relate to the immediate context.

⇒ The scale and form of development should reflect appropriate existing architectural style.

⇒ Extensions/conservatories further reduce small gardens and can result in loss of valuable landscape structure.

⇒ Explore potential to improve the local environment and landscape structure within existing estates in consultation with the Council.

*Figure 51: Character Appraisal, Current Issues and Design Considerations within 1980s - 1990s Estates*

## 2000s – Most Recent Trends

5.23. Since the start of the new millennium, development has comprised of a mix of infill sites (see



*Figure 52: Infill development, Banstead*

Figure 52), redevelopment of existing sites, edge-of-centre urban development and intensification of more accessible locations.

5.24. Back garden infill schemes have been particularly evident in the north of the borough. Notable large scale mixed use redevelopment include Former Netherne Hospital, Former Holmethorpe Quarry in Redhill (Watercolour) and the Former Royal Earlswood Hospital. Edge-of-centre urban development around Horley (Horley North East and North West Sectors) have provided much needed housing and community facilities.

5.25. Town centres, in particular Redhill and Horley, have seen a number of higher density flatted developments. This trend is expected to continue with the increasing pressures to deliver more homes and the national guidance to make efficient use of land directing towards higher densities in town centres



*Figure 53: The Oaks, Tadworth - development has retained mature trees*



*Figure 54: Square at Royal Earlswood Hospital - terraced dwellings are set out around a square which has retained the mature tree as a focal point*

and other locations that are well served by public transport.<sup>16</sup> . Examples and further guidance can be found in chapter 7; Case Study 7 – High density urban intensification. The extension of permitted development rights in 2013 to allow office to residential conversions has contributed further to the increase of this type of development within town centre/ edge of centre locations.



**Figure 55: Osier Way, Banstead - material palette is too varied, and layout is too cramped**



**Figure 56: Chapel Way, Tattenham Corner - gated developments are not accessible**



**Figure 57: The Acres, Horley. Edge of town development of 718 homes, primary school and a neighbourhood centre. The development has been split into three distinct areas – ‘Neighbourhood core’ with continuous frontages and limited openings; ‘Transitional area’ with strong building frontage and terraced and semi-detached properties; and ‘Countryside edge’ with no distinct building line and very informal frontage line with predominantly detached properties. Image source: The Acres Residents’ Association website**



**Figure 58: Infill development at Epsom Lane North (permitted under 13/02242/F). Traditional design is comparable to other properties within the locality. Space is provided for landscaping, softening the impact of the development. Donor property demolished to provide space for new access road.**

<sup>16</sup> NPPF paragraphs 122 & 123

## Character Appraisal

- Road layouts are increasingly reflecting a traditional connected street pattern, rather than cul-de-sacs, where developments are not gated.
- Urban blocks can be achieved which face onto public spaces.
- Dwellings front onto the street, a return to traditional street patterns.

### Current Issues

- ➔ Gated developments are a common form of backland development, often impermeable and should be resisted. Gates are a response to car security, garages and multi-occupancy.
- ➔ Smaller scale development often comprises subdivision of one large plot to provide two or more dwellings.
- ➔ Intensification of single plots results in the loss of soft landscape areas and trees to the increased parking provision.
- ➔ Parking dominated frontages and streets is a problem.
- ➔ Extensions further reduce small gardens and erode consistent character.
- ➔ Lack of townscape cohesion due to the desire to produce detached dwelling no matter how small the footprint. This reduces the opportunity for meaningful landscaping and suburbanised development lacking identity.
- ➔ Resisting poor quality in materials and fenestration is a constant issue.
- ➔ Poorly proportioned and detailed taller units despite their prominent height. Lack of hierarchy in proportion.

### Design Considerations

- ➔ In lower density areas single buildings with several dwellings are more in keeping with the local character than several separate dwellings on a site.
- ➔ Use of a selective material palette (see chapter 6) should unify the development with variation achieved in the scale form and massing of the development.
- ➔ Access should be inclusive, safe and well connected with integrated pedestrian, cycle and vehicle circulation.
- ➔ Where possible, access to public transport, local services and facilities should be within an acceptable walking distance.
- ➔ The scale of new development should reflect/ complement appropriate existing development.
- ➔ Potential to improve the landscape structure within existing estates should be explored in consultation with the Council.
- ➔ Improving quality of detail including windows and materials.
- ➔ Use of green corridors to reduce visual impact of suburban spread.
- ➔ Ensuring a more cohesive form within the development to give a sense of place.

Figure 59: Character Appraisal, Current Issues and Design Consideration within the Most Recent Development

## 6. Planning and Design Principles

- 6.1. In order to achieve the design vision and objectives in the Council's Local Plan (detailed in Figure 6), this section details key design principles for new development taking into consideration national and local policy and the character and distinctiveness of the borough.
- 6.2. The key design principles will be split into three sections (see Figure 60 below). Case studies showcasing the key design principles are provided in chapter 7.

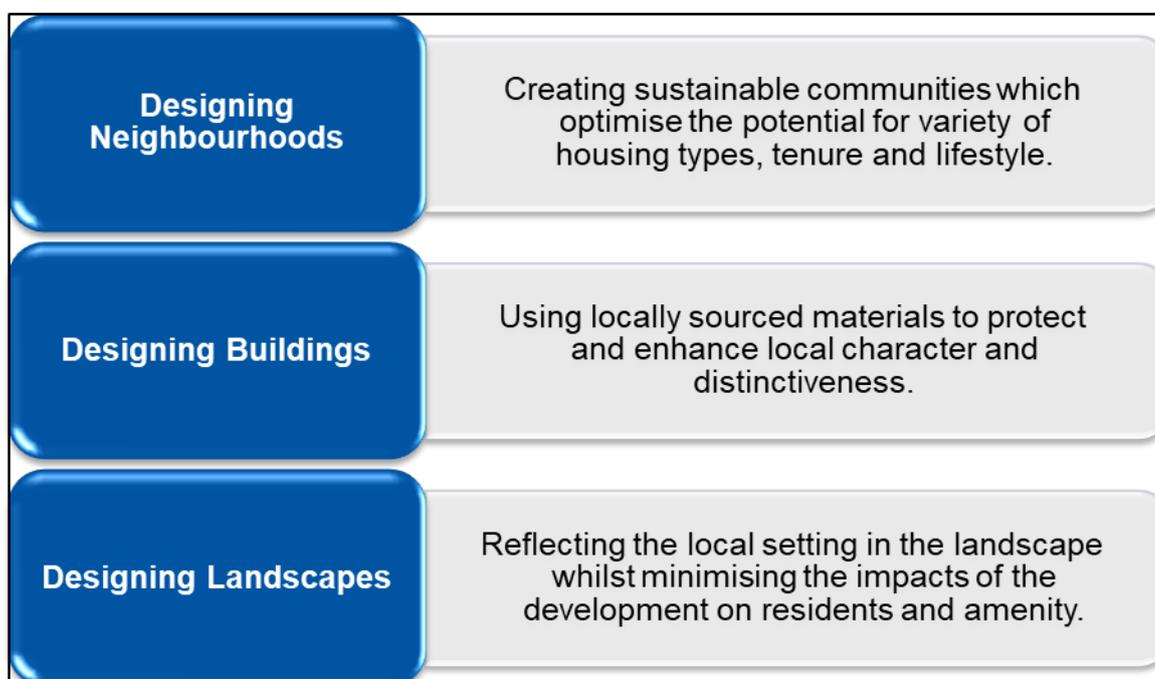


Figure 60: Key design principles

## Key Design Principle 1: Designing Neighbourhoods

*Creating sustainable communities which optimise the potential for variety of housing types, tenure and lifestyle.*

- 6.3. Both national and local policy requires the creation of vibrant and mixed communities in order to ensure sustainable forms of development which:
- Provide a range of community facilities;
  - Encourage activity throughout the day and evening;
  - Promote active travel such as cycling and walking and public transport connections to access local facilities;
  - Avoids large concentrations of the same type of housing;
  - Increases the vitality and viability for local shops and town centres; and
  - Provides opportunities for different ages and lifestyles.

### Core Guidelines

- 6.4. In order to ensure development creates sustainable communities which optimise the potential for a variety of housing types, tenure and lifestyle, development should:
- **Be compliant with the principles or sustainability:** A Sustainability Checklist and more details about how to ensure sustainable development will be available in the emerging Climate Change and Sustainable Construction SPD.
  - **Make the best use of land:** in a borough such as Reigate & Banstead where there is a limited land for development, new development should make the best use of land whilst also being well designed and protecting and enhancing local character and distinctiveness. New development should have due regard to the layout, density, plot sizes, building siting, scale, massing, height and roofscapes of the surrounding area, the relationship to neighbouring buildings, and important views into and out of the site. Higher density well designed development may be appropriate in town centres and other locations that are well served by public transport

whilst low-density character should be maintained within the RASCs.  
(Appendix 5 of the DMP lists appropriate densities for each RASC.)

- **Provide a range housing types, sizes and tenures:** in accordance with DMP Policies DES4: 'Housing mix' and DES : 'Affordable Housing'.  
(Detailed guidance on affordable housing provision is provided in the Affordable Housing SPD<sup>17</sup>). Well-designed neighbourhoods need to include an integrated mix of tenures and housing types that reflect local housing need and market demand. They are designed to be inclusive and to meet the changing needs of people of different ages and abilities.<sup>18</sup>
- **Provide flexible forms of accommodation:** Adaptable, accessible buildings will be able to respond to changing socio-economic circumstances and residents' changing requirements, including, for example, reduced mobility. When designing new development, consideration should be given to whether properties can be adapted or extended to provide a stairlift and downstairs bedroom. Well-designed homes and buildings are functional, accessible and sustainable. They provide internal environments and associated external spaces that support the health and well-being of their users and all who experience them. They meet the needs of a diverse range of users, taking into account factors such as the ageing population and cultural differences. They are adequate in size, fit for purpose and are adaptable to the changing needs of their occupants over time<sup>19</sup>.
- **Be designed for security:** New development should create a safe environment, incorporating measures to reduce opportunities for crime and maximise opportunities for natural surveillance of public places. Developments should incorporate measures and principles recommended by 'Secured by Design'<sup>20</sup>. The design should promote natural surveillance using approaches such as continuity of active street frontage and windows and entrances which overlook the street and open space areas

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<sup>17</sup> [www.reigate-banstead.gov.uk/info/20088/planning\\_policy/1103/supplementary\\_planning\\_documents\\_and\\_supplementary\\_planning\\_guidance\\_2020/2](http://www.reigate-banstead.gov.uk/info/20088/planning_policy/1103/supplementary_planning_documents_and_supplementary_planning_guidance_2020/2)

<sup>18</sup> National Design Guide, paragraph 109

<sup>19</sup> National Design Guide, paragraphs 120 & 121

<sup>20</sup> [www.securedbydesign.com/images/downloads/HOMES\\_BROCHURE\\_2019\\_NEW\\_version\\_2.pdf](http://www.securedbydesign.com/images/downloads/HOMES_BROCHURE_2019_NEW_version_2.pdf)

such as play spaces and car parking. The choice and detailing of design should discourage the potential for fly-posting, graffiti and other anti-social behaviour. Careful consideration should be given to soft landscape design as this can improve the sense of safety, with groundcover planting adjacent to footways and ongoing management of trees to ensure visibility of areas close to footways. Additional means of improving security could be through the improvement of lighting at night and CCTV. To gain a local understanding of the issues in a given area, it is recommended that consultations are undertaken with the Local Crime Prevention Officer and the Police.

- **Provide sufficient parking:** Parking provision should be provided in accordance with DMP Policy TAP1 'Access, parking and servicing' which balances the need to provide adequate parking with the need to encourage sustainable transport choices. Consideration should be given to good design and implementation, including for access and servicing to minimise impact on the street scene and to protect public safety.
- **Have clearly defined and coherent layout:** In order to ensure sustainable communities, consideration should also be given to street layout. Many of the most attractive and successful residential areas have a clearly defined and coherent layout. This can often be the simplest of urban forms, based upon a street block structure defined by a network of inter-connecting routes. Built form with coherent pattern of development is one of the 10 characteristics of well-design places. Built form is the three-dimensional pattern or arrangement of development blocks, streets, buildings and open spaces. It is the interrelationship between all these elements that creates an attractive place to live, work and visit, rather than their individual characteristics<sup>21</sup>. The quality of spaces between buildings is as important as the buildings themselves. Public spaces are streets, squares, and other spaces that are open to all. They are setting for most movement. The design of a public space encompasses its siting

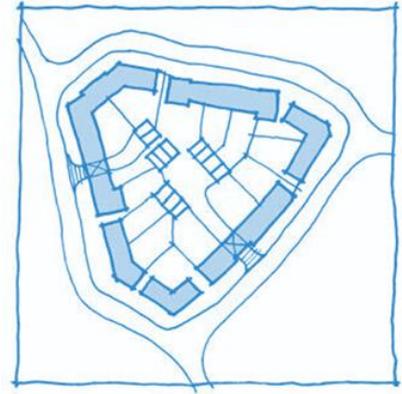
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<sup>21</sup> National Design Guide, paragraph 61

and integration into the wider network of routes as well as its various elements<sup>22</sup>.

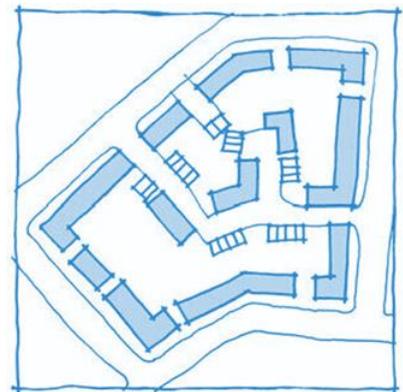
## Car Parking & Access: Design and Layout

6.5. The location of parking in relation to the house has a fundamental effect on the quality of the environment. The preferred locations for car parking in medium to high density schemes are in secure rear courtyards where they are overlooked (see Figure 61). Courtyard parking should be well located and convenient to use to avoid unnecessary on-street parking. In addition, lay-bys for formal on-street parking as well as parking on side driveways could also be provided. Parked vehicles should not be allowed to dominate the street.



*Figure 61: Overlooked parking court, access via carriageway arches.*

6.6. This arrangement of buildings (see Figure 62) creates a well overlooked scene. Through routes increase natural surveillance from passing pedestrians. In lower density schemes, with detached and semi-detached houses, parking should be accommodated within the private curtilage of the dwelling. This has the advantage of being accessible, secure and easy to supervise. It is important, however, that parking is not visually dominant in the street scene. For this reason, parking to the rear or side of the property is preferred to integral garages or parking within front gardens.



*Figure 62: For larger perimeter block, 'mews' style housing adjoining parking courts provides added natural surveillance.*

<sup>22</sup> National Design Guide, paragraph 99

- 6.7. The positioning and treatment of garages require care. Integral garages can unduly dominate the scale of a house and its street. In lower density areas garages can be detached from the house and turned in various directions or combined to perform a positive townscape role. In terraced streets a better solution is to locate the garage in the back garden, served from a semi-private parking court. Garages should have the same quality and type of materials as the main house.
- 6.8. Where appropriate, an effective solution is to integrate parking into the basements of apartments. Other acceptable approaches are to locate parking at the side of the building, or in the front garden, as long as the landscape structure is preserved or enhanced. Parking in the back garden of apartments should be kept to a minimum.
- 6.9. Cycle storage within new developments should be secure and convenient to use. Storage provision should be within the curtilage of the dwelling. Access routes between the highway and the cycle storage should be well lit and clear connection to the road or cycle paths should be clearly designed. Cycle storage area should be securely segregated from the rest of the basement/ undercroft area/ ground floor area and have a smart/fob type secure access for residents only. Corridors and access aisle need to provide sufficient internal manoeuvrability.
- 6.10. It is important that planning of the storage and collection of waste is given a high priority in the design process to ensure appropriate access for collection vehicles. Detailed guidance for recycling and refuse waste storage and collection can be found in the council's Making Space for Waste<sup>23</sup> document.

### **Street Networks: Design and Layout**

- 6.11. For streets within new neighbourhoods or estates, it is important to group houses cohesively to form a legible townscape and sense of place. The layout should reflect the typical Surrey organic plan, such as form of roads which

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<sup>23</sup> [www.reigate-banstead.gov.uk/info/20085/planning\\_applications/147/recycling\\_and\\_waste\\_developers\\_guidance](http://www.reigate-banstead.gov.uk/info/20085/planning_applications/147/recycling_and_waste_developers_guidance)

respects the natural contours and picturesque quality of Surrey settlements and provide a sense of identity by this irregular layout and the use of focal points such as village greens or cohesive townscapes as well as locally distinctive architecture. Examples of irregular layout can be seen in Figures 63 and 64 below.

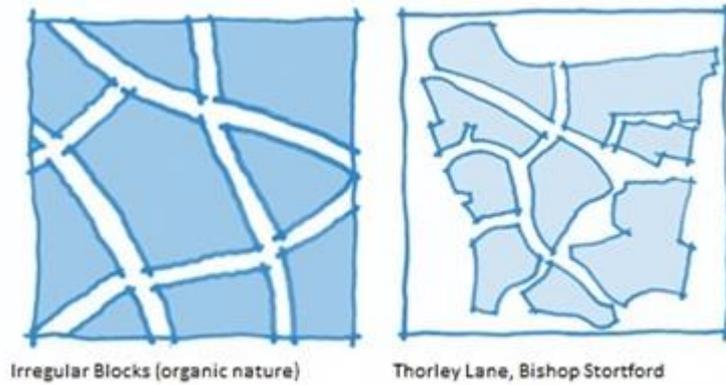


Figure 63: Street blocks

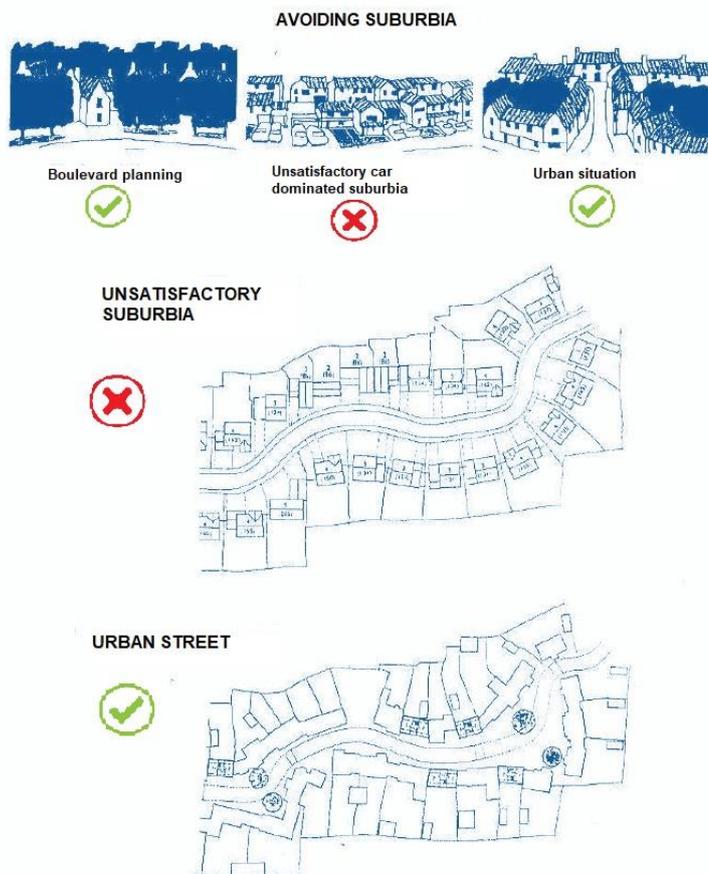


Figure 64: Street blocks (image source: Essex design guide)

## **Street Widths and Enclosure**

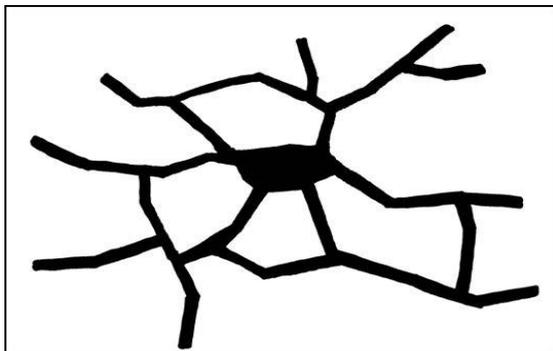
- 6.12. Higher densities, where appropriate, will result in a building, rather than a series of single dwellings. This form of enclosure will give a street an enclosed character. A useful measure of enclosure is the ratio of the height of buildings to the width of the street. It should be noted that enclosure is not always desirable, for instance in RASCs, where verdant and leafy character should dominate, edge of green belt or in green corridor situation minimising the appearance of urban character.
- 6.13. It is important that the space between the buildings is considered in relation to the activities taking place in the street. Setting back dwellings from the street has an important influence in determining the character of the street and the degree of privacy given to ground floor rooms.

## **Designing for Privacy**

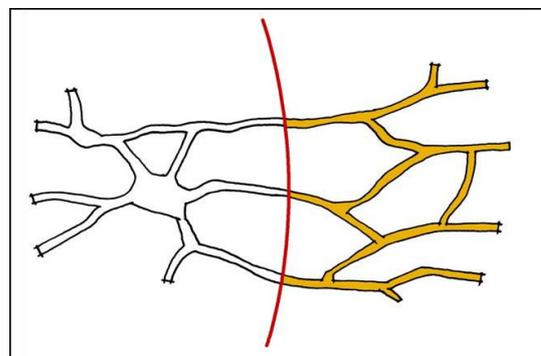
- 6.14. New development should provide an appropriate environment for future occupants whilst not adversely impacting upon the amenity of occupants of existing nearby buildings, including by way of overbearing, obtrusiveness, overshadowing, overlooking and loss of privacy.
- 6.15. Designing at higher densities does not necessarily mean a loss of privacy. Privacy can be achieved through:
- The layout of the street to create oblique views across the street.
  - On narrower streets, rooms needing less privacy should face the street with bedrooms located towards the more private parts of the home, typically at the rear.
  - The careful positioning of windows can enable dwellings to be closer together, while still providing surveillance of the public realm.
  - Walls, hedges and trees can limit overlooking between facing rear windows.
  - The inclusion of small front gardens and the treatment of the setback from the street.

## Street Connections, Networks & Configuration

6.16. The use of street blocks to create the urban form is preferred to layouts based entirely on cul-de-sacs and loops which can result in an amorphous and often impermeable urban form. A permeable layout based on street blocks offers the pedestrian a choice of routes and can generate a higher level of activity and security. There should be good connections between adjacent housing schemes and links between neighbourhoods (see Figures 65 & 66). These links should include not only roads for vehicular access but also cycle routes and footpaths, creating green corridors between communities and providing a safe, direct means to cycle from the development to local school, shops, station, places of work and places for entertainment. Patterns of movement for people are integral to well-designed places. They include walking and cycling, access to facilities, employment and servicing, parking and the convenience of public transport. They contribute to making high quality places for people to enjoy<sup>24</sup>. Please see chapter 6 - 'Designing Landscapes' section for more information on green infrastructure and green corridors.



*Figure 65: Layouts should focus on a core space or centre*

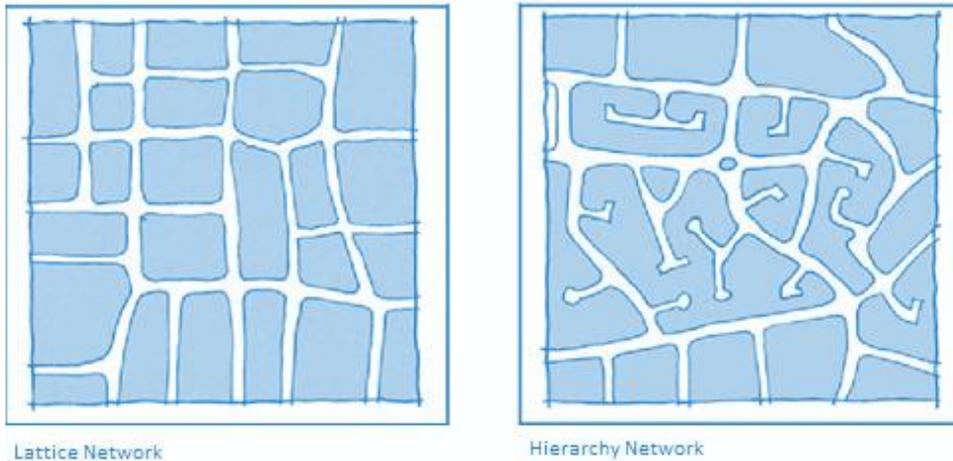


*Figure 66: New neighbourhoods should connect to adjoining areas/ centres*

6.17. In recent decades, the planning of residential layouts has been dictated by highway engineering considerations, and the Highway Authority's road design geometry and adoption criteria. Developments have also largely followed the 'branch and twig' form of road layout, which typically consists of distributor roads with restricted frontage development serving a hierarchy of cul-de-sacs and private drives (see Figure 67).

<sup>24</sup> National Design Guide, paragraph 75

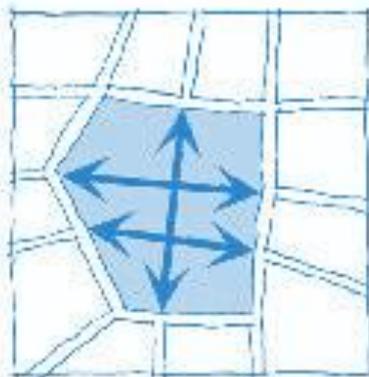
6.18. Current thinking has moved away from this approach in favour of a lattice network of routes which effectively divides an area into blocks (see Figure 67). Within this block structure, the emphasis is on permeability and the re-discovery of the traditional street.



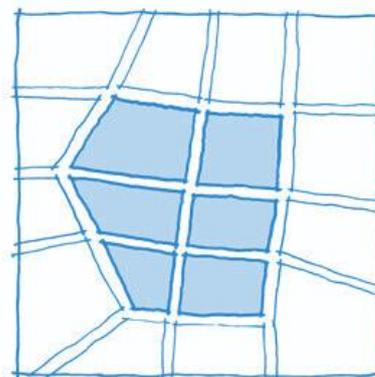
*Figure 67: Contrast between lattice and hierarchy network*

6.19. The design and arrangement of streets and routes which form the movement framework should be based on the following principles:

- Buildings should front onto streets.
- Access roads should give priority to pedestrians.
- Streets should be connected to other streets.
- Streets should link to form a grid or lattice, and variety of routes (see Figures 68 & 69).
- The grain of streets should be finer around nodes of activity



*Figure 68: Potential Connections*



*Figure 69: Creation of new urban blocks based on connections*

## **Traffic Calming**

6.20. Layouts should discourage the through movement of traffic with traffic calming measures, including:

- The urban form and arrangement of buildings and street should be the principle means of ensuring low traffic speeds.
- Physical traffic calming measures should be supplementary and integrated.
- The use of surfacing material to mark the transition to shared surface streets and squares.
- Sensitive located on-street parking to reduce vehicle speeds further.

## Key Design Principle 2: Designing Buildings

*Using locally sourced materials to protect and enhance local character and distinctiveness.*

6.21. New development should respond to and enhance local distinctiveness.

Whether using traditional design or embracing modern styles, high quality design that responds to the local vernacular whilst using sustainable forms of construction and materials is essential. Well-designed places sustain their beauty over the long term. They add to the quality of life of their users and as a result, people are more likely to care for them over their lifespan. They have an emphasis on quality and simplicity<sup>25</sup>.

6.22. The emphasis should be on applying appropriate local materials that reflect the landscape areas and Surrey's mixed geology. The re-interpretation of the local vernacular is not a new process. The heritage of domestic buildings was used by architects as models for their own designs in the late 19<sup>th</sup> century, albeit in a simplified style. Proportions of the local materials, i.e. white weatherboard or Reigate stone does not really occur, except in limited areas, whilst tile hanging and brick are very common.



*Figure 70: Example of good modern design using vernacular materials*

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<sup>25</sup> National Design Guide, paragraph 151

## Material Palette

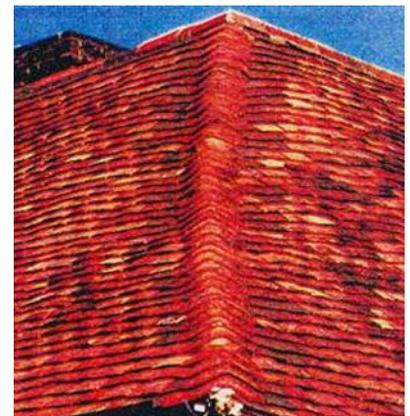
- 6.23. **Brick** is the dominant building material in Surrey, with red or orange hues. Within the centre of the borough, buff Gault clay bricks can be found, together with London stocks in the railway towns of Redhill and Horley.
- 6.24. Traditionally Surrey brick houses were usually laid in Flemish bond (see Figure 71). This and English bond are the most appropriate for conservation areas, setting of listed buildings, or extensions to existing buildings in these bonds. These bonding patterns can be achieved with cavity wall construction and have been since the introduction of cavity walls in 1885.
- 6.25. A characteristic of Surrey is the use of blue burnt headers in Flemish bond brickwork. Elaborate cut and rubbed brickwork was taken up by the Victorian architects of Surrey, Norman Shaw and Lutyens and would only be expected to be used in modifications to existing buildings which have used these techniques.
- 6.26. **Tile hanging** was originally used to weatherproof timber-framed buildings in rural areas. The continued use of clay tiles, especially in the countryside, is a natural progression of local building techniques. Tile hanging, particularly to upper floors over a ground floor of brick or render construction, is a common feature found in traditional buildings in the borough (see Figures 72 & 73).



*Figure 71: Flemish bond handmade red brickwork with burnt headers*



*Figure 72: Handmade tile hanging*



*Figure 73: Handmade sandfaced plain clay tiles with half round ridge and bonnet tiles to hips*

6.27. **Clay tiles** in Surrey have a characteristic orange red colour derived from the Wealden clay and therefore tiles or slate that do not reflect the colour and form of local plain tiles should be avoided. Handmade tiles are preferable to sand faced machine made clay tiles. Tile-hung Surrey houses are tiled from the ground floor window head upwards. Tile gables to brick houses are also attractive local characteristic.



Figure 74: White weatherboard

6.28. **Timber boarding** is also found on older timber-framed buildings. Boarding would have been cheaper than tiles, but it does not survive as well so there are few surviving examples. Feather edged weatherboarding should be generally painted black or white on houses but its use should be limited, particularly white weatherboard (see Figure 74), to roads where it already occurs.



Figure 75: Example of Victorian Stucco

6.29. **Rendering, painted render or stuccoed** buildings are found in Surrey. Rendering, once a common method of waterproofing timber framed buildings in Surrey, particularly in town locations, is still appropriate in urban developments (see Figure 75).



Figure 76: Example of Reigate Stone

6.30. **Merstham or Reigate stone** is greenish-grey, mellow, easily worked and therefore subject to erosion. Today its use is likely to be limited to the setting of listed buildings and within conservation areas (see Figure 76).

6.31. **Flint** is not widely available and has generally been confined to the North Downs, it should not be used south of the M25 (see Figure 77). It can



Figure 77: Flint cottage; flint is generally found north of M25

be visually effective in boundary walls and important elevations. Brick detailing should be used sparingly as flint elevations and walls should be almost totally of flint, just corners or window surrounds.

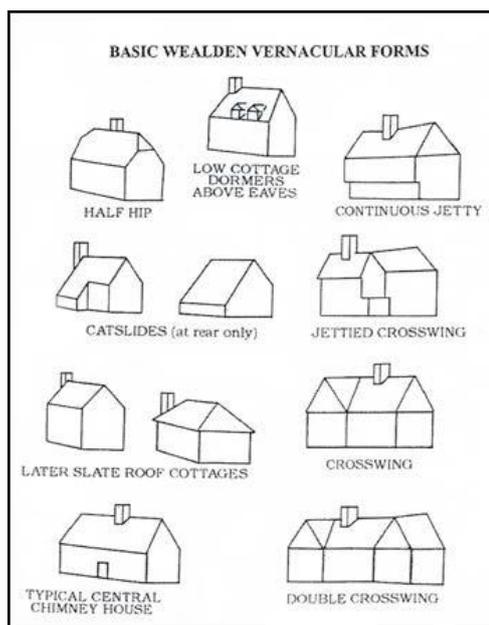
- 6.32. **Exposed timber framing** (see Figure 78) should be used with caution. The common belief that black timbers and white plasterwork are widespread as part of the traditional Surrey vernacular is inaccurate. As a result, mock timber framing should be avoided, and genuine structural exposed timber framing should be used sparingly except in modifications to historic buildings which have used these techniques.



*Figure 78: Parkhurst Road, Horley - painted timber boarding does not reflect materials used historically*

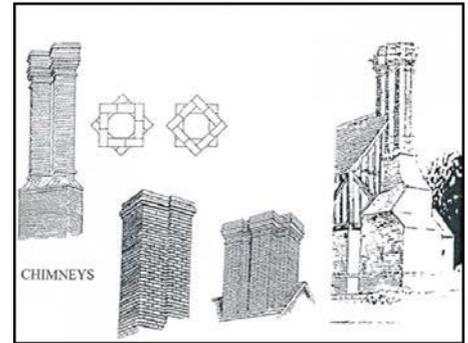
## Roof Forms and Materials

- 6.33. The traditional buildings of Surrey are normally made up of rectangular plan forms, with roofs spanning the narrow dimension (see Figure 79). Spans are generally between 5 – 6.5m. Roofs should be pitched at about 50 degrees for plain tiles, or 30 – 50 degrees for slate. Traditional Surrey roofs have a steep pitch, with gable ends with limited use of half-hipped, cat slides and other roof forms.



*Figure 79: Roof forms*

6.34. Substantial **chimney** stacks are a feature of the Surrey style and help to punctuate rooflines (see Figures 80 & 81). Corbelling to tops is a traditional feature. Chimneys are encouraged in new developments.



*Figure 80: Traditional Chimneys  
Copyright courtesy of Surrey County Council, taken from 'The Surrey Style' available from Surrey County Council*

6.35. **Clay orange/red tiles** are traditionally the dominant roofing material within the borough. These should ideally be hand made plain tiles, but in secondary locations sand faced machine made clay tiles may be appropriate.

6.36. **Welsh slates** arrived with the railways and are common in Redhill and Horley. The use of slate should generally be restricted to mid Victorian town areas. Artificial slate should be generally avoided. Slate will not be suitable in areas generally developed after 1880 as the arts and crafts principles of using local materials such as plain clay tiles characterise the area and this is particularly evident in area developed from 1895 to 1939. The use of slate or grey tiles in these areas will generally be unacceptable.



*Figure 81: Dwelling in Epsom Lane South with traditional chimneys*

6.37. **Horsham stone slabs** are found on a very limited number of traditional buildings in the borough. The heavy slabs are laid in diminishing courses, the big ones at the eaves and the smallest at the apex of the roof. They should be retained where they survive but are unlikely to feature in new developments.



*Figure 82: Typical asymmetrical Wealden vernacular farmhouse 50 degree pitch clay tiles and decorative tile hanging*

6.38. Only natural roofing materials are to be used on listed buildings, their setting and in conservation areas, where they exist at present.

- 6.39. The detailing of **eaves and gables** in Surrey is traditionally simple, with little use of decorative bargeboards or boxing in rafter feet. Box and bargeboards are unacceptable as contrary to the local vernacular.
- 6.40. **Dormer windows** are common in older buildings. The typical dormer is small with a single casement window lighting a room in the roof. They should not over-dominate the roof plane or be used to gain extra headroom over any great width. Rooflights should generally be restricted to rear elevations and used sparingly. Please refer to the council's Roof Alternations – Dormers SPG<sup>26</sup> for further guidance.

## Building Elements

- 6.41. However well planned a scheme is, it is unlikely ultimately to be successful unless careful consideration is given to the detailed design of the buildings, and the spaces and interfaces between them. This requires an integrated approach, involving a range of professional disciplines.
- 6.42. The quality of the building can be spoilt by poor attention to detail. The other elements which require careful attention in detailed design include:
- Windows
  - Doors
  - Porches
  - Lighting
  - Flues and ventilation
  - Gutter, pipes and other rainwater details
  - Balconies
  - Garage doors
  - Ironmongery and decorative features
  - Flashings

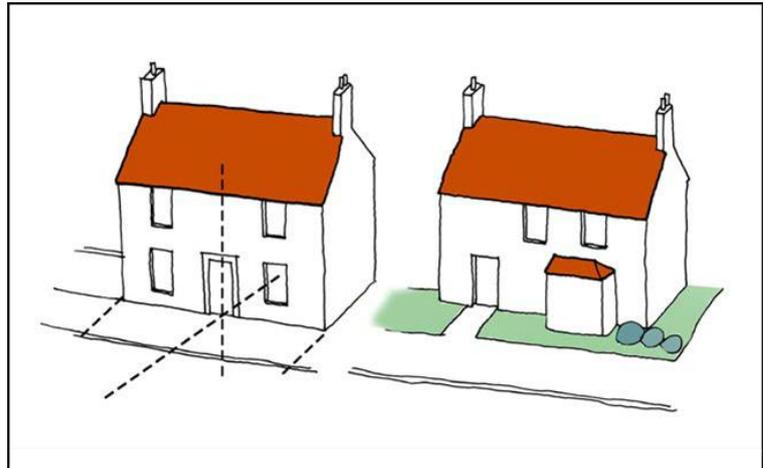
It is essential not to view these elements in isolation, but to consider also how they join together to contribute to the whole architectural composition.

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<sup>26</sup> [www.reigate-banstead.gov.uk/info/20088/planning\\_policy/1103/supplementary\\_planning\\_documents\\_and\\_supplementary\\_planning\\_guidance\\_2020/5](http://www.reigate-banstead.gov.uk/info/20088/planning_policy/1103/supplementary_planning_documents_and_supplementary_planning_guidance_2020/5)

## Proportion and Composition

6.43. The placing of openings is crucial to the overall composition of the house. Classical symmetry is an effective solution for the front elevation of the average medium to narrow frontage house, with openings arranged around the central axis.



*Figure 83: Symmetrical elevation has powerful presence and usefully commands the adjoining space thus tying house and space into one composition*

Randomness of window size and positioning should be avoided, and a coherent arrangement of elevational openings created (see Figure 83).

6.44. Buildings will generally be expected to have axial symmetry within the bays of a building, as this is an architectural convention for the area. Figure 84 shows how asymmetrical elevation is applied with the axial lines shown so there are symmetrical features within an asymmetrical composition.



6.45. Solid to void ratios are an important characteristic of buildings in an area and should be followed in new buildings (see Figure 85). The size of gap between windows will also vary as well as eaves and ridge heights.



*Figure 85: Solid to void ratio*

- 6.46. Buildings will generally be expected to have diminishing window heights as they go up the building with tall windows at the base and short windows at the top. This relieves the monotony of an elevation and helps express the base and top of the building (see Figure 86).
- 6.47. **Windows** are traditionally side-hung casements or double-hung vertically sliding sashes. Timber is preferred and generally finished in white, though traditionally detailed upvc with equal sightlines and external glazing bars is acceptable if not in conservation areas or listing buildings and their settings. Dark stain or varnished hardwood finishes are not traditional and should be avoided. **Doors** are traditionally vertically boarded or panelled.



*Figure 86: Window hierarchy*

## The Importance of Good Window Design

Developments are often let down by poor window quality. Windows in all new developments will be expected to have the following:

- Equal sightlines
- Glazing bars to be external if used.
- Sash windows to be vertically sliding and generally set back behind the reveal.



**Figure 87:** A window with equal sightlines would be expected to ensure a good joinery quality to ensure a visually balanced result



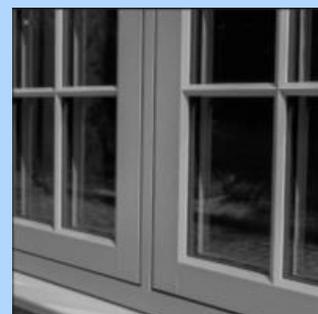
**Figure 88:** Unequal sightlines are harmful to the appearance of a building as they lack harmony and balance.



**Figure 89:** Sash windows should be vertically sliding. The proportion of the window opening and panes should have a vertical emphasis with the window opening following the double cube proportion. Sash should generally be set back behind the reveal (unless exposed box sashes).



**Figure 90:** Mock sashes are disruptive to the building and so should be avoided.



**Figure 91:** Windows are expected to have external glazing bars where glazing bars are used.

## Solar and Photovoltaic Panels

6.49. In siting Photovoltaic and Solar Panels, the visual impact should be minimised. Where they are on a roof plane, the least obtrusive plane should be chosen from an east, south or west orientation. They should be placed on a central point of a roof plane so axial symmetry is maintained, be black frames and black panel and integrated into the plane of the roof. Stepping of panels is not acceptable, they should be neatly placed in a rectangular format.



*Figure 92: Modern housing estate in Horley with panels symmetrically placed. Image source: Google maps*



*Figure 93: Centrally placed panel. Image source: Google maps.*



*Figure 94: Garden arrays have been used in the borough to reduce visual impact. Image source: Google maps*



*Figure 95: Many panels are being hidden within crown roof schemes in the borough. Image source: Google maps*



*Figure 96: This array has a detrimental appearance due to the asymmetrical stepped appearance and it unbalances the roofscape. Image source: Google maps*



*Figure 97: This panel is obtrusively placed on the south east front of a house when the south west rear place would have been a possible location. The silver frames and lack of integration into the roof add to the prominence of the panels. Image source: Google maps.*

## Other Elements

6.50. Other elements which require careful attention in detailed design include:

- Bin storage
- Cycle storage
- External lighting
- Meter boxes
- Service entries
- Inspection boxes
- Storage for recycling waste
- Cool storage for home deliveries
- Windows and glazing
- Walls hedges, fences and gates
- Space for drying clothes
- Charging points
- Renewable energy sources
- Satellite, TV and radio antenna



*Figure 98: The location and cycle and bin stores should be considered before submitting plans and carefully screened by planting. In this particular case, the forward location and tall roof structure has made this design more detrimental.*

6.51. Some of these elements, such as security and garden lighting, are not subject to planning controls, however care should be taken that their installation does not have a negative impact on the surrounding environment. For example external lighting should have appropriate intensity and direction of light that does not disturb others, security lights fitted with passive infra-red detectors and/ or timing devices should be adjusted so that they minimise nuisance to neighbours and are not triggered by passing traffic or pedestrians.



*Figure 99: The number of car charging points is increasing. They can have a detrimental impact on the appearance of housing, particularly with garish design or led illumination. In a scheme in Chipstead, small black finished points with minimal illumination were chosen.*

6.52. Others may require planning permission or listed building consent and/ or may be subject to building regulations. These may include installation of sources of renewable energy or satellite, TV and radio antenna. Further guidance on various building elements, such as security and garden lighting, TV/satellite

antenna and ground source heat pumps can be found on the Planning Portal<sup>27</sup>.

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<sup>27</sup> [https://www.planningportal.co.uk/info/200130/common\\_projects](https://www.planningportal.co.uk/info/200130/common_projects)

## Conversions and Redevelopments of Barns, Farms and Other Buildings in the Countryside

The borough contains a large number of historic barns and farm buildings and detailed guidance on their conversion is given in the Barn and Farm Conversions SPD (available from RBBC website). The general approach is of no windows on public side, to maintain the agricultural appearance, including no rooflights, dormers or chimneystacks, minimising window openings, retaining two thirds of the internal space of a historic barn interior, and minimising the number of units to avoid suburban subdivision of plots within the countryside, with shared farmyard entrances or communal ownership of land where possible and a hedge soft edge buffer to screen the development and any residential elements from the countryside.



*Figure 100: A barn conversion in the borough, showing the general approach of no windows on the public side to maintain the agricultural appearance, including no rooflights, dormers or chimneystacks.*



*Figure 101: A traditional farmyard conversion with subdivision of plots minimised.*



*Figure 102: Redevelopment of a yard in countryside using a cohesive farmyard layout with building of agricultural form and minimised gardens to reduce impact on rural landscape.*



*Figure 103: Farmyard conversion at Merstham with historic granary retained to right and new barn like housing to the rear, using traditional agricultural form (no rooflights, no dormers, no chimneystacks, black featheredge boarding and windows minimised).*

## Key Design Principle 3: Designing Landscapes

*Reflecting the local setting in the landscape whilst minimising the impacts on the development on residents and amenity.*

- 6.53. To ensure that the design of new development makes the best use of land whilst also maintaining, enhancing and protecting the character and local distinctiveness of the area, all new development should consider opportunities to enhance the landscape and ensure that new development responds to the local character and landscape setting. New development must be carefully integrated into the wider landscape and development on the edge of the urban area must treat the boundaries with the countryside sensitively.

### **Biodiversity, Green Infrastructure & Landscape Protection**

- 6.54. New developments should provide opportunities to achieve net environmental gains, such as enabling new habitat creation or improving public access to the countryside<sup>28</sup>. To contribute to and enhance the natural and local environment, developments should minimise impacts and provide net gains for biodiversity, including by establishing coherent ecological networks that are more resilient to current and future pressures<sup>29</sup>.
- 6.55. Well-designed developments often include site-specific enhancements to achieve biodiversity net gains at neighbourhood, street and plot level. Green corridors can be used to extend and enhance existing ecosystems. Existing areas of valuable biodiversity are protected and enhanced. Priority is given to rare or critical habitats and species<sup>30</sup>.
- 6.56. Protecting and enhancing green and blue infrastructure forms an important part of the borough's strategy. Positive planning can bring a range of social, environmental and economic benefits; from supporting healthy lifestyles and creating opportunities for sustainable travel, to enhancing local biodiversity

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<sup>28</sup> NPPF paragraph 118

<sup>29</sup> NPPF paragraph 170

<sup>30</sup> National Design Guide, page 28

and helping to combat climate change and flood risk. Where possible, consideration should be given to supporting initiatives within the council's Green Infrastructure Strategy<sup>31</sup>.

6.57. Any development should take into account potential impacts on the natural environment and should aim to minimise these by, for example, limiting the impact of light pollution from artificial lighting<sup>32</sup>. Well-designed places and buildings conserve natural resources including land, water, energy and materials. Their design responds to the impacts of climate change by being energy efficient and minimising carbon emissions to meet net zero by 2050<sup>33</sup>. There may be significant opportunities to retrofit green infrastructure in urban environments. These can be realised through:

- green roof systems and roof gardens,
- green walls to provide insulation or shading and cooling,
- new tree planting or altering the management of land (e.g. management of verges to enhance biodiversity).

6.58. Water management maintains healthy water systems and is important for effective sustainable drainage systems. In well-designed places, water features form part of an integrated system of landscape, biodiversity and drainage. This includes new water features that manage drainage and also existing watercourses. Together with green and brown roofs, swales, rain gardens, rain capture and other drainage, water features create multifunctional 'green' sustainable drainage systems. They also enhance the attractiveness of open spaces and provide opportunities for play, interaction and relaxation.

6.59. Alternatively, places or developments may be designed to adapt to flood conditions. Examples may include a terraced open space where lower levels

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<sup>31</sup> [www.reigate-banstead.gov.uk/downloads/download/2035/green\\_infrastructure\\_strategy](http://www.reigate-banstead.gov.uk/downloads/download/2035/green_infrastructure_strategy)

<sup>32</sup> NPPF paragraph 180

<sup>33</sup> National Design Guide, paragraph 135

may become a water feature at certain times, or homes with habitable rooms lifted above flood level<sup>34</sup>.

- 6.60. Further details can be found in the Council's emerging Climate Change & Sustainable Construction SPD and the emerging Biodiversity SPD.

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<sup>34</sup> National Design Guide, paragraphs 96 & 97

## Trees & Planting

6.62. Many of the most successful residential areas in the borough are set within a strong woodland framework, for example Kingswood and Haroldslea Estates. This requires relatively low densities to have sufficient space to accommodate native tree species. Other older suburbs have an established character created by tree-lined avenues, for example Chipstead.

6.63. Formal and informal tree planting schemes can both be appropriate, depending on the location and context. The pressure to increase residential densities inevitably restricts the space available for tree planting within private back gardens. A typical response is to use fastigiated or small ornamental trees which result in a loss of local distinctiveness. There is a need to encourage the planting of large specimen trees where practical, instead of small ornamental species. It is important that the role of planting is clearly defined at the outset.

6.64. Surrey has a long history of horticultural innovation, with plants and trees cultivated from all over the world. These imported species have enhanced the unique character of Surrey gardens and this is to be encouraged. Other species not indigenous to Surrey have become naturalised, such as Scots Pine and Sweet Chestnut.



*Figure 104: Beech*



*Figure 105: Oak*

6.65. Planting native species is encouraged, where space and conditions allow. Native species planting in urban areas can complement existing woodland and hedgerows to provide a network of green corridors. Front boundary hedge and shrubbery form an important part of the landscape setting. Beech and Hornbeam hedges, particularly those with hybrid marcescent character, that is not natural and out of keep with the evergreen or deciduous character of most of the borough, should be avoided. To preserve natural habitats and biodiversity the use of plant stock of local origin is advisable. Appropriate plant species for the three landscape areas are summarised below and detailed table can be found in Appendix 2.



*Figure 106: Coppice*

### **North Downs**

6.66. Beech and English Oak are the dominant species on the North Downs, Ash is also common, however new planting is currently not appropriate due to the Ash dieback disease. Since the 17<sup>th</sup> century, Sweet Chestnut has been naturalised around Banstead. Hornbeam and Whitebeam are also frequent, and Scots Pine is found in certain areas.

6.67. Holly is associated with English Oak on wetter soils, often making up to 50 percent of the understorey, and Yew with Beech on the drier scarp slope. Holly hedges are a locally distinctive feature. Other species include Field Maple, Silver Birch, Common Hawthorn and Hazel.



*Figure 107: Native Woodland*

### **Wealden Greensand**

6.68. English Oak and Beech are the dominant species, with naturalised Scots Pine abundant on sandy soils. Yew and Holly are also very common. Frequent smaller tree and shrub species are Field Maple, Silver Birch, Goat Willow,

Grey Willow, Dogwood and Hazel. Hedges are typically of Hawthorne or Hazel with Elm common in Reigate.

### Low Weald

- 6.69. The damper heavy clay soils of the Weald support English Oak, which is the dominant woodland, and hedgerow tree. Sessile Oak is also found. The absence of Beech is noticeable. Field Maple is the dominant small tree with Alder, Blackthorn and Hazel. Hedges tend to be of Common Hawthorn. Other frequent small trees and shrubs are Hairy and Silver Birch, Small Leaved Lime, Goat and Grey Willow and Dogwood.

### Specific Recommendations

- 6.70. **Trees** in older urban areas, including species such as Chestnuts, Limes, Poplars and Planes are often found in tree lined avenues. The Banstead area was famous for its Walnuts in the 17<sup>th</sup> century and their replanting should be encouraged. Similarly, Holm Oak was planted in Reigate in the 18<sup>th</sup> and 19<sup>th</sup> centuries.



- 6.71. **The evergreen shrubberies** found on the boundaries of larger front gardens, particularly in Kingswood, Walton-on-the-Hill, Chipstead and Reigate are an important part of the local character and should be retained and managed.



*Figure 108: Evergreen species create continuous character in RASC areas*

Holly, Yew, Rhododendrons and Laurel are typically the main species combined with Azaleas, Box, Arbutus and Magnolia. Due to the Box caterpillar disease, new planting of Box is currently not appropriate. Kingswood is well known for its estate roads lined with mature Rhododendrons and Chipstead is typified by an abundance of Holly.

- 6.72. **Victorian garden** planting made use of many types of needle leaved conifers, for example Giant Fir, Wellingtonia and Cedar of Lebanon, together with Scots

Pine. They provide an interesting and varied silhouette and all year round foliage as specimens.

6.73. **Introduced species**, such as Leylandii Cypress, are a threat to areas of traditional planting. They are particularly unsuitable in semi-rural locations and reduce light penetration to neighbouring properties. Rhododendron ponticum is highly invasive and should not be planted, though historic Rhododendron garden species should be retained and are often of rare species or hybrids. Sycamore is similarly invasive in woodland areas.

6.74. **Traditional landscape features** including hedges, shaws, ditches and banks have been used to enclose fields. The resultant network of boundaries creates the scale and pattern of the landscape, which strongly influences its character. Such historic features should be retained and restored within new residential areas. Hedges survive better when managed in common or public ownership. Ideally, they should be integrated into the footpath and cycle network within 'greenways'. New hedges should be planted with appropriate native species such as Hawthorn, Hazel and Holly.

## **Landscape Structure**

6.75. Larger development sites should be designed around a coherent landscape structure. This site layout will be required to respect existing landscape features wherever possible, including hedges, trees, streams and ponds and use them as the basis for the arrangement of buildings, circulation and open space.

6.76. Native species, indigenous to the three landscape areas should provide the overall framework within which more ornamental species can be accommodated. (See Appendix 2 for native tree and shrub species.)

6.77. Where there is an exposed edge to open countryside, the planting of woodland shelterbelts can act as a buffer. Community woodland and public open space at the edge of new developments can protect the adjacent countryside from trespass and vandalism and provide a defined urban edge, while visually linking the town with countryside.

## Green Corridors, Parkways and Soft Edges

Green corridors or parkways, where new developments or housing estates are set back behind an existing hedge, including country lanes, to keep the feeling of moving through countryside or for the RASCs and other areas of arcadian landscape, where the hedges and tree backdrop form the enclosure so the soft landscape is the dominant character, has been an important planning tool in the borough since the early 20<sup>th</sup> century.

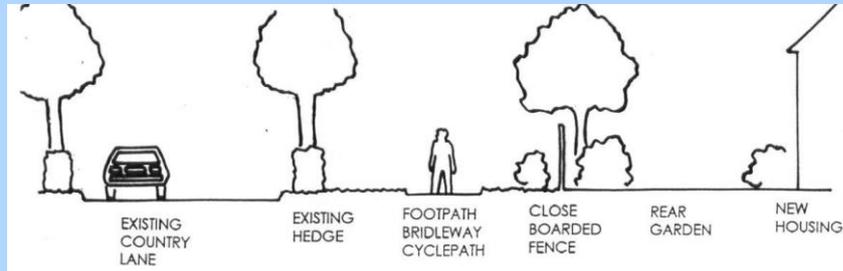
Equally important are soft edges to the countryside when development is adjacent to the green belt or countryside. This prevents urbanisation of the countryside and suburban areas of the borough, including where urban expansions occur in terms of keeping the borough leafy.

To achieve a green corridor, it would be expected that development should be at least 15 metres (25 metres where possible) back from the hedge line with a tree backdrop provided to soften the silhouette of any housing behind. For soft edge buffer to the countryside, for instance housing estates next to fields, a wooded buffer of 15 metres retained in communal ownership would be expected, with housing set back behind. Green corridors are also beneficial in maintaining local biodiversity. Maintenance of the parkways would generally be held by the management company for the estate, unless where adopted as highway land or public open space.



*Figure 109: Parker and Unwin's Parkway system was policy since the 1920s so roads appear to run through open countryside with estates behind.*

## Green Corridors, Parkways and Soft Edges



**Figure 110: Sketch showing how green corridors or parkways are achieved at present.**



**Figure 111: Green corridor at Meath Green Lane, Horley with estates and footpaths behind the hedge. The hedges and buffer zone should be retained in communal ownership. Image source: Google maps.**



**Figure 112: Green corridor at Lake Lane, Horley through a housing estate, keeping a historic hedge line. Image source: Google maps.**



**Figure 113: Green corridor at Reigate Hill from Victorian principle of setting development back from the road to create an arcadian character and green approach to the town. This is found on main road and other roads throughout the borough. Image source: Google maps.**



**Figure 114: 1920s planned parkway at London Road North, Merstham, retaining original hedge and field trees with housing development behind. Image source: Google maps.**



**Figure 115: Soft edge to the countryside at Horley with a 15 metre buffer in communal ownership and housing set back 10 metres behind the buffer. Image source: Google maps.**

## Open Space

6.78. Public open space plays an important role in shaping the overall urban design strategy for the development of larger sites. It should be:

- Based around existing landscape features (streams, ponds, hedgerows) wherever practical;
- Integrated with sustainable drainage features such as swales and retention ponds;
- Have a clear function, serving the needs of the community, including people with mobility impairments;
- Be provided in accordance with requirements in DMP Policies DES5 'Delivering high quality homes' and OSR2 'Open space in new developments'; and
- Linear open space should generally be fronted onto and not backed onto buildings to ensure safety and security.

## 7. Case Studies

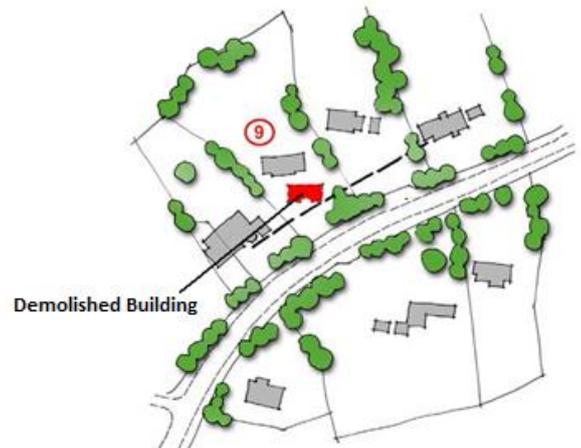
7.1. This chapter provides seven case studies illustrating some of the design principles and approaches identified in the previous chapters, which underpin successful housing schemes. The case studies below include the character areas to which they are most relevant to, however this does not mean that development of this kind will always be appropriate in those areas or indeed that it will not be appropriate in any other areas not listed below. Each development will be decided based on individual circumstances:

- One for One Replacement Housing (mostly relevant in Pre-Victorian housing including Village Centres and 1930s – 1950s Suburbia)
- Plot Sub-Division (mostly relevant in Pre-Victorian housing including Village Centres and 1930s – 1950s Suburbia)
- Infill Development to the Rear of Existing Housing (mostly relevant in 1930s – 1950s Suburbia)
- Detached House Replaced by Single Block of Flats (mostly relevant in Victorian/ Edwardian including Town Centres and 1930s – 1950s Suburbia)
- Historic Centre/Town Centre Development (mostly relevant in Pre-Victorian housing including Village Centres and Victorian/ Edwardian including Town Centres)
- Development on the Countryside Edge (mostly relevant in 1980s – 1990s Estates and 2000s – Most recent trends)
- High Density Urban Intensification (mostly relevant in Town centres and 1930s – 1950s Suburbia)

7.2. The case studies should not be read in isolation, but used in conjunction with the objectives, principles and character area studies outlined in Chapters 5 and 6. They are intended to be indicative only, in order to encourage creative solutions and other building and layout configurations that conform to the design objectives and principles while providing valid design solutions.

## Case Study 1 – One for One Replacement Housing

1. Retain common building line where this exists.
2. Retention and enhancement of consistent boundaries where they exist. Native hedgerows and hedgerow trees should be retained and enhanced on former country lanes to maintain character. Where a consistently open or planted character exists, this should be reflected.
3. The landscape setting of the dwelling should be primarily soft landscape/grass and the common distance between dwellings and the front boundary maintained.
4. Treatment of driveways should be consistent with other properties where a common landscape framework exists and should avoid the loss of mature trees.
5. Existing trees should be retained and protected.
6. Increased building provision should be located to the rear of the property, subject to amenity of adjoining properties.
7. The average distance between buildings within the vicinity and their side boundaries should be maintained.
8. Hard standing/garaging should be located to the side/rear of the building, subject to residential amenity. Garages should not protrude beyond the building line.
9. Replacement dwellings within areas with irregular building lines should be positioned to consider residential amenity of adjoining dwellings.



## Case Study 1 Example: 88 Fir Tree Road, Banstead



Figure 116: Original house (image source: google maps)



Figure 117: Replacement dwelling (image source: google maps)

Demolition of existing house and the erection of replacement dwelling, permitted under planning permission [16/00518/F](#). The 'Mock Tudor' design with projecting gable to the front elevation and external wood grain finishing is similar to a number of properties within the street scene and therefore not out of character in this case. Dormers to the rear elevation feature pitched roofs and narrow cheeks, complying with the council's supplementary planning guidance. The boxed bargeboards and large eaves fascia, however, should generally be avoided as non-traditional and bulky detail. The hardstanding frontage and reduction in greenery are also to be avoided.

## Case Study 2 – Plot Sub-Division

1. Retain common building line where this exists.
2. Plot width should reflect those within the vicinity.
3. Existing mature trees and boundary vegetation to be retained.
4. Treatment of driveways should be consistent with other properties where a common landscape framework exists and should avoid the loss of mature trees.
5. Distances between buildings should be comparable with those in the vicinity or estate as a whole to maintain the character.
6. Hard standing/garaging should be located to the side of the building.
7. Existing landmark buildings should be replaced by new landmark buildings.
8. Replacement dwellings within areas with irregular building lines should be positioned to consider residential amenity of adjoining dwellings.



## Case Study 2 Example: 40 Blackborough Road, Reigate



Figure 118: Proposed site layout



Figure 119: Proposed elevations



Figure 120: Original house



Figure 121: Replacement houses

Demolition of existing dwelling and erection of two detached dwellings. Approved under planning permission [17/00161/F](#), this scheme follows application previously refused due to poor design and being out of keeping with the character of the area. The implemented scheme amended the siting of the houses, reducing the extent of built development and improved the relationship with neighbouring buildings. The improved design is more traditional with reduced extend of glazing and rationalisation of openings, resulting in more sympathetic proposal in keeping with the existing streetscape. Whilst approved in this example, parking dominated frontages should generally be avoided.

## Case Study 3 – Infill Development to the Rear of Existing Housing

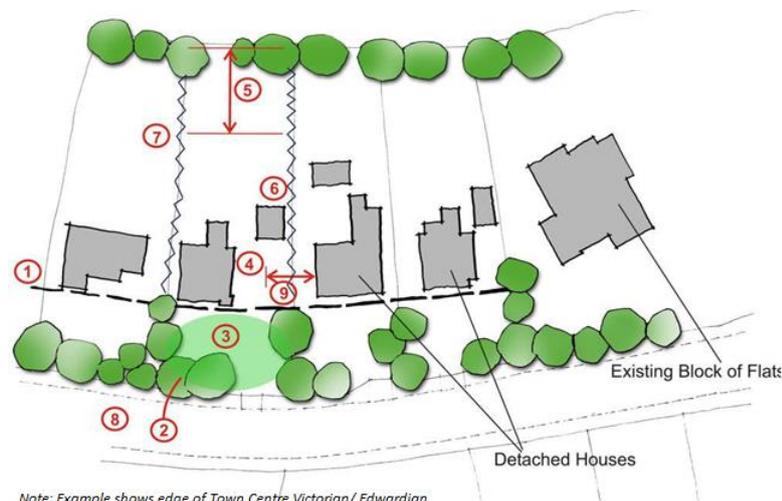
1. Infill development should seek to retain a continuous street frontage and reflect the height and form of existing dwellings retaining mature trees wherever possible.
2. Development should seek to improve permeability, by creating new connections, particularly where the existing street block size is large.
3. The new development should be orientated to create a street, with continuous street frontage and a clear definition of semi-public and private space between existing and adjoining new development e.g. back to back.
4. Maintain space between existing buildings and new access roads to maintain the street scene and to provide space for new landscaping. Demolishing an existing property to provide adequate space for new access road may be an appropriate solution.
5. Smaller infill development should address the junction between new and existing streets, with buildings that ‘turn the corner’.
6. Where possible, the public side of buildings should address the new street, while private space should adjoin the private space of existing dwellings. Dwellings should not face the private space of existing dwellings.
7. In many cases there will be opportunities to increase density through the inclusion of smaller units within the building blocks indicated on the sketches.





## Case Study 4 – Detached House Replaced by Single Block of Flats

1. Where a common building line exists, this should be reflected in the proposals.
2. Existing mature trees and boundary planting should be retained and protected, particularly where trees contribute to the overall character of the area.
3. The front of the block of flats should be predominantly soft landscape/ grass, which reflects the character of neighbouring dwellings.
4. Parking/ hard standing could be located to the side or preferably within the basement of the development and should not impact upon the visual amenity of neighbouring dwellings. In some cases, existing mature front boundary planting and new planting proposals may justify some parking in front of the building.
5. The size of communal garden should reflect that of the surrounding area.
6. Ancillary buildings should be kept to a minimum with any garaging accommodated within the basement of the flats.
7. Boundaries should be planted to reduce impact from vehicles and retain visual amenity of neighbouring dwellings.
8. Existing boundaries should be retained and enhanced, particularly in country lanes where the frontage is an indigenous hedgerow. Existing planting along boundaries with adjoining properties should also be retained where possible.
9. Maintain visual separation between dwellings and carefully locate windows to maximise privacy.



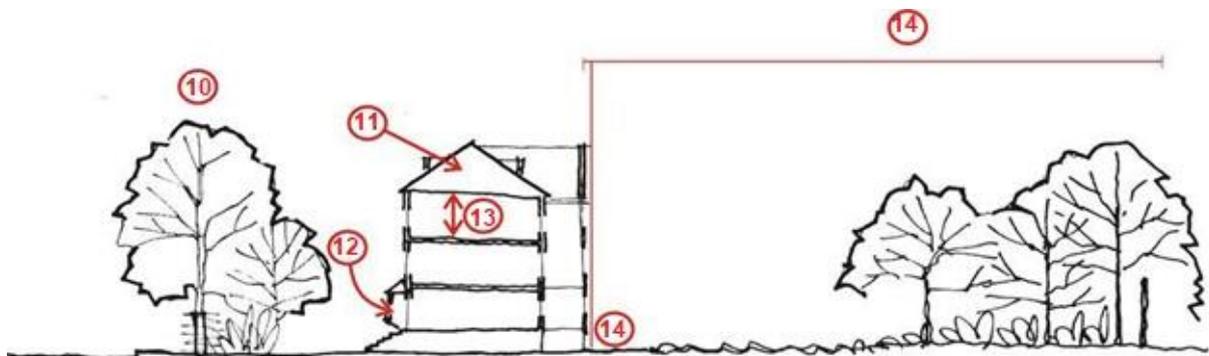
10. Boundary vegetation retained/ enhanced.

11. Accommodation within the roof space needs to be detailed such that the roof forms are not overly dominated by dormer windows. In addition, multiple vents protruding through the roof should be avoided, possibly by their amalgamation within a chimney.

12. Bay windows and balconies should articulate the façade.

13. Building and floor heights should reflect those prevalent in the area to maintain scale and proportion.

14. Hard standing at the rear of the building should be kept to a minimum, with soft landscape predominating within communal garden areas.



## Example: Brighton Road, Banstead



*Figure 126: Proposed elevations*



*Figure 127: Finished buildings*

Demolition of detached house and replacement with a block of flats. The above images show the site of former number 12 (on the right, built under the planning permission [14/02352/F](#)), next to the former number 14, developed previously under permission [13/02169/F](#). The new building follows the existing building line and is of comparable scale or built form and design to that at former number 14. Adequate separation distance with the neighbouring properties is provided. The positioning of the carpark to the front of the property in both schemes has been deemed acceptable due to the car parking spaces being slightly set back from the front boundary and adequate landscaping has been proposed to the front and side of the site.

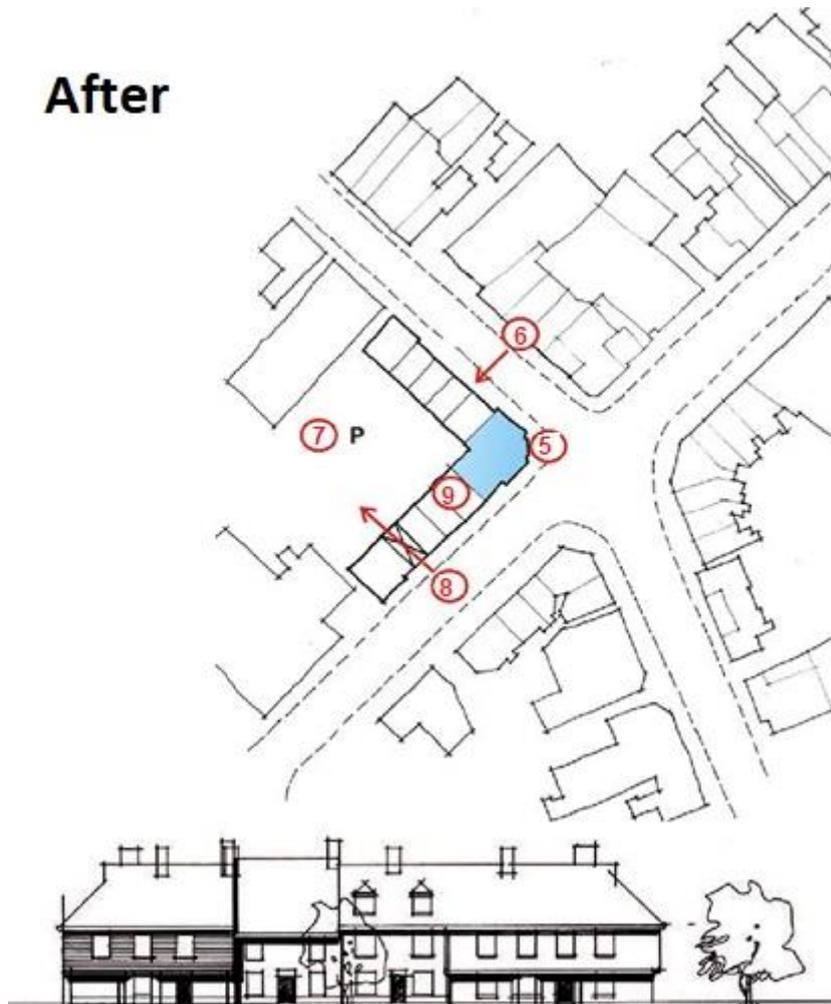
## Case Study 5 – Mixed Use Development within a Historic Centre/ Town Centre

1. Previous eras of development such as 1960s garage set back from the building line.
2. Original historic building line development pattern, and plot boundaries lost, can be reflected in the new development.
3. Junction or node of activity is poorly defined spatially due to set back of existing building.
4. Single use does not make efficient use of land or provide interest in central location.



5. Corner feature with key building frontage – opportunity to create a landmark feature. Windows should afford good views and surveillance of the streets.
6. Respect/redefine the building line.
7. Locate parking to the interior of the street block and explore opportunities to rationalise existing parking, servicing and the appearance of the rear courtyard.
8. Reintroduce carriageway arches for vehicle accesses to maintain a continuous street frontage.
9. Within the building, consider potential conflicts between certain commercial uses and residential to be located above. Reflect the rhythm of former plot boundaries in the articulation of the façades.

**After**



## Case Study 5 Example: 65b High Street, Reigate



Figure 128: Before (Image source: Google maps)



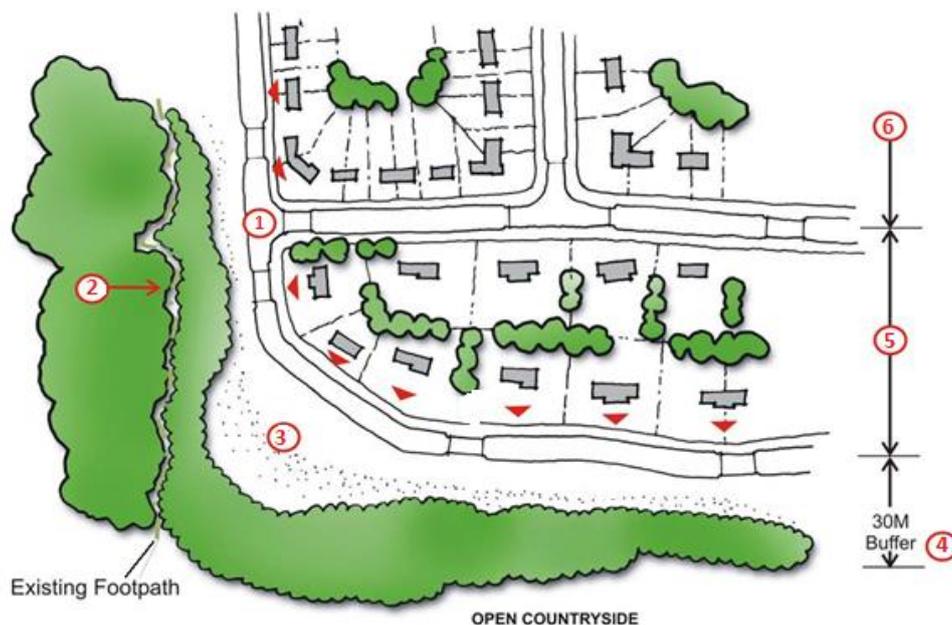
Figure 129: After (Image source: Google maps)

Scheme at 65b High Street, Reigate. Demolition of existing buildings and the construction of a mixed-use development of shop unit to the ground floor, flats above the shop and residential housing behind, permitted under planning application [06/01538/F](#). The design follows the local conventions of proportions, it is in scale with the listed buildings and conservation area and uses local materials such as handmade clay plain tiles.

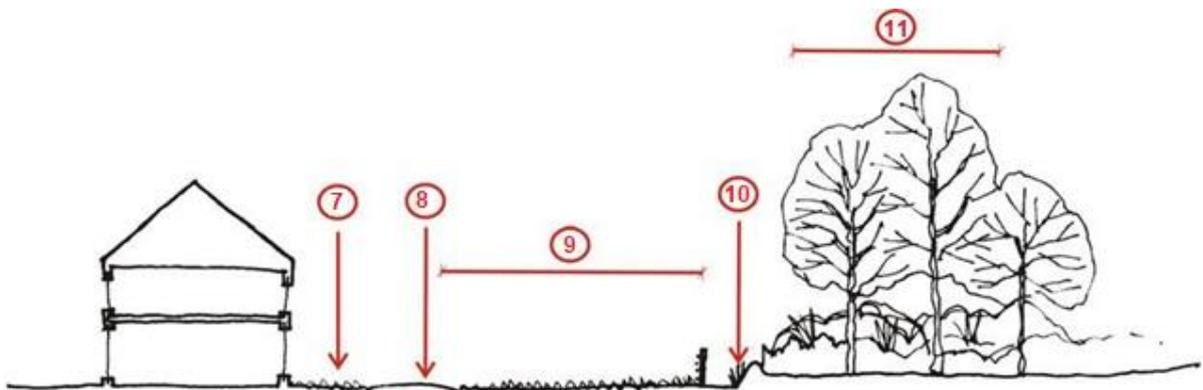
## Case Study 6 – Countryside Edge

This case study has been included primarily to assist with comprehensive development, but some aspects will be relevant to smaller developments.

1. Where appropriate treatment of access roads should reflect country lanes with minimal carriageway widths/single carriageways with passing places as a sensitive means of achieving traffic calming. Surface treatment should be rural in character e.g. bound gravel.
2. Woodland timber stock fences should be set back from the woodland edge so they are not visible.
3. A neighbourhood or 'village' green should provide a focus for activities e.g. play area, while also providing a setting for new development.
4. A 30 metre woodland buffer to integrate new housing areas adjoining the countryside would be encouraged.
5. On the edge of the urban area, the layout and density of development should achieve a transition to the adjacent countryside.
6. Higher density of development adjoining existing settlement or more central areas.



7. Front boundaries for properties overlooking woodland or open countryside should either be consistent or omitted. This should be controlled by agreement or a condition.
8. Where appropriate carriageways should be a shared surface lane with no kerbs and mown verges.
9. A margin between dwellings and existing woodland should be included to provide a buffer/open space and managed as part of an overall strategy.
10. Traditional features such as wood banks could be introduced but should be managed.
11. Ongoing woodland management or defined use for pasture should be considered as part of the development. Management plans should be clearly defined over an agreed timescale and include measures such as replanting, coppice and tree works.



## Case Study 6 Example: Westvale Park, Horley



Figure 130: Westvale Park, rural edge



Figure 131: Westvale Park. Image source: A2 Dominion website

Edge of town development of a new neighbourhood permitted via planning permission [04/02120/OUT](#) for 1,510 new homes and a neighbourhood centre. The rural edge of the development has a lower density semi-rural character, providing transition from the higher density urban areas. Predominantly 2 with occasional 2.5 storey buildings with informal or irregular building line and larger setback and front gardens. Boundary treatment to include formal hedges, walls and railings. Complementary to the character and local distinctiveness of the area, the scheme used plain tile roofs, tile hanging and brick, and traditional Wealden forms of short span high pitch roofs.

## Case Study 7 – High Density Urban Intensification

In accordance with Paragraph 122 of the revised NPPF, in boroughs such as Reigate & Banstead with significant development constraints (i.e. Green Belt, Flood Zones etc.), development should make optimal use of land, particularly in areas of high accessibility, such as town centres.

Proposals for higher density schemes however require special consideration in terms of their impact on location and siting, relationship to context, impact on local character, views and composition.

Higher density schemes should respond positively to surrounding building heights, depths, lines, street frontages and massing and provide an appropriate scale compatible with their surroundings. Historic buildings including statutory and locally listed buildings should be retained and any scheme need to respect, preserve or enhance Conservation Areas and their setting, including backdrops and views in and out of such areas. A high-density scheme is not justification in itself for detriment to the historic environment or landscape designations.

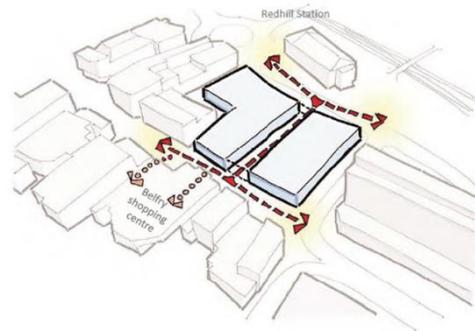
Where higher density schemes are considered appropriate, consideration should be given to sight lines, composition (how they meet the ground and the sky), and environmental impacts, such as sunlight, daylight, overshadowing and wind.

Consideration should be given to how the orientation of the building mass can be used to mitigate the effects of overshadowing on adjacent areas of development. Access to direct sunlight improves the usability of public space and the quality of rooms in buildings that face that space. It is important to consider how building's massing will affect both direct access to sunlight and sky views.

Proposals for higher density urban buildings should minimise a negative climatic impact on the surrounding area, including the diversion/funnelling of high-speed winds. Careful siting and design of such buildings can reduce the impacts of high-level winds at ground level. Accelerated winds (wind canyon effect) caused when wind is funnelled between two buildings should be avoided and consideration should be given to the height, spacing and orientation of the buildings in a specific area as these factors can affect the intensity of wind acceleration.

Higher density urban schemes should still provide occupants with high quality open space. This could include provision of balconies, internal courtyards and roof terraces. Roof terraces incorporating living vegetation could also serve as a method of mitigating the effect of taller buildings on thermal heat.

When designing higher density schemes, consideration should still be given to local character and distinctiveness of the surroundings and they should be designed in accordance with the guidance in this SPD. Where appropriate the detailing and design language of the building should seek to break down the massing of the building horizontally and vertically. Material palettes should reflect the local character and distinctiveness of the area but where appropriate on taller schemes could provide some differentiation through the use of slightly lighter materials on higher floors to create a lighter top to the building to reduce perceived massing. When designing higher density schemes in areas where higher density schemes already exist, such as Redhill town centre, consideration should be given to the way in which higher density schemes connect.



**Figure 132: Marketfield Way Redhill - A mixed-use development providing new multi-screen cinema and flexible retail, restaurant and café units on ground floor with residential apartments above, granted under planning permission 16/01066/F. Buildings comprising part five, part six, part ten and part thirteen storeys with accompanying car parking and cycle storage, offer a dual frontage, facing onto both High Street and Marketfield Way with central break providing pedestrian access via a partially covered colonnade, helping to better connect and link the train station and south end of the High Street. The design and materials of the cinema and residential elements are quite different, intentionally so, to reflect their contrasting uses.**

## Case Study 7 Example: Former Redhill Youth Association Hall, Marketfield Way



Figure 133: CGI of proposed development at former Redhill Youth Association Hall.



Figure 134: CGI of proposed development at former Redhill Youth Association Hall in relation to neighbouring developments.

Demolition of the existing single storey youth association hall and erection of a new building of 6-8 storeys providing 50 residential dwellings and a new community hall granted under planning permission [17/02876/F](#).

It was considered that whilst the scheme represents a more dense form of development than currently on the site that it was appropriate in this location given the existing and emerging context of larger scale development along the A23. The scheme's appearance, detailing and materials palette was designed to ensure some consistency with higher density schemes approved on Former Liquid & Envy Scheme and Marketfield Way but without appearing monotonous or repetitive to reduce the bulked appearance of the schemes in cumulation. A staggered height is included in the design to reduce the impact of domination onto Marketfield Way. An area of public realm incorporating new hard and soft landscaping has been included within the design to be provided around the building, including a new public space/ pedestrian route to the subway.

# Appendices

## Appendix 1: Local Plan Policies

### Core Strategy

Core Strategy Policy CS4: 'Valued townscapes and the historic environment' provides a requirement for developments within townscapes and the historic environment to be "designed sensitively to respect, conserve, and enhance the historic environment, including heritage assets and their settings". It also states that "development will respect, maintain and protect the character of the valued townscapes in the borough, showing consideration for any detailed design guidance that has been produced by the Council for specific built-up areas of the borough".

Core Strategy Policy CS10: 'Sustainable development' provides criteria that any new development needs to meet in order to be considered sustainable. "These criteria will help ensure that new development creates spaces and places that are well designed in practical and aesthetic terms and meet the needs of today and also address the needs of future generations."<sup>35</sup>

The Council recognises the need to lower local carbon emissions in the borough as well as the part that new developments need to play in achieving the targets, through meeting high standards of design and construction<sup>36</sup>.

Core Strategy Policy CS11: 'Sustainable construction' states that "the Council will work with developers and other partners to encourage and promote the development of decentralised and renewable or low carbon energy as a means to help future development meet zero-carbon standards affordably."

Core Strategy<sup>37</sup> states that to enable development of sustainable and balanced communities, future housing development will require to "provide a mix of housing tenures, types and sizes to meet the needs of the wide range

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<sup>35</sup> Core Strategy paragraph 7.1.2

<sup>36</sup> Core Strategy paragraph 7.2.2

<sup>37</sup> Core Strategy paragraph 7.5.1

of household types that exist in the borough”. Core Strategy Policy CS14: ‘Housing needs of the community’ states the Council’s commitment to seek a range of housing types and tenures through the redevelopment of existing housing stock or new development as well as requirement of any housing developments to contain an appropriate housing mix in accordance with assessments of housing need, site size and characteristics.

## **Development Management Plan (DMP)**

To deliver the vision and objectives of the Core Strategy with regard to design and character, the DMP sets out a series of detailed policies.

DMP Policy DES1: ‘Design of new development’ states that “all new development will be expected to be of a high-quality design that makes a positive contribution to the character and appearance of its surroundings”. It sets out detailed criteria that any new development needs to meet, including promoting and reinforcing local distinctiveness and respecting the character of the surrounding area.

DMP<sup>38</sup> recognises that poorly designed garden development has the potential to impact negatively on the character of local areas. DMP Policy DES2: ‘Residential garden land development’ sets out detailed criteria that any new back garden scheme will be required to comply with in order to maintain and enhance the character and appearance of its surroundings in relation to the immediate vicinity and also the broad locality within which a site is situated.

Reigate & Banstead has a number of designated Residential Areas of Special Character (RASCs), which are recognised for their individual identity and distinct character. DMP Policy DES : ‘Residential Areas of Special Character’ lists the borough’s RASCs and sets detailed requirements that any development within RASCs needs to adhere to.

DMP Policy DES4: ‘Housing mix’ seeks to ensure that a range of home sizes is provided as part of new developments. It states that “all new residential

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<sup>38</sup> DMP paragraph 2.1.10

developments should provide homes of appropriate type, size and tenure to meet the needs of the local community” and sets out requirements that all new developments need to follow.

DMP recognises that in order for all new homes to provide suitable and adequate space for day-to-day living, irrespective of type and number of bedrooms, all new developments (including conversions) need to meet internal space standards<sup>39</sup>. DMP Policy DES5: ‘Delivering high quality homes’ states that “all new residential developments (including conversions) must provide high quality, adaptable accommodation, and provide good living conditions for future occupants” as well as lists a set of requirements that all developments must meet.

Construction of new development can have a detrimental impact on the amenity and safety within the neighbourhood. DMP Policy DES : ‘Construction management’ states that the Council may require Construction Management Statement to be agreed and implemented on case by case basis and it lists the information that the statement should include.

To consider a development to be well-designed, it must take into account the impact it will have on the surrounding environment. This includes both the impact on the surrounding area, properties and residents, but also the impact of the environment on that development. DMP Policy DES9: ‘Pollution and contaminated land’ states that “development will only be permitted where it can be demonstrated it will not result in a significant adverse or unacceptable impact on the natural or built environment, amenity or health and safety due to fumes, smoke, steam, dust, noise, vibration, smell, light or any other form of air, land, water or soil pollution.

Reigate and Banstead has a rich and varied historic environment, which plays a key role in defining the distinctive character and individuality of the borough. DMP Policy NHE9: ‘Historic Assets’ requires that development proposals must be sensitive to their impact on heritage assets and/or its settings with regard

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<sup>39</sup> DMP paragraph 2.1.22

to use of appropriate materials, design and detailing. This approach seeks to ensure that significance and setting of existing Heritage Assets are preserved and respected.

## Appendix 2: Native Tree and Shrub Species

Table 1: Species native to Surrey appropriate for new planting based on landscape area

| Common Name        | Botanical Name                  | North Downs | Wealden Greensand | Low Weald |
|--------------------|---------------------------------|-------------|-------------------|-----------|
| Alder              | <i>Alnus glutinosa</i>          | No          | Yes               | Yes       |
| Buckthorn, Alder   | <i>Frangula alnus</i>           | No          | No                | No        |
| Buckthorn, Purging | <i>Rhamnus catharticus</i>      | No          | No                | No        |
| Aspen              | <i>Populus tremula</i>          | No          | No                | No        |
| Beech              | <i>Fagus sylvatica</i>          | Yes         | Yes               | No        |
| Birch, Hairy       | <i>Betula pubescens</i>         | No          | Yes               | Yes       |
| Birch, Silver      | <i>Betula pendula</i>           | Yes         | Yes               | Yes       |
| Blackthorn         | <i>Prunus spinosa</i>           | No          | No                | Yes       |
| Broom              | <i>Cytisus scoparius</i>        | No          | No                | No        |
| Butchers Broom     | <i>Ruscus aculeatus</i>         | No          | No                | No        |
| Wild Cherry        | <i>Prunus avium</i>             | Yes         | No                | Yes       |
| Crab Apple         | <i>Malus sylvestris</i>         | No          | No                | Yes       |
| Dogwood            | <i>Cornus sanguinea</i>         | No          | Yes               | Yes       |
| Elder              | <i>Sambucus nigra</i>           | Yes         | No                | No        |
| Elm, English       | <i>Ulmus procera</i>            | No          | Yes               | No        |
| Elm, Wych          | <i>Ulmus glabra</i>             | Yes         | No                | No        |
| Field Maple        | <i>Acer campestre</i>           | Yes         | No                | Yes       |
| Gorse              | <i>Ulex europaeus</i>           | No          | No                | No        |
| Guelder Rose       | <i>Viburnum opulus</i>          | No          | No                | No        |
| Hawthorn, Common   | <i>Crataegus mongyna</i>        | Yes         | Yes               | Yes       |
| Hawthorn, Woodland | <i>Crataegus laevigata</i>      | No          | No                | No        |
| Hazel              | <i>Corylus avellana</i>         | Yes         | Yes               | Yes       |
| Holly              | <i>Ilex aquifolium</i>          | Yes         | Yes               | Yes       |
| Hornbeam           | <i>Carpinus betulus</i>         | Yes         | No                | No        |
| Juniper            | <i>Juniperus communis</i>       | No          | No                | No        |
| Lime, Large Leaved | <i>Tilia platyphyllos</i>       | No          | No                | No        |
| Lime, Small Leaved | <i>Tilia cordata</i>            | No          | No                | Yes       |
| Oak, English       | <i>Quercus robur</i>            | Yes         | Yes               | Yes       |
| Oak, Sessile       | <i>Quercus petaea</i>           | No          | Yes               | Yes       |
| Osier              | <i>Salix viminalis</i>          | No          | No                | No        |
| Popular, Grey      | <i>Populus canescens</i>        | No          | No                | No        |
| Popular Black      | <i>P.nigra var. betulifolia</i> | No          | No                | No        |
| Privet             | <i>Ligustrum vulgare</i>        | No          | No                | No        |
| Rose, Dog          | <i>Rosa canina</i>              | Yes         | No                | No        |
| Rose, Field        | <i>Rosa arvensis</i>            | No          | No                | No        |
| Rose, Sweet Briar  | <i>Rosa rubiginosa</i>          | No          | No                | No        |
| Rowan              | <i>Sorbus aucuparia</i>         | No          | No                | No        |
| Spindle            | <i>Enonymus suropaeus</i>       | No          | No                | No        |
| Spurge Laurel      | <i>Daphne laureola</i>          | No          | No                | No        |
| Wayfaring Tree     | <i>Viburnum lantana</i>         | Yes         | Yes               | No        |
| Whitebeam          | <i>Sorbus aria</i>              | Yes         | Yes               | No        |
| Wild Service Tree  | <i>Sorbus torminalis</i>        | No          | No                | Yes       |

| <b>Common Name</b> | <b>Botanical Name</b> | <b>North Downs</b> | <b>Wealden Greensand</b> | <b>Low Weald</b> |
|--------------------|-----------------------|--------------------|--------------------------|------------------|
| Willow, Almond     | Salix triandra        | No                 | No                       | No               |
| Willow, Crack      | Salix fragilis        | No                 | Yes                      | No               |
| Willow, Eared      | Salix aurita          | No                 | No                       | No               |
| Willow, Goat       | Salix caprea          | Yes                | Yes                      | Yes              |
| Willow, Grey       | Salix cinerea         | No                 | Yes                      | Yes              |
| Willow, Purple     | Salix purpurea        | No                 | No                       | No               |
| Willow White       | Salix alba            | No                 | No                       | No               |
| Yew                | Taxus baccata         | Yes                | Yes                      | No               |

*Please note certain types of the species only occur as hedges and other tree species only appear in wet conditions such as water meadows.*



# Local Character and Distinctiveness Design Guide Supplementary Planning Document

## Consultation Statement

Prepared in accordance with Regulation 12 of the Town and Country Planning (Local Development) (England) Regulations 2012

June 2021

If you would like this document in a different format, Braille, large print, or audio, or in a different language, please contact the Planning Policy Team at:

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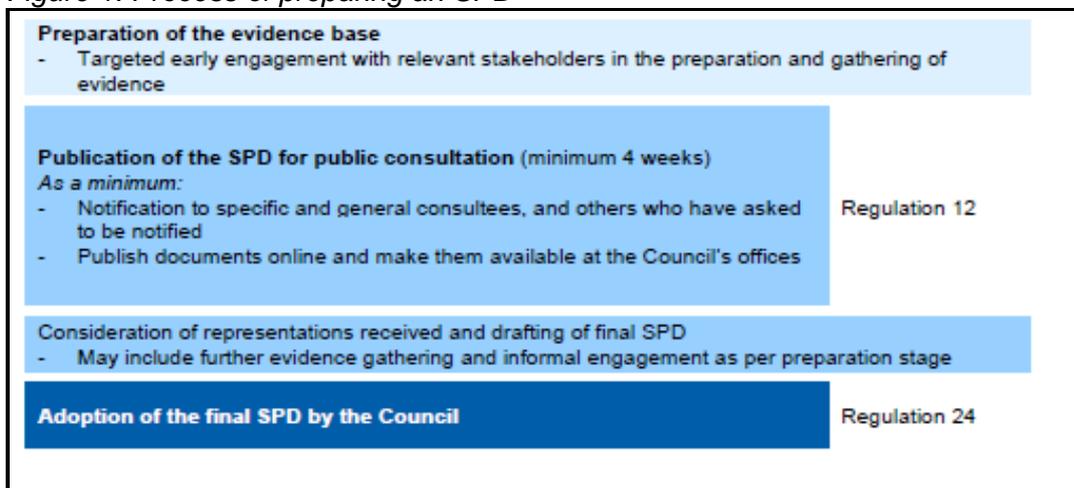
## 1. Introduction

- 1.1. Following the adoption of the Council's Development Management Plan (DMP) in September 2019, the Council has revised the 2004 "Reigate & Banstead Local Distinctiveness Design Guide" Supplementary Planning Guidance (SPG) to reflect up-to-date national and local planning policy and more recent development styles/ types and trends.
  
- 1.2. This Consultation Statement has been prepared to accompany the revised Local Character & Distinctiveness Design Guide Supplementary Planning Document (SPD). It has been prepared in accordance with Regulation 12 of the Town and Country Planning (Local Planning) (England) Regulations 2012 and it sets out:
  - Who the Council has consulted with when preparing the SPD;
  - A summary of the main issues raised; and
  - How those issues have been addressed in the SPD.

## 2. Preparing the SPD

2.1. The Local Character and Distinctiveness Design Guide SPD has been prepared in accordance with the legal requirements of the Town and Country Planning (Local Planning) (England) Regulation 2012 (Local Plan Regulations)<sup>1</sup> and the requirements set out in the Council’s Statement of Community Involvement in Planning (SCI) (April 2019)<sup>2</sup>. The SCI summarises how the Council will engage its communities in its planning functions, including in the preparation of SPDs. The process is summarised in Figure 1 and Table 1 below.

Figure 1: Process of preparing an SPD



Source – Reigate & Banstead Statement of Community Involvement (2019)

<sup>1</sup> Available at: <https://www.legislation.gov.uk/uksi/2012/767/regulation/12/made>

<sup>2</sup> Available at: [http://www.reigate-banstead.gov.uk/download/downloads/id/5437/statement\\_of\\_community\\_involvement\\_in\\_planning.pdf](http://www.reigate-banstead.gov.uk/download/downloads/id/5437/statement_of_community_involvement_in_planning.pdf)

Table 1: Timeline for preparation of the SPD

| Stage  | Date                        |
|--|-----------------------------|
| Early scoping and information gathering  | July 2020 – August 2020     |
| Preparation of draft SPD with relevant key individuals and organisations   | August 2020 – December 2020 |
| Consultation on draft SPD with supporting Initial Consultation Statement, Strategic Environmental Assessment and Habitats Regulations Assessment.  | February 2021               |
| Consider representations received and update draft SPD as relevant   | March 2021 – June 2021      |
| Adoption of the revised Local Character and Distinctiveness Design Guide SPD by Council’s Executive and revocation of the existing Reigate & Banstead Local Distinctiveness Design Guide | June 2021                   |
| Publish SPD with final Consultation Statement and Adoption and Revocation Statement  | June 2021                   |

2.2. In preparing the revised Local Character and Distinctiveness Design Guide SPD, we involved and sought the views of the individuals and organisations listed in Table 2 below. Their suggestions have been incorporated into the revised SPD.

Table 2: Individuals and Organisations involved in preparing the draft SPD

| Person/ organisation   | Issues/ comments raised   |
|--|---|
| RBBC Senior Conservation Officer<br>and RBBC Development<br>Management | Remote workshop/ meeting to discuss emerging Local Character and Distinctiveness Design Guide SPD.<br>Issues discussed include: <ul style="list-style-type: none"> <li>• Emerging Design Process Chapter</li> <li>• Tall buildings/ higher density schemes in areas of high accessibility</li> <li>• Need to add additional guidance on issues such as positioning of solar panels, development in Residential Areas of Special Character (RASCs), window design, importance of green corridors and soft edges and redevelopment of farm buildings in the countryside.</li> <li>• Overall structure of the document and in particular, the key design principles section</li> </ul> |

| Person/ organisation   | Issues/ comments raised  |
|--|--|
| RBBC Senior Conservation Officer<br>and RBBC Development<br>Management | <p>Series of emails in addition to wider workshop/ meeting above discussing:</p> <ul style="list-style-type: none"> <li>• Tall buildings/ higher density schemes in areas of high accessibility</li> <li>• Relevant case studies</li> <li>• Provision of comments and suggested amendments to existing Local Distinctiveness Design Guide SPG.</li> <li>• Recommendation of suitable case studies and/or recommended wording.</li> <li>• Provision of additional guidance on issues such as positioning of solar panels, development in RASCs, window design, importance of green corridors and soft edges and redevelopment of farm buildings in the countryside.</li> <li>• Provision of revised details for table of native Surrey trees in the Appendix to correct errors in the existing SPG.</li> <li>• Comments sought and provided on draft document.</li> </ul> |

| Person/ organisation                              | Issues/ comments raised  |
|---|--|
| RBBC Development Management Advisory Group (DMAG) | <p>Remote workshop/ meeting to discuss the emerging Local Character and Distinctiveness Design Guide SPD.</p> <ul style="list-style-type: none"><li>• Issues raised include</li><li>• Backgarden schemes – importance of good access arrangements including landscaping and integration into existing residential areas.</li><li>• Creating green networks/ links between developments, particularly backgarden schemes.</li><li>• Importance of contemporary/ innovative design</li><li>• Bicycle storage on new developments that is usable and convenient</li></ul> |

### 3. Consultation on the draft SPD

- 3.1. Following the executive approval on 28<sup>th</sup> January for public consultation on the draft Local Character and Distinctiveness Design Guide SPD, in accordance with Regulation 12(b) of the Town and Country Planning (Local Planning)(England) Regulations 2012, the Council understood a statutory public consultation on the draft SPD between 1<sup>st</sup> February and 1<sup>st</sup> March 2021.
- 3.1. During this consultation we wrote to all interested parties<sup>3</sup> and we made the documents available on our website.
- 3.2. In accordance with Regulation 13 of the Town and Country Planning (Local Planning) (England) Regulations 2012 we accepted all representations received during the consultation period.

### 4. Representations Received

- 4.1. Following the formal consultation stage, the Council has reviewed the responses received and made amendments where necessary. Section 23(1) Planning and Compulsory Purchase Act 2004 states that:  
The local planning authority may adopt a local development document (other than a development plan document) either as originally prepared or as modified to take account of:
  - any representations made in relation to the document;
  - any other matter they think is relevantRegulations 11(2) and 14 of the Town and County Planning (Local Planning) (England) Regulation 2012 state that an adoption statement must be provided to clarify any modifications made. A summary of the representations received and how they have been taken into consideration in finalising the SPD is detailed in Appendix 1.

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<sup>3</sup> Specific and general consultees, prescribed bodies for the Duty to Co-operate and other individuals and organisations registered on the Planning Policy database for such purpose

- 4.2. Prior to finalising the necessary amendments, the summary of the responses and the Council's proposed approach/ amendments to the draft SPD has been circulated to all members of the Overview & Scrutiny Committee for feedback. No major amendments were made to the SPD as a result.

## 5. Adoption of the SPD

- 5.1. Following adoption, the Local Character and Distinctiveness Design Guide SPD will become a material consideration in the determination of planning applications and appeals and will therefore need to be taken into consideration in the preparation of planning proposals within the borough.
- 5.2. Upon adoption in accordance with Section 25 of the Planning Act 2008 and Regulation 15 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) the Council's current Local Distinctiveness Design Guide SPG (2004) will be revoked. We will bring this to the attention of people living or working in the borough.

## 6. Appendices

### Appendix 1: Consultation responses from specific and general consultees with resultant changes made to the SPD where relevant and any other matters

| Representor  | Summary of Main Issues Raised   | Council’s Response (How the issues raised have been addressed in the SPD)   | Changes made to the final SPD? |
|--|---|---|--------------------------------|
| General<br>Consultee<br> | <p><b>Issue 1: Is the SPD applicable to commercial development?</b></p> <p>Most commentary in the SPD is in respect of residential or mixed use including residential development. Is this SPD also expected to be applied to commercial development?</p> | <p>Although the SPD is directed at residential and mixed use developments, it is also applicable when designing commercial developments, particularly in terms of the use of local building materials and native trees and shrubs in landscaping. A statement to that effect has been added within the introduction of the final SPD. The emphasis on residential developments of this SPD stems from the original SPG which it is to replace. Further design guidance relating to non-residential developments will be provided in the future Reigate &amp; Banstead Design Code, which will supplement the guidance provided by the National Design Guide and National Model Design Code (see paragraph 127 of the January 2021 proposed changes to the NPPF) <a href="https://www.gov.uk/government/consultations/national-planning-policy-framework-and-national-model-design-code-consultation-proposals">https://www.gov.uk/government/consultations/national-planning-policy-framework-and-national-model-design-code-consultation-proposals</a>.</p> <p>On adoption of the Council’s Design Guide / Code, this SPD will be revoked.</p> | <p><b>YES</b></p>              |

| Representor   | Summary of Main Issues Raised   | Council's Response (How the issues raised have been addressed in the SPD)   | Changes made to the final SPD? |
|---|---|---|--------------------------------|
| <p>Chipstead Residents Association &amp; another general consultee</p> <p>189</p> | <p><b>Issue 2: Design process</b><br/>           Previous planning decisions should also be taken into account when conducting the Context Appraisal. The Design Process chapter should make it clear that not all evidence is required for every type of application.</p>  | <p>PPG (Paragraph: 010 Reference ID: 21b-010-20190315) states that the planning history of a site may be a relevant consideration in the determination of an application. It is therefore advisable to check the history of the site and a history of any relevant sites nearby, when conducting the context appraisal. A statement to that effect has been added under the 'Planning Policy Context' bullet point under paragraph 2.4.</p> <p>Paragraph 2.4 of the SPD states that 'The level of detail required in each context appraisal will depend on the scale of development and the sensitivity of the site or location'. Statement has been added within the 'Phase 2: Design' section that masterplans will only be required for major developments. Paragraph 2.9 within the 'Phase 3: Formal Planning' section of the SPD directs the applicants to the Planning practice guidance and the Council's Local Validation List for detailed list of specific requirements. A statement has been added that the range of supporting documents required as a part of planning application will vary based on the type and complexity of the proposal.</p>   | <p><b>YES</b></p>              |
| <p>Chipstead Residents Association &amp; Kingswood Residents Association</p>      | <p><b>Issue 3: How much weight is to be given to the SPD in decision making process?</b><br/>           The SPD has insufficient weight to be binding on Council and Planning Inspectorate decisions. The current wording can be an invitation to consider the guide's content and ignore it. The SPD should be redrafted to make its provisions binding policy.<br/>           Will the SPD equally influence any enforcement action where development has been commenced without planning permission and an application then becomes a retrospective application as there have been occasions where this does not appear to have happened and using the retrospective application approach has been used as a way to avoid taking account of the current SPD.</p> | <p>The role of an SPD is clearly defined in the National Planning Policy Framework which states under the Annex 2: Glossary, that Supplementary Planning Documents are "documents which add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan."<br/>           The Council therefore cannot amend the wording to make the SPD a binding policy. Local policies are set through the Local Development plan. Reigate and Banstead has an up to date development plan, consisting of the Core Strategy (adopted July 2014, reviewed July 2019) and the Development Management Plan (adopted September 2019).<br/>           The SPD status of this guidance is considered suitable to supplement Development Management Plan (2019) design policies DES1, DES2, DES3, DES4, DES5, DES7, DES8 and DES9. It provides clear guidance on issues such as development in RASCs and it will be applicable for all relevant planning applications, including retrospective.</p> | <p><b>NO</b></p>               |

| Representor                           | Summary of Main Issues Raised  | Council's Response (How the issues raised have been addressed in the SPD)  | Changes made to the final SPD? |
|---------------------------------------|--|--|--------------------------------|
| <p>1906<br/>General<br/>consultee</p> | <p><b>Issue 4: Who was involved in the preparation of the SPD?</b><br/> Who assisted the Council in preparation of the 2004 Local Design Guide or the draft SPD?<br/> Given the importance of the document and need to ensure Good Design in accordance with latest Government Guidance it would seem a misstep not to carry out a full review. This should include more recent examples of high quality design, hopefully local. If not, they should be sourced from other modern designs.<br/> Why not liaise with local architects, planners, the Reigate Society and LABS to pick the best recent designs and showcase them in this SPD?</p> | <p>The currently adopted 2004 Local Distinctiveness Design Guide SPG states within the introduction (p. 4) that “This Guide has been produced by the Borough of Reigate and Banstead in association with Atkins Consultants. The process has been a collaborative effort involving Councillors, Residents Associations and Amenity Groups.” A statement to that effect has been added within the Introduction of the revised SPD.</p> <p>This revised SPD is considered to be required now because of the local and national policy changes since the Council adopted its 2004 SPG. However, the Council acknowledges that as many more changes in national policy and guidance are proposed, in particularly the proposed introduction of the National Model Design Code, further work will be needed to provide up to date, comprehensive local design guidance that is consistent with the proposed new national policy . However, as the National Model Design Code and a number of proposed changes to the NPPF were only in draft at the time the SPD was being prepared and had not been published in their final version. It was therefore considered that a revision of the existing guidance would be the most appropriate solution in the meantime, given the need to reflect up to date local plan policies after the adoption of the Development Management Plan in 2019. As stated in the Consultation Statement that accompanied the consultation of the draft revised SPD, the Council’s Senior Conservation Officer and a representative from the Council’s Development Management team have been heavily involved throughout the preparation of the revised SPD. This included the selection of good quality design examples of most recent developments. There are several examples within the SPD on p. 51 - 52 under the ‘2000 – Most Recent Trends’ section as well as number of examples within the relevant Case Studies on p. 89 - 106. This approach is deemed appropriate given the nature of document as a revised SPD rather than new SPD. All those on the Council’s Policy database were also asked for any comments on the draft SPD. This includes the Reigate Society, and local developers, etc.</p> <p>Further work will be undertaken to produce local design codes, which will involve further community engagement, as required by the proposed changes to the NPPF, and there will be opportunities to discuss examples of high quality design with the local community, once the final changes to national policy and guidance have been published.</p> | <p>YES</p>                     |

| Representor                                       | Summary of Main Issues Raised   | Council's Response (How the issues raised have been addressed in the SPD)  | Changes made to the final SPD? |
|---|---|--|--------------------------------|
| Surrey County Council & another general consultee | <p><b>Issue 5: References to the National Design Guide and other useful documents</b><br/>           Figure 5 refers to the 10 characteristics contained in the National Design Guide however, it would have been beneficial if these characteristics were reiterated and followed throughout the LCDDG. Reference should be made to other useful documents, such as Living with Beauty (Building Better, Building Beautiful Commission, 2020) which provides further guidance relating to good design.</p> | <p>Several references to the National Design Guide have now been added to the final SPD.<br/>           Within the Policy Context section, references have been made to 'Living with Beauty (Building Better, Building Beautiful Commission 2020, Sport England &amp; Public Health England Active Design Guide (Oct 2015) and Homes England's Building for a Healthy Life (2020).<br/>           Within the Landscape Character section, references have been made to the Surrey Character Assessment 2015 and the Surrey Hills AONB Management Plan 2020-2025.</p> | YES                            |
| Surrey County Council                             | <p><b>Issue 6: Heritage Assets</b><br/>           In order to ensure that important information is easily accessible and not buried within the document, we would suggest that key heritage information and guidance is made more prominent within the document.</p>  | <p>As Conservation Areas and Historic Buildings and Locally Listed Buildings are subject to change , the Council considers it more appropriate to refer to online, up to date sources, as reference in the document can only be a snapshot of a moment in time and not current dataset. See website links <a href="https://www.reigate-banstead.gov.uk/info/20084/conservation">https://www.reigate-banstead.gov.uk/info/20084/conservation</a></p>  | NO                             |
| Various general consultees                        | <p><b>Issue 7: Figures, maps &amp; links</b><br/>           Figures should be numbered sequentially and be provided with a text commentary/ reference to precede and introduce the specific figure. Some maps are out of date and should be replaced. Photographs should be taken without resorting to Google Streetview. Within the case studies, links to the applications would be helpful.</p>  | <p>Figures, maps and links have been updated where appropriate.</p>  | YES                            |

| Representor       | Summary of Main Issues Raised  | Council's Response (How the issues raised have been addressed in the SPD)   | Changes made to the final SPD? |
|-------------------|--|---|--------------------------------|
| General consultee | <p><b>Issue 8: Character areas</b><br/>The draft SPD has lost some of the key elements along the way such as the Character Map setting out specific character areas in the borough which is probably the most useful map in the current LDDG as it dovetails neatly with the brief assessments of those areas. The Case Studies in the 2004 LDDG clearly identified which Character Areas they would be most attributable to, but this is lost in the Draft LCDDG.</p> | <p>The character area map was not included in the draft SPD as it needed to be updated. It has been replaced with an up to date map in the final SPD. The most relevant character areas have been cross referenced in the case studies section of the final SPD under paragraph 7.1.</p>  | YES                            |
| General consultee | <p><b>Issue 9: Gated developments</b><br/>Page 53 Figure 59 – current issues should include the issue of gated developments as per the adopted guidance as this is still a problem. <i>'Gated developments are a common form of backland development, often impermeable and should be resisted – gates are a response to car security, garages and multi-occupancy.'</i></p>   | <p>The guidance on gated developments was removed from the revised SPD, as based on the Council's more recent experience, it was felt no longer a common problem. However, as the guidance is still valid, the Council has reinstated it within the SPD.</p>  | YES                            |
| Gatwick Airport   | <p><b>Issue 10: Aerodrome Safeguarding</b><br/>Could the aerodrome safeguarding requirements be mentioned in the 'Local Character &amp; Distinctiveness Design Guide' so that people will be aware.</p>  | <p>The following paragraph has been added after para 3.5 within the 'National Policy Context' section.<br/><i>'Applications for development within the identified aerodrome safeguarding zone must consider aerodrome safeguarding requirements. These requirements cover a number of aspects including tall structures building/structure heights/crane heights, wind turbines and solar installations, blue and green infrastructure, and lighting, taking account of the Town and Country Planning (Safeguarding Aerodrome, Technical Sites, and Military Explosives Storage Areas) Direction (2002). More information is available on the Gatwick Airport website.'</i></p> | YES                            |

| Representor  | Summary of Main Issues Raised   | Council's Response (How the issues raised have been addressed in the SPD)  | Changes made to the final SPD? |
|--|---|--|--------------------------------|
| <p>Various general consultees</p> <p>193</p>   | <p><b>Issue 11: Intensification</b><br/>           Not every part of the borough has a special character, or a character that should necessarily be preserved, especially in the context of a national housing crisis and the need for intensification and making the best use of available land.<br/>           The design considerations for 1930-50 Suburbia on p. 46 should highlight that these large suburban estates may be less sensitive to change and are the type of location suitable for increased densities.<br/>           Similarly, the town centre areas should be the main areas for intensification, and the design considerations for Town Centre development on p. 35 should therefore not have to echo the historic plot widths.</p> | <p>Case Study 7 – ‘High Density Urban Intensification’ within Part 7 of the SPD is specifically dedicated to urban intensification and higher density schemes. It states that development should make optimal use of land, particularly in areas of high accessibility, such as town centres. To strengthen the message on urban intensification, reference to paragraph 127 of the NPPF has been included within the part 3 of the SPD ‘Policy Context’.<br/>           With regards to the design considerations for 1930’s – 1950’s suburbia, the following has been added to the final SPD.<br/> <i>‘Some of these areas, specifically those from the post war era, might be less sensitive to change, offering opportunities for increased densities.’</i><br/>           In relation to historic plot widths, large areas of town centres, such as Reigate and Redhill, are Conservation Areas or historic sites in the borough and historic plot widths are important part of that character.</p> | <p><b>YES</b></p>              |
| <p>Surrey Wildlife Trust/Surrey Nature Partnership &amp; another general consultee</p> | <p><b>Issue 12: Green corridors, parkways and soft edges</b><br/>           What is the source for the size of the buffer under the heading ‘Green Corridors, Parkways and Soft Edges’ (p. 85) and the Case Study 6 (p. 101)?<br/>           Why is only woodland shelterbelt mentioned as a buffer under paragraph 6.77?<br/>           Any natural space is useful and variously appropriate in different circumstances. This is not guidance, it is prescriptive and therefore contradicts paragraph 1.7 of the SPD stating that the SPD is not intended to be prescriptive.<br/>           Could the parkways &amp; green corridors feature panel be clearer about who would be responsible for continuous maintenance of the parkways?</p>             | <p>The size of the buffer is based on the Council’s experience and examples such as those in the Horley area as to the effectiveness of landscaping to screen development from the public road. Langshott Lane south side is an effective screen for example.<br/>           The purpose of woodland buffer is to provide a visual screen. Open space would therefore be ineffective in screening development from the countryside and as such would result in urbanisation.<br/>           The tone of the guidance is deemed appropriate for the purpose of this SPD in terms of providing useful guidance, using words like ‘should’ and ‘will be encouraged’.<br/>           In terms of maintenance of the parkways, this would generally be held by the management company for the estate, unless where adopted as highway land or public open space. A statement to that effect has been added within the final SPD.</p>  | <p><b>YES</b></p>              |

| Representor       | Summary of Main Issues Raised   | Council's Response (How the issues raised have been addressed in the SPD)  | Changes made to the final SPD? |
|-------------------|---|--|--------------------------------|
| General consultee | <p><b>Issue 13: Development within the Green Belt</b><br/>It is unclear as to whether there are any plans to build on green belt.</p> | <p>The SPD does not allocate any new development within the Green Belt or set any new policies governing the development within the Green Belt, rather it is about achieving good design in developments across the borough. Development within Green Belt is strictly governed by the National Planning Policy Framework and the Council's adopted Local Plan (Core Strategy, adopted 2014, reviewed 2019 &amp; Development Management Plan, adopted 2019).</p> | <p><b>NO</b></p>               |

| Representor   | Summary of Main Issues Raised  | Council's Response (How the issues raised have been addressed in the SPD)   | Changes made to the final SPD? |
|---|--|---|--------------------------------|
| <p>Natural England;<br/>Surrey Wildlife Trust/Surrey Nature Partnership; Environment Agency</p> | <p><b>Issue 14: Green &amp; Blue infrastructure, biodiversity net gain and landscape enhancement</b></p> <p>The SPD could consider making provision for Green Infrastructure within development. This should be in line with any Green Infrastructure Strategy covering your area.</p> <p>There is no mention of the rapidly advancing area of designed biodiversity options and solutions in modern building design. The SPD could consider incorporating features which are beneficial to wildlife within the development. Biodiversity enhancements to provide measurable net gains from all developments is now a policy aim and the SPD should reflect this.</p> <p>The SPD may provide opportunities to enhance the character and local distinctiveness of the surrounding natural and built environment; use natural resources more sustainably; and bring benefits for the local community, for example through green infrastructure provision and access to and contact with nature.</p> <p>River corridors and networks of wildlife habitats should be included and assessed as part of Green Infrastructure provision. The SPD should include details of the riverbanks buffer zone requirements and enhancement and protection of water related biodiversity. It should contribute to helping wildlife adapt to climate change and reducing its adverse impacts. The SPD should also mention flood risk areas within the borough, particularly in Redhill Town Centre and Horley Riverside Green Chain, and potential solutions.</p> | <p>Paragraphs 6.50, 6.51 &amp; 6.52 of the draft SPD highlighted the importance of biodiversity, green &amp; blue infrastructure and landscape protection. These paragraphs have been amended and extended (now paragraphs 6.54 – 6.60) to reflect the NPPF and the National Design Guide, including measures for green infrastructure provision and water management. This level of detail is deemed sufficient for the purposes of this SPD.</p> <p>The Council has an adopted Green Infrastructure Strategy 2017 (see weblink provided) and the adopted Development Management Plan (2019) contains specific policies with regards to landscape protection, biodiversity enhancement and green and blue infrastructure provision as well as flood risk (Policies CCF2, NHE1, NHE2, NHE3 and NHE4). Furthermore, the Council's emerging Climate Change and Sustainable Construction SPD contains further details and examples on integration of green and blue infrastructure into developments. The Council is also currently in early stages of preparing a Biodiversity SPD which will include further details on biodiversity net gains.</p> <p><a href="https://www.reigate-banstead.gov.uk/downloads/download/2035/green_infrastructure_strategy">https://www.reigate-banstead.gov.uk/downloads/download/2035/green_infrastructure_strategy</a></p> | <p><b>YES</b></p>              |

| Representor  | Summary of Main Issues Raised  | Council's Response (How the issues raised have been addressed in the SPD)  | Changes made to the final SPD? |
|--|--|--|--------------------------------|
| <p>Surrey Wildlife Trust/Surrey Nature Partnership; Surrey County Council</p> <p>196</p> | <p><b>Issue 15: Planting of native species</b><br/> Planting of native species should be more than encouraged and local sourcing of plant stock should be more than advised.<br/> Naturalised species such as Rhododendrons are notoriously invasive and damaging to the natural environment; their presence is largely a direct result of ill-advised self and assisted propagation through the past/illegal mis-management of green waste. Surely, we should no longer be encouraging the continued use of non-native invasives in the landscaping industry.<br/> The inclusion of Ash (<i>Fraxinus excelsior</i>) should be removed from Table 1 as new plantings of native Ash are not currently recommended due to 'ash dieback disease', with no disease-tolerant Ash available on the commercial market. Ash is now almost universally moribund across the North Downs and until disease-resistant stock is available, planting Ash is ill-advised.</p> | <p>Although the planting of native species is encouraged, particularly in rural areas, many non-natives, such as Cedars of Lebanon and Wellingtonia, can be found within urban areas, forming part of the character of the borough. The non-native species are important for both biodiversity as well as the character of the area. Due to issues with supply of native trees such as Oak and Beech, alternative forest type trees are acceptable. For that reason, encouragement and advise, rather than requirement is deemed appropriate.<br/> Of all Rhododendrons, only Rhododendron Ponticum is invasive. There are areas of rare rhododendrons in some of the historic parks and gardens in the borough, and the Council has worked with the Royal Horticultural Society on the conservation of such species in these locations. It is recognised that invasive species are a problem that needs to be controlled but that should not preclude the use of any non- native plantings in suitable locations in the urban area. 'Ash' and 'Box' have been removed from the final SPD's Appendix 2 table of native species appropriate for planting, for the reasons of the 'ash dieback disease' and 'box caterpillar' respectively. References to these species have however remained within the main text as they are still native species to the local area and any existing trees should be kept, even though planting of new ones is no longer appropriate. A statement to that effect has been added within the text, where references to these species are made.</p> | <p>YES</p>                     |
| <p>Environment Agency</p>  | <p><b>Issue 16: Water efficiency standards</b><br/> We would like to see a requirement for at least the larger developments to achieve BREEAM standards of Very Good or Excellent in respect of water efficiency, bearing in mind the serious water stress of the area as set out in our classifications Water stressed areas - final classification (2013)</p>  | <p>The Local Character and Distinctives Design Guide SPD focuses on protecting and enhancing the local character and distinctiveness of the area via the use of good quality design and use of local materials.<br/> The Council's adopted Development Management Plan (2019) contains specific policy (CCF1) which requires all new development to meet the national water efficiency standard of 110 litres/person/day. Further guidance on water efficiency of developments is provided in the Council's emerging draft Climate Change and Sustainable Construction SPD.</p>  | <p>NO</p>                      |

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|--------------------------|---|--|--------------------------------|
| General consultee        | <p><b>Issue 17: Symmetrical elevations</b><br/>Figure 83 on page 71 – The provision of symmetrical elevations is questioned. Innovative design should also be accepted.</p> | <p>Paragraph 2.6 of the SPD states that 'high quality innovative design, that respects the local vernacular could provide a welcome addition to the neighbourhood, further enhancing its character'. This also applies to the use of symmetrical and asymmetrical elevations. In some areas, symmetry is important, in other areas, asymmetry. The main issue is to respect local character to reinforce local distinctiveness. Paragraph 6.43 of the SPD discusses classical symmetry and paragraph 6.44 details the use of symmetrical features within asymmetrical elevation as those are the most common types of elevations in the local area.</p>  | NO                             |
| 197<br>General consultee | <p><b>Issue 18: Solar panels</b><br/>All new properties of houses and commercial developments should have solar panels on their roofs without exception.</p>                | <p>The Council's Development Management Plan (2019) objective SC8 seeks to encourage new development to incorporate passive and active energy efficiency measures and climate change resilience measures and where appropriate incorporate renewable energy technologies. The accompanying DMP Policy CCF1: 'Climate change mitigation' requires both residential and non-residential development to aim for high standards of energy efficiency and the inclusion of renewable energy technologies, while providing flexibility and choice to ensure new development can remain viable. Roof mounted solar panels are one of many available sources of renewable technology and their use is not always a viable solution, other options might be more suitable. The Council's emerging Climate Change and Sustainable Construction SPD will provide detailed guidance on the use of renewable energy within development.</p> | NO                             |

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| <p>Various general consultees</p> <p>198</p> | <p><b>Issue 19: Light and noise pollutions, satellite, TV and radio antenna installation</b><br/> Tougher rules on the external siting of items that cause light or noise pollution to neighbours. For example, powerful lights from external security or garden lights shining into neighbours' windows or noise from ground source heat pumps which current guidance does not cover well enough. Guidance for the installation of external satellite, TV and radio antenna should also be included.</p> | <p>'Other Elements' section on p. 75 of the SPD para 6.50 lists 'external lighting' as one of the elements requiring careful attention in detailed design. We have added 'Renewable energy sources' and 'Satellite, TV and radio antenna' into the list and added the following statement at the end:<br/> <i>'Some of these elements, such as security and garden lighting, are not subject to planning controls, however care should be taken that their installation does not have a negative impact on the surrounding environment. For example external lighting should have appropriate intensity and direction of light that does not disturb others, security lights fitted with passive infra-red detectors and/or timing devices should be adjusted so that they minimise nuisance to neighbours and are not triggered by passing traffic or pedestrians. Others may require planning permission or listed building consent and/ or may be subject to building regulations. These may include installation of sources of renewable energy or satellite, TV and radio antenna. Further guidance on various building elements, such as security and garden lighting, TV/satellite antenna and ground source heat pumps can be found on the <a href="#">Planning Portal</a>.'</i></p> | <p>YES</p>                     |
| <p>Surrey County Council</p>                 | <p><b>Issue 20: Mock sash windows</b><br/> The new version of the document has added a series of guidelines and principles, not all of which may be deemed to be enforceable, for example on p.73 under figure 90 where it says, "mock sashes are unacceptable and disruptive to the building form." It is questioned whether such statements are "reasonable in all (other) respects" as stated in the NPPF, especially outside of designated Conservation Areas.</p>                                    | <p>The borough applies great weight to good standards of fenestration in new developments and it is considered reasonable that mock sashes are generally unacceptable. Given experience in the borough with such issues, it is important that good design quality is clearly defined. It should also be noted that the NPPF's requirement for "reasonable in all (other) respects" relates to the use of planning conditions, and not to reasons for refusal of planning permission. The Council however agrees to soften the statement and the final SPD has been amended from 'unacceptable' to 'disruptive to the building form and so should be avoided'.</p>  | <p>YES</p>                     |

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|--------------------------|---|---|--------------------------------|
| General consultee        | <p><b>Issue 21: Promoting active travel</b><br/>           The SPD should promote active travel (cycling, walking) and public transport connections. Connectedness is the important bit - providing a safe, direct means to cycle from the development to local school, shops, station, places of work, places for entertainment. Having cycle paths within a new development which don't connect to anywhere outside the development will only be used for leisure cycling and will not reduce car use.</p>  | <p>Paragraph 6.3 – bullet point ‘reduce the need to travel by car to access local facilities and work’ has been changed to ‘Promote active travel such as cycling and walking and public transport connections to access local facilities’<br/>           Paragraph 6.16 of the SPD talks about the importance of connections between neighbourhoods and states that these links should also include cycle routes and footpaths, creating green corridors between communities. The following has been added after ‘creating green corridors between communities’:<br/> <i>...and providing a safe, direct means to cycle from the development to local school, shops, station, places of work and places for entertainment.’</i><br/>           Further details on sustainable transport linkages can be found in the Council's emerging Climate Change and Sustainable Construction SPD.</p>   | YES                            |
| 199<br>General consulted | <p><b>Issue 22: Car parking standards</b><br/>           While use of public transport is encouraged and personal car use is discouraged there are areas in the borough where car use remains the most effective means. This can mean car parking in front of homes becoming problematic, taking over pedestrian walks and incumbers road traffic. More consideration should be given to car parking facilities in development areas to avoid future problems through appropriate road widths, parking space design and applying an average to the number of cars per household which reflects the local average and not a more general average number, which has no local relevance.</p> | <p>Paragraph 6.4 of the SPD states that ‘Parking provision should be provided in accordance with DMP Policy TAP1 ‘Access, parking and servicing’ which balances the need to provide adequate parking with the need to encourage sustainable transport choices. Consideration should be given to good design and implementation, including for access and servicing to minimise impact on the street scene and to protect public safety.’ DMP Policy TAP1 states that car parking and cycle storage should be provided in accordance with the adopted local standards listed in the Annex 4, unless satisfactory evidence is provided to demonstrate that non-compliance would result in unacceptable harm. The parking standards set in the Annex 4 have been found sound by the Inspector during the DMP examination.<br/>           The SPD also provides further guidance on design and layout of parking facilities in ‘Car Parking &amp; Access: Design and Layout’ section (p.58)</p> | NO                             |

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| <p>Surrey County Council &amp; another general consultee</p> | <p><b>Issue 23: Use of garages</b><br/>           With the shortage and high cost of development land, no single storey separate garages should be permitted in any circumstances. The garage should be incorporated in the building with rooms above. Potential use of a semi basement for a garage and utility area etc. could mean that a smaller plot is required for a 3 storey dwelling. Advantages of heat conservation etc are achieved. It is understood that this may not be feasible in clay soil in low lying areas but much of RBBC area is situated on the North Downs.<br/>           Paragraph 6.8 on p.59 suggests that "if at all possible, an effective solution is to integrate parking into the basements of apartments." The design of basement car parks may bring development into conflict with existing practice for the preservation of archaeological remains in situ if significant remains are encountered. It should therefore not be presumed that basement parking on a site is possible unless prior archaeological assessment and evaluation has confirmed that it is reasonable to do so.</p> | <p>Large areas of the borough's settlements have a spacious character where scale steps down around a property to maintain that spaciousness and where development above single storey would be inappropriate to the local character. Basement car parking can be problematic not only in the clay Weald but generally across the borough due to surface water flooding, including the chalk North Downs where much of the surface is glacial clay. Basement car parking can also be visually disruptive in terms of the degree of excavation due to access ramp excavation, impacting on tree cover and scale of development. Narrow plots with integrated garaging such as town houses can also affect Homes for Life standards as they are less accessible with ground floor taken up with garage and stairs to upper floors as well as potential loss of parking from conversion.<br/>           Paragraph 6.8 has been amended from 'if at all possible' to 'where appropriate' as there can be issues such as deep ramp access which can be harmful to local character depending on the constraints of the site.<br/>           In regard to archaeology, it is rare for archaeological remains to require preservation in situ in the borough. However, where this arises, it is likely to be anticipated before the design stage or protected where uncovered during the archaeological process.</p> | <p><b>YES</b></p>              |

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| Surrey County Council & various general consultees | <p><b>Issue 24: The inflexibility of RASC guidance</b><br/> The 'guidelines' are written as though they are policy criteria to be met by development, contrary to paragraph 1.4 of the SPD which states that the SPD does not form part of the Development Plan.</p> <p>There are no criteria for designating RASCs, and this local designation appears to be used to selectively prevent intensification of development. There are examples of RASCs or parts of RASCs that are unrecognisable from the Council's description of this type of designation. This leads to an inflexible and even illogical application of prescribed 'guidelines' that may not at all reflect the actual character of the area in question.</p> <p>At Kingswood RASC, for example, there are areas that have never been Arcadian, areas which were Arcadian but lost its character due to poor development decisions, and areas that are Arcadian. The guidance needs to differentiate its criteria particularly for the first where building design compatibility with context is important. In respect of the second and third the aim should be for criteria to create/maintain Arcadia.</p> | <p>The RASCs guidance has been added to the revised SPD in support of the adopted DMP policy DES3: Residential Areas of Special Character. This additional guidance is considered necessary in order to prevent further damage to the character and local distinctiveness within RASCs from occurring, due to the out-of-scale development, loss of tree cover and the use of slate.</p> <p>Three of the RASCs were extended and six new RASCs were designated in the Council's Development Management Plan (2019), which has been through examination and been found sound by the Inspector. Characteristics of each RASC are summarised in the Annex 5 of the DMP. The criteria for designating RASCs are set out in Figure 1 of the "Residential Areas of Special Character (RASC) Review 2018", available on the Council's website<sup>4</sup>.</p> <p>As with all examples in the SPD (and the former SPG), these are illustrative examples and the individual character of a particular area will have to be taken into account when applying for a planning permission. However, these examples do demonstrate what is generally sought, i.e. landscape dominated frontages, sides and green backdrops. There are several hundred houses in Kingswood and whilst there may be some breaches, the general character is still clearly evident. All areas in the Kingswood RASC are landscape dominated.</p> <p>The guidance is based on the overall general characteristics of RASCs and the Council acknowledges that there will be some inconsistencies within certain areas and individual circumstances will need to be taken into account during planning applications. The final SPD has therefore been amended to include the following statement at the beginning of the 'blue box' RASC guidance: 'Please note this is general guidance and individual circumstances of each development will be taken into account when assessing planning applications.' The tone of the guidance has also been softened, where appropriate, i.e. changing 'unacceptable' to 'generally not suitable' etc. These changes will be highlighted in our response to Issue 27 below.</p> | YES                            |

<sup>4</sup> [www.reigate-banstead.gov.uk/downloads/file/6350/development\\_management\\_plan\\_regulation\\_19\\_residential\\_areas\\_of\\_special\\_character\\_rasc\\_review\\_november\\_2017\\_-\\_updated\\_may\\_2018](http://www.reigate-banstead.gov.uk/downloads/file/6350/development_management_plan_regulation_19_residential_areas_of_special_character_rasc_review_november_2017_-_updated_may_2018)

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| <p>2020<br/>General<br/>consultee</p> | <p><b>Issue 25: The importance of landscape in RASCs</b><br/> The key to Arcadian townscape is the landscape not buildings. It is the landscape which provides the dominant and unifying theme. Houses are visually subservient to the landscape. A feature of Arcadian townscape is that individual building designs can be absorbed without undermining the overall character since the landscape contains the buildings and spaces.<br/> As part of a planning application, applicants should be required to submit an Arcadian landscape strategy/structure plan and that should be evaluated along with other aspects of the proposal. Moreover, if permission is to be granted, a landscaping condition should be applied as a matter of course.<br/> It is clear, that in many instances there has been a combined failure in past decisions to understand the key role of landscaping and its interrelationship with building footprints and plan forms. Unarticulated deep buildings and roofs with excessive built frontages combine to exclude sufficient room for Arcadian landscaping.<br/> “Outlawing” slate and insisting upon tiling will not resolve the problems that have been manifested from recent development. Undoubtedly better design, perhaps on occasions with less ambitious floorspaces, is needed.</p> | <p>DMP Policy DES3 states that within RASCs, planning permission will be granted for residential development, including conversion, provided that (5) the existing tree cover, landscaping, green areas and vegetation are retained or replaced, and where possible enhanced, using appropriate species; and (6) soft and hard landscaping is sensitive to the plot, its setting and prevailing plot boundary characteristics.<br/> As part of the design process for development, the Council expects the applicant to demonstrate that the tree, hedge and shrubbery cover is maintained and landscaping schemes are conditioned. The new guidance is intended to address the concern about excessive built frontages and deep footprints and the need for effective landscaping to maintain the arcadian character.<br/> Section 2 of the revised SPD highlights the importance of landscape as one of the factors to consider when conducting the site's context appraisal and using the outcome of this appraisal as a part of the design process. This section of the SPD also signposts applicants to the Council's website, detailing the national requirements and Local Validation List of documents required as a part of the formal planning process. The Council is currently undertaking a review of its Local Validation List and any requirements, such as submission of an Arcadian landscape strategy, will be carefully considered and added if appropriate.<br/> Landscaping on its own will not retain the character, as is evident in Sandy Lane where despite spacious plots the use of slate urbanises the environment and detracts from local geological character.</p> | <p>NO</p>                      |

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| <p>Various general consultees</p> <p>203</p> | <p><b>Issue 26 (1): Comments on RASCs guidelines in blue box on page 40</b><br/> <b>1. No development should be justified by other inappropriate examples, including out of scale development and the use of slate, even where a cluster has developed.</b><br/> The character of any defined area will be determined by what is included within the area. The Council should not allow inappropriate development in RASCs and should review the boundaries to exclude development that is deemed to be inappropriate.<br/> The outcome of this 'guidance' would, otherwise, allow wholly subjective and inconsistent decisions to be made, based on little more than whimsical subjective judgements about what is 'appropriate' and what is 'inappropriate'. Instead, decisions should be made with coherence and a clear and consistent, transparent approach.</p> | <p>As with all parts of the borough, character is important and there will always be past inconsistencies in any area of character. It is not practical to exclude individual inappropriate developments, often allowed on appeal (such as those at Forres, Eyhurst Close &amp; Dungoyne, Warren drive – both discussed below), prior to the adoption of the DMP, but instead aim to gradually ensure greater consistency within RASCs. The character is based on objective judgements about local distinctiveness and character in Surrey. The boundaries of the RASCs were reviewed in 2017 through the RASCs Review, prepared to inform the Development Management Plan (DMP), see weblink above. This recommended some changes to the boundaries of RASCs.</p> | <p><b>NO</b></p>               |

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| <p>Surrey<br/>County<br/>Council &amp;<br/>various<br/>general<br/>consultees</p> | <p><b>Issue 26 (2): Comments on RASCs guidelines in blue box on page 40</b><br/> <b>2. Shrubbery and hedge boundaries should be maintained. Walls, fence and railing front boundaries are unacceptable as they urbanise the street. Where security is needed, railings should be set back behind the hedge line and no higher than the existing hedge.</b></p> <p>The new version of the document has added a series of guidelines and principles, not all of which may be deemed to be enforceable. Some of the development highlighted (e.g. such as installing fences) could be classed as permitted development subject to certain requirements and therefore would not require planning permission in any case.</p> <p>Attention is drawn the appeal decision relating to Forres, Eyhurst Close, Kingswood (LPA Ref: 12/01435/HHOLD, PINS Ref: APP/L3625/D/13/2194289). The Inspector noted that: "on The Warren there is no consistent boundary treatment for the frontages of individual properties; some have only shrubs and trees, some have wire mesh fencing with shrub planting, some have metal railings with shrub planting, some have riven oak post-and-rail fencing, some have wooden panel screen fencing augmented by shrub planting, and others have walls of varying height, again backed by shrub or tree planting. That is, there is a considerable mix of boundary treatments and low walls are not uncommon within The Warren".</p> | <p>DMP Policy DES3 (1) states that planning permission for residential development (including conversion) within RASCs will be granted, provided that plot frontages and boundary treatments reflect the existing street context. As most RASCs include hedge lined streets, it is not considered unreasonable as a general rule to say that walls, fence and railing front boundaries are not suitable as they urbanise the street.</p> <p>The special character of RASCs is being eroded through residents installing boundary walls, fences and railings, and clear guidance is needed to promote consistency. However, the Council recognises that many houses have permitted rights to erect walls, fences and railings to a certain height without needing express planning permission.</p> <p>With regards to the appeal decision noted above, the Council notes that the appeal decision has been granted prior to the adoption of the DMP, which requires the boundary treatment to reflect the existing street context (as noted above). The Council acknowledges the Inspector's findings but would also like to point out the Inspector's comments stating that 'the houses on The Warren are generally set in large plots, where the frontages are enclosed and substantially screened by trees and shrubs. This frontage screening is a marked characteristic of the area and is something which must be safeguarded in order to comply with the development plan policies.'</p> <p>As noted in our response to issue 25, this is general guidance, and individual circumstances of each street will be taken into account when making decisions. There is a consistent character to the RASCs but there will always be inconsistencies which undermine that character. It is important to try and reinforce the landscape character of the RASC. Further character appraisals for some RASCs are currently being considered by the Council as it appears that there is a need for further information on the character of the RASC so there is a better understanding of that character, including as appeal background information.</p> <p>Point 2 of the RASC guidance has been amended in the final SPD in line with our response to issue 24.</p> | <p>YES</p>                     |

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| <p>Various<br/>general<br/>consultees<br/>2015</p> | <p><b>Issue 26 (3): Comments on RASCs guidelines in blue box on page 40</b><br/> <b>5. Garage in front gardens or in front of general building line will depend on the pattern of appropriate examples in a street and the space available... No other development should occur in front of building line.</b></p> <p>The appropriateness of this 'guidance' will obviously depend on the nature of the area and the site in question. In some RASCs or in some cases, smaller ancillary structures would lead to no harm to, or erosion of, the character of the area. This is an example of 'guidance' that is inflexible and based on an assumption of a set character for all RASCs and all parts of RASCs, when in fact the RASCs (and in some cases parts of RASCs) can be varied and capable of accommodating various types of development without any harm. It is noted that there are several examples of triple garages throughout the RASCs.</p> | <p>DMP Policy DES3 states that within RASCs, planning permission will be granted for residential development, including conversion, provided that (4) the proposed development (including garages and other ancillary buildings) does not result in a harmful erosion of the spacing between buildings or lead to an over-dominance of the build form within the plot.</p> <p>The SPD guidance is a reasonable principle and based on general practice. It gives flexibility in stating that the development of garages 'will depend on the pattern of appropriate examples in a street and space available'. This message has been strengthened further by adding a prefix to the RASC guidance as per our response to issue 25 above.</p> <p>It is considered that triple garage with accommodation in front gardens (such as that at Dungoyne, Warren Drive, Kingswood allowed on appeal (LPA Ref: 14/01537/F, PINS Ref: APP/L3625/W/15/3006481) have undermined the character of the RASC.</p> <p>Point 5 of the RASC guidance has been amended in the final SPD in line with our response to issue 24.</p> | <p><b>YES</b></p>              |

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| <p>Various general consultees</p> <p>206</p> | <p><b>Issue 26 (4): Comments on RASCs guidelines in blue box on page 40</b><br/> <b>6. Hardstanding should be limited in extent, with a single access and set back from the front boundary so there is a substantial belt for the location of the front hedge or shrubbery and tree and shrub planting behind. Parking for no more than 4 cars should be provided on the larger sites. In and out drives are generally unacceptable.</b><br/> This guidance shows a disregard for both the existing nature, use and character of RASCs, and an inflexible approach to the actual capacity for RASCs to accommodate change without harm. It is noted that in and out drives exist throughout the RASCs and permitted development allows for hardstanding. There should be some flexibility to reflect modern living and other examples in the specific RASC.</p> | <p>DMP Policy DES3 states that within RASCs, planning permission will be granted for residential development, including conversion, provided that (8) sufficient off street parking is provided within the site and the layout of parking provision is not dominant within the site or otherwise harmful to the character of the locality.<br/> It is important that the landscape dominated frontages in RASCs are not undermined and that where new development is proposed that the front does not become hardstanding dominated.<br/> Point 6 of the RASC guidance has been amended in the final SPD in line with our response to issue 24.</p> | <p>YES</p>                     |
| <p>Various general consultees</p>            | <p><b>Issue 26 (5): Comments on RASCs guidelines in blue box on page 40</b><br/> <b>7. Eaves lines with a gap above general window heads or arches or in the case of garages, above garage door head, will be unacceptable for the same reason.</b><br/> This inflexible guidance doesn't consider the variety and character of buildings within RASCs, not all of which conform with this stated requirement. There is a variety of designs and architectural styles in RASCs and local residents should be able to choose their own architectural style.</p>  | <p>This is not about architectural style but the scale of development in front gardens. Tall eaves heights of garages have had an urbanising effect on the RASC.<br/> Point 7 of the RASC guidance has been amended in the final SPD in line with our response to issue 24.</p>   |                                |

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| <p>Various general consultees</p> <p>207</p> | <p><b>Issue 26 (6): Comments on RASCs guidelines in blue box on page 40</b><br/> <b>8. Slate and slate colour tiles are not acceptable are out of character with the arts and crafts character of the estates. Plain tiles will be expected, of local clay or colour to match. Recessive materials are encouraged generally to maintain the landscaped dominated character.</b></p> <p>It is noted that there are several examples where slate has been used throughout the RASCs. Slate has been used extensively in Kingswood. It is also important to note that some of the original buildings on the Estate used slate. The LDDG and LCDDG refer at 6.36 that Welsh slates arrived with the railways and are common in Redhill and Horley. However, it is also the case the Kingswood RASC also arrived after the railway.</p> | <p>Slate undermines local distinctiveness in the RASCs and adds to the obtrusive development and therefore it is important that local distinctiveness is reinforced. A strong stand is required against the use of slate as it is the default material used by those developing sites.</p> <p>Most of the RASCs are arts and crafts areas, a reaction against the urbanising railway architecture of some Victorian development. The use of clay and other plain tiles were specifically chosen at the time as a reaction against the use of slate undermining local character. Slate was only used on a handful of properties in the Kingswood RASC and those are mostly Victorian and predate the arts and crafts development of the estate. The general character of the estate remains clay and other plain tiles yet there is a consistent undermining of this by the default use of slate without consideration of local character. Point 8 of the RASC guidance has been amended in the final SPD in line with our response to issue 24.</p> | <p><b>YES</b></p>              |
| <p>Various general consultees</p>            | <p><b>Issue 26 (7): Comments on RASCs guidelines in blue box on page 40</b><br/> <b>9. No part of the footprint of a development, however small, shall be forward of the front building line. Development should also be in line with the neighbouring property where set behind the building line.</b></p> <p>This cannot be applied in all cases, as the building line may not exist in the way that the guidance describes it or assumes it to be. This inflexible approach demonstrates an inability to accept the variety and character of buildings within RASCs. Houses in RASCs have plenty of opportunity for forward extensions given in many cases the set back from the from the road.</p>   | <p>The building lines are generally evident in RASCs and there will be houses set behind that which can be extended forward if appropriate and respecting the general pattern of development adjacent. As noted in our response to issue 25, the Council acknowledges that the guidance is general and individual circumstances will be taken into account when making decisions.</p>   | <p><b>NO</b></p>               |

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|--|---|--|--------------------------------|
| <p>Various general consultees</p> <p>208</p> | <p><b>Issue 26 (8): Comments on RASCs guidelines in blue box on page 40</b><br/> <i>10. The footprint of any house should not be out of character with the prevailing appropriate footprint size in the road. The footprint should be adjusted according to the plot size, for instance for an existing small plot a footprint smaller than the general street may be expected but for larger plots the length and depth should not exceed the general pattern in the street.</i><br/> RASCs are characterised by unique dwellings and irregular plots. Here the guidance states that footprints should be adjusted smaller for smaller plots but may not be adjusted in same way to be larger for larger plots – in those cases the prevailing pattern must be followed.</p> | <p>There is a prevailing character and pattern of plot ratios in the RASCs where there is a maximum size of footprint, the footprint does not increase infinitely with the size of the plot, there is an upper limit. However, in the case of smaller plots the footprint does reduce in relation to the size of the plot.</p>   | <p><b>NO</b></p>               |
| <p>Various general consultees</p>            | <p><b>Issue 26 (9): Comments on RASCs guidelines in blue box on page 40</b><br/> <i>11. With a street or part of a street where the road characteristic varies, the width of plot and maintaining of the general pattern of gaps between side elevations and side space between dwellings and to boundaries should be respected. The prevailing width size within a road should be maintained and reduction by subdivision less than the prevailing width is unacceptable. Equally the typical plots sizes within the road should be maintained.</i><br/> Each RASC has its own set of characteristics and wide range of plot sizes along building to plot width ratios making it impossible to apply these rules fairly.</p>   | <p>DMP Policy DES3 states that within RASCs, planning permission will be granted for residential development, including conversion, provided that (7) the proposal does not involve inappropriate sub-division of existing curtilages to a size below that prevailing in the area.<br/> This SPD guidance has been based on general practice and looks at the character of the RASCs. Plot width is an important element of local character.</p> | <p><b>NO</b></p>               |

| Representor                | Summary of Main Issues Raised  | Council's Response (How the issues raised have been addressed in the SPD)   | Changes made to the final SPD? |
|----------------------------|--|---|--------------------------------|
| Various general consultees | <p><b>Issue 26 (10): Comments on RASCs guidelines in blue box on page 40</b><br/> <b>12. Depth of footprint should not exceed the general pattern in the street and be set back or recessed from the side to provide articulation and break the length of elevation.</b></p> <p>One of the main components of the RASCs are the width and depth of plots enabling significant rear extensions to provide extensions to living accommodation and leisure accommodation.</p> | <p>Any decisions would be based on the general pattern of development in the street, taking into account whether there are already appropriate examples of rear extensions to provide living and leisure accommodation that don't harm the landscape character.</p> | <p><b>NO</b></p>               |

| Representor                               | Summary of Main Issues Raised  | Council's Response (How the issues raised have been addressed in the SPD)   | Changes made to the final SPD? |
|---|--|---|--------------------------------|
| <p>Various<br/>General<br/>consultees</p> | <p><b>Issue 26 (11): Comments on RASCs guidelines in blue box on page 40</b><br/> <b>13. Generally, development will be of two storeys, accommodation in the roof being dependent on the pattern in the street, though some streets in the RASCs are of a single storey nature and this should be respected...</b><br/>           If accommodation in the roof space is not utilised, this goes against the principles of good design.</p> <p><b>15. Floor ceiling heights should be respected so eaves heights match appropriate neighbouring properties.</b><br/>           Developments should not have to replicate neighbouring properties. (this also applies to point 16)</p> <p><b>18. Roofs should follow the pitch, eaves height, ridge height and form within a road.</b><br/>           This cannot be applied in all cases as the consistency of roof forms may not exist in the way that the guidance describes it. This inflexible approach demonstrates an inability to accept the variety and character of buildings within RASCs.</p> <p><b>19. The eaves and ridge heights should be in line with neighbouring eaves and ridges.</b><br/>           Again, this may lead to situations where there are different ridge/eaves line to different neighbouring properties. The guidance does not resolve such issues or recognise the variety of buildings within RASCs.</p> | <p>DMP Policy DES3 states that within RASCs, planning permission will be granted for residential development, including conversion, provided that (3) the height, depth, elevation, scale and massing of development respects the form of neighbouring buildings and the character of the RASCs.</p> <p>The guidance recognises that individual circumstances will need to be taken into account when making a decision on a planning application. The scale of the development within a street is important and the accommodation in the roof would depend on the pattern in the street.</p> <p>Each RASC is unique, recognised for its individual identity and distinct character and it is right that a proposed eaves height should respect the eaves heights appropriate to neighbouring properties, so they are in scale with the street.</p> <p>All of the above guidance deals, in essence, with eaves and ridge heights and therefore the final SPD has been amended to combine those into one single guideline as per below:</p> <p><i>13. Generally, development will be of two storeys, accommodation in the roof being dependent on the pattern in the street, though some streets in the RASCs are of a single storey nature and this should be respected. Floor ceiling heights should be respected so that eaves and ridge heights match appropriate neighbouring properties. Roofs should follow the pitch, eaves height, ridge height and form within a road. Proposals should be accompanied by street scenes showing the proposal in relation to eaves and ridge heights of neighbouring development. The height of these will be expected to be verified by measured drawings or other means by the applicant. To avoid breaches of height, the eaves and ridge heights will be conditioned to match by reference to the ridge and eaves line it intends to match.</i></p> | <p>YES</p>                     |

| Representor                   | Summary of Main Issues Raised   | Council's Response (How the issues raised have been addressed in the SPD)   | Changes made to the final SPD? |
|-------------------------------|---|---|--------------------------------|
| Various general consultants   | <p><b>Issue 26 (12): Comments on RASCs guidelines in blue box on page 40</b></p> <p><b>21. The number of dormers should reflect the prevailing pattern of appropriate examples in the street. Numerous rooflights should be avoided. Solar panels and photovoltaics should be sited so they minimise impact, including in crown roof no higher than ridge, or on the rear plane of roof or screened small rear garden arrays. Side roof planes would be a secondary options and front roof planes should be avoided. Where they occur in roof planes, they should be integrated in the roof, symmetrical to the roof's axial symmetry, rectangular in layout and not stepped and with black frames. They need to consider early in the design process and not an add on. Vehicle Charging points should be unobtrusively placed, preferably black with minimal indicative lights, where they cannot be sited internally.</b></p> <p>It is agreed that dormers should comply with the relevant design guidance, yet this guidance is overly prescriptive as modern interpretations can achieve high quality design, or when to the rear of a building.</p> | <p>The scale of the development within a street is important and the accommodation in the roof would depend on the pattern in the street. This would include for example typical number of dormers found on properties in the street, etc and the pattern to the rear may differ from the pattern to the front plane of the roof. However, scale is important whether it is modern or traditional interpretation.</p> | NO                             |
| Transport for London          | No specific comments  | Noted   | NO                             |
| SGN (Infrastructure provider) | No specific comments  | Noted   | NO                             |

| Representor  | Summary of Main Issues Raised | Council's Response (How the issues raised have been addressed in the SPD) | Changes made to the final SPD? |
|--|-------------------------------|---|--------------------------------|
| Elmbridge Borough Council                          | No specific comments          | Noted   | <b>NO</b>                      |
| Highways England                                   | No specific comments          | Noted   | <b>NO</b>                      |
| CLH Pipeline System Ltd. (Infrastructure provider) | No specific comments          | Noted   | <b>NO</b>                      |
| Canal & River Trust                                | No specific comments          | Noted   | <b>NO</b>                      |
| Historic England                                   | No specific comments          | Noted   | <b>NO</b>                      |

### **Any other matters**

A number of other minor amendments were proposed, including grammatical and typographical suggestions. Where considered appropriate these amendments have been made.

## Appendix 2: Individuals and organisations consulted on the draft Local Character and Distinctiveness Design Guide SPD under Regulations 12 and 13

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| Specific Consultees                    | Specific Consultees                        |
|--|--|
| (aq) Limited                           | Marine Management Organisation             |
| Adur & Worthing Councils               | Mayor of London (Senior Strategic Planner) |
| Affiniti Integrated Solutions Limited  | Mid Sussex District Council                |
| Airband Community Internet Limited     | MLL Telecom Ltd                            |
| Airwave Solutions Limited              | Mobile Broadband Network Limited           |
| Aqua Comms                             | Mole Valley District Council               |
| Arqiva Communications Ltd              | Mono Consultants                           |
| Arqiva Limited                         | MS3 Networks Ltd                           |
| Arqiva Services Limited                | My Fibre Limited                           |
| Arun District Council                  | National Grid (Avison Young)               |
| AT&T Global Network Services (UK) B.V. | NATS (En Route) PLC                        |
| Atlas Communications NI Limited        | Natural England                            |
| Atlas Tower Group Limited              | Natural England Sussex & Surrey Team       |
| B4B Networks Ltd                       | Neos Networks Ltd                          |

| Specific Consultees                   | Specific Consultees   |
|---------------------------------------|---|
| Betchworth Parish Council             | Network Rail (town planning)  |
| Bletchingley Parish Council           | Newdigate Parish Council  |
| Bolt Pro Tem Limited                  | NextGenAccess Ltd.  |
| Boundless Networks Ltd                | NHS Crawley Clinical Commissioning Group (CCG)                                      |
| Box Broadband Limited                 | NHS England   |
| Brighton & Hove City Council          | NHS England and NHS Improvement South East  |
| Britaniacrest Recycling               | NHS Property Services   |
| Britannia Towers II Ltd               | Nutfield Parish Council   |
| British Gas                           | NWP Street Ltd  |
| British Telecom                       | Office of Rail and Road   |
| British Telecommunications plc        | Open Fibre Networks Limited (formerly Independent Next Generation Networks Limited) |
| Broadband for the Rural North Limited | Open Network Systems Limited  |
| Broadway Partners Limited             | Orange Personal Communication Services Ltd  |
| Buckland Parish Council               | Outwood Parish Council  |
| Burstow Parish Council                | PCCW Global Networks (UK) Plc   |

| Specific Consultees  | Specific Consultees                     |
|--|---|
| Call Flow Solutions Limited                                | Quickline Communications Limited        |
| Cambridge Fibre Networks Limited                           | Ranston Farm Partnership                |
| Central North Sea Fibre Telecommunications Company Limited | Runnymede Borough Council               |
| CenturyLink Communications UK Limited                      | Salfords & Sidlow Parish Council        |
| Chaldon Parish Council                                     | Scotia Gas Network (SGN)                |
| Charlwood Parish Council                                   | SES Water                               |
| CityFibre Metro Networks Limited                           | Sevenoaks District Council              |
| CityLink Telecommunications Limited                        | Severn Trent Retail Services Limited    |
| Civil Aviation Authority                                   | SGN                                     |
| CLH Pipeline System Ltd                                    | Sitec Infrastructure Services Ltd       |
| Coast 2 Capital  | Sky Telecommunications Services Limited |
| Coast to Capital   | Sky UK Limited                          |
| Cogent Communications UK Ltd                               | Solway Communications Limited           |
| COLT Technology Services                                   | Southern Electric                       |
| Communications Infrastructure Networks Limited             | Southern Gas Network                    |

| Specific Consultees  | Specific Consultees                   |
|--|---------------------------------------|
| Concept Solutions People Ltd                                   | Southern Water                        |
| Cornerstone Telecommunications Infrastructure Limited          | Spelthorne Borough Council            |
| County Broadband Limited                                       | Sprintlink UK Ltd                     |
| Crawley Borough Council  | Spyder Facilities Limited             |
| Crawley CCG  | SSE Telecommunications Limited        |
| Development Planning Manager, Developer Services, Thames Water | Subtopia Limited                      |
| EE Limited   | Surrey and Sussex NHS Trust           |
| Eircom UK Ltd  | Surrey CC (Minerals & Waste Planning) |
| Elmbridge Borough Council                                      | Surrey CC Planning Consultation       |
| Energis Communications Ltd                                     | Surrey Heath Borough Council          |
| Environment Agency   | Surrey Wildlife Trust                 |
| Epsom & Ewell Borough Council                                  | Sussex and Surrey Police              |
| EU Networks Fiber UK Limited                                   | Sussex Wildlife Trust                 |
| euNetworks Fiber UK Ltd  | TalkTalk Communications Limited       |
| FibreSpeed Limited   | Tandridge District Council            |

| Specific Consultees   | Specific Consultees   |
|---|---|
| Fibrewave Networks  | Tata Communications (UK) Limited                                |
| FLAG Atlantic UK Limited  | Telecommunications Wireless and Infrastructure Services Limited |
| Flood Risk & Network Resilience Assistant - Surrey County Council | Telefonica UK Limited   |
| Fujitsu Services Limited  | Telensa Ltd.  |
| Full Fibre Limited  | Telent Technology Services Limited                              |
| G. Network Communications Limited                                 | Telewest Limited  |
| Gamma Telecom Holdings Ltd  | TeliaSonera International Carrier UK Limited                    |
| Gas Transportation Company (GTC)                                  | Thames Water Planning Policy                                    |
| Gatwick Diamond Initiative  | Thames Water Utilities Ltd                                      |
| Gatwick Greenspace Partnership                                    | The Coal Authority  |
| Gigaclear Plc   | The Wireless Asset Company Limited                              |
| Glide Business Limited (formerly WarwickNet Limited)              | The Wireless Infrastructure Company Limited                     |
| Government Pipeline & Storage System (GPSS)                       | Three   |
| Greater London Authority  | Thus plc  |

| Specific Consultees                                      | Specific Consultees  |
|--|--|
| GTT Communications                                       | TIBUS (trading as The Internet Business Limited)                     |
| Guildford Borough Council                                | Timico Partner Services Limited                                      |
| Harlequin Group Ltd                                      | Tiscali UK Limited   |
| Head of Primary Care - Surrey Heartlands CCG             | toob Limited   |
| Headley Parish Council                                   | Transport for London   |
| Highways England   | Transport for the South East   |
| Highways England (Spatial & Development Control Queries) | Truespeed Communications Ltd.  |
| Historic England   | UK Broadband Limited   |
| Historic England South East - Consultations              | UK Power Network   |
| Homes England  | Ulstercom Ltd  |
| Horley Town Council                                      | Urban Innovation Company (UIC) Limited, (formerly Euro Payphone Ltd) |
| Horsham District Council                                 | Verizon UK Ltd   |
| Hutchison 3G UK Limited                                  | Virgin Media Limited   |
| Hyperoptic Ltd   | Virgin Media Wholesale Limited                                       |
| In Focus Public Networks Ltd                             | Vodafone and O2, EMF Enquiries                                       |

| Specific Consultees  | Specific Consultees                                   |
|--|---|
| InTechnology Smart Cities Limited (formerly InTechnology WiFi Limited) | Vodafone Enterprise UK (formerly Cable & Wireless UK) |
| Integrated Digital Services Limited                                    | Vodafone Limited                                      |
| Internet Central Ltd   | Vodafone Limited - Environmental and Planning Manager |
| Internet Connections Limited   | Voneus Limited  |
| Interoute Communications Limited                                       | Waldon Telecom Ltd.                                   |
| IPM Communications PLC   | Waverley Borough Council                              |
| ITS Technology Group Limited   | Wealden District Council                              |
| IX Wireless Limited  | West Sussex County Council - Planning Policy          |
| KCOM Group Plc   | WHP Telecoms Limited                                  |
| Lancaster University Network Services Limited                          | Wifinity Limited                                      |
| Leigh Parish Council   | Wightfibre Limited                                    |
| Lightning Fibre Limited  | Wildcard UK Limited                                   |
| Local Plans South - NHS Property Services Ltd                          | Woking Borough Council                                |
| London Borough of Croydon  | WPD Telecoms Limited (formerly Surf Telecoms Limited) |
| London Borough of Sutton   | Zayo Group UK Limited                                 |

| Specific Consultees                | Specific Consultees |
|------------------------------------|---------------------|
| Lothian Broadband Networks Limited | Zzoomm PLC          |

### **General Consultees**

Residents, businesses, registered providers and developers on the Council's Planning Policy Consultation Contacts database.



# **RBBC Local Character & Distinctiveness Design Guide Supplementary Planning Document (SPD)**

**Strategic Environmental Assessment and Habitats  
Regulations Assessment Screening Statement**

**June 2021**

## Executive Summary

This screening statement considers whether a Strategic Environmental Assessment and / or full Habitats Regulation Assessment are required to be produced to accompany the Local Character & Distinctiveness Design Guide Supplementary Planning Document (SPD).

The screening concludes that **an SEA is not required** for the Local Character & Distinctiveness Design Guide SPD. It also concludes that the Local Character & Distinctiveness Design Guide SPD **would not need to be subject to full Appropriate Assessment under the Habitats Regulations Assessment.**

## 1. Introduction

- 1.1. Reigate & Banstead Borough Council has prepared a revised Local Character & Distinctiveness Design Guide Supplementary Planning Document (SPD) to replace the existing Local Distinctiveness Design Guide Supplementary Planning Guidance (SPG) adopted in 2004.
- 1.2. This revised SPD will provide additional guidance to support implementation of policies in the Council's adopted Local Plan: Core Strategy (adopted 2014 and reviewed 2019) and Development Management Plan (DMP) (adopted 2019). Upon adoption, the revised SPD will be a material consideration in planning determinations in the borough. The 2004 SPG will be withdrawn.
- 1.3. The 2004 Planning and Compulsory Purchase Act and associated Regulations made all local development documents subject to Sustainability Appraisal (SA), which met the requirements of Strategic Environmental Assessment (SEA) as defined by the EU Directive 2001/42/EC. The 2008 Planning Act removed the requirement for SPDs to be subject to SA and, as such, the Council does not propose to carry out a Sustainability Appraisal of the SPDs.
- 1.4. The requirement for local planning authorities to carry out a SEA of relevant plans and programmes before adoption is set out in the Environmental Assessment of Plans and Programmes Regulations 2004.
- 1.5. There are however exceptions to this and, in most cases, SPDs do not require SEA. This is acknowledged in the Planning Practice Guidance (PPG)<sup>1</sup>, which sets out that "*supplementary planning documents do not require a sustainability appraisal but may in exceptional circumstances require a strategic environmental assessment if they are likely to have significant environmental effects that have not already been assessed during the preparation of the relevant strategic policies*". Ultimately, it is the responsibility of the local planning authority to assess whether

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<sup>1</sup> PPG Strategic environmental assessment and sustainability appraisal Paragraph: 008 Reference ID:11-008-20140306

the plan is likely to have significant effects on the environment and make these conclusions public.

- 1.6. In addition, Article 6 of the Habitats Directive (as transposed into UK law by the Conservation of Habitats and Species Regulations 2017 (“the Habitats Regulations” 2017) requires an assessment of the implications of a plan, both individually and in combination with other plans or projects, on designated ‘Natura 2000’ sites<sup>2</sup>. If it is determined that a plan or project is likely to have a significant effect on these protected sites, an Appropriate Assessment should be undertaken.
- 1.7. The Council has therefore prepared this Screening Statement to determine whether the revised Local Distinctiveness Design Guide SPD should be subject to a SEA and/or Habitats Regulations Assessment (HRA)/Appropriate Assessment.

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<sup>2</sup> Including Special Protection Areas (SPAs), Special Areas of Conservation (SACs) and Ramsar sites (which are treated as Natura 2000 sites)

## 2. Scope of the SPD

- 2.1. The paragraphs below summarise the purpose, scope and intended content of the revised Local Character & Distinctiveness Design Guide SPD, which is the subject of this SEA/HRA Screening Report. The updated SPD is intended to replace the currently adopted 2004 Local Distinctiveness Design Guide SPG, which on adoption, will be revoked.
- 2.2. It should be noted that the document will not contain any new policies, proposals or site allocations. Nor will it influence or alter the scale or spatial distribution of development across the borough which is already established through the Core Strategy.

### Local Character & Distinctiveness Design Guide SPD

- 2.3. The purpose of revising the 2004 Reigate & Banstead Local Distinctiveness Design Guide is to reflect changes to national and local planning policy, since its adoption. In particular the adoption of the Council's Core Strategy (adopted July 2014 and reviewed July 2019) and DMP (adopted September 2019); as well the National Design Guide, published by the Ministry of Housing, Communities and Local Government (MHCLG) in 2019.
- 2.4. The revised SPD will provide applicants/ developers with guidance for how to take into consideration local character, context and distinctiveness of the borough's character areas when designing applications.
- 2.5. It will provide the national and local context. It will detail the national and local planning policy context; provide an overview of the local character and identity of the various parts of the borough; and detail current issues and design considerations which should be taken into consideration when designing schemes in the borough.
- 2.6. Taking into consideration the local context, the revised SPD will detail key design principles for new development. Specifically, it will provide further detailed advice and guidance in relation to the following adopted Core Strategy and DMP policies:

**Table 1: Core Strategy Policies**

| <b>Policy Number</b> | <b>Policy Name</b>                            |
|----------------------|---|
| CS4                  | Valued Townscape and the Historic Environment |
| CS10                 | Sustainable Development                       |
| CS11                 | Sustainable Construction                      |
| CS14                 | Housing Needs of the Community                |

**Table 2: DMP Policies**

| <b>Policy Number</b> | <b>Policy Name</b>                     |
|----------------------|--|
| DES1                 | Design of New Development              |
| DES2                 | Residential Garden Land Development    |
| DES3                 | Residential Areas of Special Character |
| DES4                 | Housing Mix                            |
| DES5                 | Delivering High Quality Homes          |
| DES8                 | Construction Management                |
| DES9                 | Pollution and Contaminated Land        |
| NHE9                 | Heritage Assets                        |

### 3. Strategic Environmental Assessment (SEA)

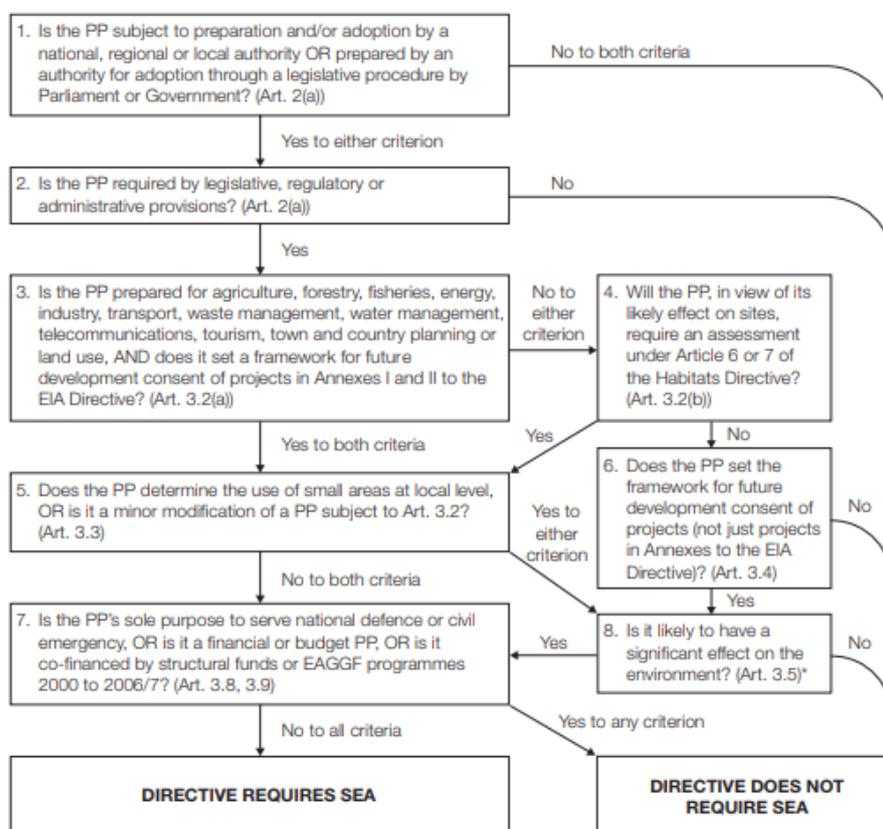
- 3.1. As discussed in the Introduction above, SEA is required for certain categories of plans and programmes where they are determined to be likely to have significant environmental impacts.
- 3.2. With regards to SPDs, the PPG indicates that SEA will normally only be required in exceptional circumstances. The Council must therefore determine whether SEA is required for the revised Local Character & Distinctiveness Design Guide SPD being prepared. This is referred to as a screening process.
- 3.3. As part of this, the Council must first determine whether the SPD is a “plan or programme” covered by Article 3(3) and 3(4). If it determines that it is, then the Council must carry out a screening to establish whether SEA is required. This will depend on its potential to result in significant environmental effects.
- 3.4. In deciding whether significant environmental effects are likely, the Council must take into account the criteria in Schedule 1 to the Environmental Assessment of Plans and Programmes Regulations 2004, and to consult the specified Consultation Bodies. This process is summarised in **Figure 1** below.
- 3.5. The Council’s assessments of the SPD against Schedule 1 criteria are set out in **Tables 3 & 4** below.
- 3.6. This Screening Report covers:
  - a) An assessment of whether the SPD is covered by Article 3(3) and Article 3(4)
  - b) An appraisal of the SPD taking account of the criteria in Schedule 1 of the Environmental Assessment of Plans and Programmes Regulations 2004.
- 3.7. The draft Screening was sent to the three prescribed consultation bodies<sup>3</sup>. Historic England advised that its view is that SEA is not required for reasons set out in paragraph 3.9 of the draft screening statement (now paragraph 3.11).

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<sup>3</sup> Natural England, Historic England and the Environment Agency

- 3.8. The Environment Agency agreed that the proposed SPD is intended to provide supplementary guidance to aid implementation of existing policies in the Local Plan and will not introduce new or amended planning policy and therefore will not give rise to significant adverse effects on the environment.
- 3.9. Natural England reviewed the draft Screening statement and have not identified any likely significant effects of the proposed SPD on any of the environment features for which Natural England has statutory duties and responsibilities and therefore has no comments to make.

This diagram is intended as a guide to the criteria for application of the Directive to plans and programmes (PPs). It has no legal status.



\*The Directive requires Member States to determine whether plans or programmes in this category are likely to have significant environmental effects. These determinations may be made on a case by case basis and/or by specifying types of plan or programme.

**Figure 1: Application of the SEA Directive to plans and programmes**  
**Source: ODPM (2005) A Practical Guide to the Strategic Environmental Assessment Directive**

## Screening Assessment for the Local Character & Distinctiveness Design Guide SPD

The SPD is considered to be a plan or programme covered by Articles 3(3) and 3(4).

SCHEDULE 1 – Regulations 9(2)(a) and 10(4)(a)

CRITERIA FOR DETERMINING THE LIKELY SIGNIFICANT EFFECTS ON THE ENVIRONMENT

**Table 3: The characteristics of plans and programmes**

| Having regard, in particular, to:   | Comments   |
|---|--|
| (a) the degree to which the plan or programme sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources; | The Local Character & Distinctiveness Design Guide SPD does not set the framework for development with regard to its size, activity, nature or operating conditions. The SPD will provide guidance as to the approach to design to supplement existing policies in the Core Strategy (CS4, CS10, CS11 and CS14) and DMP (DES1, DES2, DES3, DES4, DES5, DES8 and DES9) which have already been subjected to SEA as part of their development. |
| (b) the degree to which the plan or programme influences other plans and programmes including those in a hierarchy;   | The SPD does not influence other plans or programmes. It is influenced by the higher order Local Plan documents (namely the Core Strategy and DMP) which have been subject to SEA, as well as the NPPF. It will guide development proposals but not other plans or programmes. The SPD does not set new policies.  |
| (c) the relevance of the plan or programme for the integration of environmental considerations in particular with a view to promoting sustainable development;  | The SPD will guide the design of development proposals. In accordance with Core Strategy Policies CS10,11 and 14, DMP Policies DES1-5,8 and 9 and NHE9 and NPPF Paragraph 124, the revised SPD will provide guidance for how to incorporate sustainable development considerations (including design, construction methods and materials) into the design of the development whilst respecting local character and distinctiveness.          |

| Having regard, in particular, to:  | Comments   |
|--|--|
| (d) environmental problems relevant to the plan or programme; and  | <p>The Local Character &amp; Distinctiveness Design Guide will encourage development to be responsive to the character and distinctiveness of their locale, with a view to protecting and enhancing the character and distinctiveness of the borough for future generations.</p> <p>The SPD will balance environmental considerations with the need to protect and enhance the character and distinctiveness of the landscape.</p> <p>Sustainability Appraisal (incl. SEA) of the Council's higher order Local Plan documents incorporates an objective (no. 15) "to protect and enhance the landscape character".</p> |
| (e) the relevance of the plan or programme for the implementation of Community legislation on the environment (for example, plans and programmes linked to waste management or water protection) | <p>The SPD is not directly relevant to the implementation of Community legislation on the environment.</p>   |

**Table 4: The characteristics of the effects and of the area likely to be affected**

| Having regard, in particular, to:  | Comments  |
|--|---|
| (a) the probability, duration, frequency and reversibility of the effects; | <p>The SPD provides guidance aimed at avoiding or mitigating the negative impact which new developments could have on the character of the local area and encourages positive benefits. It supports delivery of policies within the Local Plan which have already been subject to SA/SEA.</p> |

| Having regard, in particular, to:  | Comments   |
|--|--|
| (b) the cumulative nature of the effects;  | <p>The SPD will apply to any number of future development proposals within the borough. It will support the preservation and enhancement of the local character and distinctiveness of the borough.</p> <p>Its cumulative effect could be to promote recognition of, and sensitivity to, character and local distinctiveness across the borough.</p>   |
| (c) the transboundary nature of the effects;   | <p>The SPD is unlikely to result in any transboundary effects. Where developments may be close to boundaries or transboundary, the SPD will only serve to guide the design of developments taking into consideration the local character, ameliorating some of the possible negative effects of such development.</p>  |
| (d) the risks to human health or the environment (e.g. due to accidents),  | <p>The SPD does not present any risk to human health or the environment;</p>   |
| (e) the magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected),  | <p>The SPD will be applied to all relevant planning applications in the borough, although its application and effects will be limited geographically to those areas in which applications are made.</p> <p>The effects of the SPD may be felt by populations in and around the development sites to which the SPD is applied, but also those visiting those areas.</p>   |
| (f) the value and vulnerability of the area likely to be affected due to:<br>- special natural characteristics or cultural heritage, - exceeded environmental quality standards or limit values, - intensive land-use, | <p>The guidance in the SPD will specifically apply to proposals where development is either being provided or affected. Such proposals could potentially involve sites with listed buildings, within Conservation Areas, or within protected landscapes such as the AONB or AGLV. However, the SPD only offers guidance to support implementation of policies (and site allocations) in the Local Plan which have already been subject to SA/ SEA. It does not propose further or different types of development to those already contemplated through the Local Plan.</p> |

| Having regard, in particular, to:   | Comments   |
|---|--|
| <p>(g) the effects on areas or landscapes which have a recognised national, Community or international protection status.</p> | <p>In applying to the borough of Reigate &amp; Banstead, the SPD potentially covers and may be applied to, areas protected for their special natural characteristics such as the Surrey Hills AONB, Mole Gap to Reigate Escarpment SAC and various Conservation Areas.</p> <p>However, its guidance will not have general applicability and will be limited to design considerations and its effects limited to only sites in and around areas being brought forward for development.</p> <p>It is not intended to provide guidance directly in relation to landscapes of national, Community or international protection. The guidance in the SPD will compliment by adding detail rather than override existing policies in the Local Plan relating to the management and protection of such landscapes or protected areas (which have already been subject to SEA).</p> |

## Conclusions in respect of Strategic Environmental Assessment

- 3.10. The revised Local Character & Distinctiveness Design Guide is intended to supplement and support the delivery of existing policies in the Local Plan (Core Strategy and DMP) which have already been the subject of SA/SEA as part of their preparation process. This includes SA of the Main Modifications to the DMP proposed by the Inspector during the DMP Examination. The SPD will not include new policies or proposals, nor will it alter the overall development strategy (scale and distribution) which is established through the higher order Local Plan documents.
- 3.11. Having reviewed and assessed the SPD against the relevant criteria and considerations in Schedule 1 to the Environmental Assessment of Plans and Programmes Regulations 2004 (as set out in **Tables 3 & 4** above), the Council concludes that the Local Character & Distinctiveness Design Guide SPD will not give rise to significant environmental effects. **As such, Strategic Environmental Assessment is not therefore required for the SPD.**

## 4. Habitat Regulation Assessment Screening

- 4.1. The European Directive (92/43/EEC) on the Conservation of Natural Habitats and Wild Flora and Fauna (the 'Habitats Directive') sets out the means to protect habitats and species of European importance through the establishment and conservation of a network of sites known as the 'Natura 2000' network. These include Special Areas of Conservation (SACs) and Special Protection Areas (SPAs). It is also Government policy for sites designated under the Convention on Wetlands of International Importance (Ramsar sites) to be treated as having equivalent status to Natura 2000 sites. These are sites of exceptional importance in respect of rare, endangered or vulnerable natural habitats and species within the European Community. In this report SACs, SPAs and Ramsar sites will be collectively referred to as 'Natura 2000' sites.
- 4.2. The purpose of a HRA is to assess the implications of a plan, both individually, and in-combination with other plans or projects, on these Natura 2000 sites. The Habitats Directive applies the precautionary principle to Natura 2000 sites. In normal circumstances, a land use plan can be brought into effect only after having ascertained that it will not adversely affect the integrity of a Natura 2000 site either alone or in-combination with other plans.
- 4.3. The first stage in the process is to establish, via screening, whether the plan is either directly connected with, or necessary to, the management of a European site. If not, a determination needs to be made as to whether the plan in itself or in combination with others is likely to have a significant effect on a European site.
- 4.4. A comprehensive HRA Appropriate Assessment was undertaken as part of the preparation of these higher order Local Plan documents to determine whether those policies would have likely significant effects. The conclusions of these previous HRAs are considered highly relevant to the screening assessment for Local Character & Distinctiveness Design Guide SPD. In relation to the policies which the proposed SPD will implement, the HRA for the Core Strategy and DMP concluded as follows:

**Table 5: Conclusions of Core Strategy and DMP HRAs in respect of relevant policies**

| Policy  | HRA conclusions   |
|---|---|
| <p><b>Core Strategy Policy CS4<br/>‘Valued Townscapes and the Historic Environment’</b><br/>(known as Policy CS2 in the original Core Strategy HRA)</p> | <p>HRA (Feb 2012) concluded that the policy will not increase recreational disturbance at Natura 2000 sites or give rise to any identified impact in respect of air quality. Concludes no likely significant effects and no mitigation required.</p>  |
| <p><b>Core Strategy Policy CS10<br/>‘Sustainable Development’</b><br/>(known as Policy CS8 in the original Core Strategy HRA)</p>                       | <p>HRA (Feb 2012) concluded that the policy would have no direct implications for recreational disturbance at the SAC and would have no impacts in respect of air quality. HRA noted that the policy would promote preferential use of previously developed land and encourage a reduction in carbon emissions and the need to travel. Concludes no likely significant effects and no mitigation required.</p>                          |
| <p><b>Core Strategy Policy CS11<br/>‘Sustainable Construction’</b><br/>(known as Policy CS9 in the original Core Strategy HRA)</p>                      | <p>HRA (Feb 2012) concluded that the policy would have no direct implications for recreational disturbance at the SAC and would have no impacts in respect of air quality. HRA noted that the policy should contribute to a reduction in the use of energy, and the increase in more sustainable forms of energy production and that the policy will contribute to regional efforts to reduce the trend of increased air pollution.</p> |
| <p><b>DMP Policy DES1 ‘Design of New Development’</b></p>   | <p>HRA (Sept 2018) concluded that the then drafted policy had no impact pathways and no HRA/AA implications. The policy was therefore screened out. HRA Addendum (March 2019) for the DMP Main Modifications also screened out the policy as no material effect on previous HRA/AA conclusions.</p>   |
| <p><b>DMP Policy DES2<br/>‘Residential Garden Land Development’</b></p>   | <p>HRA (Sept 2018) concluded that the then drafted policy had no impact pathways and no HRA/AA implications. The policy was therefore screened out. HRA Addendum (March 2019) for the DMP Main Modifications also screened out the policy as no material effect on previous HRA/AA conclusions.</p>   |

| Policy  | HRA conclusions   |
|---|---|
| <b>DMP Policy DES3<br/>'Residential Areas of Special Character'</b> | HRA (Sept 2018) concluded that the policy had no impact pathways and no HRA/AA implications. The policy was therefore screened out.   |
| <b>DMP Policy DES4 'Housing Mix'</b>                                | HRA (Sept 2018) concluded that the then drafted policy had no impact pathways and no HRA/AA implications. The policy was therefore screened out.<br>HRA Addendum (March 2019) for the DMP Main Modifications also screened out the policy as no material effect on previous HRA/AA conclusions. |
| <b>DMP Policy DES5 'Delivering High Quality Homes'</b>              | HRA (Sept 2018) concluded that the policy had no impact pathways and no HRA/AA implications. The policy was therefore screened out.   |
| <b>DMP Policy DES8<br/>'Construction Management'</b>                | HRA (Sept 2018) concluded that the policy had no impact pathways and no HRA/AA implications. The policy was therefore screened out.   |
| <b>DMP Policy DES9 'Pollution and Contaminated Land'</b>            | HRA (Sept 2018) concluded that the policy had no impact pathways and no HRA/AA implications. The policy was therefore screened out.   |
| <b>DMP Policy NHE9 'Heritage Assets'</b>                            | HRA (Sept 2018) concluded that the then drafted policy had no impact pathways and no HRA/AA implications. The policy was therefore screened out.  |

## Conclusions in respect of Habitat Regulations Assessment Screening

- 4.5. Previous HRAs have therefore concluded that there were no likely significant effects on European sites, either alone or in combination with other plans and projects, as a result of the policies within the Local Plan which the Local Character & Distinctiveness Design Guide SPD is intended to implement.
- 4.6. Given the proposed amended SPD is intended to provide supplementary guidance to aid implementation of existing policies in the Local Plan (Core Strategy and DMP) and will not introduce new or amended planning policy, it is concluded that the SPD will not give rise to likely significant effects on any European sites. **It is therefore concluded that a full Appropriate Assessment under the Habitats Regulations is not required for the Local Character & Distinctiveness Design Guide SPD.** This conclusion has been confirmed following receipt of the views of the relevant consultation bodies.

## Appendix 1: Responses from the three Statutory Bodies

creating a better place



Reigate & Banstead Borough Council  
Building & Development Services  
Town Hall Castlefield Road  
Reigate  
Surrey  
RH2 0SH

Our ref: SL/2011/108875/SE-09/SC1

Your ref: Email

Date: 13 October 2020

[LDF@Reigate-Banstead.gov.uk](mailto:LDF@Reigate-Banstead.gov.uk)

Dear Sir/Madam

### Consultation on Strategic Environmental Assessment and Habitats Regulations Assessment Screening Statement

- Local Character & Distinctiveness Design Guide SPD
- Climate Change and Sustainable Construction SPD

Thank you for consulting the Environment Agency on the above. We are in agreement with your conclusion that the Local Character and Distinctiveness Design Guide SPD and Climate Change and Sustainable Construction SPD are unlikely to have any significant environmental effects and therefore a full Strategic Environmental Assessment will not be required.

We agree that the proposed SPDs are intended to provide supplementary guidance to aid implementation of existing policies in the local plan and will not introduce new or amended planning policy and therefore will not give rise to significant effects on the environment.

Please do not hesitate to contact me should you wish to discuss this further.

Yours faithfully,

Charles Muriithi, MRTPI  
Planning Specialist

Kent and South London  
[charles.muriithi@environment-agency.gov.uk](mailto:charles.muriithi@environment-agency.gov.uk)

Environment Agency  
3rd Floor, Seacole Building, 2 Marsham Street, London, SW1P 4DF  
Telephone: 03708 506 506  
Email: [enquiries@environment-agency.gov.uk](mailto:enquiries@environment-agency.gov.uk)  
Website: [www.gov.uk/environment-agency](http://www.gov.uk/environment-agency)





Historic England

Planning Policy Team  
Reigate & Banstead Borough Council  
Reigate Town Hall, Castlefield Road  
Reigate, Surrey RH2 0SH

Our ref: PL00714802  
Your ref:  
Telephone 020 7973 3700  
Email [e-seast@historicengland.org.uk](mailto:e-seast@historicengland.org.uk)

[By email only to LDF@Reigate-Banstead.gov.uk](mailto:LDF@Reigate-Banstead.gov.uk)

Date 14 October 2020

Dear Sir or Madam

Reigate and Banstead Borough Local Character & Distinctiveness Design Guide SPD  
Strategic Environmental Appraisal Screening Opinion

Thank you for your email dated 9 September 2020 consulting Historic England on your intention of carrying out a SEA for the above plan.

In light of the Environmental Assessment of Plans and Programmes Regulations 2004, our view is that a SEA is not required in this instance for the reason set out in Paragraph 3.9 of the Screening Statement.

*Yours sincerely*

*Alan Byrne*  
Historic Environment Planning Adviser



Historic England, 4th Floor, The Atrium, Cannon Bridge House, 25 Dowgate Hill, London EC4R 2YA  
Telephone 020 7973 3700 [HistoricEngland.org.uk](http://HistoricEngland.org.uk)

Please note that Historic England operates an access to Information policy.  
Correspondence or Information which you send us may therefore become publicly available.



Date: 25 September 2020  
Our ref: 327411  
Your ref: [Click here to enter text.](#)



Customer Services  
Hornbeam House  
Crewe Business Park  
Electra Way  
Crewe  
Cheshire  
CW1 6GJ

T 0300 080 3900

[LDF@Reigate-Banstead.gov.uk](mailto:LDF@Reigate-Banstead.gov.uk)

**BY EMAIL ONLY**

Dear Sir/Madam,

**Planning consultation: Reigate and Banstead Local Plan - Local Character & Distinctiveness Design Guide SPD - SEA & HRA Screening Consultation Request**  
Location: Reigate and Banstead

Thank you for your consultation on the above dated 09 September 2020 which was received by Natural England on 10 September 2020

Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.

#### **SUMMARY OF NATURAL ENGLAND'S ADVICE**

##### **NO COMMENTS**

Having reviewed the Council's Draft Screening Statement we have not identified any likely significant effects of the proposed SPD on any of the environmental features for which Natural England has statutory duties and responsibilities including the Mole Gap to Reigate Escarpment SAC and the Surrey Hills AONB and therefore has no comments to make.

#### **Background**

The Council's Screening Assessment (September 2020) concludes that an SEA is not required for the Local Character & Distinctiveness Design Guide SPD. It also concludes that the Local Character & Distinctiveness Design Guide SPD would not need to be subject to full Appropriate Assessment under the Habitats Regulations Assessment. The Council has consulted Natural England to seek comments on this assessment and its conclusions. For the purposes of Regulation 9 of The Environmental Assessment of Plans and Programmes Regulations 2004, Natural England is defined as a consultation body. Natural England is also the appropriate nature conservation body for the purposes of the Conservation of Habitats and Species Regulations, 2017 (the Habitats Regulations).

It is not the role of Natural England to advise the local planning authority on whether a SA/SEA is required and that is a matter for the local planning authority to determine. Under Regulation 105 of the Habitats Regulations Natural England does have a duty to advise a local planning authority if a

Habitats Regulations Assessment (HRA) of a plan is required where we believe it is likely to have significant effects alone or in combination with other plans and project on European protected sites.

In reviewing the Council's Screening Statement (September 2020), and coming to our views, we have noted in particular that:

1. This revised SPD will provide additional guidance to support implementation of policies in the Council's adopted Local Plan: Core Strategy (adopted 2014 and reviewed 2019) and Development Management Plan (DMP) (adopted 2019). Upon adoption, the revised SPD will be a material consideration in planning determinations in the borough. The 2004 SPG will be withdrawn.
2. The document will not contain any new policies, proposals or site allocations. Nor will it influence or alter the scale or spatial distribution of development across the borough which is already established through the Core Strategy.
3. The revised SPD will provide applicants/ developers with guidance for how to take into consideration local character, context and distinctiveness of the borough's character areas when designing applications.
4. It will detail the national and local planning policy context; provide an overview of the local character and identity of the various parts of the borough; and detail current issues and design considerations which should be taken into consideration when designing schemes in the borough.

Should the proposal change, please consult us again.

If you have any queries relating to the advice in this letter please contact me on 07789 928332

Yours faithfully

Phil Lomax  
Lead Adviser, Sustainable Development, Thames and Solent Area

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# Reigate & Banstead Borough Council

## Supplementary Planning Document

### Public Notice and Statement of Adoption and Revocation

Planning and Compulsory Purchase Act 2004 (as amended)  
Town and Country Planning (Local Development) (England) Regulations 2012 (as amended)

Notice is hereby given that on 24<sup>th</sup> June 2021, in accordance with Regulations 11 and 14 of the Town and Country Planning (Local Development) (England) Regulations 2012, Reigate and Banstead Borough Council formally adopted the following Supplementary Planning Document (SPD)

- Local Character and Distinctiveness Design Guide SPD

Paper copies of the Supplementary Planning Document, the accompanying Consultation Statement and this Adoption Statement can be viewed at:

- Banstead Library, Tattenham Community Library, Merstham Library, Redhill Library, Reigate Library, and Horley Library. The opening times and addresses are listed on Surrey County Council's website at: <https://www.surreycc.gov.uk/libraries>

Paper copies of the documents are not currently available to view at the Town Hall due to Covid-19 restrictions.

Those documents can also be viewed on the Council's website at <http://www.reigate-banstead.gov.uk>

Any person with sufficient interest in the decision to adopt the Supplementary Planning Document may apply to the High Court for permission to apply for judicial review of that decision. Such an application must be made promptly, and in any event not later than 3 months after the date on which the SPDs were adopted (24<sup>th</sup> June 2021).

In accordance with Regulation 15(2) the Town and Country Planning (Local Development) (England) Regulations 2012 Reigate and Banstead Borough Council formally revokes the following:

- Reigate & Banstead Local Distinctiveness Design Guide SPG (2004)

#### Further information

For further information, please contact the Planning Policy Team by email at [LDF@reigate-banstead.gov.uk](mailto:LDF@reigate-banstead.gov.uk) or by telephone at 01737 276178.

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|                         |   |
|-------------------------|---|
| <b>SIGNED OFF BY</b>    | Director of Place                           |
| <b>AUTHOR</b>           | Katie Jackson, Environmental Health Manager |
| <b>TELEPHONE</b>        | Tel: 01737 276309                           |
| <b>EMAIL</b>            | Katie.Jackson@reigate-banstead.gov.uk       |
| <b>TO</b>               | Executive                                   |
| <b>DATE</b>             | Thursday, 24 June 2021                      |
| <b>EXECUTIVE MEMBER</b> | Portfolio Holder for Neighbourhood Services |

|                              |              |
|------------------------------|--------------|
| <b>KEY DECISION REQUIRED</b> | N            |
| <b>WARDS AFFECTED</b>        | (All Wards); |

|                |  |
|----------------|--|
| <b>SUBJECT</b> | Fees and Charges Policy for Licenced Mobile Home Sites |
|----------------|--|

**RECOMMENDATIONS**

- (i) That the Fees and Charges Policy for Licenced Mobile Home Sites provided as Annex 1 be approved by Executive.**
- (ii) That the additions to the Officer Scheme of Delegation contained within the Council’s Constitution be approved by Council, as set out in Annex 2 in relation to Section 5 (Housing and Other Residential Accommodation).**

**REASONS FOR RECOMMENDATIONS**

A documented and published Fees and Charges Policy is required before the Council can introduce fees for the licensing of mobile home sites. This covers both site licensing activities and the operation of the Fit and Proper Person register of site operators.

The Officer Scheme of Delegation needs to be kept up-to-date and for that purpose it is necessary to add some newly introduced legislation to ensure that all necessary enforcement powers available under the legislation can be utilised.

**EXECUTIVE SUMMARY**

A new Fees and Charges Policy for Licensed Mobile Home Sites has been prepared to enable the Council to charge fees in relation to the licensing of mobile home sites, as permitted in law. This covers site licensing fees and also fees for the new Fit and Proper Person test, which comes into effect in July 2021 and requires Councils to consider applications from site operators to be placed on a register of ‘Fit and Proper Persons’ to

# Agenda Item 6

operate a licensed mobile home site. The Council must publish a fee policy before it may impose any fees and charges for this work.

The introduction of the Fees and Charges Policy for Licensed Mobile Home Sites will allow the Council to recover the cost of its work licensing and inspecting these sites, which has previously been done for no charge, as well as the new duty to assess Fit and Proper Persons, which will be a substantial piece of work. Fees have been calculated on the basis of recovery of the officer time needed to complete each element of the licencing processes and in accordance with government guidance of fee setting. The revenue income generated will contribute to the existing income budget of the service, which has previously been increased in expectation of the introduction of new fees and charges, including for mobile homes. The proposals are consistent with the Council's corporate Fees & Charges Policy that is approved as part of budget-setting each year.

To enable the practical day-to-day functioning of a local authority, the Council may delegate its powers, as it sees fit, to committees, officers and others. The Council's Constitution contains an Officer Scheme of Delegation that documents which decisions are delegated and this report seeks to update that scheme to include the new Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020.

It is important that officers' delegated authority be very clearly documented and evidenced to ensure that enforcement action can be shown to be appropriately authorised. The addition of the new regulations will allow these provisions to be enforced where appropriate.

**Executive has authority to approve recommendation (i).**

**Recommendation (ii) is subject to approval by Full Council.**

## STATUTORY POWERS

1. The Council is a licensing authority empowered under the Caravan Sites and Control of Development Act 1960 (CSCDA) to licence mobile home ('caravan') sites, both residential and non-residential. The CSCDA permits licensing authorities to place conditions on licences with a view to protecting the health and safety of occupiers, both permanent and visitors, and by requiring the provision and proper maintenance of basic amenities.
2. The Mobile Homes Act 2013 amended the CSCDA and made changes to the law relating to the licensing of residential mobile home sites (referred to as 'relevant protected sites' in the legislation). The revised licensing regime for such sites enables licensing authorities to monitor site licence compliance more effectively and enables licensing authorities to take enforcement action where necessary. A new power to set fees was also introduced in relation to relevant protected sites to enable licensing authorities to recover the costs of licensing such sites. The Act requires a Council to publish a 'Fees Policy' before it can introduce fees for the licensing of mobile home sites.
3. Regulations made under the Mobile Homes Act 2013 introduced changes to the administration of site rules. Site rules are an agreed set of rules between the site owner and the residents. The Council is not involved in setting these rules. However, it is a requirement of the Mobile Homes (Site Rules) (England) Regulations 2014 for the Council to establish and keep up-to-date, a register of the rules for the sites in its

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district and to publish this online. The Council may charge a fee for the deposit and publishing the site rules and this fee is included in the policy.

4. The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 (hereafter 'the Fit and Proper Person Regulations') introduce a fit and proper person test for mobile home site owners or the person appointed to manage the site. The purpose of the fit and proper person test is to improve the standards of mobile home site management.
5. The Fit and Proper Person Regulations were made on 23 September 2020 and allow local authorities to prepare to receive applications from site owners by 1 July 2021. From that date and by 1 October 2021, all site owners must have applied to be assessed as fit and proper persons. Fees may also be charged for assessing applications to enable authorities to recover the costs of this activity. The Regulations again require the Council to publish a 'Fees Policy' before it can introduce fees in respect of the Fit and Proper Person test.

## **BACKGROUND**

6. Licensing of residential mobile home sites is undertaken by the Private Sector Housing Team within the Environmental Health service. There are currently 12 licenced mobile home sites in the Borough. One has over 150 pitches, two have 70 – 80 pitches and the others have 25 or less. Mobile home sites are usually laid out as a private estate with the infrastructure and most of the services provided by the site operator. Residents generally own their own homes but pay a pitch fee (ground rent) for the land on which the home is located.
7. The purpose of mobile home site licensing is to ensure that sites are operated in a way to prevent risks to the health and safety of the residents and visitors to the site. Through licensing, the Council can ensure that sites are properly maintained and correctly laid out, for example, there is adequate spacing between units to prevent the spread of fire and adequate provision of services for electricity and drainage to homes.
8. A Council may only issue a site licence for a mobile home site with the appropriate planning permission to operate as a residential site. Licences last in perpetuity unless the relevant planning permission expires or is time limited. It is an offence to operate a relevant mobile home site without a site licence.
9. The Council may impose Licence Conditions with the licence, regarding amenities, maintenance, the provision of services and spacing between units. Model licence conditions were issued by the then Department for Communities and Local Government (DCLG) in 2008, as a guide for local authorities. These must be considered when applying site licence conditions to specific sites.
10. The provisions of the new licensing regime also apply to privately owned, authorised gypsy and traveller sites.

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## KEY INFORMATION

11. In line with the majority of Councils in Surrey and nationally, it is proposed to use the provisions of The Mobile Homes Act 2013 to introduce fees for work involved in licensing residential mobile home sites. This is in keeping with the organisational objective of being a financially self-sustaining Council, by utilising available mechanisms to recover the costs incurred during the licensing function.
12. The fees can broadly be separated into those relating to site licensing and those related to the Fit and Proper Person test.

## Site Licence Fees

13. The following site licencing fees are proposed:
  - Application for grant of a new mobile home site licence
  - Application to vary an existing mobile home site licence
  - Transfer of an existing mobile home site licence
  - Annual fee
  - Deposit of Site Rules
14. New Mobile Home Site Licence - Existing Licensed Sites - for all the existing sites, which are already licensed, the 'New Mobile Home Site Licence Fee' will not apply. The licence they already have will remain in operation.
15. New Mobile Home Site Licence - Sites Applying for a Licence for the First Time - if someone wishes to open a new residential site or continue to operate one that is not currently licensed, they will be required to apply for a New Mobile Home Site Licence. There would be a fee for this new application. We are not able to issue a site licence for any site that does not have the relevant planning permission. The fee is dependent on the size of the site.
16. Variation of a Licence - If a site operator wishes to request a change to the site licence conditions, there will be a fee for the Variation of a Licence. The Council will not impose a charge if we wish to make a change to existing licence conditions. The fee is dependent on the size of the site.
17. Transfer of a Licence – If a site operator wishes to transfer the licence to a different named operator there will be a fee for this. This is a flat rate fee for all sites.
18. Annual Fee - Site operators will be required to pay an annual fee for the periodic programmed inspection of the site to ensure it complies with the site licence conditions. This fee also covers time spent by officers throughout the year dealing with complaints, enquiries and site issues. The fee is dependent on the size of the site and reflects the fact that smaller sites will be inspected less frequently than large ones.
19. Deposit of Site Rules - Where a site operator has agreed Site Rules with the residents of a site, these are required to be deposited with the Council, for publication on our website. There will be a small flat rate fee for this.

## **Fit and Proper Person Fees**

20. New legislation, the Fit and Proper Person Regulations introduced a requirement for all site licence holders to apply between 1st July and 1st October 2021, to be assessed as a 'Fit and Proper Person' to operate a licenced mobile home site. Applications can be made by an individual i.e. the site owner or their appointed manager or a company, and the Council must assess them and create a register of those whose applications are accepted. This must be published online. Certain sites i.e. those that are 'non-commercial family occupied sites' will be exempt from this requirement. It is possible that this will apply to some of the smaller sites and will be explored with each site during the application process.
21. The application and assessment must include consideration of the applicants legal interest in the site, their conduct e.g. any criminal record, and the site's financial and management arrangements. The application may be approved, approved with conditions attached or refused. Applicants will have a right of appeal.
22. Councils may charge a fee for assessing Fit and Proper Persons applications initially, and thereafter an annual fee to cover the costs of monitoring the scheme and any conditions attached to an applicant. Payment of the annual fee may also be required as a condition of inclusion in the register.
23. Where a site owner or their manager fails a test and they are unable to identify and appoint a suitable alternative manager who must also undergo the fit and proper assessment, the local authority could appoint a person to manage the site, with the consent of the site owner. The reasonable costs of this action can also be recovered from the site. If this were to be required, the Council would seek full cost recovery of all officer time and any other resources required to undertake this action. As with site licence fees, the fees must be set out in a published Fee Policy.

## **Calculation of Fees**

24. The proposed fees have been calculated taking full account of the government guidance on fee setting. The government has issued guidance on the factors which may and may not be included when setting fees in relation to the licensing of mobile home sites. The Fees and Charges Policy for Licenced Mobile Home Sites for which this report seeks approval, has been formulated following guidance issued by the Department for Communities and Local Government (DCLG), 'The Mobile Homes Act 2013 - A Guide for Local Authorities on setting licensing fees'.
25. Draft guidance only is currently available for setting fees in relation to the Fit and Proper Person test, but as the final guidance is not due until at least the end of May 2021 and the policy is required to be in place ready for the 1st July 2021, the fee policy has been prepared based on the available information. If the final guidance results in a need for any changes in approach this will be reflected in the final report to Executive in June. It is noted that the draft guidance appears consistent with the existing site licence fee guidance, so it is not anticipated that it will be subject to substantial change.

# Agenda Item 6

26. The Council is not permitted to make a profit from licence fee income. The costs to which the Council may have regard when calculating the various fees are clearly set down in the guidance produced by the DCLG.
27. In determining those fees, the Council has considered all administrative costs incurred in the licensing and Fit and Proper Person Test process, including officer visits to sites, travel costs, consultations, meetings, monitoring of sites/investigation of complaints and the giving of informal pre-application advice. All the fees are required to be calculated on a cost recovery basis.
28. The proposed site licence fees are calculated based upon a detailed breakdown of officer time spent on each stage of the different elements involved in processing the licence, based on experience of this function. The same methodology has been used for assessing applications for Fit and Proper Persons. However, with no previous experience of this activity, it is more difficult to be certain how long each stage of the process will take.
29. It should be noted that the matters required to be considered as part of the Fit and Proper Persons test are extensive, taking in the site operators organisational and financial arrangements and any evidence of previous criminal record. It is anticipated that each application will require a significant amount of time to obtain all of the necessary information and to fully assess it.
30. The officer time required to carry out each stage of the processing is then costed based on calculated officer hourly rates. These include salary (including on-costs of National Insurance and pension) and back office recharge costs. The hourly rates costs used are an established method of consistently charging for staff time at the true cost of providing the service, giving confidence that a robust process has been used to calculate all proposed charges. The approach is consistent with the Council's corporate Fees & Charges Policy that is approved as part of budget-setting each year.
31. It is proposed that the site licence fees will depend on the number of pitches, as this will correlate to the amount of time a site will take to regulate. Fit and Proper Person fees will be flat rate for all sites.

## **Rationale for Introduction of Fees and Charges**

32. It had originally been intended to bring forward the Fees and Charges Policy for Licenced Mobile Home Sites in 2020, but this work was delayed by the COVID-19 response. Following the recent introduction of the Fit and Proper Person Regulations, this work has been refocused, to seek to confirm and publish all relevant fees at the same time in one piece of work.
33. If the Council does not have a policy in place for the fees and charges relating to mobile home sites, it risks having to accept applications for Fit and Proper Persons tests without being able to recover any of the costs of this work, as it must be ready to start receiving applications from 1<sup>st</sup> July 2021. It is proposed that the policy comes into effect immediately, but that the first annual fees are not charged until April 2022.

34. Licensed sites have been subject to previous inspection but limited intervention, as historically there were limited enforcement options available for mobile home sites. The updated legislation and developed capacity in housing enforcement mean that it is now possible to implement a proactive programme of periodic risk based inspection of all licensed sites, which will benefit residents. This will also present an opportunity to review and if necessary update site licence conditions, some of which are quite historic, while maintaining and improving standards generally.

## **Enforcement Costs**

35. The Council may make a charge for any enforcement activities carried out in respect of the licence. These costs cannot be included as part of the licence fee calculation. Enforcement options are detailed in the Housing Enforcement Policy, which is due to be amended to include revised provisions relating to recovery of enforcement expenses and the Council's approach to enforcement action under the Mobile Homes Act 2013.

## **Payment of Fees and Charges**

36. The Council requires payment of fees for applications for a new site licence, and for applications to vary or transfer a site licence and for inclusion on the Fit and Proper Person register. The Council will not start processing any applications until such time as the correct fee is received. Application fees may be paid by credit or debit card or upon request, by invoice. Application fees are non-refundable if the application is not approved.
37. Annual fees will become due on the 1st April each year and will be invoiced. Non-payment can result in an application to the First-tier Tribunal (Property Chamber) requiring payment, and ultimately to revocation of the site licence.
38. Payment of the Fit and Proper Pest Test annual fee is a condition of entry on the register of Fit and Proper Persons. Failure to pay the Fit and Proper Pest Test annual fee will be a breach of the condition and if convicted the site owner could face an unlimited fine.
39. The site owner or operator is responsible for paying all the licence fees. However, the Mobile Homes Act 2013 allows them to recover the site licence annual fee from the residents who live on the site. This is the only fee that the site owner may recover from the residents. A site owner may choose to add a proportion of the annual fee onto each pitch fee so that it is paid pro-rata by the mobile home residents on the site. It then becomes an integral part of their annual pitch fee.

## **Addition to the Scheme of Delegation of the Fees and Charges Policy for Licensed Mobile Home Sites**

40. The Council's Scheme of Delegation contains delegated authority to the Head of Service with Responsibility for Environmental Health to refresh certain policies

# Agenda Item 6

regularly and in response to legislative and guidance changes, as they are live operational documents, such as the Environmental Health and Housing Enforcement Policies.

41. As the Fees and Charges Policy for Licensed Mobile Home Sites is a new policy document, it is appropriate to seek Executive approval at its initiation. However, once it has been adopted it will require regular review and updating, for example with changes in legislation and centrally issued guidance, which may affect the fee setting process. It would be impractical to require returning the policy to Executive for operational updates of this nature.
42. It is proposed that delegated authority be applied to the Fees and Charges Policy for Licensed Mobile Home Sites, to allow for the regular operational review, amendment and updating. Significant variations in approach would still require Executive oversight.

## **Addition to the Scheme of Delegation of The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020**

43. The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 were made on 23 September 2020 and allow local authorities to prepare to receive applications from site owners by 1 July 2021. From that date and by 1 October 2021, all site owners must have submitted an application to be assessed as fit and proper persons and to be included, on a register of fit and proper persons.
44. There are a number of offences created by the new Regulations, including:
  - For a site owner to cause or permit land to be operated as a mobile home site unless they or the person appointed to manage the site is a fit and proper person to manage the site.
  - To provide false or misleading information or fail to provide information in an application.
  - To fail to comply with a requirement set as a condition of the local authority's decision to include a person on the register.
45. If convicted for a breach of the fit and proper person requirements, the site owner can face an unlimited fine. Enforcement action cannot be taken by the Council unless officers have the appropriate delegated authority to exercise the powers in the legislation.
46. This new legislation is not reflected in the current Scheme of Delegation and to enable the new provisions to be utilised effectively, delegation of a number of the Council's duties and powers to officers is recommended.

## **OPTIONS**

47. The following options may be considered:

# Agenda Item 6

- a) Agree the recommendations to adopt the Fees and Charges Policy for Licenced Mobile Home Sites and to add the legislation outlined above to the Council's Scheme of Delegation, as set out in the Annexes. **This is the recommended option.**
- b) Make amendments to the Annexes and then agree the recommendations as set out in the revised Annexes.
- c) Do not agree the recommendations. This will prevent the Council from being able to recover the cost of licensing mobile home sites and enforcing the Fit and Proper Person provisions and is therefore **not recommended**.

## Rationale

48. **Adopt** the Fees and Charges Policy for Licenced Mobile Home Sites - this is the recommended option at 47a. This will support the Council in its objectives to be a financially self-sustaining Council and to generate additional income and build our financial resilience, by adopting a cost recovery model for provision of mobile home licencing, as permitted in legislation. It will also allow for appropriate enforcement of the Fit and Proper Person provisions.
49. **Amend** the Fees and Charges Policy for Licenced Mobile Home Sites in light of Council feedback at 47b – to approve some, but not all, of the proposed Policy elements would require officers to work with Executive to ascertain which elements should be implemented immediately, and which require further action. To amend the Policy proposals risks under recovery of the costs of delivering the mobile home licencing function, and the service being unable to meet the income budget expectation that is already in place.
50. Do not adopt the Fees and Charges Policy for Licenced Mobile Home at 47c – not to adopt the Policy would miss an opportunity to effectively recover the costs of delivering the mobile home licencing function, and the service being unable to meet the income budget expectation that is already in place. This would be contrary to the Council's own objectives and the corporate Fees and Charges Policy. It would also result in the Council being unable to enforce the Fit and Proper Person provisions.

## LEGAL IMPLICATIONS

51. The framework under which the licencing of mobile home sites must operate is set out by The Mobile Homes Act 2013 and supporting legislation. The new Fit and Proper Person test requirements are also clearly mandated in law, including the requirement to have a published policy for all fees and charges if these are to be imposed. The legislation and accompanying guidance have been used to draw up the proposed policy.
52. There are significant legal implications for incorrect licencing decisions, as the Council could be vulnerable to legal challenge and incur substantial legal costs in the event of incorrect process being followed. Adoption of a formal Fees and Charges Policy ensures that all fees and charges are fair and transparent and can be appropriately applied.

# Agenda Item 6

53. There are also significant legal implications for not having an appropriately updated scheme of delegation, in this case in relation to the new Fit and Proper Persons requirements. If enforcement action were to be taken but delegations were not satisfactory, the Council could be vulnerable to legal challenge and incur substantial legal costs. Alternatively, the absence of appropriately delegated authority could impair our ability to appropriately enforce statutory provisions.

## FINANCIAL IMPLICATIONS

54. The revenue income generated by mobile home licencing fees would be received in the Housing Standards Environmental Health cost centre. This budget already includes an ambitious income budget, following the outcome of the Service and Financial Planning process for 2019-20, which saw the income budget increased by £22,000 to a total of £35,000. This change accompanied budget growth, in the form of an additional officer post to undertake residential licencing and enforcement work, the business case for which included an expectation of increased licencing fee income generated by increased activity in this area. Mobile home licence fees and charges formed part of this expectation. The income budget is therefore already in place and this policy will contribute to generation of revenue income already in the budget, rather than representing an opportunity to add new income to the budget.
55. Due to the diversion of resources to the COVID-19 pandemic response during 2020, it was not possible to bring forward the Fees and Charges Policy for Licenced Mobile Home Sites during 2020-21, as originally planned. The recent introduction of the Fit and Proper Person Regulations has refocused the need to implement a suitable fees policy. If the policy is not in place by the 1<sup>st</sup> July 2021, the Council risks having to accept applications for the Fit and Proper Person Test, without being able to charge a fee and recover the costs of its work in assessing applications and establishing a register.
56. The proposed fees will generate £5,376 additional net income in 2021-22 (part-year) via Fit and Proper Person application fees (if all 12 sites are determined to be in scope, which may not be the case) and £4,521 in 2022-23 (full year) via site licence annual fees and Fit and Proper Person annual fees (again, if all 12 sites are determined to be in scope for the Fit and Proper Person requirements).
57. The proposed policy has been subject to review by the Finance team who have confirmed it is consistent with the Council's overarching Fees and Charges Policy that is approved as part of the budget-setting process each year.
58. While new fees and charges are generally introduced from April to coincide with the new financial year, in this case agreement is sought to implement the policy from 1st July 2021, so as to be able to charge fees for applications for the Fit and Proper Person test and recover the costs of this work. Other site licence fees and charges would also become operable from 1<sup>st</sup> July 2021, such as if applications were received to vary or revoke a licence or if an application for a completely new licenced site were to be received. Annual site licence fees and annual Fit and Proper Person Fees would only become due from April 2022.

59. The fees proposed would apply until the end of the 2022-23 financial year and would then be subject to annual review in accordance with the corporate Fees and Charges Policy. It is expected that as a minimum fees and charges would be increased annually from 1 April each year in line with Consumer Price Index (CPI) inflation increases. In considering setting a fee that will extend to the end of the next financial year, the cost calculations include anticipated cost increases for 2022-23 in the hourly rates used.
60. The guidance on fee setting also requires that review and any revision of the policy will consider variations in officer and administration time to those used in calculating the fees, along with any changes to other costs incurred in providing the licensing and Fit and Proper Person function. Any surpluses or deficits for the previous years must be taken into account when fixing the fees. As the fees have been calculated based on officer time to carry out site inspections etc, officer time recording will be undertaken during the initial round of inspections to check the accuracy of the time allowances used in calculations which will be considered in the annual review, so as to assess for surpluses or deficits.

## **EQUALITIES IMPLICATIONS**

61. This duty has been considered in the context of this report and it has been concluded that there the equality and diversity implications arising from this report would be neutral. In terms of direct impacts, measures will be taken to ensure that information is accessible to all groups of site operators, as the Equalities Impact Assessment noted that some site operators may have literacy difficulties which could make correspondence and provision of information about the new fees and FPPT requirements more challenging. However, this issue is already encountered as part of the existing licensing regime and does not normally present significant obstacles, as these site operators have typically appointed an agent or representative to handle the licensing administrative process. Care will be taken in all communications to present information as clearly and simply as possible.
62. In terms of indirect impacts, there could be a small increase in costs for residents (including any residents with protected characteristics), if site operators choose to pass on part of the annual fee. This is outside the direct control of the Council and is not certain to happen. On balance it is considered that any impact would be neutral, with any increase in costs being proportionate taking into account the overall benefits of more effective licensing and regulation of sites.

## **COMMUNICATION IMPLICATIONS**

63. A feedback exercise with residents and site owners/operators of the twelve licenced mobile home sites in the borough has provided initial communication with those affected by the proposed policy and has included details of why it is being introduced and the relevant fees and charges proposed. This will be followed by targeted communication with the site owners/operators regarding the introduction of the Fit and Proper Person Test and details of the final agreed fees.
64. The policy will only directly impact those operating a licenced mobile home site, with indirect impact on residents of those sites. As such, it is not considered necessary to undertake a wider communications plan for this action.

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## **RISK MANAGEMENT CONSIDERATIONS**

65. There are no significant risks associated with accepting the recommendations. There are financial and legal risks in not accepting the recommendations.

## **OTHER IMPLICATIONS**

66. The introduction of the Fit and Proper Person Test will present a substantial piece of work in the Environmental Health team. The introduction of annual site licence fees will also bring increased workload, as it brings with it an expectation that there will be periodic proactive inspections of sites. With the introduction of more regular inspections and updates to the legislation and guidance in recent years to allow for more targeted and effective enforcement options, this is expected to result in increased enforcement activity associated with licenced mobile home sites, with subsequent resource demands.
67. It should be possible to accommodate this demand following previous growth in the team in the form of an additional officer post to undertake residential licencing and enforcement work, agreed during Service and Financial Planning for 2019-20.

## **CONSULTATION**

68. A consultation and feedback exercise with residents and site owners/operators of the twelve licenced mobile home sites in the borough was undertaken during 14<sup>th</sup> – 28<sup>th</sup> May 2021. This was also be sent to three mobile home site associations. The feedback exercise was notified to the Ward Members with licenced mobile home sites in their Wards, as well as via the e-members weekly newsletter to all members. The feedback exercise only covered site licensing fees and not the Fit and Proper Person Test, as the latter applies only to site owners and operators and not directly to residents.
69. Approximately 470 letters were sent out and 75 responses received, almost all from residents, with 1 being from a site owner and three being from resident shareholders of a site. Of the responses received, 48 did not agree with the introduction of fees, 10 agreed, 11 agreed to some extent and 6 did not respond to the question. On the question of whether the proposed fees were felt to be reasonable, 49 said no, 8 said yes, 10 said partially and 8 did not respond to the question.
70. The main point made by respondents was dissatisfaction that any element of the proposed fees could be passed on from site operators to residents. The only fee or charge that in law can be passed on to residents from the site operator is the annual fee, and this is as set out in the law and is not at the Council's discretion. Many comments were also made that residents already pay enough Council Tax, and this should cover all Council services fully, with others referring to issues around Site Rules, ground rent and poor service from the site owners, which while very valid concerns are not within the Council's control or relevant to the proposed licensing fees.
71. 63 out of 75 respondents indicated which site they live at, and all but one of these represented residents of the 4 largest licenced sites in the Borough. For these sites, if the annual fee were to be passed on in full and divided between the number of licensed pitches equally, residents could expect to pay an additional £3.80 - £12 per

year each. It would be at the site owners discretion as to whether to pass on the annual fee, so some may not choose to do this or not to pass it on in full.

72. Some residents questioned what benefit the proposed fees would bring to them and asked for better communication of the outcomes of inspections. If the Policy is approved, it is proposed to send a follow up letter to all residents explaining more fully what the fees do and do not relate to, and also how the fees would allow a programme of proactive periodic inspections to take place, with subsequent opportunities to review and update licence conditions and ensure compliance with these. The points about better communication of inspection outcomes will also be implemented to give greater transparency for residents and where possible to better represent their interests.

## **POLICY FRAMEWORK**

73. This Policy is well aligned with the themes and priorities of the Councils Five Year Plan, 'Reigate and Banstead 2025'. In particular our objectives to be a financially self-sustaining Council and to generate additional income and build our financial resilience, in order to sustain services through responsible and sustainable commercial activities.
74. The Policy is also aligned to the Corporate Fees and Charges Policy, in that it seeks to maximise potential income by operating as a 'Full Cost Recovery' model by default.

## **BACKGROUND PAPERS**

1. Corporate Plan 2015-20 - [http://www.reigate-banstead.gov.uk/council\\_and\\_democracy/about\\_the\\_council/plans\\_and\\_policies/corporate\\_plan/index.asp](http://www.reigate-banstead.gov.uk/council_and_democracy/about_the_council/plans_and_policies/corporate_plan/index.asp)
2. 'The Mobile Homes Act 2013 - A Guide for Local Authorities on setting site licensing fees' - <https://www.gov.uk/government/publications/mobile-homes-act-2013-a-guide-for-local-authorities-on-setting-licence-fees>
3. Equality Impact Assessment
4. Residents feedback letter

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## **REIGATE AND BANSTEAD BOROUGH COUNCIL**

### **FEES & CHARGES POLICY FOR LICENCED MOBILE HOME SITES**

#### **Scope**

This policy sets out the approach taken to the setting of fees for the licensing and regulation of mobile home sites by Reigate & Banstead Borough Council ('the Council'). It should be read in conjunction with the Council's Licensed Mobile Homes Procedure and corporate Fees & Charges Policy.

#### **Introduction**

The Caravan Sites and Control of Development Act 1960, as amended by the Mobile Homes Act 2013, ('the Act'), authorises local authorities to issue licences in respect of 'relevant protected sites' and to require applications for such licences to be accompanied by a fee fixed by the authority. Fees may also be charged for applications to transfer site licences or to change conditions in site licences. Furthermore, local authorities may charge for the administration and monitoring of site licences by the levy of an annual fee.

The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 ('the Fit and Proper Person Regulations') introduced a fit and proper person test (FPPT) for mobile home site owners or the person appointed to manage the site. From 1 July 2021 and by 1 October 2021, all site owners must have applied to be assessed as fit and proper persons. Fees may be charged for assessing applications to enable local authorities to recover the costs of this activity. Furthermore, local authorities may cover the cost of monitoring the scheme or conditions attached to entries by the levy of an annual fee.

Reigate and Banstead Borough Council, 'the Council', is the local authority for the purposes of the Act and has agreed to make charges for the licensing of relevant protected sites in accordance with the powers granted under the Act.

A relevant protected site is defined in the Act as 'any land to be used as a caravan site, other than one where the application for a licence is:

- For holiday use only, or
- Subject to restrictions or conditions which limit the times of the year when the site may be used for stationing caravans for human habitation (e.g. planning conditions)'

Before a local authority can charge a fee, it must prepare and publish a fees policy. When fixing a fee, the local authority:

- Must act in accordance with its fees policy
- May fix different fees in different cases

- May determine that no fee is required in some cases

Any fees charged must fairly cover the costs (or part of the costs) incurred by the Council in performing its functions under Part 1 of the Act, (excluding the costs of enforcement action or any functions relating to prohibiting caravans on commons or provision of sites by the local authority itself). Any charges relating to the Fit and Proper Person function will be limited to recovering the costs of exercising that function.

All licensing fees and charges are zero rated for VAT.

### **The Licence Fee Structure**

In setting its fees policy and the fees to be charged, the Council has had regard to the provisions of the Act and the Fit and Proper Person Regulations, and the relevant guidance. This is the 'Guide for Local Authorities on Setting Site Licensing Fees' issued by the Department for Communities and Local Government (2014) and 'Fit and Proper Person Test Guide for Local Authorities on Setting Fees' issued by the Department for Communities and Local Government (2021)(currently only draft version available).

In determining those fees, the Council has considered all administrative costs incurred in the licensing and FPPT process, including officer visits to sites, travel costs, consultations, meetings, monitoring of sites/investigation of complaints and the giving of informal pre-application advice.

The site licence fee structure adopted by the Council is based upon size banding of sites and the time required to complete the various steps in processing the licence. FPPT fees are flat rate.

The Council has consulted with residents and park home owners of existing sites in relation to the fees proposed. The results of the consultation were considered by the Council in fixing the charges set out in this policy.

### **Review of the Licence Fee Structure**

A review of the fee structure will be carried out annually and fees will be revised if necessary. Any adjustments will consider variations in officer and administration time to those used in calculating the fees set out in this policy document, along with any changes to other costs incurred in providing the licensing and FPPT function.

Any surpluses or deficits for the previous years will be taken into account when fixing the fees.

### **Publishing the Fee Policy**

The fees policy for licensing of residential park home sites will be published on the Council's website <http://www.reigate-banstead.gov.uk>

If the Council revises its fees policy, it will replace the published policy with the revised policy. Please contact us to arrange to view the document during normal office hours.

### **Payment of Fees**

The Council requires payment of fees for applications for a new site licence, and for applications to vary or transfer a site licence and for inclusion on the Fit and Proper Person register. The Council will not start processing any applications until such time as the correct fee is received. Application fees may be paid by credit or debit card or upon request, by invoice.

Application fees are non-refundable if the application is not approved.

Annual fees will become due on the 1<sup>st</sup> April each year and will be invoiced.

Where a site licence annual fee becomes overdue for payment, the Council may apply to the First-tier Tribunal (Property Chamber) for an order requiring the licence holder to pay the Council the amount due by the date specified in the order. If the licence holder has still not paid the fee within three months from the date specified in the order, the Council may apply to the Tribunal for an order revoking the site licence.

Payment of the FPPT annual fee is a condition of entry on the register of FPP. Failure to pay the FPPT annual fee will be a breach of the condition and if convicted the site owner could face an unlimited fine.

### **Other Charges**

#### **Enforcement Expenses**

The Council is entitled, and may seek, to recover expenses incurred in carrying out enforcement action involved in the service of a compliance notice in respect of a licensed mobile home site. These expenses include costs incurred in deciding

whether to serve a notice, site inspection/s, preparing the notice and obtaining expert advice.

Where appropriate, the Council may also seek to recover expenses incurred:

- In taking action following conviction of the site owner for failure to carry out actions required by a compliance notice; or
- In taking emergency action where there is an imminent risk of serious harm to any person on the site as a result of the site owner's failure to comply with licence conditions.

Interest may be charged on any sums to be recovered as a result of enforcement action.

The Council will also be able to register any of the debts to be recovered for enforcement actions as a local land charge against the site.

Enforcement options and recovery of expenses are detailed in the Housing Enforcement Policy. The cost of carrying out enforcement work is not included within any element of the site licence or FPPT fees.

### **Deposit of Site Rules**

Fees payable for the deposit of site rules are £30.

### **Appointment of A Person to Manage the Site**

Where a site owner or their manager fails a FPP test and they are unable to identify and appoint a suitable alternative manager who must also undergo the fit and proper assessment, the local authority could appoint a person to manage the site, with the consent of the site owner.

If the Council is required to appoint a person to manage the site, the reasonable costs of this action can also be recovered from the site. If this were to be required, the Council would seek full cost recovery of all officer time and any other resources required to undertake this action.

Date: July 2021

### **Charges – Site Licence Fees**

| <b>Type of Licence</b>               | <b>Number of pitches</b> | <b>Proposed Fee</b>           |
|--------------------------------------|--------------------------|-------------------------------|
| <b>Application for a New Licence</b> | 1-5 pitches              | £568                          |
|                                      | 6-24 pitches             | £629                          |
|                                      | 25-99 pitches            | £690                          |
|                                      | 100+ pitches             | £752                          |
| <b>Variation of a licence</b>        | 1-5 pitches              | £355                          |
|                                      | 6-24 pitches             | £388                          |
|                                      | 25-99 pitches            | £416                          |
|                                      | 100+pitches              | £446                          |
| <b>Annual fee</b>                    | 1-5 pitches              | £98 Inspection every 5 years  |
|                                      | 6-24 pitches             | £184 Inspection every 3 years |
|                                      | 25-99 pitches            | £306 Inspection every 2 years |
|                                      | 100+pitches              | £675 Inspection every year    |
| <b>Transfer a licence</b>            | Any number of pitches    | £126                          |
| <b>Deposit of site rules</b>         | Any number of pitches    | £30                           |

### **Charges – Fit and Proper Person Fees**

| <b>Fee Type</b>                       | <b>Charge</b> |
|---------------------------------------|---------------|
| Fit and Proper Person application fee | £448          |
| Fit and Proper Person annual fee      | £150          |

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24 June 2021

**Fees and Charges Policy for Licensed Mobile Home Sites  
and Amendment to the Officer Scheme of Delegation**

**FEES AND CHARGES POLICY FOR LICENSED MOBILE HOME SITES AND AMENDMENT TO THE OFFICER SCHEME OF DELEGATION**

The table in this Annex presents proposed changes to Schedule 3b of the Council's Constitution - The Officer Scheme of Delegation.

The table includes all columns in the current scheme of delegation and a further column to explain the reason that it is proposed to make an amendment. The final column will not be included in the new scheme of delegation - it is simply for explanation.

The paragraph number is labelled 'New', as these are for wholly new delegations. These numbers will be changed once the revisions are incorporated, to enable fully sequential numbering.

24 June 2021

**Fees and Charges Policy for Licensed Mobile Home Sites  
and Amendment to the Officer Scheme of Delegation**

**Paragraphs to be added or amended in relation to Section 5 (Housing and other Residential Accommodation)**

| Section of the Scheme of Delegation | Delegated function   | Act(s)  | Officer(s)                                       | Consultation Required with   | Non-Executive/<br>Executive Function | Change and reason change is being proposed                                    |
|-------------------------------------|--|---|--|--|--------------------------------------|---|
| New paragraph in Section 5          | Review the Fees and Charges Policy for Licensed Mobile Home Sites annually and as and when new legislation or guidance comes into force, except when any significant variations of approach to setting of fees and charges are proposed. | Legislative and Regulatory Reform Act 2006  | HoS with responsibility for Environmental Health | Portfolio holder with responsibility for Environmental Health<br><br>CFO | Non-Executive                        | Addition of new policy, to allow for operational updates to fees and charges. |
| New paragraph in Section 5          | Exercise the Council's powers, duties and functions in relation to the enforcement of The Mobile Homes   | The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 | HoS with responsibility for Environmental Health | -  | Executive                            | Addition, as this is new legislation.   |

24 June 2021

Fees and Charges Policy for Licensed Mobile Home Sites  
and Amendment to the Officer Scheme of Delegation

| Section of the Scheme of Delegation | Delegated function   | Act(s) | Officer(s) | Consultation Required with | Non-Executive/<br>Executive<br>Function | Change and reason change is being proposed |
|-------------------------------------|--|--------|------------|----------------------------|---|--|
|                                     | (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 |        |            |                            |   |  |

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# Agenda Item 7



|                         |  |
|-------------------------|--|
| <b>SIGNED OFF BY</b>    | Head of Legal and Governance                   |
| <b>AUTHOR</b>           | Alex Berry, Deputy Democratic Services Manager |
| <b>TELEPHONE</b>        | 01737 276815                                   |
| <b>EMAIL</b>            | alex.berry@reigate-banstead.gov.uk             |
| <b>TO</b>               | Executive                                      |
| <b>DATE</b>             | Thursday, 24 June 2021                         |
| <b>EXECUTIVE MEMBER</b> | Portfolio Holder for Neighbourhood Services    |

|                              |  |
|------------------------------|--|
| <b>KEY DECISION REQUIRED</b> | N  |
| <b>WARDS AFFECTED</b>        | Banstead Village; Lower Kingswood, Tadworth and Walton; Nork; Tattenham Corner and Preston |

|                |  |
|----------------|--|
| <b>SUBJECT</b> | Appointments to the Board of the Banstead Common Conservators (2021) |
|----------------|--|

|  |
|--|
| <b>RECOMMENDATIONS</b>   |
| To consider each of the nominations to the Banstead Commons Conservators and appoint two representatives to fill positions that have come to the end of their term.  |
| <b>REASONS FOR RECOMMENDATIONS</b>   |
| To ensure that positions on the Board of the Banstead Commons Conservators are suitably filled.  |
| <b>EXECUTIVE SUMMARY</b>   |
| This report covers the annual appointment of representatives to serve on the Banstead Commons Conservators. Officers have delegated authority to accept those nominations (paragraph 1.14 of Officer Scheme of Delegation). In the event that the number of nominations received exceed the number of vacancies, or where nominations come from non-members the matter is passed to the Executive for determination. |
| <b>Executive has authority to approve the above recommendations.</b>   |

# Agenda Item 7

## STATUTORY POWERS

1. Representation on outside bodies is made in accordance with Local Government Acts 1972 and 2000.
2. The appointment of Banstead Commons Conservators is laid down by the Scheme set out in the Schedule to the Metropolitan Commons (Banstead) Supplemental Act 1893.

## BACKGROUND

3. The Council works with several bodies to ensure high standards of care and ensuring effective access to public open space owned by the Council. The Banstead Commons Conservators (BCC) carries out an important role in one of the largest areas being 1350 acres of Metropolitan Common land in the Borough (Banstead Heath, Banstead Downs and Park Downs).
4. These areas form a strategically important part of the Green Belt, separating North Surrey from Greater London and make up almost 50% of total Reigate and Banstead Borough Council public open space. They provide recreation for both the local population and visitors from farther afield and are widely used for dog walking, horse riding etc. They form an important part of the local landscape and are acknowledged as an important wildlife habitat with nationally rare and unusual species of plants and animals. Banstead Downs and Park Downs are designated as Sites of Special Scientific Interest (SSSI) and Burgh Heath and Banstead Heath are Sites of Nature Conservation Interest (SNCI).
5. Management objectives fall into two distinct categories. Firstly, those demanded by statute:
  - To maintain and protect the integrity of the Banstead Commons,
  - To ensure the free, legal, and safe access of all to the Commons,
  - To provide safe and healthy working environment for employees.Secondly, those related to recognition of the commons as important amenity and activity areas for residents and visitors from farther afield, together with recognition of the diversity of wildlife in these areas:
  - To maintain and improve the Commons as an amenity for all,
  - To maintain and improve the Commons as a wildlife habitat.

## KEY INFORMATION

### Board membership and meetings

6. The board consist of eight conservators appointed on a rolling basis and each serving a three-year term of office.
7. Board meetings are held on a quarterly basis.
8. The posts are voluntary and unpaid Whilst the bodies nominating conservators has changed over the 125 years since the Commons areas were defined, the position has now settled so that all appointments are made by the Council.

# Agenda Item 7

9. Acknowledging the contribution made by the London Borough of Sutton, which adjoins the Commons along its northern boundary, Reigate and Banstead Borough Council invites the London Borough of Sutton to nominate a representative which is subsequently appointed by RBBC. The representative nominated from the London Borough of Sutton was appointed in 2020 for a three-year term.

## Suggested selection criteria

10. Appointed representatives should ideally demonstrate the following criteria:
- A local person with knowledge and interest in local community development matters
  - A regular user of one or more of the commons with an interest in habitat and access preservation and improvement
  - Ability to attend regular evening/weekend meetings
  - Existing knowledge, and prior experience of land management or ecology/botany would be a distinct advantage
  - Professional competencies that would support the Conservators in delivering their objectives, such as:
    - Legal
    - Financial
    - Marketing
    - Public Relations

## Nominations

11. Two of the Conservators terms concluded at the end of March 2021. The nominations received are set out below:

| Representative | Term ends  | Appointed by       | Nominees            |
|----------------|------------|--------------------|---------------------|
| Mr Vic Broad   | March 2021 | Reigate & Banstead | 1. Mr Vic Broad     |
| Mr John Mill   | March 2021 | Reigate & Banstead | 2. Mr Bill Cassidy  |
|                |            |                    | 3. Mr David Hatcher |
|                |            |                    | 4. Mr John Mill     |

12. The nominees' expressions of interest are attached as an exempt report to the agenda.

## OPTIONS

**Option 1:** The Executive have the authority to appoint a nominated person.

**Option 2:** The Executive may ask officers to seek new nominations.

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|  |
|--|
| <b>LEGAL IMPLICATIONS</b>  |
| <p>13. Representation on outside bodies is made in accordance with Local Government Acts 1972 and 2000.</p> <p>14. The appointment of Banstead Commons Conservators is laid down by the Scheme set out in the Schedule to the Metropolitan Commons (Banstead) Supplemental Act 1893.</p> <p>15. The provisions of the Act make it clear that the Council may appoint such persons as it sees fit. There is no stipulation restricting who may be appointed except that someone who is bankrupt or has compounded with his creditors is not eligible.</p> |
| <b>FINANCIAL IMPLICATIONS</b>  |
| <p>16. There are no financial implications relating to the appointments.</p>   |
| <b>EQUALITIES IMPLICATIONS</b>   |
| <p>17. It is important that appointments to outside bodies are made by the Council in a fair and representative way best suiting the interests and diversity of Borough residents.</p>   |
| <b>COMMUNICATION IMPLICATIONS</b>  |
| <p>18. A public notice inviting applications was posted on notice boards across the Commons.</p> <p>19. The appointments will be publicised on noticeboards across the Banstead Commons and nominees notified of the outcome of the Executive decision.</p>  |
| <b>RISK MANAGEMENT CONSIDERATIONS</b>  |
| <p>20. None.</p>   |
| <b>OTHER IMPLICATIONS</b>  |
| <p>21. None.</p>   |
| <b>CONSULTATION</b>  |
| <p>22. The positions have been notified to all Members through Group Leaders.</p> <p>23. The Board's clerk notified the current representatives whose terms were expiring to determine whether they would stand for re-appointment.</p>  |
| <b>POLICY FRAMEWORK</b>  |
| <p>24. There are no policy framework implications.</p>   |
| <b>BACKGROUND PAPERS</b>   |
| <p>None.</p>   |

# Agenda Item 8



|                         |  |
|-------------------------|--|
| <b>SIGNED OFF BY</b>    | Interim Head of Finance, Head of Corporate Policy  |
| <b>AUTHOR</b>           | David Brown, Finance Manager, Luke Harvey, Project & Performance Team Leader                                       |
| <b>TELEPHONE</b>        | Tel: 01737 276519  |
| <b>EMAIL</b>            | David.Brown@reigate-banstead.gov.uk,<br>Luke.Harvey@reigate-banstead.gov.uk  |
| <b>TO</b>               | Executive  |
| <b>DATE</b>             | Executive: Thursday 24 June 2021   |
| <b>EXECUTIVE MEMBER</b> | Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate Policy and Resources |

|                              |              |
|------------------------------|--------------|
| <b>KEY DECISION REQUIRED</b> | N            |
| <b>WARDS AFFECTED</b>        | (All Wards); |

|                |                               |
|----------------|-------------------------------|
| <b>SUBJECT</b> | Q4 2020/21 Performance Report |
|----------------|-------------------------------|

|   |
|---|
| <b>RECOMMENDATIONS</b>  |
| <p><b>That the Executive:</b></p> <ul style="list-style-type: none"> <li><b>(i) Note Key Performance Indicator performance for Q4 2020/21 as detailed in the report and annex 1;</b></li> <li><b>(ii) Note the Revenue budget outturn for 2020/21 as detailed in the report and at Annex 2 and approve the recommended budget carry-forwards to 2021/22;</b></li> <li><b>(iii) Note the Capital Programme outturn for 2020/21 as detailed in the report and at Annex 3;</b></li> <li><b>(iv) Note the forecast year-end Revenue Reserves position; including the new Reserves that have been established to manage COVID-19 funds.</b></li> </ul> |
| <b>REASONS FOR RECOMMENDATIONS</b>  |

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For the Council's performance to be reviewed and for appropriate KPI reporting and budget monitoring arrangements to be in place.

## **EXECUTIVE SUMMARY**

This report provides an overview of the Council's performance for Q4 2020/21, including Key Performance Indicator (KPI) reporting, as well as revenue and capital budget monitoring.

Of the twelve KPIs that are reported on in Q4, all are on target or within the agreed tolerance.

The Revenue Budget for 2020/21 that was approved in February 2020, was agreed before the impacts of the COVID-19 pandemic on the UK became apparent. It did not therefore consider the significant additional financial impacts that have been faced during 2020/21 on Service income and expenditure budgets and on Collection Fund income forecasts for council tax and business rates.

The final Revenue Budget outturn for the year, including the financial implications of the pandemic are set out below and in Annex 2 to this report. The impacts of the pandemic have been monitored closely throughout the year and, while they have generally been contained within the additional funding provided to date by Government during 2020/21, use of Reserves may yet be necessary to offset future ongoing costs or income losses if additional funding is not provided by the Government for 2021/22 onwards.

The Capital Programme outturn for the year was £25.76m which is £99.28m (80%) below the approved Programme for the year. The variance is as a result of £98.56m slippage and a net underspend of £0.71m. Further details are provided at Annex 3.

This report was considered by the Overview and Scrutiny Committee on 17 June 2021. As the agenda for the Executive meeting on 24 June was published before the meeting of the Overview and Scrutiny Committee, any observations/recommendations made by the Committee will be tabled at the meeting of the Executive.

**The Executive has the authority to approve the above recommendations**

## **STATUTORY POWERS**

1. Following the abolition of Best Value Performance Indicators (BVPI) in 2008 and the National Indicator Set (NIS) in 2010, there is no statutorily imposed framework for local authorities to manage performance.
2. The Local Government Act 1972 requires the Council to set the associated annual budget as part of proper financial management. This monitoring report is part of that process.
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. Each quarter the Overview and Scrutiny Committee and Executive received an update on the Council's performance. The report provides an overview of KPI as well as budgetary performance.
5. KPIs are service level performance measures and are set in order to demonstrate performance against key corporate objectives.
6. Quarterly budget monitoring is a key financial control mechanism that demonstrates that the Council is fulfilling its responsibilities for managing public funds.

## KEY INFORMATION

### Key Performance Indicators Q4 2020/21

7. Thirteen Key Performance Indicators (KPIs) are reported on in Q4, the full detail of which is provided in annex 1.
8. Of the twelve KPIs reported on in Q4, all are on target or within the agreed tolerance.
9. In Q4 leisure centre usage (i.e. total number of visits) for the year is usually reported on. However, given that the Council's leisure centres have been closed for much of the year due to the COVID-19 pandemic, this indicator is not being reported on this quarter.
10. The report at annex 1 also includes three contextual performance indicators that are reported annually. Given their nature, contextual indicators do not have targets ascribed to them, though they nevertheless give a good indication as to the Council's performance in their respective area.

### Revenue Budget Monitoring

11. The 2020/21 Original Revenue Budget approved by Council in February 2020 was £24.460m, including a £6.204m advance pension payment.
12. At 31 March the full year outturn for Services and Central Budgets was £24.787m against a management budget of £25.713m, including one-off funding from Reserves, resulting in an overall net underspend of £0.925m (3.6%).

| Table 1: REVENUE BUDGET MONITORING AT 31 March 2021    | Original Budget<br>£m | In-Year Adjustments<br>£m | Management Budget<br>£m | Year-end Outturn<br>£m | Year End Variance<br>£m |
|--|-----------------------|---------------------------|-------------------------|------------------------|-------------------------|
| Service Budgets – general budget variances at year-end | 14.900                | 1.110                     | 16.010                  | 17.852                 | (0.615)                 |
| Service Budgets – COVID-19 budget impacts at year-end  |                       |                           |                         |                        | 2.457                   |
| Central Budgets  | 9.560                 | 0.142                     | 9.702                   | 6.935                  | (2.767)                 |
| <b>Sub-Total</b>                                       | <b>24.459</b>         | <b>1.253</b>              | <b>25.713</b>           | <b>24.787</b>          | <b>(0.925)</b>          |
| COVID-19 Pandemic – unplanned expenditure              |                       |                           |                         |                        | 3.782                   |

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|  |                |
|--|----------------|
| COVID-19 Pandemic – specific Government Funding  | (3.327)        |
| COVID-19 Pandemic - other Government Funding   | (4.170)        |
| COVID-19 Pandemic – distribution of discretionary Business Grants to 31 March  | (0.238)        |
| <b>Total Revenue Budget Outturn 2020/21 inclusive of COVID-19 Pandemic Expenditure and Funding</b>   | <b>(4.878)</b> |
| <b>Transfers to Reserves:</b>  |                |
| Contribution to General Fund Balance/Earmarked Reserves  | 2.184          |
| Unspent balances on specific Government funding for COVID-19 impacts - to be transferred to an Earmarked Reserve   | 0.456          |
| Balance of COVID-19 Government funding for discretionary business grants - to be transferred to an Earmarked Reserve to fund the ongoing Pandemic Response | 0.238          |
| Balance of other COVID-19 Government funding - to be transferred to an Earmarked Reserve to fund the Council's ongoing pandemic response                   | 2.000          |
| <b>Total</b>   | <b>4.878</b>   |

## Service Budgets

13. The 2020/21 Original Budget for Services approved by Council in February 2020 was £14.90m.
14. At 31 March the full year outturn was £17.852m against a management budget of £16.010m resulting in an overspend of £1.841m (11.5%). The primary reason for this overspend is the inclusion of income losses as a consequence of the COVID-19 pandemic.
15. The key variances leading to the overspend are:

### Organisation:

- £0.617m overspend in Finance, which is mostly attributable to the costs of interim staff covering vacant posts and additional support for the closure of accounts and advising on development projects. Permanent staff recruitment has now been completed with all staff in post by October. The Head of Finance post is still covered on an interim basis. Other overspends within Finance relate to £0.06m increased cost of financial software and £0.02m transactional related charges from the Council's banking provider. These pressures have been addressed during 2021/22 Service and Financial Planning.
- £0.231m underspend in ICT due to lower software costs, hardware maintenance costs and staff vacancies.
- £0.231m underspend in Legal Services due to vacancies. These posts have now been recruited.
- £0.094m underspend in Democratic Services

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- £0.184m underspend in Elections due to cancelled local elections
- £0.116m increased income for Land Charges
- £0.07m underspend in Organisation Development & Human Resources due to vacancies earlier in the year.

### Place:

- £0.074m net overspend in Refuse and Recycling due to additional temporary staff and overtime; offset in part by fuel price decreases and increased income
- £0.105m additional Fleet costs of older vehicles
- £1.702m COVID-19 Parking income losses
- £0.097m savings on fuel costs and vacant posts for Street Cleansing

### People:

- Housing – the underspend reflects receipt of £0.402m additional funding that will be carried forward for use in 2021/22
- Revenues &, Benefits & Fraud – the primary underlying causes contributing to the £1m overspend at year end (20/21) are:
  - loss of income due to the COVID-19 pandemic: £0.179m was lost due to courts being closed and therefore costs from council tax summonses were not recovered. Another £0.070m was lost from the service's external contracts for commercial work.
  - Irrecoverable bad debts were written off - £0.200m for Fraud/Compensation cases; £0.101m Council Tax Benefits debts balance; £0.095m Housing Benefit Overpayments.
  - £0.095m reduction in Housing Benefit subsidy due to an increase in private supported accommodation in the borough for which the Council does not get fully reimbursed by the Government. The subsidy rate on all Housing Benefit expenditure was 99.3% of net expenditure, less than the usual rate of 99.6% in previous years. £0.140m against Software Acquisitions and External printing. Budget growth has been approved for these two areas for 2021/22.
  - £0.160m of Printing and Software related cost pressures. This budget has also been reviewed as part of the 2021/22 Service and Financial Planning process.
- Supporting Families – the underspend reflects receipt of £0.240m additional funding that will be carried forward for use in 2021/22
- Harlequin Theatre – income losses due to the COVID-19 pandemic £0.266m
- Leisure Services – management fee income losses due to the COVID-19 pandemic £0.240m

### Senior Management Team

- £0.266m underspend in the Chief Executive's Office due to reduced salary costs.

16. Further details on Service budget variances are provided at Sections 1 and 2 of Annex 2.

### **COVID-19 Expenditure and Funding**

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17. The Revenue Budget for 2020/21 that was approved by Council in February 2020, was agreed before the impacts of the COVID-19 pandemic became apparent. It did not therefore consider the significant additional financial impacts that have been faced during 2020/21 on Service income and expenditure budgets and on Collection Fund income forecasts for council tax and business rates.
18. Throughout the year the pandemic has represented a potentially material financial risk to the Council's budget and financial position. The underlying analyses have evolved throughout the year therefore it is only now, at the close of the year that the final outcomes can be reported. Initially there was genuine concern across the local government sector that funding provided by the Government would not match the additional expenditure incurred or the income that was being lost. The final outcome is much more positive; for 2020/21 at least.
19. Wherever practicable the additional costs of delivering the Council's response to the pandemic have been recorded separately in order to track costs and ensure that all available Government funding was being claimed. As explained above, the primary exception was income losses as a consequence of the pandemic which have had to continue to be recorded against service income budgets.
20. The table below sets out a summary of the additional pandemic-related expenditure and the funding that has been received to offset it.

| <b>TABLE 2: COVID-19 EXPENDITURE AND FUNDING AT 31 March 2021</b>  | <b>Additional Expenditure<br/>£m</b> | <b>Additional Funding<br/>£m</b> | <b>Net Expenditure / (Funding)<br/>£m</b> |
|--|--------------------------------------|----------------------------------|---|
| COVID-19 Pandemic - Expenditure less specific grants & funding   | 3.782                                | (3.327)                          | <b>0.455</b>                              |
| COVID-19 Pandemic - other Government funding   | -                                    | (4.170)                          | <b>(4.170)</b>                            |
| COVID-19 Pandemic - discretionary business grants for distribution/retention (remaining balance at 31 March) | 0.102                                | (0.340)                          | <b>(0.238)</b>                            |

21. Total additional expenditure as a consequence of the pandemic was £3.782m. The most significant areas of activity included:
  - Supporting Shielded Residents and contributions to Voluntary Sector activities - £1.921m
  - Council-wide expenses including staff redeployment, supporting remote working and compliance checks on grants - £0.631m
  - Garden Waste additional expenses - £0.148m and customer refunds £0.475m
  - Environmental & Regulatory checks and control measures - £0.220m
  - Provision of support for the homeless - £0.156m
  - Cultural services additional expenses - £0.080m
  - Marketing and Public Notices - £0.071m
  - Purchase of PPE - £0.153m
22. Specific grants and donations to support the above included:

| <b>Table 3: COVID-19 SPECIFIC GOVERNMENT GRANTS</b>                 | <b>£m</b>    |
|---|--------------|
| Contain Outbreak Management Funding to support vulnerable residents | 1.331        |
| Hardship Funding – to support council tax benefit claimants         | 0.755        |
| Homelessness Support Grants   | 0.289        |
| New Burdens Funding – for additional admin costs                    | 0.275        |
| Clinically Extremely Vulnerable Funding                             | 0.253        |
| Reopening the High Street Safely Grant                              | 0.132        |
| Emergency Assistance Funding  | 0.089        |
| Other Funding & Donations   | 0.058        |
| Compliance & Enforcement Grants                                     | 0.058        |
| Environmental Response Funding                                      | 0.040        |
| Environmental Health Grant  | 0.040        |
| Winter Grant Funding – for food for families                        | 0.007        |
| <b>Total</b>  | <b>3.327</b> |

23. The majority of this funding was received direct from the Government but some came via Surrey County Council and also from the general public.

24. The general funding support from Government has comprised:

| <b>Table 4: COVID-19 General Government Funding Support</b>                        | <b>£m</b>    |
|--|--------------|
| Sales Fees & Charges Compensation Grant – representing c65% of all losses incurred | 2.337        |
| Emergency Grant for general COVID expenditure                                      | 1.833        |
| <b>Total</b>   | <b>4.170</b> |

25. On balance the position at year end is much more encouraging than initially feared; all costs have been funded and eligible income losses made good for 2020/21.

26. Overall it has been possible to create an Earmarked Reserve of £2.0m for use in 2021/22 to help fund the ongoing pandemic response and impacts on service delivery, including income losses.

27. In the budget report for 2021/22 these were forecast to be in the region of £2.220m:

Income losses

- Community Centres - £0.200m
- Harlequin - £0.180m
- Parking - £1.200m
- Commercial Waste - £0.160m
- Property Rents - £0.270m

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## Expenditure pressures

- Homelessness prevention - £0.210m
28. In addition to the £2.0m Reserve, Government COVID-19 funding for 2021/22 includes:
- Confirmed £0.638m grant for general COVID expenditure and income losses;
  - A further contribution towards Sales, Fees & Charges losses in quarter one (amount to be confirmed); and
  - Contain Outbreak Management Funding of £0.165m.
29. Looking forward beyond 2021/22 there remain concerns that ongoing costs and residual income losses may ultimately add to the forecast budget gap over the medium term as there is no current prospect of further Government funding for the majority of these pressures beyond the end of June 2021. When the carried-forward funds and any new Government grants have been exhausted any ongoing unfunded impacts will have to be accommodated within future budget-setting decisions and may result in a call on Reserves until sustainable solutions are implemented.
30. As previously-reported, over the medium term, the main options for mitigating the financial impacts of COVID-19 include:
- Continue to lobby Central Government for additional funding in recognition of the residual impacts on district Councils and their ability to deliver services.
  - Look to make offsetting savings and efficiencies where possible before calling on Reserves.
  - Make use of Earmarked Revenue Reserves to close the gap. This has implications for the projects and services and other potential risks that were intended to be funded from these resources.
31. As a final resort it would be necessary to apply for permission from Government to capitalise some of the costs and financial impacts to enable the Council to borrow and fund them on a long-term basis. This would place the Council in the spotlight as being at risk of financial failure.
32. Further updates on forecast impacts on costs and income and how they might be funded will continue to be included in the quarterly budget monitoring reports throughout 2021/22.

## **Central Budgets**

33. The 2020/21 Original Budget for Central budgets approved by Council in February 2020 was £9.56m.
34. At 31 March the outturn was £6.935m against a management budget of £9.702m resulting in an underspend of £2.767m (28.52%).
35. This underspend is mainly as a result of:
- £1.586m forecast underspend in Treasury Management: this is due to the net effect of increased income from loans and investments, including interest on the second loan to Greensand Holdings Limited (for the purchase of land at Horley) and lower than forecast borrowing costs due to Capital Programme slippage.

- £0.722m forecast underspend in Budget Contingencies.

36. Further details are provided at Sections 1 and 2 of Annex 2.

### **Proposed Revenue Budget Carry-Forwards to 2021/22**

37. Revenue budgets are approved on an annual basis and there is no automatic carry over of unused budgets into the following year. However, circumstances sometimes arise beyond the control of the budget manager, where expenditure slips from the planned year to the next or funding has been received that could not be spend and needs to be carried forward for use in the next year. Such occasions are generally rare but the COVID-19 pandemic is an example of exceptional circumstances where service plans for 2020/21 have not been completed in full and therefore some allocated budgets remain unspent.
38. The proposed mechanism to achieve the carry-forward is to seek approval from Executive to agree to increase the previously-approved service budgets for 2021/22, funded from the relevant budget underspend in 2020/21.
39. A de-minimis figure of £10,000 has been applied. In previous years budget-carry forward proposals have not been reported in detail or the reasons for them. They are included here to ensure transparency of decision-making and the details are set out at Annex 4.

### **COVID-19 Business Grants & Reliefs**

40. During the year the Council's Revenues, Benefits & Fraud team was required by the Government to administer grants and additional business rate reliefs for local businesses and also Test & Trace payments to individuals to help them mitigate the financial impacts of the pandemic.
41. These grants included:

| <b>Table 5: COVID-19 GOVERNMENT FUNDING FOR DISTRIBUTION / REPAYMENT</b> | <b>Funding Received for Grants &amp; Reliefs to Businesses<br/>£m</b> | <b>Funding Received for Payment to Individuals<br/>£m</b> |
|--|---|---|
| Additional Restrictions Grants   | 4.295   |   |
| Local Restrictions Support Grants  | 9.833   |   |
| Christmas Support Payments (Pubs)  | 0.032   |   |
| Closed Business Lockdown Payments  | 6.282   |   |
| Additional Business Rate Reliefs   | 23.680  |   |
| Test & Trace Payments  |   | 0.213   |

42. At 31 March £34.505m had been distributed. The unspent balance on these sums (£9.829m) will be accounted for at year end but does not form part of the Council's resources. Any unspent balances when these individual grant schemes end will eventually have to be paid back to the Government.

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43. The only exceptions are the following grants where the Council has discretion over how the funds are distributed and can retain the funds until distributed in full. The unallocated balance will be held in an earmarked COVID-19 Reserve at year-end for ongoing distribution in 2021/22.

| <b>Table 6: COVID-19 BUSINESS GRANTS FOR DISTRIBUTION/RETENTION</b> | <b>Funding Received for Grants to Businesses<br/>£m</b> |
|---|---|
| Local Discretionary Grants Fund                                     | 0.130   |
| Local Restriction Support Grants (Open)                             | 0.210   |

## Forecast Revenue Budget Reserves at 31 March 2021

44. The forecast balances on Revenue Reserves are set out at Annex 5. In summary they comprise

| <b>Table 7: FORECAST REVENUE RESERVES AT 31 March 2021</b> | <b>£m</b>     |
|--|---------------|
| General Fund Balance                                       | 3.000         |
| Earmarked Reserves   | 36.044        |
| <b>Revenue Reserves</b>                                    | <b>39.044</b> |
| COVID-19 Reserves  | 2.694         |
| <b>Total Reserves at 31 March 2021</b>                     | <b>41.738</b> |

Note; the final position will be confirmed when the Statement of Accounts for 2020/21 is prepared and any final closing entries are processed. The above balances are not anticipated to change significantly.

45. Other approved Earmarked Reserve drawdowns to support in-year expenditure are reported at Annex 2.
46. The opening balance on the Pension Reserve (£1.507m) was drawn down to help fund the employer's £6.204m payment in advance during the year. At year-end £2.0m has been allocated to rebuild the Pension Reserve in anticipation of the next revaluation in 2022 and any potential requirement to take up a similar opportunity to make an advance payment in 2023. Advance payment results in a lower net sum payable compared to three annual instalments.
47. Other year-end Reserves recommendations include:
- Maintaining the General Fund Balance at £3.0m, being just over 15% of the net Revenue Budget;
  - Maintaining the balance on the Government Funding Risks Reserve at just over £2.800m in anticipation of a potential requirement to draw on this Reserve in 2022/23 onwards when Government Funding changes are implemented until new sustainable income sources are achieved;
  - Re-naming the Commercial Ventures (Feasibility Studies) Reserve in recognition of the fact that it will be used to fund the feasibility costs of all Capital Schemes. Calling on appropriate advice and carrying-out up front

feasibility studies to test business cases helps reduce the risk of subsequent scheme overspends or delivery failure;

- Increasing the balance on the Commercial Risks & Volatility Reserve by £1.000m in acknowledgement of potential post-pandemic pressures on income streams;
- Adding £0.250m to the Insurance Reserve to ensure continued adequate cover for uninsured losses;
- Establishing a separate Reserve for the unspent balance of Government Brexit funding (this funding was previously held within the General Fund Balance);
- Creating new Earmarked Reserves for the Service Revenue budgets/funding that are being carried-forward from 2020/21 for use in 2021/22.
- Creating a new Earmarked Reserve for the unused balance of Government support for businesses during the COVID-19 pandemic;
- Creating two new Earmarked Reserves for the unused balance of Government funding support to the Council during COVID-19 pandemic; and
- Creating a new Earmarked Reserve of £2.0m to address the anticipated continued impacts of the COVID-19 pandemic in 2021/22.

### Collection Fund Outturn

48. The 2020/21 Budget included forecast for income receipts from Council Tax and Business Rates. The outturn position is summarised in the table below.

| <b>Table 8: COLLECTION FUND RECEIPTS 2020/21</b> | <b>Budget<br/>£m</b> | <b>Actual at 31.3.21<br/>£m</b> | <b>Variance<br/>£m</b> |
|--|----------------------|---------------------------------|------------------------|
| Council Tax                                      | 14.214               | 14.422                          | 0.208                  |
| Business Rates                                   | 2.900                | 1.307                           | (1.593)                |
| <b>Net Deficit/Call on Reserves</b>              | <b>17.114</b>        | <b>15.729</b>                   | <b>1.385</b>           |

49. The net deficit of £1.385m will be a call on Reserves at year-end. It reflects this authority's share of the historic brought-forward deficit on the business rates element of the Collection Fund that now has to be funded by calling on the Earmarked Reserve that has been set aside to address shortfalls in Government funding.
50. Going forward forecast Collection Fund deficits are now being taken into account during budget-setting and will not have to be funded through a retrospective call on Reserves in this way. In addition, in response to the COVID-19 pandemic a range of measures have been implemented by the Government to help mitigate the impacts on the precepting authorities of exceptional losses during 2020/21, including a 75% tax income guarantee scheme and dispensation to spread the Collection Fund deficit repayment over three years. Nevertheless there are likely to be ongoing adverse impacts on income levels in 2021/22 onwards unless Government support measures continue.

### Capital Programme Monitoring

51. At 31 March 2021, the Capital Programme budget was £125.04m (including £29.49m of approved carry-forward capital allocations from 2019/20).
52. The outturn position is £25.76m which is £99.28m (80%) below the approved Programme for the year. The variance is as a result of £98.56m slippage and a net

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underspend of £0.71m. The slippage will be carried forward to the Programme for 2021/22 onwards.

53. The net underspend is mainly as a result of:

- £0.40m of Disabled Facilities Grant (DFG). COVID-19 has had an impact on the number of referrals for DFG works, with these stopping during the early part of lockdown. Works in properties were also suspended for several weeks, due to contractors halting their entire operations and vulnerable clients unwilling to allow works in their homes. Work is now underway again, but there was a lower than budget spend over the year.
- £0.10m underspend of Vibrant Towns & Villages funding due to COVID-19 reducing the opportunity to identify suitable projects
- £0.04m underspend of the Handy Person scheme. COVID-19 has resulted in fewer applications being received and progressed for Small Works Grants and Loans than might otherwise be expected.

54. The slippage is mainly due to:

- £10.00m slippage against the Housing Delivery Strategy capital allocation.
- £9.66m slippage against the planned spend on the Marketfield Way development. Slippage is due to the extended period it has taken to conclude the build contract and in securing all necessary consents.
- £5.81m slippage against the planned spend on the Cromwell Road development. Spend profile has changed following contract award and is slightly behind the original profiled schedule.
- £3.00m slippage against the planned spend on Beech House, London Road. Negotiations with the tenant are ongoing, slightly delayed by the COVID-19 pandemic. Current assumption is a revised £2.1m cost of major works to be carried out in 2021/22 but this is subject to a review by external advisors. Property Services are reviewing options and will recommend the final sum to the Commercial Ventures Executive Sub-Committee when the review is completed.
- £2.28m slippage against planned spend at Pitwood Park, Tadworth. The spend profile changed following contract award and is slightly behind the original profiled schedule.

Further details are provided at Annex 3.

## Overview and Scrutiny Committee – 17 June

55. This report was considered by the Overview and Scrutiny Committee on 17 June 2021. As the agenda for the Executive meeting on 24 June was published before the meeting of the Overview and Scrutiny Committee, any observations or recommendations made by the Committee will be tabled at the meeting of the Executive.

## OPTIONS

56. The Executive has two options:

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57. Option 1: Note Q4 2020/21 KPI and Budget performance and approve the recommended budget carry-forwards.
58. Option 2: Note Q4 2020/21 KPI and Budget performance and reject the recommended budget carry-forwards or request additional information on them.

## **LEGAL IMPLICATIONS**

59. There are no legal implications resulting from this report.

## **FINANCIAL IMPLICATIONS**

60. There are no additional financial implications arising from this report.

## **EQUALITIES IMPLICATIONS**

61. There are no equalities implications arising from this report.

## **COMMUNICATION IMPLICATIONS**

62. There are no communication implications arising from this report.

## **RISK MANAGEMENT CONSIDERATIONS**

63. There are no risk management implications arising from this report.
64. The annual budget report and supporting strategies include full risk assessments of budget proposals.

## **OTHER IMPLICATIONS**

65. There are no other implications arising from this report

## **CONSULTATION**

66. The performance report has been reviewed by the Council's Corporate Governance Group.
67. There are no other consultation implications arising from this report.

## **POLICY FRAMEWORK**

68. Robust performance management is integral to measuring the extent to which policy objectives have been achieved.

## **BACKGROUND PAPERS**

None.

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## Q4 2020/21 Key Performance Indicators

| KPI   | Status | Portfolio Holder           |
|---|--------|----------------------------|
| <a href="#"><u>KPI 1 – Council Tax collection</u></a>                               | AMBER  | Cllr Schofield             |
| <a href="#"><u>KPI 2 – Business rates collection</u></a>                            | GREEN  | Cllr Schofield             |
| <a href="#"><u>KPI 3 – Staff turnover</u></a>                                       | GREEN  | Cllr Lewanski              |
| <a href="#"><u>KPI 4 – Staff sickness</u></a>                                       | GREEN  | Cllr Lewanski              |
| <a href="#"><u>KPI 5 – Homelessness positive outcomes</u></a>                       | AMBER  | Cllr Knight                |
| <a href="#"><u>KPI 6 – Housing completions</u></a>                                  | GREEN  | Cllr Biggs                 |
| <a href="#"><u>KPI 7 – Affordable housing completions</u></a>                       | AMBER  | Cllr Biggs                 |
| <a href="#"><u>KPI 8 – Local Environmental Quality Surveys</u></a>                  | GREEN  | Cllr Bramhall              |
| <a href="#"><u>KPI 9 – Missed bins</u></a>  | GREEN  | Cllr Bramhall              |
| <a href="#"><u>KPI 10 – Recycling</u></a>   | AMBER  | Cllr Bramhall              |
| <a href="#"><u>KPI 11 – Refuse and Recycling income</u></a>                         | AMBER  | Cllr Bramhall              |
| <a href="#"><u>KPI 12 – Investment income</u></a>                                   | GREEN  | Cllrs Archer and Schofield |
| <a href="#"><u>Contextual information – Fraud</u></a>                               | N/A    | Cllr Schofield             |
| <a href="#"><u>Contextual information – Wellbeing and intervention services</u></a> | N/A    | Cllr Sachdeva              |
| <a href="#"><u>Contextual information – Corporate complaints</u></a>                | N/A    | Cllr Lewanski              |

## KPI 1 – The % of Council Tax collected

|    | TARGET | ACTUAL | STATUS |
|----|--------|--------|--------|
| Q1 | 29%    | 28.43% | AMBER  |
| Q2 | 57%    | 56.11% | AMBER  |
| Q3 | 85%    | 83.77% | AMBER  |
| Q4 | 98.8%  | 98.07% | AMBER  |

### Description

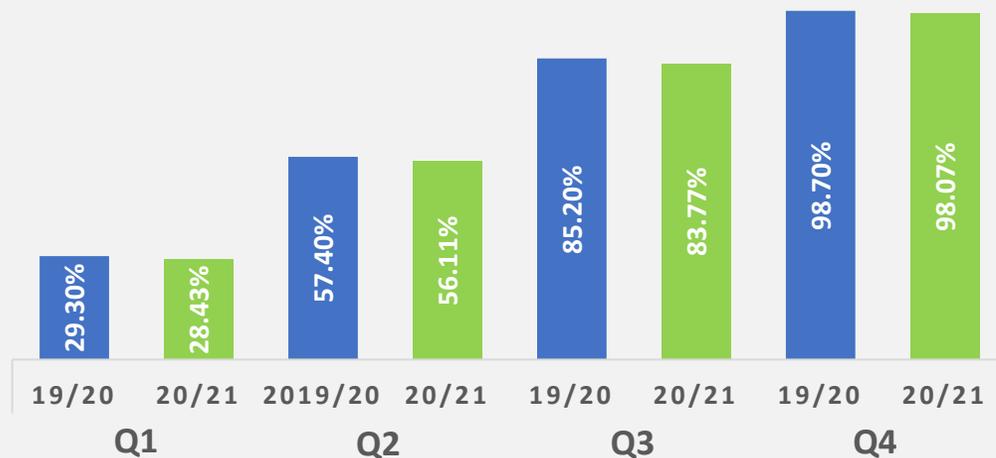
This indicator measures the percentage of Council Tax collected by the Council. The performance reported is cumulative for the year to date. A tolerance of 1% is applied each quarter.

### Narrative

Performance in 2020/21 is broadly similar to that of the previous financial year. This represents a particularly good result when considering the situation presented by Covid-19.



### Council Tax collection (cumulative)



## KPI 2 – The % of Business Rates collected

|    | TARGET | ACTUAL | STATUS |
|----|--------|--------|--------|
| Q1 | 31%    | 33.07% | GREEN  |
| Q2 | 58%    | 60.64% | GREEN  |
| Q3 | 85%    | 85.40% | GREEN  |
| Q4 | 99.8%  | 99.8%  | GREEN  |

### Description

This indicator measures the percentage of non-domestic rates (NNDR) collected by the Council. The performance reported is cumulative for the year to date.

### Narrative

Q4 has seen a further continuation of the good performance seen in previous quarters. Overall, despite the difficulties presented by Covid-19, the Council has managed to maintain its consistently good performance in this area, with this helped by additional Covid-19 related reliefs and grants paid to businesses.

### Business Rates collection (cumulative)



## KPI 3 – Staff turnover

|    | TARGET | ACTUAL | STATUS |
|----|--------|--------|--------|
| Q1 | 12%    | 11%    | GREEN  |
| Q2 | 12%    | 9%     | GREEN  |
| Q3 | 12%    | 6%     | GREEN  |
| Q4 | 12%    | 7%     | GREEN  |

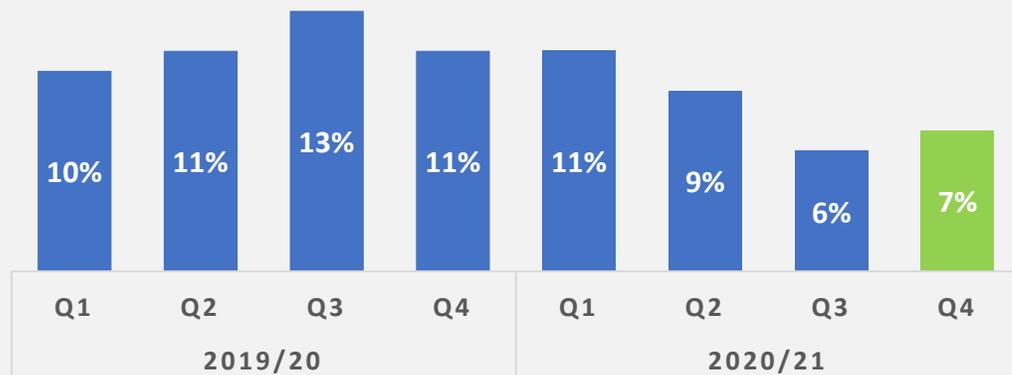
### Description

This indicator tracks the percentage of staff that leave the organisation on a voluntary basis. The performance reported is for a cumulative rolling 12 month period.

### Narrative

Staff turnover has continued to be on target in Q4, albeit slightly up compared to Q3. The Employment Committee received an update on Key Workforce Data at its meeting on 31 March 2021 (agenda item 4), which included additional information on staff turnover.

### Staff turnover



## KPI 4 – Staff sickness absence

|    | TARGET | ACTUAL    | STATUS |
|----|--------|-----------|--------|
| Q1 | 4 days | 4.27 days | AMBER  |
| Q2 | 4 days | 4 days    | GREEN  |
| Q3 | 4 days | 3.36 Days | GREEN  |
| Q4 | 4 days | 2.86 days | GREEN  |

### Description

This indicator tracks the average duration of short term sickness absence per employee. The performance reported at the end of each quarter is for a cumulative rolling 12 month period. The indicator measures all non Covid-19 short term sickness absence.

### Narrative

Q4 has seen a continuation of the downward trend in staff sickness, with the average duration of short term sickness per employee reducing to 2.86 days. This is considerably lower than the equivalent period in 2019/20. The Employment Committee received an update on Key Workforce Data at its meeting on 31 March 2021 (agenda item 4), which included information on staff sickness.

### Staff sickness absence (days)



# KPI 5 – The % of positive homelessness prevention and relief outcomes

|    | TARGET | ACTUAL | STATUS |
|----|--------|--------|--------|
| Q1 | 55%    | 70%    | GREEN  |
| Q2 | 55%    | 80%    | GREEN  |
| Q3 | 55%    | 86%    | GREEN  |
| Q4 | 55%    | 54%    | AMBER  |

## Description

This indicator measures the Council’s performance in preventing and relieving homelessness where a household has approached the Council for support and where the Council has a statutory obligation to provide it under the Homelessness Reduction Act. Prevention and relief are terms that are defined by the Act. The indicator measures the percentage of positive outcomes achieved in the quarter against approaches that were made in the quarter.

Additional information on homelessness and the responsibilities placed on local authorities is available on the [government’s website](#).

## Narrative

In Q4 there were 142 homelessness approaches received and where the support threshold was met. In Q4 there were 76 positive prevention and relief outcomes which is consistent with performance in previous quarters.

Homelessness approaches, and prevention and relief duty acceptances, continue to be at a higher level, with this exacerbated by the national lockdown announced in January 2021 as well as the winter weather which tends to increase applications.

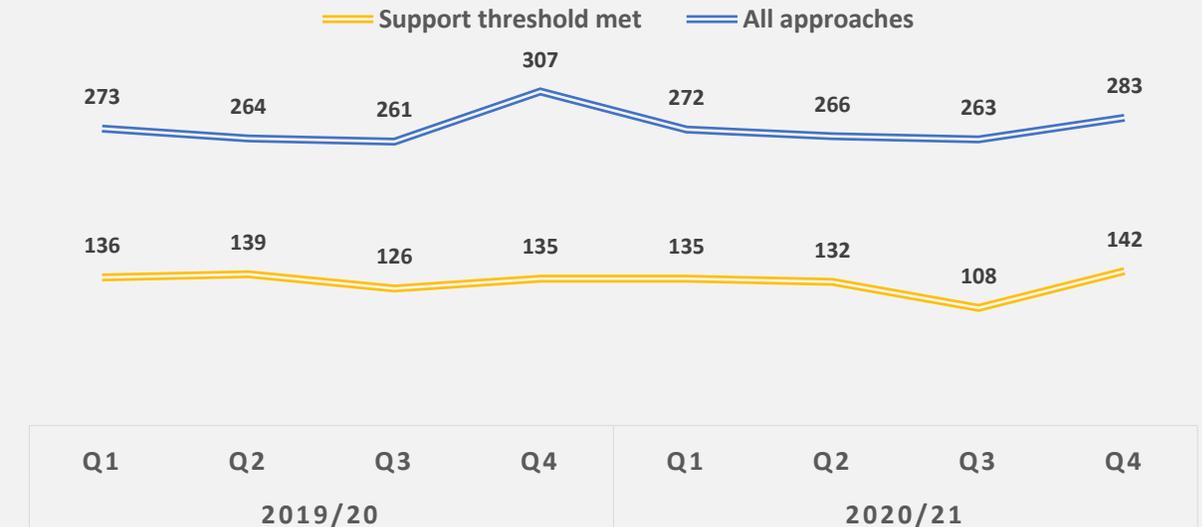
Whilst the percentage of positive outcomes as a proportion of approaches is lower than previous quarters, this is not necessarily indicative of an increase in negative outcomes from the approaches made in the quarter. Instead, and as the number of main duty acceptances show overleaf, it is due to the Housing service still working with clients that approached the Council in Q4 and within the 56 day period as defined by the Homelessness Reduction Act. Positive outcomes from approaches made in Q4 will therefore likely be realised in Q1 2021/22.

Additional contextual performance information is provided overleaf.

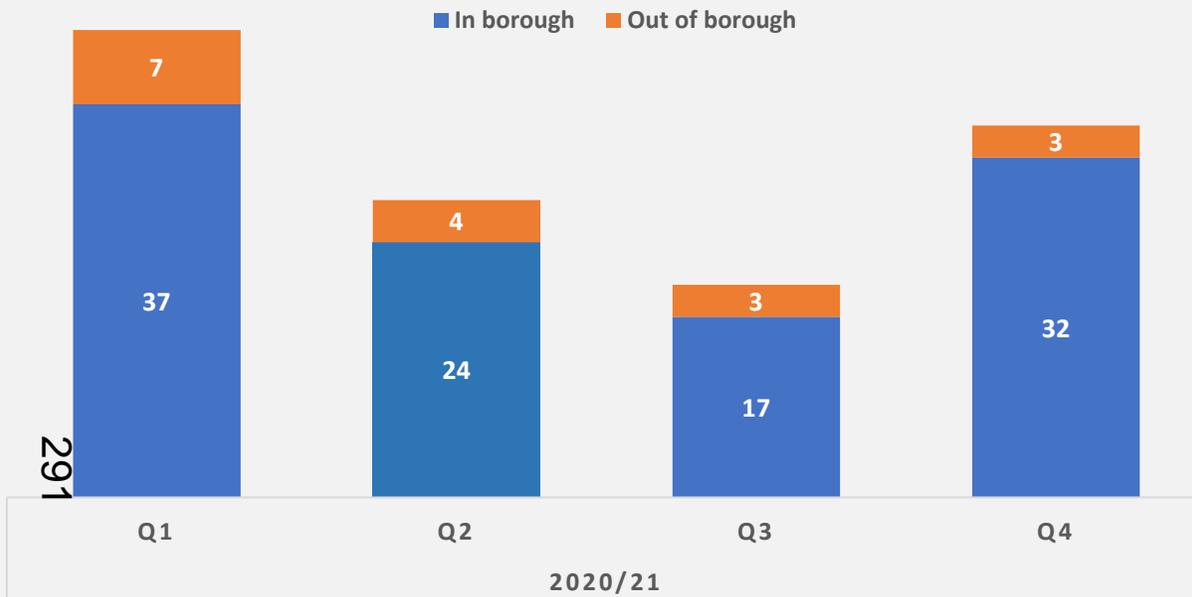
## Positive homelessness prevention and relief outcomes



## Homelessness approaches (contextual)



## Average number of households in temporary emergency accommodation (contextual)

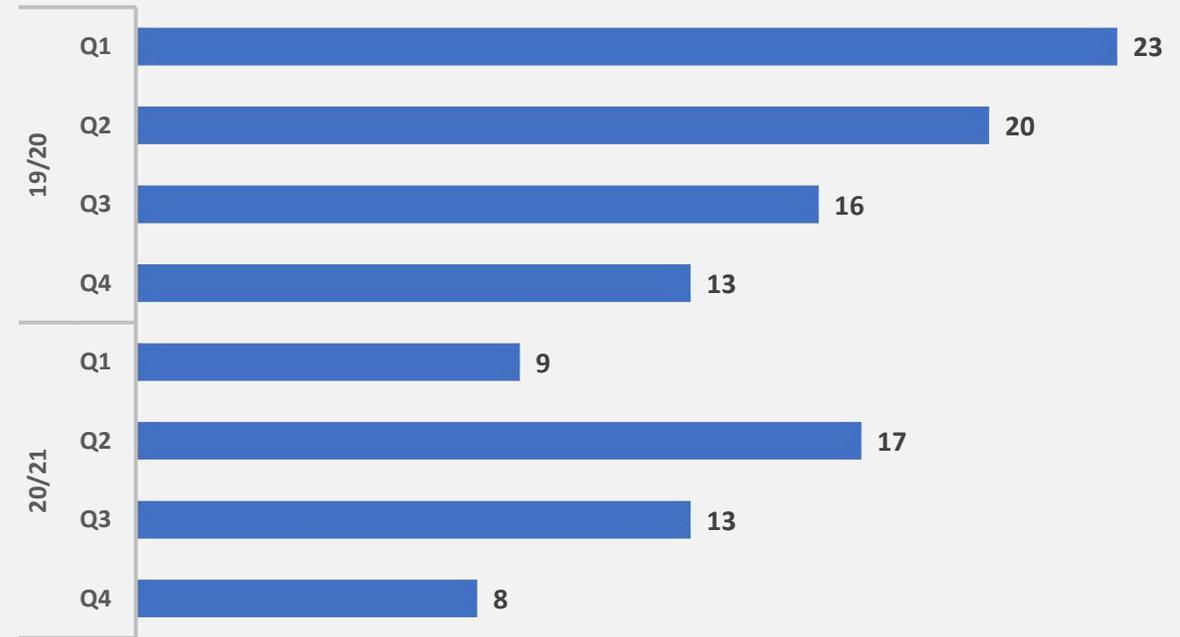


The **average number of households placed in temporary emergency accommodation** increased in Q4. This is due to the ongoing requirement to house rough sleepers as well as those at risk of rough sleeping. The latter was introduced following a request from the Ministry of Communities, Housing and Local Government in January 2021.

Out of borough placements continue to be low.

In Q4 the **Council owned emergency accommodation** continued to be operated at a reduced capacity of 48% in order to ensure social distancing and the avoidance of facilities being shared.

## Main duty acceptances (contextual)



The main housing duty is a duty to provide accommodation until more secure accommodation is found.

In Q4 there were **8 main duty homelessness acceptances**. This is the lowest number of main duty acceptances in the last two financial years.

# KPI 6 and KPI 7 - Housing completions

## KPI 6 - Net housing completions (cumulative)

|    | TARGET | ACTUAL | STATUS |
|----|--------|--------|--------|
| Q1 | 115    | 45     | RED    |
| Q2 | 230    | 277    | GREEN  |
| Q3 | 345    | 606    | GREEN  |
| Q4 | 460    | 794    | GREEN  |

## KPI 7 - Net affordable housing completions (cumulative)

|    | TARGET | ACTUAL | STATUS |
|----|--------|--------|--------|
| Q1 | 25     | 21     | AMBER  |
| Q2 | 50     | 23     | RED    |
| Q3 | 75     | 67     | AMBER  |
| Q4 | 100    | 93     | AMBER  |

### Description

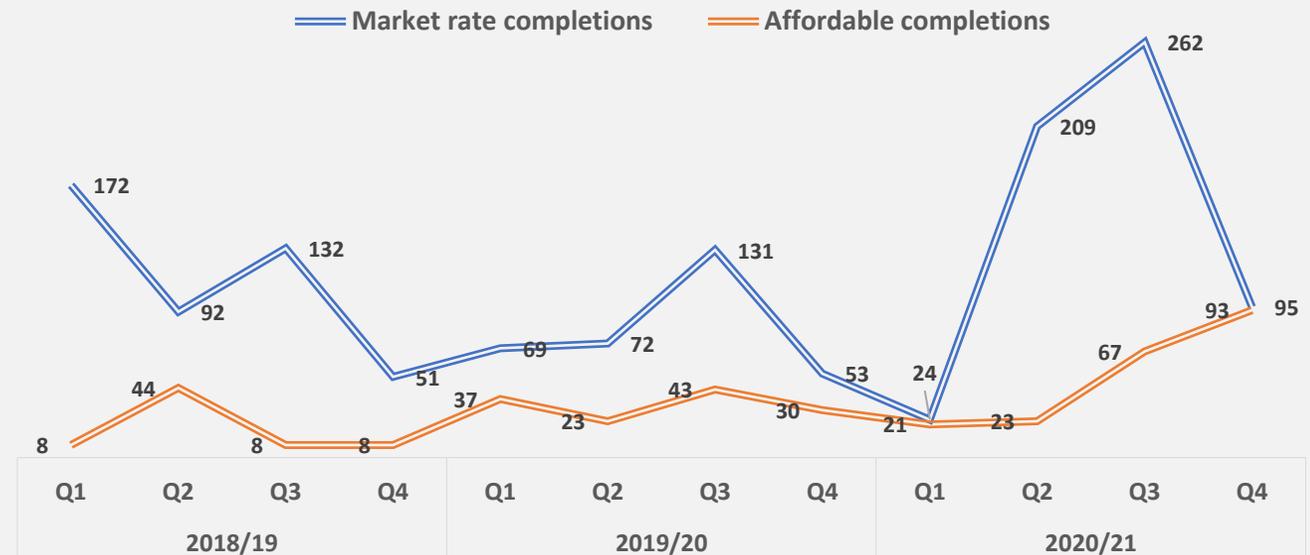
KPI 6 measures the number of net residential housing completions that have taken place in the borough, whilst KPI 7 details the number of net affordable housing completions. The targets mirror those set in the Council's Development Management Plan. Performance reported is cumulative for the year. Given the fluctuations in housing completions throughout the year, a tolerance of 60 applies each quarter for KPI 6, whilst a tolerance of 10 applies for KPI 7.

### Narrative

The target for 460 dwellings to be completed during 2020/21 has been significantly surpassed. During Q4 the majority of completions came from developments on the Horley NW sector (41), the former Liquid and Envy site in Redhill (45) and Portland Drive, Merstham (13). A further 22 units came from the office to residential permitted development conversion of the Patteson Court site in Redhill.

The number of **Affordable Housing Completions (KPI 7)** achieved in previous quarter has been revised following updated notification of completions received from developers. The revised figures, coupled with elevated completions in the latter part of the year, have taken this year's performance to 93 net affordable housing completions. Given the slowdown in the construction industry due to Covid-19 earlier in the year, this represents encouraging performance.

## Housing completions by quarter (contextual)



## Dwellings under construction (contextual)



## KPI 8 - Performance in Local Environmental Quality surveys

|    | TARGET               | ACTUAL           | STATUS           |
|----|----------------------|------------------|------------------|
| Q1 | 90% of sites grade B | Unable to report | Unable to report |
| Q2 | 90% of sites grade B | Unable to report | Unable to report |
| Q3 | 90% of sites grade B | 97.5%            | GREEN            |
| Q4 | 90% of sites grade B | 100%             | GREEN            |

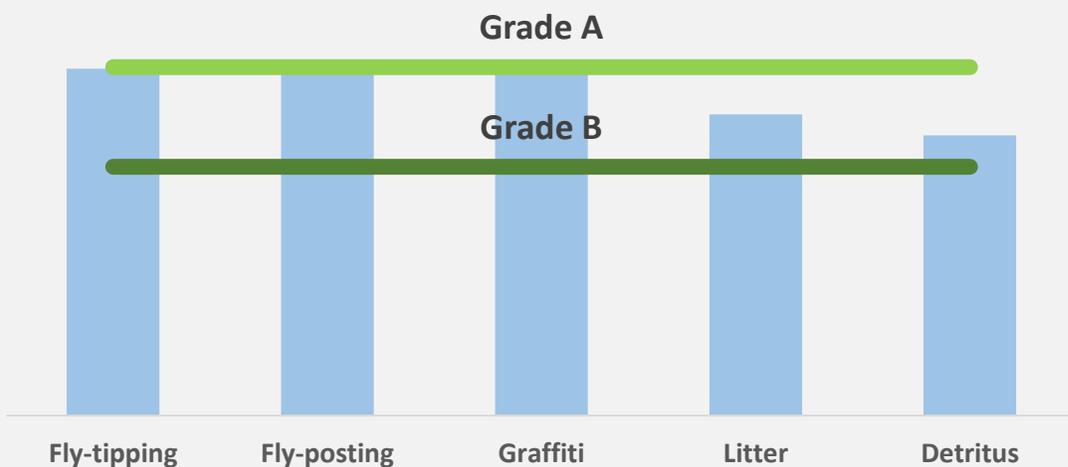
### Description

Local Environmental Quality Surveys (LEQs) are a robust and well recognised methodology for measuring the cleanliness of places. The methodology is developed and maintained by [Keep Britain Tidy](#). A selection of sites in the borough are assessed in the following categories: litter, detritus, fly-tipping, fly-posting and graffiti. The average of the scores achieved in each category gives an overall score for each site that is surveyed.

### Narrative

Of the 137 surveys carried out in March 2021, all scored at grade B and above. The chart below details performance for the individual categories. Detritus was again the lowest scoring category in Q4, though nevertheless in excess of the target.

LEQ average site scores by category



## KPI 9 - Number of missed bins per 1,000 collected

|    | TARGET | ACTUAL | STATUS |
|----|--------|--------|--------|
| Q1 | 10     | 1.33   | GREEN  |
| Q2 | 10     | 1.49   | GREEN  |
| Q3 | 10     | 1.82   | GREEN  |
| Q4 | 10     | 1.08   | GREEN  |

### Description

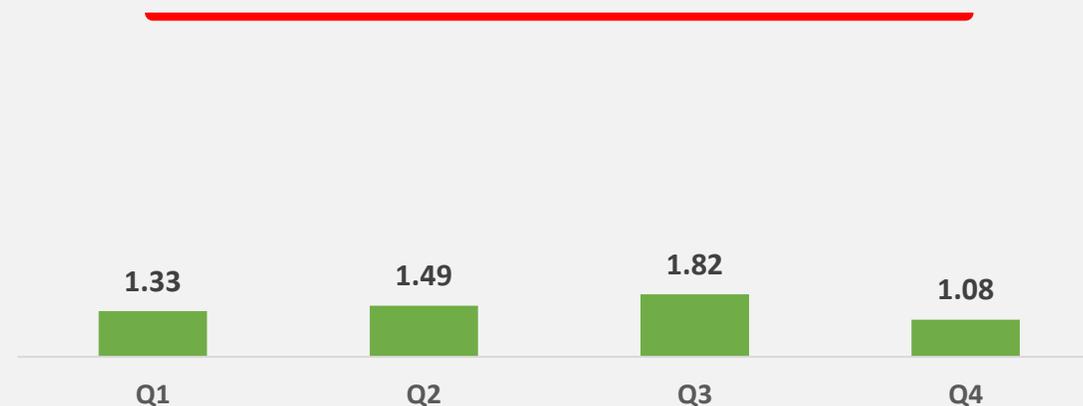
This indicator tracks how many refuse and recycling bins have been missed per 1,000 that are collected. Performance is measured and reported on quarterly.

### Narrative

Despite the continuing challenges presented by the Covid-19 pandemic and the heightened levels of waste seen during the year, the Council has maintained a reliable waste collection service for residents, with just over 1 bin reported as missed per 1,000 that were collected.

Missed bins per 1,000 collected

Target = 10



# KPI 10 – Recycling: The percentage of household waste that is recycled and composted

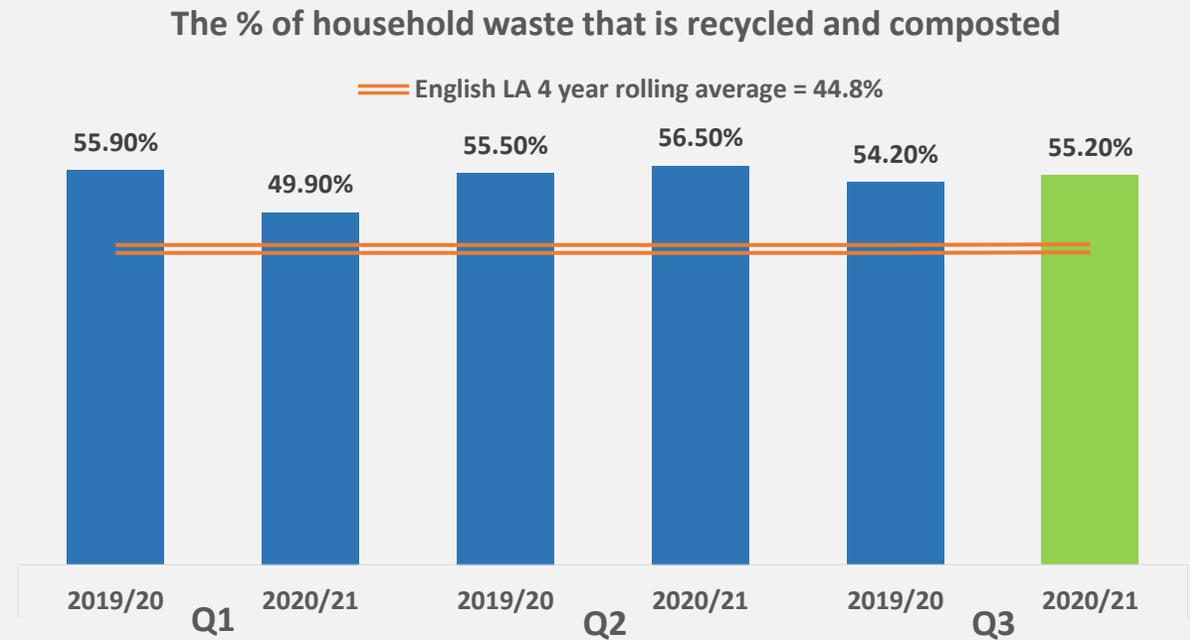
|       |    | TARGET | ACTUAL | STATUS |
|-------|----|--------|--------|--------|
| 20/21 | Q1 | 60%    | 49.9%  | RED    |
|       | Q2 | 60%    | 56.5%  | AMBER  |
|       | Q3 | 60%    | 55.2%  | AMBER  |

## Description

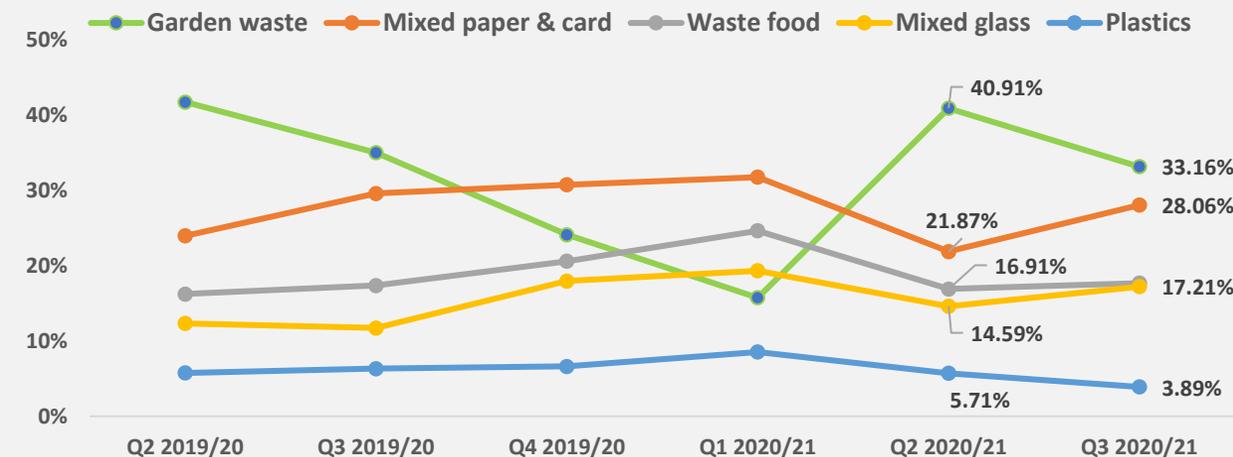
This indicator measures the percentage of household waste collected by the Council at the kerbside that is recycled and composted. Performance is reported one quarter in arrears, with Q3 2020/21 performance reported in Q4 2020/21. The target for this indicator has incrementally increased in recent years in pursuance of the 60% recycling target set in Surrey's Joint Waste Management Strategy, to which the Council is a signatory.

## Narrative

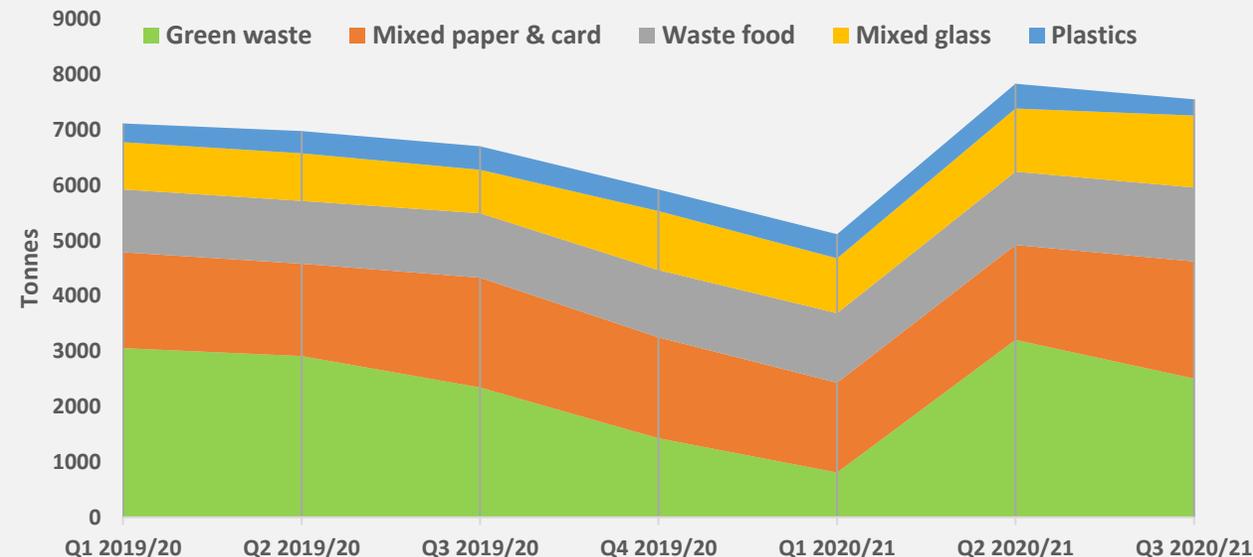
Covid-19 continues to impact on the tonnages and composition of household waste. However, Q3 has seen a strong recycling performance, the highest Q3 result ever for the Council. The continued strong performance from Q3 has helped further to recover some of the losses from the Covid-19 impact in Q1, leaving a deficit of 1.9 percentage points to date in our recycling rate when compared to the previous year. Preliminary tonnages from Q4 again shows an elevated level of recycling collected. The rollout of the full recycling service for flats recommenced at the end of April 2021; as the roll-out progresses it should positively impact the Council's recycling rate.



### Material as a % of the total recycling collected (contextual)



### Top recycling streams collected by tonnage (contextual)



|         | TARGET | ACTUAL | STATUS |
|---------|--------|--------|--------|
| 2020/21 | 72.26% | 71.00% | AMBER  |

#### Description

This indicator tracks the percentage of costs that are incurred in delivering the Refuse and Recycling service that are covered by the income that the service derives. The measure helps demonstrate the extent to which the Council's core statutory services (and for which a charge cannot be levied) are subsidised by income generating services and activities.

The indicator is reported annually in Q4 of this financial year. The target is derived from the service's budgeted costs and income.

#### Narrative

The year has been a very challenging one for the Council's Refuse and Recycling Service. The service has continued to provide reliable core statutory services despite the operational issues and challenges presented by the Covid-19 pandemic. The composition and volume of waste has changed considerably (see KPI 10) and the market within which the service operates has too seen a dramatic shift. Such radical shifts could result in a negative budget outlook.

Despite these challenges, however, the service has continued to ensure that revenue income covers a high percentage of the costs incurred in delivering services.

| 2019/20 ACTUAL | 2020/21 TARGET | 2020/21 ACTUAL | STATUS |
|----------------|----------------|----------------|--------|
| 16.31%         | 17.67%         | 19.05%         | GREEN  |

#### Description

This indicator tracks the movement in the income that the Council receives from investments, as a percentage of the annual budget. The annual budget value is the net revenue budget that was approved in February prior to the beginning of the 2020/21 financial year. Investment income refers to the income received from property rents during the financial year. The 2020/21 target is derived from the budgeted income figure for these properties.

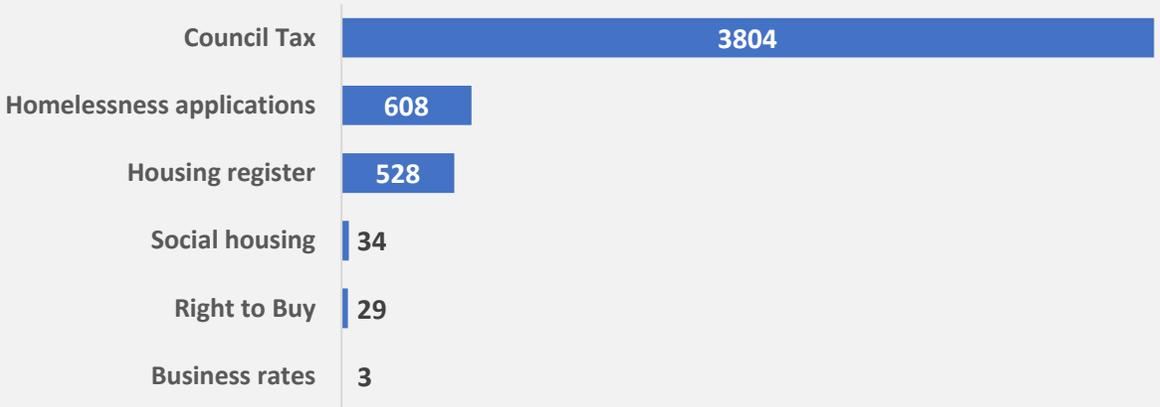
#### Narrative

In 2019/20 the Council's net revenue budget was £16.295m; in 2020/21 it was £24.460m. In 2020/21, income from property rents was £4.658m against £2.657m achieved in 2019/20.

As reported to the Overview and Scrutiny Committee in March 2021, work is ongoing to identify a more suitable mechanism to report on and track our investment performance.

# Fraud performance (contextual)

### Number of fraud referrals



### Narrative

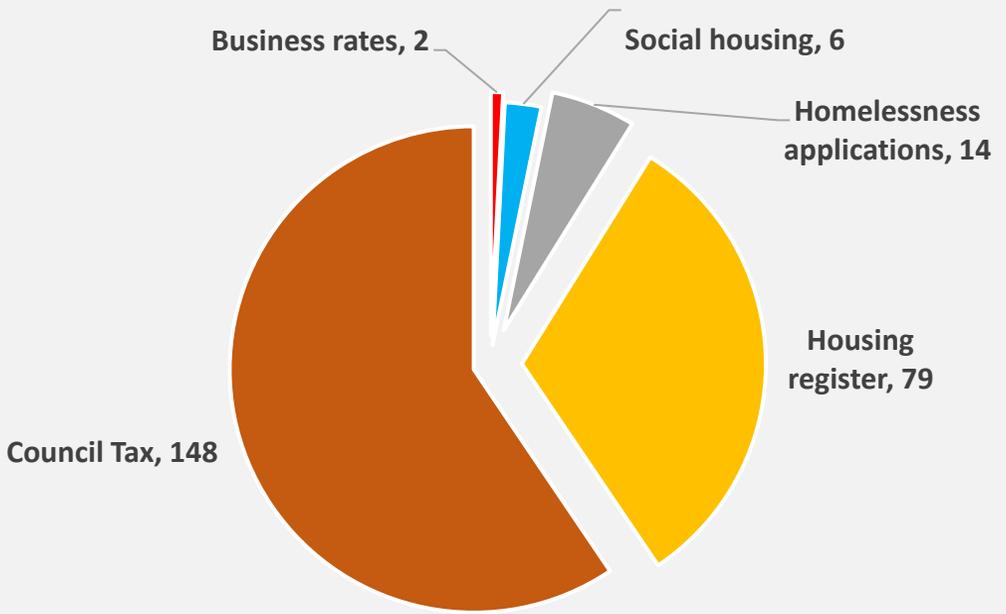
The Council has an in-house fraud investigations team. This team works to prevent and detect fraud and, when necessary, undertakes investigations and takes legal action to recover monies lost to fraudulent activity.

Through the successful detection of fraud, in the 2020/21 financial year the fraud team has identified fraudulent activity of a value of **£996,162** (calculated via Cabinet Office methodology).

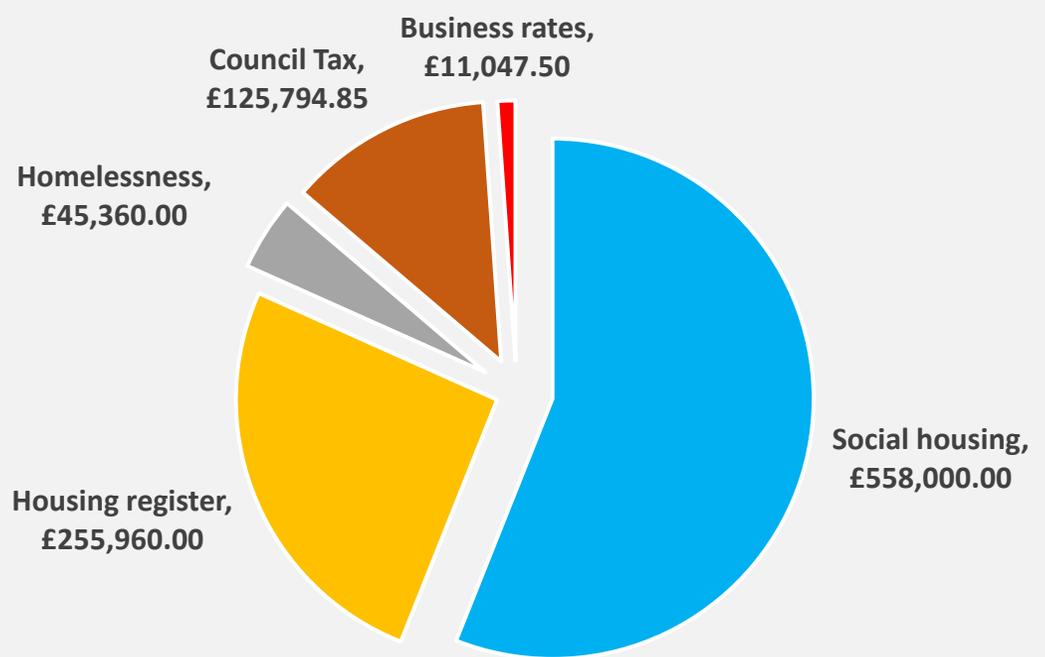
Fraud investigations are both proactive and reactive. Council Tax referrals are significantly higher than other types of fraud. This is largely a result of the National Fraud Initiative's periodic data matching exercise. More information on the latter is available on [the government's website](#).

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### Fraud detected by area



### Value of fraud detected



## Covid-19 welfare support

During the Covid-19 pandemic the Council has delivered a range of welfare support to residents, including:

### Calls made to vulnerable and CEV residents



**5,143** outbound calls made to Clinically Extremely Vulnerable (CEV) residents

**4,097** outbound calls made to vulnerable residents

**801** befriending calls made



**2,361** inbound calls from residents to the Covid-19 phone-line



### Emergency food parcels

**2,133** parcels delivered to vulnerable and CEV residents

### Welfare visits



**136** visits to check on the welfare of vulnerable and CEV residents



### Foodbank referrals

**191** food bank referrals made

### Prescription deliveries



**418** deliveries made to vulnerable and CEV residents

## Summary

Information on the Council's complaints procedure is available on the [Council's website](#). The Complaints Scheme is used when there has been some form of persistent service failure and the complainant believes it to be the Council's fault. Requests for service are not treated as complaints, such as instances where a bin collection has been reported as missed. The Council aims to resolve the vast majority of complaints about Council services at the first point of contact.

The key stages of the complaints process are as follows.

**Informal** – where complaints may be resolved satisfactorily at the first point of contact.

**Stage 1** – where a complainant is not satisfied with the attempted informal resolution, a stage 1 complaint may be made. An investigation will be carried out by the service and a decision will be made.

**Stage 2** – if a complainant is unsatisfied with the outcome of stage 1, they may make a stage 2 complaint. Here the Council will re-examine evidence and policy and will give a judgement to either uphold the original decision or offer a new solution.

## 2020/21 complaints

During 2020/21 the Council received **78 stage 1 complaints**.

Of the 78 complaints, **12 moved to stage 2**.

Of the 12 stage 2 complaints, **the original decision was upheld in all cases**.

In 2020/21, 7 complaints were escalated to the Local Government Ombudsman. The Council was found to be at fault by the Ombudsman in two complaints which have been resolved to the Ombudsman's satisfaction. 1 complaint was part upheld by the Ombudsman, with the other part not investigated. In this instance the Council complied with the recommended actions. 2 complaints are currently ongoing.

The Ombudsman's annual report for 2020/21 will be issued in July 2021.

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## 2020/21 Q4: Revenue Budget Monitoring

## Summary

The provisional outturn for Service budgets is £1.841m (11.5%) higher than the management budget; the Central budgets are reporting £2.767m (28.5%) lower than budget, resulting in an overall provisional outturn of £0.926m (-3.6%) lower than budget.

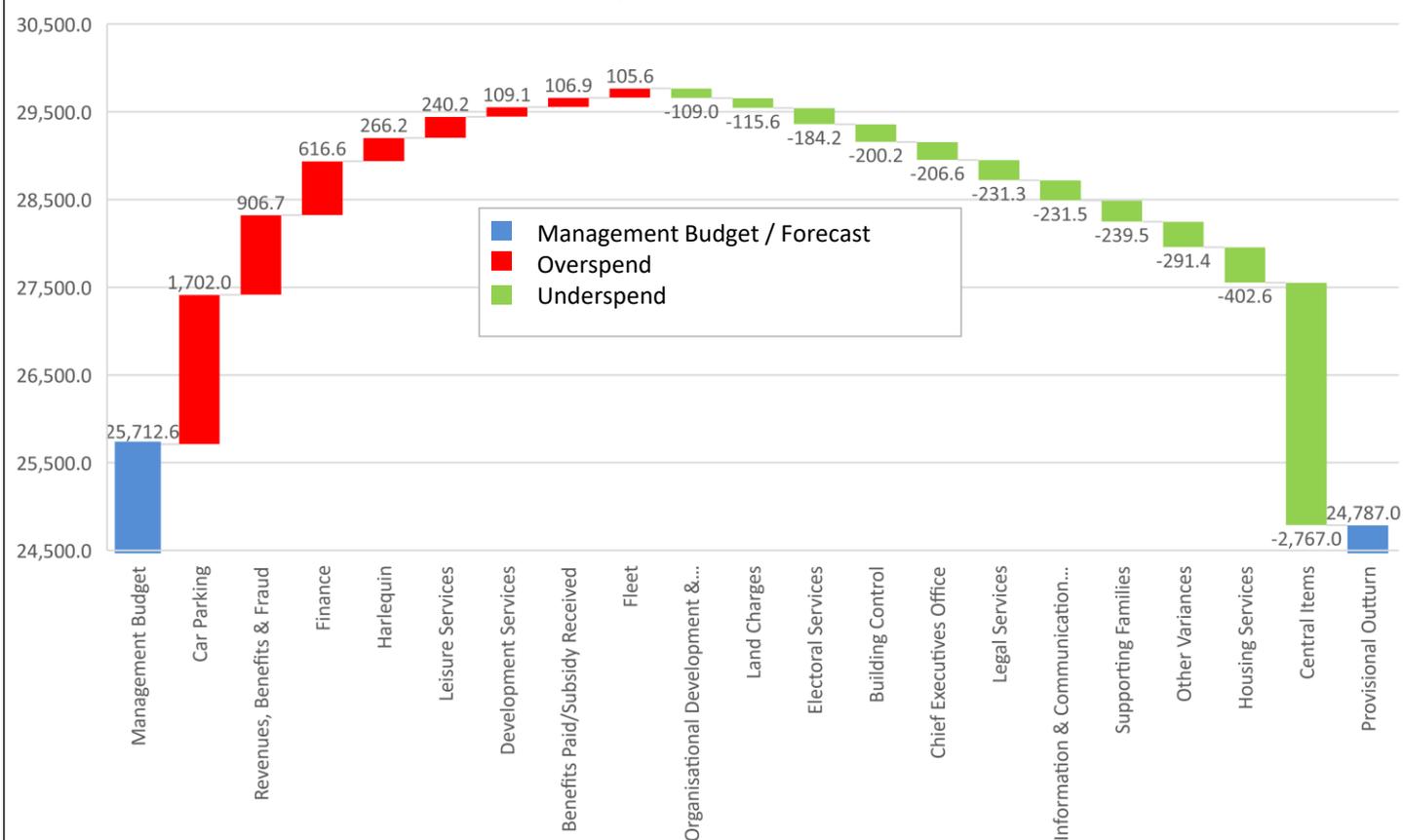
## Reconciliation of Original Budget to Management Budget for 2020/21

|   | £000  | £000            |
|---|-------|-----------------|
| Original Budget                         |       | 24,459.6        |
| Transfers from Reserves:                |       |                 |
| Corporate Plan Delivery Fund Reserve    | 139.4 |                 |
| Economic Development Initiative Reserve | 120.0 |                 |
| New Posts Reserve                       | 59.8  |                 |
| Commercial Ventures Reserve             | 563.3 |                 |
| Section 106 Contributions               | 370.5 |                 |
|   |       | 1,253.0         |
| Management Budget                       |       | <u>25,712.6</u> |

## Headline Revenue Budget Information 2020/21

|                              | £000                                 |
|------------------------------|--------------------------------------|
| Management Budget            | 25,712.6                             |
| Provisional Year End Outturn | 24,787.0                             |
| Projected underspend         | <u>(925.6)</u> (-3.6% of the budget) |

## Revenue Budget Outturn Variances £000



**Provisional outturn for Services is £1.841m over budget. Significant variances summarised below:**

|   |
|---|
| <p><b>Car Parking: £1.7m overspend</b> is attributable to the reduction in income received across all the forms of parking. This is due to the pandemic and the lockdown restrictions that were necessary to control it's spread, such as working from home and the temporary closure of most retail outlets.</p>                                 |
| <p><b>Revenues, Benefits &amp; Fraud: £907k overspend.</b> This is driven by £249k lost income (court closures and lost commercial income), £396k write-offs of unrecoverable losses, £95k reduction in Housing Benefit subsidy. There were also higher salary and software costs for which budget growth has been approved for 21/22.</p>        |
| <p><b>Finance: £616k overspend</b> is mostly attributable to the costs of interim staff covering vacant posts and additional support needed for the closure of accounts. Permanent Staff recruitment has now been completed with staff already in post. The outturn includes some overlap to ensure adequate handover from the interim staff.</p> |
| <p><b>Harlequin Theatre: £266k overspend.</b> This is driven by lower revenue because of enforced closure of the venue during the COVID-19 pandemic.</p>  |
| <p><b>Leisure Services: £240k overspend.</b> Leisure provider £266k service charges waived for full year, partially offset by small cost savings.</p>   |
| <p><b>Development Services: £109k overspend,</b> driven by extra consultancy and temporary staff costs in other areas of the planning service which was underspent in total.</p>  |
| <p><b>Fleet: £105k overspend.</b> Increased maintenance required on ageing fleet which continued to run in addition to new replacement vehicles.</p>  |
| <p><b>Organisation Development &amp; HR: £109k underspend.</b>The outturn reflects that there were budgetted posts that were not filled during the earlier months of the year. With regard to recruitment costs the needs and requirements of the organisation need to be assessed and future forecast amended based on outcomes.</p>             |
| <p><b>Land Charges: £116k underspend.</b> This is driven by higher than expected income due to increased number of requests for services.</p>   |
| <p><b>Electoral Services: £184k underspend.</b> This is due to elections cancelled due to COVID-19 and will be offset by running them in 21/22.</p>   |
| <p><b>Building Control: £200k underspend</b> relates to a partnership provision that was not drawn upon during the year.</p>  |
| <p><b>Chief Executive's Office: £207k underspend.</b> Lower staffing than originally budgetted, £25k forecast for consultancy fees budget not used.</p>   |
| <p><b>Legal Services: £231k underspend.</b> Significant levels of staffing vacancies within the year, these posts have been recruited to and staff have now joined the Council. In previous years high levels of external fees have been paid to cover the internal vacancies, 20/21 however has not seen costs of comparable level.</p>          |
| <p><b>Information &amp; Communication Technology: £231k underspend</b> This comprises a £30k underspend on salaries due to vacancies, £135k underspend on Software charges and two roughly £10k underspends relating to Telephone rentals and Hardware maintenance and other minor variances.</p>   |
| <p><b>Supporting Families: £239k underspend,</b> primarily due to funding not used in 20/21 that will be spent in 21/22.</p>  |
| <p><b>Housing Services: £402k underspend,</b> primarily due to grant funding not used in 20/21 that will be spent in 21/22.</p>   |

**Provisional outturn for Central Budgets is £2.767m under budget**

|  |
|--|
| <p><b>Treasury Management: £1.324m underspend.</b> This is driven by higher interest receivable from Greensand Holdings, and lower borrowing reflecting less activity on the Capital Programme than originally budgeted.</p> |
| <p><b>Budget Contingencies: £0.723m underspend.</b></p>  |

| <b>1. General Fund Reserve</b>  |                           |       | <b>£000</b> |
|---|---------------------------|-------|-------------|
| Balance at start of year  |                           |       | 8,949.0     |
| Less: Transfers out (Payment of Three Year Employer Pension Contribution in advance)  |                           |       | (4,693.0)   |
| Add Projected underspend  | at 31 March 2021          |       | 925.6       |
| Anticipated balance at end of year before Reserves Review/Reallocations *   |                           |       | 5,181.6     |
| *Minimum General Fund Balance Required (15% of total Management Budget)   |                           |       | 2,926.3     |
| <b>2. Corporate Plan Delivery Fund (CPDF) Reserve</b>   |                           |       | <b>£000</b> |
| Balance at start of year  |                           |       | 1,000.0     |
| C20-01 Principal Development Manager post   | Place                     | 68.0  |             |
| C20-09 c/f Customer Relationship Management   | I.C.T                     | 8.8   |             |
| C20-10 c/f Salaries   | Community Centres         | 62.6  |             |
| <u>Capital</u>  |                           |       |             |
| None  |                           |       | 0.0         |
| Balance at the end of the year  |                           |       | 860.6       |
| <b>2a Economic Development Initiative</b>   |                           |       | 120.0       |
| <b>2b New Posts Reserve</b>   |                           |       | 59.8        |
| <b>3. Feasibility Studies (Commercial Ventures) Reserve</b>   |                           |       | <b>£000</b> |
| The Feasibility Studies (Commercial Ventures) Reserve was established to ensure that funding is available to prepare business cases and obtain external professional advice for new initiatives designed to deliver new capital schemes, including new sources of sustainable commercial income streams. Once a Capital scheme is approved by Executive, the costs can be capitalised and the funds will recycle back to the Feasibility Studies (Commercial Ventures) Reserve. |                           |       |             |
| Balance at start of year  |                           |       | 1,934.4     |
| FS 20-01 Feasibility work Horley High Street Car Park   | Place                     | 103.4 |             |
| FS 20-02 Delivering Change in Horley Town Centre  | Place                     | 83.3  |             |
| FS 20-03 Community Benefit Society feasibility study costs  | Commercial                | 8.5   |             |
| FS 20-04 Site appraisal costs   | Commercial                | 7.4   |             |
| FS 20-05 Property appraisal costs   | Commercial                | 37.2  |             |
| FS 20-06 Tax Advice   | Commercial                | 20.0  |             |
| FS 20-07 Merstham Recreation Ground Refurbishment   | Place                     | 45.0  |             |
| FS 20-08 CIPFA Consultancy  | Commercial                | 15.0  |             |
| FS 20-09 PV Solar Feasibility   | Commercial                | 2.5   |             |
| FS 20-10 Property Pipeline Review   | <b>Harlequin Theatre:</b> | 4.5   |             |
|   |                           |       | 326.7       |
| <u>Capital</u>  |                           |       |             |
| Project Baseball (New Crematorium)  | Commercial                | 650.0 |             |
|   |                           |       | 650.0       |
|   |                           |       | 957.7       |

| Responsible Officer                    | Service                                      | Original Budget<br>£000 | Total Variations<br>£000 | Management Budget<br>£000 | Year End Outturn<br>£000 | Year End Variance<br>£000 | Narrative   |
|--|--|-------------------------|--------------------------|---------------------------|--------------------------|---------------------------|---|
| <b>1. SERVICE BUDGETS</b>              |  |                         |                          |                           |                          |                           |   |
| <b>1a. ORGANISATION</b>                |  |                         |                          |                           |                          |                           |   |
| Carys Jones                            | Communications                               | 609.9                   | -53.6                    | 556.3                     | 571.4                    | 15.1                      | Outturn reflects the difference between budgeted values for 3 issues of Borough News with only 2 expected in 20/21. There are also salary underspends within the Web team.  |
|  | Customer Contact                             | 389.1                   | 0.0                      | 389.1                     | 374.4                    | -14.7                     | Underspends due to differences in Salary costs from budgeted values due to vacant funded hours.   |
| Pat Main                               | Finance                                      | 1,159.5                 | -2.5                     | 1,157.0                   | 1,773.6                  | 616.6                     | Overspend is mostly attributable to the costs of interim staff covering vacant posts and additional support needed for the closure of accounts. Permanent staff have now been recruited for all vacant posts filled as of October 2020. The outturn includes some overlap to ensure adequate handover to permanent staff.<br>Other overspends relate to the increased cost of financial software and transactional related charges from our banking provider. |
| Darren Wray                            | Web & Information                            | 194.9                   | -194.9                   | 0.0                       | 6.1                      | 6.1                       |   |
|  | Information & Communications Technology      | 1,584.0                 | 328.3                    | 1,912.3                   | 1,680.8                  | -231.5                    | Outturn shows a £30k underspend on Salaries, £135k underspend on Software charges.  |
| Catherine Rose                         | Corporate Policy                             | 0.0                     | 198.8                    | 198.8                     | 172.1                    | -26.7                     | Underspend attributable to part year vacancy  |
|  | Projects & Business Assurance                | 594.9                   | -396.5                   | 198.4                     | 169.5                    | -28.9                     | Underspends attributable to two part year vacancies.  |
| Caroline Waterworth                    | Corporate Support                            | 182.0                   | 0.0                      | 182.0                     | 126.4                    | -55.6                     | During 20/21 there has been significantly less need for the purchase of office stationery and postage. The current forecast expects these levels of requirement to be continued for the rest of the year.   |
| Joyce Hamilton                         | Democratic Services                          | 850.1                   | 0.0                      | 850.1                     | 755.7                    | -94.4                     | A part year vacancy is the reason for the majority of this variance. Other contributors are reduced spend on Mayoral events and significantly lower spend on member training.   |
|  | Electoral Services                           | 442.7                   | 0.0                      | 442.7                     | 258.5                    | -184.2                    | Savings due to cancelled elections during the COVID-19 pandemic in 2020/21 - this will be offset by the expense of running additional elections in 2021/22.   |
|  | Legal Services                               | 792.2                   | 0.0                      | 792.2                     | 560.9                    | -231.3                    | Significant vacancies within the year; these posts have now been recruited to. In previous years high levels of external fees have been paid to cover these internal vacancies; 2020/21 has not seen costs of comparable level resulting in a net budget saving.  |
|  | Land Charges                                 | -107.8                  | 0.0                      | -107.8                    | -223.4                   | -115.6                    | Levels of income from Land charges are subject to seasonal variation. Current trends show a large increase in quantity of requests and therefore higher levels of income.   |
| Kate Brown                             | Organisational Development & Human Resources | 764.4                   | 0.0                      | 764.4                     | 655.4                    | -109.0                    | The underspend reflects that there were budgeted posts that were not filled during the earlier months of the year.  |
| <b>1b. COMMERCIAL &amp; INVESTMENT</b> |  |                         |                          |                           |                          |                           |   |
| Caroline Waterworth                    | Property & Facilities                        | -1,691.0                | 128.2                    | -1,562.8                  | -1,523.1                 | 39.7                      | Minor variance.   |
|  | Commercial Ventures Projects                 | 0.0                     | 563.3                    | 563.3                     | 563.6                    | 0.3                       | Minor variance.   |

| Responsible Officer | Service                    | Original Budget £000 | Total Variations £000 | Management Budget £000 | Year End Outturn £000 | Year End Variance £000 | Narrative   |
|---------------------|----------------------------|----------------------|-----------------------|------------------------|-----------------------|------------------------|---|
| <b>1c. PLACE</b>    |                            |                      |                       |                        |                       |                        |   |
| Simon Bland         | Economic Prosperity        | 397.2                | 129.0                 | 526.2                  | 430.4                 | -95.8                  | Underspend predominantly driven by a £40k grant awarded to the council through a joint working partnership with DWP, as part of an initiative to support young people to secure work in the borough. The service is also reporting a £30k underspend as no Awards/Sponsorships (e.g. for entrepreneurship) were granted as activity had ceased due to COVID. Costar Analytics is confirmed to underspend by £10k.   |
| Morag Williams      | Fleet                      | 860.9                | 0.0                   | 860.9                  | 966.5                 | 105.6                  | The ageing fleet of waste vehicles gives rise to the £105k overspend. Although the vehicles have been replaced with new ones, many of the older vehicles were retained to offer a wider service.  |
|                     | Refuse & Recycling         | 1,211.3              | 0.0                   | 1,211.3                | 1,285.7               | 74.4                   | There is a £152k overspend on Temporary Staff and an Overtime overspend of £73k. This was incurred in order to offer as wide as possible service. Despite circumstances, income was still £57k higher than budget. Fuel prices fell significantly in the early part of the year and this partially offset the overspends on staffing.   |
|                     | Engineering & Construction | 109.2                | -48.9                 | 60.3                   | 91.3                  | 31.0                   | Minor variance due to reactive work to prevent flooding.  |
|                     | Environmental Health & JET | 1,066.5              | 4.0                   | 1,070.5                | 1,050.4               | -20.1                  | The variance is the net underspend of several of cost centres. Food inspection work has seen an unbudgeted £10.5k of one-off income as a result of recovery of costs involving sampling of private water supply. In addition, the outturn reflects an underspend of £7.3k in Housing standards due in part to a reduction in property clearance costs. The service has also benefited from an underspend for Public Health Funerals at £12.3k due to the favourable recovery of costs through inheritance and insurance cash receipts. There are other minor variances.   |
|                     | Environmental Licencing    | -212.8               | 0.0                   | -212.8                 | -128.4                | 84.4                   | Lower demand for licencing than originally forecast, especially for taxis.  |
|                     | Greenspaces                | 1,410.9              | 137.0                 | 1,547.9                | 1,520.2               | -27.7                  | The underlying service underspend is due to several operative vacant posts that existed during the year.  |
|                     | Car Parking                | -2,036.7             | 0.0                   | -2,036.7               | -334.7                | 1,702.0                | The unfavourable variance is due to the huge fall in income this year.  |
|                     | Street Cleansing           | 991.9                | 4.2                   | 996.1                  | 899.0                 | -97.1                  | Salaries £86k lower than budget due to vacancies. The price of fuel fell significantly during the early part of the year.   |
| Peter Boarder       | Place Delivery             | 292.8                | 88.0                  | 380.8                  | 399.9                 | 19.1                   | £20k overspend following a decision by Surrey County Council, where they will no longer contribute towards the joint financing for Place Delivery work in 20/21 resulting in loss of potential income of £31k. This is somewhat offset by underspends in consultancy costs, as 75% of these costs have been capitalised due to the nature of the work undertaken by the consultant.   |
| Andrew Benson       | Building Control           | 221.5                | 0.0                   | 221.5                  | 21.3                  | -200.2                 | The Building Control underspend relates to a partnership provision, whereby a small loss of £21k is reported as the overall outturn for RBBC after an audit was conducted, whereby it was later decided not all COVID-19 grants applied for would be awarded (as initially anticipated). The underlying service, reported an overall overspend of £39k. This most significant variance is driven by £314k underspend on salaries (vacancies & maternity leave), which is then offset by an overspend of £185k Consultancy and a further £77k casual wages to cover these vacant posts. A £20k Drainage budget will no longer be spent and was offered up as a 21/22 saving. |
|                     | Development Services       | 211.4                | 0.0                   | 211.4                  | 320.5                 | 109.1                  |   |
|                     | Planning Policy            | 362.8                | 220.0                 | 582.8                  | 512.7                 | -70.1                  |   |

| Responsible Officer | Service                        | Original Budget<br>£000 | Total Variations<br>£000 | Management Budget<br>£000 | Year End Outturn<br>£000 | Year End Variance<br>£000 | Narrative  |
|---------------------|--------------------------------|-------------------------|--------------------------|---------------------------|--------------------------|---------------------------|--|
| <b>1d. PEOPLE</b>   |                                |                         |                          |                           |                          |                           |  |
| Justine Chatfield   | Community Development          | 406.2                   | 34.0                     | 440.2                     | 407.6                    | -32.6                     | Minor variance to staff salary costs; a number of vacancies/posts were filled and were appointed below budget.<br>Minor variance to non-staff costs, COVID-19 impacted the normal operational  |
|                     | Partnerships                   | 419.3                   | -24.0                    | 395.3                     | 372.7                    | -22.6                     |  |
|                     | Community Centres              | 407.5                   | -65.6                    | 341.9                     | 362.5                    | 20.6                      |  |
|                     | Voluntary Sector Support       | 295.1                   | 0.0                      | 295.1                     | 291.7                    | -3.4                      |  |
| Richard Robinson    | Housing Services               | 1,009.4                 | 0.0                      | 1,009.4                   | 606.8                    | -402.6                    | Grant funding received will now be used next year. There has been a saving proposed for 21/22 of 40k   |
| Simon Rosser        | Benefits Paid/Subsidy Received | 342.8                   | 125.2                    | 468.0                     | 574.9                    | 106.9                     | There are 3 underlying causes, that contribute to the overspend of £1m at year end (20/21).<br>Firstly, there was a loss of income due to the COVID-19 pandemic: c£179k was lost due to courts being closed and therefore costs from council tax summonses were not recovered. Another £70k was lost from external contract for commercial work.<br>Secondly, aged debtors were written off at the end of the financial year. £200k resulting from Fraud/Compensation cases. £101k was written off from the balance sheet as part of the legacy Council Tax Benefit balance. £95k of Housing Benefit Overpayments were also written off.<br>Thirdly, there were overspends in the following budgets: £95K reduction in Housing Benefit subsidy due to an increase in private supported accommodation in the borough for which the Council does not get fully reimbursed by the Government. The subsidy rate on all Housing Benefit expenditure was 99.3% of net expenditure, less than the usual rate of 99.6% in previous years. Salaries overspent by £128k and there was a cost pressure of £140k against Software Acquisitions and External printing. Budget growth has been approved for these two areas for 2021/22. |
|                     | Revenues, Benefits & Fraud     | -295.3                  | -71.9                    | -367.2                    | 539.5                    | 906.7                     |  |
|                     | Local Taxation                 | 0.0                     | 0.0                      | 0.0                       | 69.9                     | 69.9                      |  |
| Duane Kirkland      | Supporting People              | 157.5                   | 0.0                      | 157.5                     | 99.1                     | -58.4                     | Underspend attributable to a vacant post.  |
|                     | Supporting Families            | 90.0                    | 0.0                      | 90.0                      | -149.5                   | -239.5                    | £240k non-RBBC funding to be transferred to reserve.   |
|                     | Harlequin                      | 351.4                   | 0.0                      | 351.4                     | 617.6                    | 266.2                     | Lower income due to COVID-19. So far in 20/21 the venue has been open for 18 weeks during which no live events have been able to take place it is expected that when the venue does open there will be continued strain on income due to social distancing. In the current forecast there are lower levels of expenditure due to reduced requirement of casual staff and other overheads.  |
|                     | Leisure Services               | -93.3                   | 0.0                      | -93.3                     | 146.9                    | 240.2                     | Leisure provider £266k service charges waived for full year, partially offset by small cost savings.   |

| Responsible Officer        | Service                 | Original Budget<br>£000 | Total Variations<br>£000 | Management Budget<br>£000 | Year End Outturn<br>£000 | Year End Variance<br>£000 | Narrative   |
|----------------------------|-------------------------|-------------------------|--------------------------|---------------------------|--------------------------|---------------------------|---|
| <b>1e. MANAGEMENT TEAM</b> |                         |                         |                          |                           |                          |                           |   |
| Frank Etheridge            | Chief Executives Office | 1,127.4                 | 8.7                      | 1,136.1                   | 929.5                    | -206.6                    | Underspend relates to forecast expenditure for staffing being lower than originally budgeted. There is a 25k forecast for consultancy fees with covered within this underspend. |
|                            | Emergency Planning      | 29.7                    | 0.0                      | 29.7                      | 25.8                     | -3.9                      | Minor variance.   |
| <b>Total Services</b>      |                         | <b>14,899.5</b>         | <b>1,110.8</b>           | <b>16,010.3</b>           | <b>17,851.7</b>          | <b>1,841.4</b>            | <b>11.50%</b>   |

| Responsible Officer                       | Service                                       | Original Budget<br>£000 | Total Variations<br>£000 | Management Budget<br>£000 | Year End Outturn<br>£000 | Year End Variance<br>£000 | Narrative  |
|---|---|-------------------------|--------------------------|---------------------------|--------------------------|---------------------------|--|
| <b>2. CENTRAL BUDGETS</b>                 |   |                         | -982.2                   | -419.2                    |                          |                           |  |
| Pat Main                                  | Insurance                                     | 482.1                   | 0.0                      | 482.1                     | 489.6                    | 7.5                       | Insurance contract at higher rate than forecast when the budget was set.   |
|   | Treasury Management - Interest on Investments | -54.0                   | -528.0                   | -582.0                    | -1,100.5                 | -518.5                    | The primary driver for the higher interest outturn is the second loan to Greensand Holdings Limited (for the purchase of land at Horley). The outturn also includes interest receivable, based on current interest rates for on-lending and investments. |
|   | Treasury Management - Interest on Borrowing   | 922.0                   | 0.0                      | 922.0                     | 143.5                    | -778.5                    | 2020/21 borrowing reflects the lower Capital Programme requirement and is therefore lower than that assumed when the budget was set.   |
|   | Treasury Management - Interest on Trust Funds | 36.0                    | 0.0                      | 36.0                      | 8.8                      | -27.2                     | 2020/21 saw a low investment return rate, partly due to uncertainties in the economy caused by the COVID-19 pandemic   |
|   | Minimum Revenue Provision                     | 0.0                     | 528.0                    | 528.0                     | 265.9                    | -262.1                    | 2020/21 borrowing reflects the lower Capital Programme requirement and is therefore lower than that assumed when the budget was set.   |
|   | Employer Pension costs                        | 6,579.0                 | 0.0                      | 6,579.0                   | 6,288.2                  | -290.8                    | This budget represents 3 years of pension costs that have been paid in 2020/21.  |
| Pat Main                                  | Central Budget Contingencies                  | 1,207.7                 | 111.0                    | 1,318.7                   | 596.0                    | -722.7                    | See analysis below.  |
|   | New Posts Fund                                | 158.8                   | 0.0                      | 158.8                     | 0.0                      | -158.8                    | Current expectations are that there will be no call on these funds   |
|   | External Audit Fees                           | 50.3                    | -20.0                    | 30.3                      | -2.3                     | -32.6                     | Minor variance.  |
|   | Internal Audit (MT07200)                      | 0.0                     | 61.2                     | 61.2                      | 58.5                     | -2.7                      | Minor variance.  |
| Kate Brown                                | Apprenticeship Levy                           | 71.4                    | 0.0                      | 71.4                      | 74.2                     | 2.8                       | Minor variance.  |
|   | Recruitment Expenses                          | 40.0                    | 0.0                      | 40.0                      | 25.1                     | -14.9                     | The recruitment of multiple senior staff can account for nearly all of the budget in this area, any further recruitment spend will push this budget into overspend although at this time further costs have not been identified/quantified.              |
|   | Corporate Human Resources Expenses            | 66.8                    | -10.0                    | 56.8                      | 88.3                     | 31.5                      | Higher level of training costs.  |
| <b>Total Central Items</b>                |   | <b>9,560.1</b>          | <b>142.2</b>             | <b>9,702.3</b>            | <b>6,935.3</b>           | <b>-2,767.0</b>           | <b>(28.52%)</b>  |
| <b>Grand Total</b>                        |   | <b>24,459.6</b>         | <b>1,253.0</b>           | <b>25,712.6</b>           | <b>24,787.0</b>          | <b>-925.6</b>             | <b>(3.60%)</b>   |
| <b>Central Budget Contingencies</b>       |   |                         |                          |                           |                          |                           |  |
| Pat Main                                  | Miscellaneous salaries                        | 77.1                    | 188.1                    | 265.2                     | 229.7                    | -35.5                     | Settlement payments relating to the former Chief Executive   |
|   | Headroom Contingency Budget                   | 1,073.1                 | -77.1                    | 996.0                     | 328.6                    | -667.4                    | Adjustment between capital and revenue cost types.   |
|   | Preceptor Grants                              | 57.5                    | 0.0                      | 57.5                      | 37.7                     | -19.8                     | Expected pay over is expected to be less than budgeted values  |
| <b>Total Central Budget Contingencies</b> |   | <b>1,207.7</b>          | <b>111.0</b>             | <b>1,318.7</b>            | <b>596.0</b>             | <b>-722.7</b>             |  |

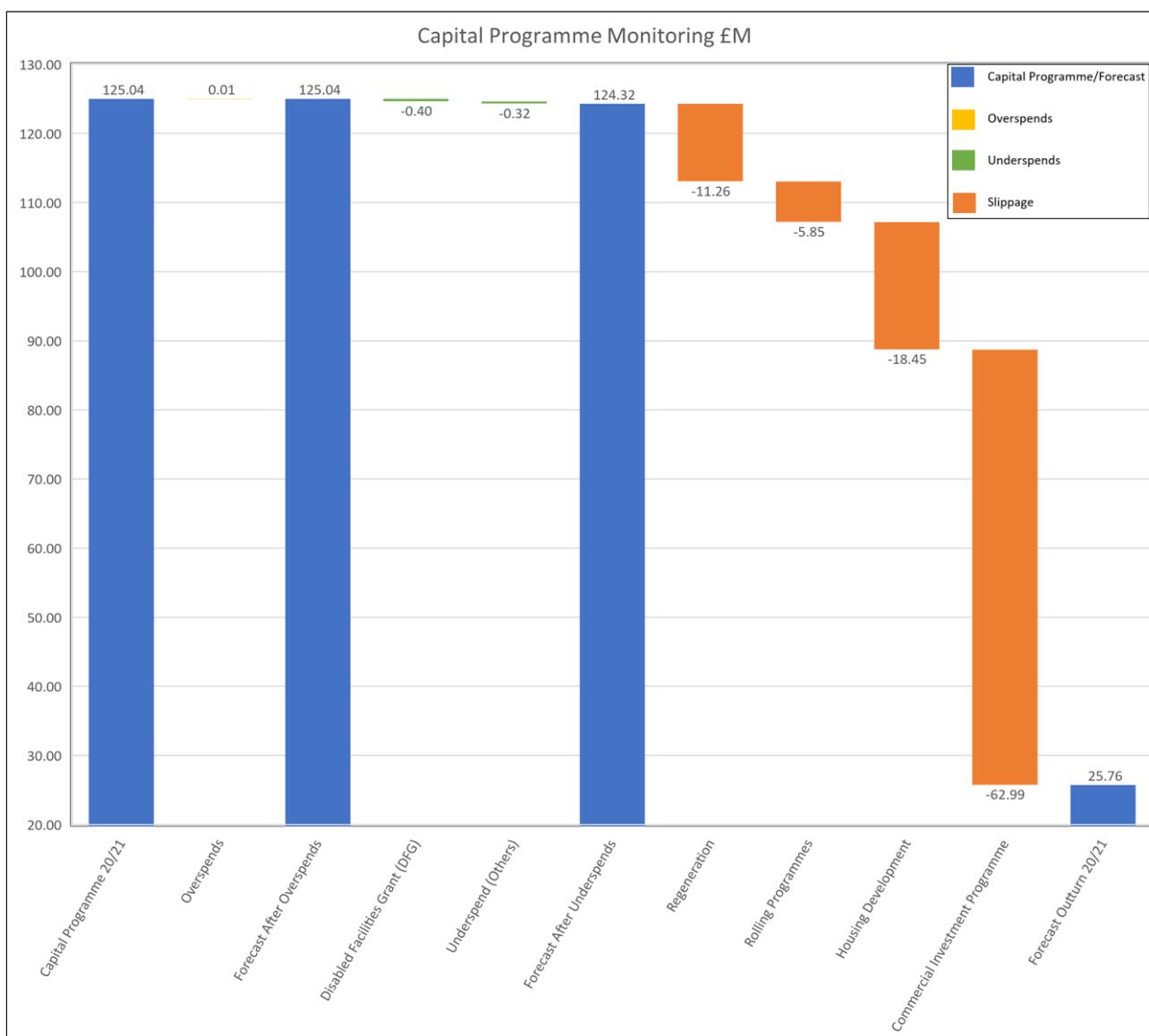
2020/21 Outturn Capital Programme Monitoring

**Summary**

Full year expenditure against the Capital Programme at the end of Quarter 4 is £25.76m which is £99.28m (80%) below the approved Programme for the year. The variance is predominantly a result of £99.55m slippage, a net underspend of £0.72m and small overspend of £0.01m as set out below.

**Headline Capital Budget Information 2020/21**

|                                    | £m                             |
|------------------------------------|--------------------------------|
| <b>Current Budget (Section 1):</b> | <b>125.04</b>                  |
| Projected Net Overspends           | 0.01 (or 0.01% of Programme)   |
| Projected Net Underspends          | (0.72) (or 0.57% of Programme) |
| Projected Slippage                 | (98.56) (or 79% of Programme)  |
| <b>Total Capital Expenditure</b>   | <b>25.76</b>                   |



## Overspends

|                           |  |
|---------------------------|--|
| <b>Rolling Programmes</b> | <b>64 Massetts Road</b> - minor overspend of £2k.                |
|                           | <b>Play Area Improvement Programme</b> - minor overspend of £5k. |

## Underspends

|  |   |
|--|---|
| <b>Disabled Facilities Grant (DFG)</b> | <b>DFG</b> (£397k underspend) - COVID-19 has had a big impact on the number of referrals for DFG works, with these stopping during the early part of lockdown. Works in properties were also temporarily suspended for several weeks, due to contractors suspending their entire operations and vulnerable clients unwilling to allow works in their homes. Work is now underway again, but a lower than budget spend over the year is expected. Grants may be repaid under certain conditions as per the agreement (for example, when a property is sold). This can occur randomly at any time and therefore cannot be forecast in advance.  |
| <b>Others</b>                          | <b>Vibrant Towns &amp; Villages</b> (£100k underspend) - This allocation is intended to enhance the revenue allocation for the four town centres to ensure that they remain attractive and vibrant places. The stakeholders we would normally have worked with to identify suitable capital projects, were not accessible due to the COVID-19 lock down. From the return of non-essential retail, their attention has been very much on trying to rebuild trade. As a result, they have not had the capacity to engage with us in the process of identifying potential works for consideration. Therefore, with the exception of £0.02m, no further demands were made on this programme in 2020/21. |
|  | <b>CCTV Rolling Programme</b> (£77k underspend) - Underspend reflects decision making delays relating to the future of CCTV.  |
|  | <b>Handy Person Scheme</b> (£44k underspend) - COVID-19 has resulted in fewer applications being received and progressed for Small Works Grants and Loans than might otherwise be expected.   |
|  | <b>Contaminated Land - Investigation work</b> (£30k underspend) - This is an emergency contingency budget to be used in exceptional circumstances. There are no plans to use the budget at this time.   |
|  | <b>Capital Grants</b> (£20k underspend) - RBBC withdrew the £20k grant awarded (but never paid) to South Park Football Club as they were unable to deliver their project within acceptable timeframes   |

## Slippage

|                                   |   |
|-----------------------------------|---|
| <p><b>Regeneration</b></p>        | <p><b>Marketfield Way</b> (£9.661m slippage) - Slippage occurred due to the extended period of time it took to conclude the building contract and to secure all necessary consents. The building contract has now been finalised, a programme and cashflow prepared to provide more accurate forecasts moving forward.</p> <p><b>Merstham Recreation Ground</b> - (£740k slippage) - Slippage due to COVID-19 and capacity within the Service. COVID-19 has affected the ability to be able to commence early engagement with local residents and stakeholders and delayed the appointment of key initial surveys and studies. Team is now in place to deliver the project. Initial Concept Plan prepared with main design works commencing in 2021/22 (subject to approval of final scheme by Executive)</p> <p><b>Preston Regeneration</b> (£718k slippage) - There was delay in securing all the necessary consents for the Chetwode Road highways scheme. Works have now progressed and are due to be substantially completed by the end of this year. The focus of the Preston programme has been on getting the Chetwode Road scheme underway. Now that this is priorities for the remaining programme are now being discussed with local ward members and the Portfolio Holder.</p>  |
| <p><b>Rolling Programmes</b></p>  | <p><b>Beech House, London Road. Reigate</b> (£3.00m slippage) - Negotiations with AIG are still ongoing. Current status is a revised £2.1m Capital investment in 2021/22. Delays in negotiation with AIG due to COVID-19. The service is reviewing the overall deal and will recommend a course of action to the Commercial Ventures Board.</p> <p><b>Priory Park Maintenance</b> (£203k slippage) - The tenant have been issued a 1-year extension to their concession during COVID-19 and remain in occupation. Works will now be completed as part of the concession contract negotiation, delaying the refurbishment until 2021/22. This allows the ability to review the overall contract and capital outlay.</p> <p><b>Car Parks Capital Works</b> (£239k slippage) - Works were tendered prior to the COVID-19 lockdown measures were imposed and the tender process was unable to be completed, as contractors were unable to price works and submit programmes. Rescheduled for 2021/22.</p> <p><b>Earlswood Depot/Park Farm Depot-</b> (£69k slippage) - Earlswood depot requires major boiler replacement however, works were unable to be completed during COVID-19 and therefore reassigned to 2021/22.</p> <p><b>Unit 61E, Albert Road North</b> (£55k slippage) - Roadway maintenance. Currently on hold pending a review of the Council's position as a whole on Albert Road North .</p> <p><b>Infra-structure (walls)</b> (£45k slippage) - Reinstatement of surveys and reprogramming surveying inspections that were on hold during the COVID-19 lockdown, will commence in 21/22.</p> <p><b>Units 1-5 Redhill Dist Centre Salfords</b> - (£40k slippage) - COVID-19 delays caused by contractor availability. Non essential works were re-programmed during the level 4 lockdown enforcements. Access, travel, social distancing.</p> <p><b>Cemeteries &amp; Chapel</b> (£40k slippage) - Planned external decorations to chapel suspended during COVID-19. Contractors assigned to essential works only.</p> |
| <p><b>Housing Development</b></p> | <p><b>Housing Delivery Programme</b> (£10.0m slippage) - Spend on a feasibility and options study of Horley High Street Car Park site that will enable the Council to review and approve a preferred design to progress through concept design to development and preparation of a planning application (the planning application to be submitted in early 2021/22). Expenditure will relate to the procurement of the design team to include professional services such as Quantity Surveyor, Project Manager, Architect, Civils and Structures and Building Services consultants together with a wide range of technical consultants, procurement of supporting surveys and documentation required for the planning application and future development of the site.</p> <p><b>Cromwell Road Development</b> - (£5.81m slippage) Spend profile changed following contract signature - slightly behind original profiled schedule</p> <p><b>Unit 1 Pitwood Park Tadworth</b> (£2.28m slippage) -Spend profile changed following contracts being signed slightly behind original profiled schedule, variances in contractor monthly valuation claims.</p> <p><b>Lee Street Bungalows</b> - (£603k slippage). Project stalled due to build cost tenders coming in over budget. Budget for 21/22 now increased per Executive.</p>  |

## Capital ANNEX 3: Section 1

### Reconciliation of Capital Programme to Approved Budgets 2020-21

|   | <b>£000</b>                  |
|---|------------------------------|
| <b>Original Capital Budget</b>                    | 95,546.2                     |
| Budget approved but not yet released <sup>1</sup> | 0.0                          |
|   | <hr/> 95,546.2               |
| <b>Additions</b>                                  |                              |
| Carry Forwards from previous year                 | 29,491.2                     |
| Budgets released during the year <sup>1</sup>     | 0.0                          |
| Reprofiling of projects                           | 0.0                          |
| Other Changes                                     | 0.0                          |
| <b>Current Capital Budget</b>                     | <hr/> <b>125,037.4</b> <hr/> |

#### Notes

- 1 Some budgets are approved as part of the capital programme but are not released pending further approval. These are added once the project documentation has been approved.
- 2 Delegated authority granted via Executive Report "Proposal to Reduce Bed and Breakfast Expenditure" September 2014.
- 3 Section 106 Funded
- 4 Executive Approvals

## Capital Budget Monitoring: Summary by Programme and Project 2020-21

| Programme/Project                            | Year End<br>Outturn | Original<br>Budget | Approved<br>Budgets<br>Not<br>Released | Carry<br>Forwards | Released<br>In Year | Reprofiled | Other<br>Changes | Current<br>Budget | Year End<br>Variance | Explanation of Significant Variances   |
|--|---------------------|--------------------|--|-------------------|---------------------|------------|------------------|-------------------|----------------------|--|
|  | £000                | £000               | £000                                   | £000              | £000                | £000       | £000             | £000              | £000                 |  |
| Operational Buildings                        | 122.9               | 115.0              | 0.0                                    | 140.0             | 0.0                 | 0.0        | 0.0              | 255.0             | -132.1               | Boilers and plant completed. Air Conditioning Units, external decoration and roof works reassigned to 2021/22 due to limited resources and contractor/equipment availability during the COVID-19 pandemic.   |
| Day Centres Programme                        | 71.4                | 75.0               | 0.0                                    | 13.0              | 0.0                 | 0.0        | 0.0              | 88.0              | -16.6                | Internal flooring and redecorations couldn't be completed in 20/21 due to Covid restrictions and will therefore commence in 21/22.   |
| Existing Pavilions Programme                 | 4.0                 | 90.0               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 90.0              | -86.0                | Upgrades of facilities could not be carried out as planned due to covid restrictions, which prevented the sourcing of consultants and contractors as well as bringing about procurement issues.  |
| Leisure Centre Maintenance                   | 27.1                | 30.0               | 0.0                                    | 7.0               | 0.0                 | 0.0        | 0.0              | 37.0              | -9.9                 | Unable to gain sufficient access nor carry out minor works due to COVID-19, particularly as contractor safety and social distancing are an identified risk. Postponed minor works, such as the replacement of defective internal seating to pool area to 2021/22.  |
| Harlequin Property Maintenance               | 11.2                | 40.0               | 0.0                                    | 13.0              | 0.0                 | 0.0        | 0.0              | 53.0              | -41.8                | Change of use in order to accommodate the Response Centre during the pandemic. Only essential works had taken place to protect the welfare of staff working in the building. Postponed remaining works (e.g. refurbishment of toilets) until 2021/22.  |
| Tenanted Properties                          | 8.0                 | 100.0              | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 100.0             | -92.0                | Covid restrictions prevented access within tenanted buildings. Further restrictions on availability with consultant to conduct a site survey.  |
| Crown House                                  | 0.0                 | 75.0               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 75.0              | -75.0                | Covid restrictions prevented access within tenanted buildings. Further restrictions on availability with consultant to conduct a site survey.  |
| Units 1-5 Redhill Dist Centre Salfords       | 0.0                 | 40.3               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.1              | 40.3              | -40.3                | Contractor availability was scarce due to the COVID-19 social distancing restrictions. Non-essential works were reprofiled due to lockdown enforcements.   |
| Linden House, 51B High Street Reigate        | 0.0                 | 17.3               | 0.0                                    | 0.0               | 0.0                 | 0.0        | -0.1             | 17.2              | -17.2                | Contractor availability was scarce due to the COVID-19 social distancing restrictions. Non-essential works were reprofiled due to lockdown enforcements.   |
| Unit 61E Albert Road North                   | 0.0                 | 55.0               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 55.0              | -55.0                | 20/21 programme cancelled or delayed due to COVID restrictions.  |
| Forum House, Brighton Road Redhill           | 0.0                 | 70.0               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 70.0              | -70.0                | 20/21 programme cancelled or delayed due to COVID restrictions.  |
| Beech House, London Road Reigate             | 0.0                 | 3,000.0            | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 3,000.0           | -3,000.0             | £3m slippage in 2020/21, negotiations with AIG are still ongoing. Current status is a revised £2.1m Capital investment in 2021/22. Delays in negotiation with AIG due to COVID-19. The service is reviewing the overall deal and will recommend a course of action to the Commercial Ventures Board.     |
| Regent House, 1-3 Queensway Redhill          | 0.0                 | 25.0               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 25.0              | -25.0                | 20/21 programme cancelled or delayed due to COVID restrictions.  |
| Commercial Investment Properties             | 16.9                | 50.0               | 0.0                                    | 25.5              | 0.0                 | 0.0        | 0.0              | 75.5              | -58.6                | 20/21 programme cancelled or delayed due to COVID restrictions.  |
| Infra-structure (walls)                      | 59.3                | 55.0               | 0.0                                    | 49.0              | 0.0                 | 0.0        | 0.0              | 104.0             | -44.7                | Reinstatement of surveys and reprogramming surveying inspections that were on hold during the COVID-19 lockdown, will commence in 21/22.   |
| Car Parks Capital Works Programme            | 130.9               | 190.0              | 0.0                                    | 180.0             | 0.0                 | 0.0        | 0.0              | 370.0             | -239.1               | Works were tendered prior to COVID-19 restrictions, however with the lockdown measures imposed the tender process was unable to be completed as contractors were unable to price works and submit programmes. Budget has been reprofiled for 2021/22.  |
| Earlswood Depot/Park Farm Depot              | 11.3                | 50.0               | 0.0                                    | 30.0              | 0.0                 | 0.0        | 0.0              | 80.0              | -68.7                | Earlswood depot requires major boiler replacement however, works were unable to be completed during COVID-19 and therefore reassigned to 2021/22.  |
| Public Conveniences                          | 10.8                | 5.0                | 0.0                                    | 40.0              | 0.0                 | 0.0        | 0.0              | 45.0              | -34.2                | Work on the High Street (Banstead) PC has been completed; Consort Way & Wray Lane public toilet refurbishment had been rescheduled to 2021/22.   |
| Cemeteries & Chapel                          | 0.0                 | 40.0               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 40.0              | -40.0                | Planned external decorations to chapel suspended during COVID-19. Contractors assigned to essential works only.  |
| Allotments                                   | 0.0                 | 14.0               | 0.0                                    | 4.0               | 0.0                 | 0.0        | 0.0              | 18.0              | -18.0                | Covid restrictions on specialist contractor - unable to complete works on the replacement of defective water mains. Will commence in 21/22.  |
| Building Maintenance - Support Cost          | 0.0                 | 50.0               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 50.0              | -50.0                |  |
| Pavilion Replacement - Woodmansterne         | 0.0                 | 0.0                | 0.0                                    | 20.0              | 0.0                 | 0.0        | 0.0              | 20.0              | -20.0                | Covid restrictions imposed closure of building. Plans to start work on drainage repairs/replacement will be carried forward to 21/22.  |
| Priory Park Maintenance                      | 24.9                | 198.0              | 0.0                                    | 30.0              | 0.0                 | 0.0        | 0.0              | 228.0             | -203.1               | The tenant have been issued a 1 year extension to their concession during COVID-19 and remain in occupation. Works will be completed as part of the concession contract negotiation delaying the refurbishment until 2021/22. This allows the ability to review the overall contract and capital outlay. |
| Acquisition of 3, 8 and 20 Reading Arch Road | 985.5               | 0.0                | 0.0                                    | 0.0               | 0.0                 | 0.0        | 985.5            | 985.5             | 0.0                  | Acquisition of units 3, 6, 8 and 20 Reading Arch Road  |
| <b>Strategic Property</b>                    | <b>1,484.2</b>      | <b>4,384.5</b>     | <b>0.0</b>                             | <b>551.5</b>      | <b>0.0</b>          | <b>0.0</b> | <b>985.5</b>     | <b>5,921.5</b>    | <b>-4,437.3</b>      |  |

## Capital Budget Monitoring: Summary by Programme and Project 2020-21

| Programme/Project   | Year End<br>Outturn | Original<br>Budget | Approved<br>Budgets<br>Not<br>Released | Carry<br>Forwards | Released<br>In Year | Reprofiled | Other<br>Changes | Current<br>Budget | Year End<br>Variance | Explanation of Significant Variances   |
|---|---------------------|--------------------|--|-------------------|---------------------|------------|------------------|-------------------|----------------------|--|
|   | £000                | £000               | £000                                   | £000              | £000                | £000       | £000             | £000              | £000                 |  |
| ICT Replacement Programme   | 23.8                | 225.0              | 0.0                                    | 125.7             | 0.0                 | 0.0        | 0.0              | 350.7             | -326.9               | Covid-19 delayed the progress of some projects to allow for emergency upgrades of remote access infrastructure. A significant programme of improvement works is now underway that requires investment to deliver. This includes Cyber Security, Data Centre Improvements, Unified Communications |
| Disaster Recovery   | 6.2                 | 0.0                | 0.0                                    | 18.0              | 0.0                 | 0.0        | 0.0              | 18.0              | -11.8                | Covid-19 delayed the progress of some projects to allow for emergency upgrades of remote access infrastructure. A significant programme of improvement works is now underway that requires investment to deliver such as Disaster Recovery.  |
| <b>Corporate Resources</b>  | <b>30.0</b>         | <b>225.0</b>       | <b>0.0</b>                             | <b>143.7</b>      | <b>0.0</b>          | <b>0.0</b> | <b>0.0</b>       | <b>368.7</b>      | <b>-338.7</b>        |  |
| Great Workplace Programme - Phase 2   | 27.3                | 250.0              | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 250.0             | -222.7               | Covid restrictions on consultants & procurement. Changing scope of works and agreement sign off with changing requirements.  |
| Workplace Facilities  | 0.0                 | 30.0               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 30.0              | -30.0                | Funding initially used for deployment of laptops for new members of staff, however the cost has now been transferred to the correct service budget.  |
| <b>Organisational Development</b>   | <b>27.3</b>         | <b>280.0</b>       | <b>0.0</b>                             | <b>0.0</b>        | <b>0.0</b>          | <b>0.0</b> | <b>0.0</b>       | <b>280.0</b>      | <b>-252.7</b>        |  |
| <b>Organisation Capital Budget</b>  | <b>1,541.5</b>      | <b>4,889.5</b>     | <b>0.0</b>                             | <b>695.2</b>      | <b>0.0</b>          | <b>0.0</b> | <b>985.5</b>     | <b>6,570.2</b>    | <b>-5,028.7</b>      |  |
| Handy Person Scheme   | 6.3                 | 50.0               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 50.0              | -43.7                | COVID-19 has resulted in fewer applications being received and progressed for Small Works Grants and Loans than might otherwise be expected.   |
| Home Improvement Agency SCC Grant   | 120.0               | 120.0              | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 120.0             | 0.0                  |  |
| Disabled Facilities Grant   | 737.0               | 1,134.0            | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 1,134.0           | -397.0               |  |
| Repossession Prevention Fund  | 0.0                 | 30.0               | 0.0                                    | 11.5              | 0.0                 | 0.0        | 0.0              | 41.5              | -41.5                | The Repossession Prevention Fund is used to provide grants and loans to individuals to prevent homelessness. The spend is funded by the RPF grant, hence no expenditure against budget.  |
| Lee Street Bungalows  | 17.4                | 234.0              | 0.0                                    | 386.8             | 0.0                 | 0.0        | 0.0              | 620.8             | -603.4               | Build stalled due to over budget tender prices. However, there has been an increase in the budget envelope agreed at March 2021 Executive. Revised budget of £849,971 agreed, which equates to an uplift of £189,582 that will be processed as part of the 21/22 budget upload.                  |
| 64 Massetts Road  | 15.5                | 0.0                | 0.0                                    | 13.6              | 0.0                 | 0.0        | 0.0              | 13.6              | 1.9                  | Original budget based on estimates, final costs were more than expected.   |
| 58 Massetts Rd (YMCA East Surrey)   | 250.0               | 0.0                | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 0.0               | 250.0                | £250k S106 affordable housing money agreed to be transferred to YMCA. Another £100k would be processed following a Strong Leader Decision, as part of the 21/22 capital programme upload.  |
| Housing Delivery Programme  | 0.0                 | 10,000.0           | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 10,000.0          | -10,000.0            | Current housing delivery projects funded from different sources. Spend will start in 2021/22 as schemes may some take time to get past feasibility stage.  |
| Development of Court Lodge Residential Site<br>Cromwell Road Development 2016 | -2.5<br>3,554.8     | 0.0<br>3,680.0     | 0.0<br>0.0                             | 0.0<br>5,690.0    | 0.0<br>0.0          | 0.0<br>0.0 | 0.0<br>0.0       | 0.0<br>9,370.0    | -2.5<br>-5,815.2     | Spend profile changed following contracts being signed slightly behind original profiled schedule.   |
| Unit 1 Pitwood Park Tadworth  | 3,629.2             | 1,745.0            | 0.0                                    | 4,164.5           | 0.0                 | 0.0        | 0.0              | 5,909.5           | -2,280.3             | Spend profile changed following contracts being signed slightly behind original profiled schedule, variances in contractor monthly valuation claims.   |
| <b>Housing</b>  | <b>8,327.8</b>      | <b>16,993.0</b>    | <b>0.0</b>                             | <b>10,266.4</b>   | <b>0.0</b>          | <b>0.0</b> | <b>0.0</b>       | <b>27,259.4</b>   | <b>-18,931.6</b>     |  |
| Harlequin - Service Development   | 0.0                 | 100.0              | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 100.0             | -100.0               |  |
| Harlequin Maintenance   | 4.1                 | 40.0               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 40.0              | -35.9                |  |
| <b>Wellbeing &amp; Intervention</b>   | <b>4.1</b>          | <b>140.0</b>       | <b>0.0</b>                             | <b>0.0</b>        | <b>0.0</b>          | <b>0.0</b> | <b>0.0</b>       | <b>140.0</b>      | <b>-135.9</b>        |  |
| Capital Grants  | 0.0                 | 0.0                | 0.0                                    | 20.0              | 0.0                 | 0.0        | 0.0              | 20.0              | -20.0                | RBBC withdrew the £20k grant awarded (but never paid) to South Park Football Club as they were unable to deliver their project within acceptable timeframes. We no longer operate a capital grants programme, so I am not seeking to retain this funding for alternative use.                    |
| CCTV Rolling Programme  | 1.3                 | 30.0               | 0.0                                    | 48.6              | 0.0                 | 0.0        | 0.0              | 78.6              | -77.3                | Underspend reflects decision making delays relating to the future of CCTV, caused by the Covid 19 emergency response. Decisions now taken by Executive and procurement processes being prepared. Underspend will need to be carried forward to 2021/22 to enable project delivery.               |
| <b>Community Partnerships</b>   | <b>1.3</b>          | <b>30.0</b>        | <b>0.0</b>                             | <b>68.6</b>       | <b>0.0</b>          | <b>0.0</b> | <b>0.0</b>       | <b>98.6</b>       | <b>-97.3</b>         |  |
| <b>People Services Capital Budget</b>   | <b>8,333.2</b>      | <b>17,163.0</b>    | <b>0.0</b>                             | <b>10,335.0</b>   | <b>0.0</b>          | <b>0.0</b> | <b>0.0</b>       | <b>27,498.0</b>   | <b>-19,164.8</b>     |  |

## Capital Budget Monitoring: Summary by Programme and Project 2020-21

| Programme/Project                                | Year End<br>Outturn | Original<br>Budget | Approved<br>Budgets<br>Not<br>Released | Carry<br>Forwards | Released<br>In Year | Reprofiled | Other<br>Changes | Current<br>Budget | Year End<br>Variance | Explanation of Significant Variances  |
|--|---------------------|--------------------|--|-------------------|---------------------|------------|------------------|-------------------|----------------------|---|
|  | £000                | £000               | £000                                   | £000              | £000                | £000       | £000             | £000              | £000                 |   |
| Vehicles & Plant Programme                       | 2,378.8             | 2,608.0            | 0.0                                    | 87.3              | 0.0                 | 0.0        | 0.0              | 2,695.3           | -316.5               | Fleet replacement programme was impacted by COVID-19 and resulting effects on suppliers of vehicles. As such, the planned replacements were unable to be ordered within the anticipated timeframes.   |
| Fleet Vehicle Wash-Bay Replacement               | 0.0                 | 350.0              | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 350.0             | -350.0               | Works on the wash bay replacement are ongoing. Though works have been delayed due to COVID-19.  |
| Land Flood Prevention Programme                  | 5.2                 | 6.0                | 0.0                                    | 11.0              | 0.0                 | 0.0        | 0.0              | 17.0              | -11.8                | Planned, seasonal works were unable to be actioned within the financial year due to contractor-related implications as a result of COVID-19. Contractors have since confirmed capacity to be able to undertake works during 21/22.  |
| Play Area Improvement Programme                  | 231.3               | 226.0              | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 226.0             | 5.3                  | Minor variance - complete.  |
| Parks & Countryside - Infrastructure & Fencing   | 21.2                | 45.0               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 45.0              | -23.8                | Expenditure is demand led and there have been delays due to COVID as well.  |
| Air Quality Monitoring Equipment                 | 158.4               | 108.0              | 0.0                                    | 50.0              | 0.0                 | 0.0        | 0.0              | 158.0             | 0.4                  |   |
| Contaminated Land - Investigation work           | 0.0                 | 30.0               | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 30.0              | -30.0                | This is an emergency contingency budget to be used in exceptional circumstances. There are no plans to use the budget at this time.   |
| <b>Neighbourhood Operations</b>                  | <b>2,794.8</b>      | <b>3,373.0</b>     | <b>0.0</b>                             | <b>148.3</b>      | <b>0.0</b>          | <b>0.0</b> | <b>0.0</b>       | <b>3,521.3</b>    | <b>-726.5</b>        |   |
| Horley Public Realm Improvements - Phase 2 and 3 | 0.0                 | 100.0              | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 100.0             | -100.0               | Authority was required from Executive for phase 4 of the public realm work before expenditure could be defrayed. The Delivering Change in Horley Programme has now been approved by Executive and the professional team are in the process of being appointed to enable the project to be brought forward.  |
| Horley Public Realm Improvements - Phase 4       | 11.7                | 0.0                | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 0.0               | 11.7                 |   |
| Marketfield Way Redevelopment                    | 13,018.5            | 18,858.6           | 0.0                                    | 3,821.2           | 0.0                 | 0.0        | 0.0              | 22,679.8          | -9,661.3             | Slippage occurred due to the extended period of time it took to conclude the building contract and to secure all necessary consents. The building contract has now been finalised, a programme and cashflow prepared to provide more accurate forecasts moving forward.   |
| Merstham Recreation Ground                       | -2.4                | 700.0              | 0.0                                    | 93.7              | 0.0                 | 0.0        | 0.0              | 793.7             | -796.1               | Slippage due to COVID-19 and capacity within the team. COVID-19 has affected our ability to be able to commence early engagement with local residents and stakeholders and delayed the appointment of key initial surveys and studies. Team now in place to deliver project. Initial Concept Plan prepared with main design works commencing in 2021/22 (subject to approval of final scheme by Executive)  |
| Preston - Parking Improvements                   | 64.7                | 0.0                | 0.0                                    | 399.5             | 0.0                 | 0.0        | 383.3            | 782.8             | -718.1               | There was delay in securing all the necessary consents for the Chetwode Road highways scheme. Works have now progressed and are due to be substantially completed by the end of this year. The focus of the Preston programme has been on getting the Chetwode Road scheme underway. Now, priorities for the remaining programme are now being discussed with local ward members and the portfolio holder.  |
| Preston - Landscaping                            | 0.0                 | 362.1              | 0.0                                    | 21.2              | 0.0                 | 0.0        | -383.3           | 0.0               | 0.0                  |   |
| <b>Place Delivery</b>                            | <b>13,092.6</b>     | <b>20,020.7</b>    | <b>0.0</b>                             | <b>4,335.6</b>    | <b>0.0</b>          | <b>0.0</b> | <b>0.0</b>       | <b>24,356.3</b>   | <b>-11,263.7</b>     |   |
| Vibrant Towns & Villages                         | 0.0                 | 100.0              | 0.0                                    | 0.0               | 0.0                 | 0.0        | 0.0              | 100.0             | -100.0               | This allocation is intended to enhance the revenue allocation for the four town centres to ensure that they remain attractive and vibrant places. The stakeholders we would normally have worked with to identify suitable capital projects, were not accessible due to the COVID-19 lock down. From the return of non-essential retail, their attention has been very much on trying to rebuild trade. As a result, they have not had the capacity to engage with us in the process of identifying potential works for consideration. Therefore, with the exception of £0.02m, no further demands were made on this programme in 2020/21 |
| <b>Economic Prosperity</b>                       | <b>0.0</b>          | <b>100.0</b>       | <b>0.0</b>                             | <b>0.0</b>        | <b>0.0</b>          | <b>0.0</b> | <b>0.0</b>       | <b>100.0</b>      | <b>-100.0</b>        |   |
| <b>Place Services Capital Budget</b>             | <b>15,887.4</b>     | <b>23,493.7</b>    | <b>0.0</b>                             | <b>4,483.9</b>    | <b>0.0</b>          | <b>0.0</b> | <b>0.0</b>       | <b>27,977.6</b>   | <b>-12,090.2</b>     |   |
| Commercial Investments Programme                 | 0.0                 | 50,000.0           | 0.0                                    | 13,977.1          | 0.0                 | 0.0        | -985.5           | 62,991.6          | -62,991.6            | Allocated capital funding for investment in new developments and commercial assets and activities that, in addition to local regeneration and place-shaping benefits, deliver a sustainable net income stream to the revenue budget. There has been a drawdown of £1.029m of expenditure in Q1 to fund the acquisition of units 3, 6, 8 and 20 Reading Arch Road with additional spend on further acquisitions forecast for rest of the financial year.   |
| <b>Corporate</b>                                 | <b>0.0</b>          | <b>50,000.0</b>    | <b>0.0</b>                             | <b>13,977.1</b>   | <b>0.0</b>          | <b>0.0</b> | <b>-985.5</b>    | <b>62,991.6</b>   | <b>-62,991.6</b>     |   |
| <b>Corporate Capital Budget</b>                  | <b>0.0</b>          | <b>50,000.0</b>    | <b>0.0</b>                             | <b>13,977.1</b>   | <b>0.0</b>          | <b>0.0</b> | <b>-985.5</b>    | <b>62,991.6</b>   | <b>-62,991.6</b>     |   |
| <b>Total Capital Budget</b>                      | <b>25,762.2</b>     | <b>95,546.2</b>    | <b>0.0</b>                             | <b>29,491.2</b>   | <b>0.0</b>          | <b>0.0</b> | <b>0.0</b>       | <b>125,037.4</b>  | <b>-99,275.2</b>     |   |

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## BUDGET CARRY FORWARD PROPSALS AT 31 MARCH 2021

| Service Area             | Carry-Forward<br>at 31.3.21<br>£ | Reason   |
|--------------------------|----------------------------------|--|
| Fuel Poverty             | 12,000                           | A £20,000 budget was allocated in 2020/21 to help fund fuel poverty payments as part of the Council's COVID--19 pandemic response. This represents the unspent element of that allocation that is being carried forward to 2021/22   |
| Domestic Homicide Review | 17,000                           | Due to the nature of this service the timeframe for individual reviews can span more than one financial year as it involves multiple external agencies. This represents the balance of funding previously allocated to reviews that began in 2020/21 and will continue into 2021/22.                                       |
| Register of Electors     | 153,500                          | No elections took place in 20/21. This sum represents the unspent budget that has been carried forward to help fund the additional elections in 2021/22.   |
| Planning Policy          | 20,000                           | This funding is committed for payment to Surrey County Council in May 2021 to undertake a local walking and cycling infrastructure plan for our Borough.   |
| Business Engagement      | 36,000                           | This represents the balance of DWP Flexible Support Fund (FSF) grant to fund the Youth Hub Support Workers that assist in improving employment prospects for long-term unemployed individuals/groups facing complex barriers to work. The grant funds two fixed term support workers for one year and associated expenses. |
| Refugee Family Support   | 318,600                          | This represents funding received in advance for the Council's Refugee Support schemes.   |
| Family Support Programme | 239,470                          | This represents unspent funding contributions from the other Surrey councils that participate in this service.   |

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## FORECAST REVENUE RESERVE BALANCES AT 31 MARCH 2021

|                      | Balance at<br>31.3.21<br>£m | Purpose   |
|----------------------|-----------------------------|---|
| General Fund Balance | <b>£3.000m</b>              | Acts as a buffer against unpredicted budget pressures.<br>The minimum level required is £2.6m |

| Earmarked Revenue Reserves                  | Balance at<br>31.3.21<br>£m | Purpose  |
|---|-----------------------------|--|
| Housing Delivery Strategy Reserve           | 19.079                      | Established as part of budget-setting 2020/21 – to support delivery of the Council’s Housing Delivery Strategy. Funded from the equivalent of the balance on historic New Homes Bonus grant allocations.   |
| Government Funding Reduction Risks Reserve  | 2.849                       | Reviewed as part of budget-setting 2020/21 – earmarked for the purpose of mitigating the planned reduction in Government funding pending delivery of new sustainable income streams.<br><br>Includes £0.848m set aside for Business Rates recovery pressures in 2020/21. |
| Commercial Risks & Volatility Reserve       | 5.000                       | New reserve created as part of budget-setting 2020/21 - earmarked for the purpose of mitigating the impacts of delays in delivery of new sustainable commercial income streams.  |
| Capital Schemes Feasibility Studies Reserve | 2.335                       | Established to ensure that funding is available to prepare business cases and obtain external professional advice for new initiatives designed to deliver new sustainable commercial income streams.   |
| Pension Reserve                             | 2.000                       | Established to set aside funds in anticipation of the next Pension Fund Revaluation.   |
| Corporate Plan Delivery Fund (CPDF)         | 0.861                       | Provides time-limited funding to deliver key priorities, Corporate Plan objectives and invest-to-save initiatives, including investment in new technology.   |
| Homelessness Prevention                     | 0.810                       | Established to account separately for the funding set aside for homelessness prevention.   |
| Economic Development Initiatives Reserve    | 0.777                       | Established as part of budget-setting 2020/21 – to fund initiatives to raise awareness amongst local people of quality local employment opportunities.   |
| New Posts Reserve                           | 0.690                       | Established to provide initial funding for new permanent posts created during the year to support delivery of new corporate initiatives. Thereafter the intention is to build these posts into the approved  |

| <b>Earmarked Revenue Reserves</b>                        | <b>Balance at 31.3.21<br/>£m</b> | <b>Purpose</b>  |
|--|----------------------------------|---|
|  |                                  | budget in the following year.   |
| Insurance Reserve  | 0.500                            | Provides cover against uninsured losses.  |
| Feasibility Studies (Infrastructure Initiatives) Reserve | 0.250                            | Established as part of budget-setting 2020/21 – to fund the Council's contribution to councils in Surrey collectively funding the development of infrastructure feasibility studies so that bids can be made for full project funding when bidding rounds become available. |
| Environmental Sustainability Reserve                     | 0.248                            | Established at the end of 2019/20 to fund Investment in delivery of the Environmental Sustainability Strategy.  |
| Refugee Family Support Reserve                           | 0.318                            | Established at the end of 2020/21 to carry-forward unused funding for use in future years.  |
| Family Support Programme                                 | 0.239                            | Established at the end of 2020/21 to carry-forward unused funding for use in future years.  |
| Business Engagement Funding Reserve                      | 0.036                            | Established at the end of 2020/21 to carry-forward unused funding for use in future years.  |
| Brexit Funding Reserve                                   | 0.052                            | Established at the end of 2020/21 to carry-forward unused funding for use in future years.  |
| <b>Total Earmarked Revenue Reserves:</b>                 | <b>£36.044m</b>                  |   |

| <b>COVID-19 Revenue Reserves</b>                            | <b>Balance at 31.3.21<br/>£m</b> | <b>Purpose</b>   |
|---|----------------------------------|--|
| COVID-19 Impacts - Funding Reserve                          | 2.000                            | Established at the end of 2020/21 to fund ongoing income losses and expenditure pressures arising from the pandemic. |
| COVID-19 Specified Government Funding Reserve               | 0.456                            | Established at the end of 2020/21 to carry-forward unused COVID-19 funding for use in future years.                  |
| COVID-19 Government Business Grants (Discretionary) Reserve | 0.238                            | Established at the end of 2020/21 to carry-forward unused COVID-19 funding for use in future years.                  |
| <b>Total COVID-19 Reserves:</b>                             | <b>£2.694m</b>                   |  |

|                       |                 |
|-----------------------|-----------------|
| <b>Total Reserves</b> | <b>£41.738m</b> |
|-----------------------|-----------------|



|                         |  |
|-------------------------|--|
| <b>SIGNED OFF BY</b>    | Head of Corporate Policy   |
| <b>AUTHOR</b>           | Luke Harvey, Project & Performance Team Leader<br>Ross Tanner, Performance Officer |
| <b>TELEPHONE</b>        | Tel: 01737 276519; 01737 276 022   |
| <b>EMAIL</b>            | Luke.Harvey@reigate-banstead.gov.uk<br>Ross.Tanner@reigate-banstead.gov.uk         |
| <b>TO</b>               | Executive  |
| <b>DATE</b>             | Executive: 24 June 2021  |
| <b>EXECUTIVE MEMBER</b> | Councillor Victor Lewanski   |

|                              |              |
|------------------------------|--------------|
| <b>KEY DECISION REQUIRED</b> | N            |
| <b>WARDS AFFECTED</b>        | (All Wards); |

|                |                              |
|----------------|------------------------------|
| <b>SUBJECT</b> | Risk management - Q4 2020/21 |
|----------------|------------------------------|

|                        |
|------------------------|
| <b>RECOMMENDATIONS</b> |
|------------------------|

|  |
|--|
| <p><b>That the Executive:</b></p> <ul style="list-style-type: none"> <li>(i) <b>Note the Q4 update on risk management provided by the report and associated annexes</b></li> <li>(ii) <b>Approve the closure of the strategic risk on ‘Partner Public Sector Funding Decisions’ (SR4) as detailed in the report and in Annex 2.</b></li> </ul> |
|--|

|                                    |
|------------------------------------|
| <b>REASONS FOR RECOMMENDATIONS</b> |
|------------------------------------|

|   |
|---|
| The Audit Committee and Executive’s constitutional responsibilities require them to receive regular updates on risk management. |
|---|

|                          |
|--------------------------|
| <b>EXECUTIVE SUMMARY</b> |
|--------------------------|

|   |
|---|
| <p>This report provides an update on risk management in Q4 of 2020/21. Additional detail is provided in the report as well as the supporting associated annexes.</p> <p>This report was considered by the Audit Committee on 10 June 2021. The Committee made no formal observations or recommendations to the Executive.</p> |
|---|

|   |
|---|
| <b>The Executive have the authority to approve the recommendations.</b> |
|---|

# Agenda Item 9

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## **STATUTORY POWERS**

1. The Council holds various statutory responsibilities for ensuring that its business is conducted in accordance with the law and that public money is safeguarded, accounted for, and is used economically and effectively.
2. The Council also has a duty under the Local Government Act (1999) to put in place proper arrangements for the governance of its affairs.
3. The discharge of this responsibility includes arrangements for managing risk.
4. The Council's Code of Corporate Governance outlines these core governance principles; compliance with the code is reported each year via the Annual Governance Statement

## **BACKGROUND**

5. Reigate and Banstead Borough Council has a proactive approach to risk management. It is an integral part of the Council's corporate governance arrangements and is built into management processes.
6. The Council operates a two-tiered risk management process to address the dynamic and interdependent nature of risk categorisation. The risk categories are strategic and operational Risks.
7. Strategic risks are defined as those risks that have an impact on the medium and long term ambitions and priorities of the Council as set out in the Corporate Plan and Medium Term Financial Plan (MTFP).
8. Members of the Management Team and Executive Members have shared responsibility for strategic risks. It is the responsibility of the Executive to formally endorse any new risks for inclusion on the strategic risk register.
9. Operational risks are risks that are encountered in the course of the day-to-day delivery of services. However, if an operational risk cannot be fully managed within the service or it has a wider organisational impact then it will be considered for inclusion in the operational risk register by the Council's Corporate Governance Group. Heads of Service have responsibility for operational risks.

## **KEY INFORMATION**

### **Risk Management Reporting**

10. The Council's risk registers have been updated at the end of Q4, working alongside Directors and Heads of Service.
11. The full risk registers are made available to all members via the ModernGov document library. Risk registers from previous years are available on the eMembers portal.
12. Each quarter the Audit Committee and Executive receives an update on risk management. As per the Council's risk management methodology this report provides an update on all strategic risks as well as any red rated operational risks.

13. The update – available at annex 1 – includes the current risk rating, the direction of travel of the risk (with reference to its score) as well as a summary of the key updates in the quarter.

## **Risk Ratings**

14. The Council’s risk management strategy and methodology utilises the following risk ratings:

| Rating | Action   |
|--------|--|
| Red    | Where management should focus attention. Immediate actions should be identified and plans put in place to reduce risk as a priority.   |
| Amber  | Where management should ensure that contingency plans are in place. These may require immediate action and will require monitoring for any changes in the risk or controls. These will be a key area of assurance focus. |
| Yellow | These should have basic mechanisms in place as part of the normal course of management.  |
| Green  | Where risk is minimal and does not demand specific attention but should be kept under review.  |

## **Q4 2020/21 Risk Management Update**

15. An update on the Council’s strategic risks for Q4 2020/21 is provided in annex 1.
16. In Q4 there was one red rated related operational risk, the detail of which is set out in the part 2 exempt annex 3.
17. In Q4 one strategic risk was identified for closure (SR4 – Partner Public Sector Funding Decisions), the detail of which is available in annex 2.
18. At the meeting of the Audit Committee on 11 March 2021 where Q3 risk management was considered, the Committee questioned whether disposals of housing stock by registered providers of social housing to achieve carbon neutrality targets represented a strategic risk. This has been investigated. The number of likely disposals in Reigate and Banstead is low when projected over the anticipated period of 25-30 years, however, and so it is not considered a strategic risk at this time.
19. In Q4 no new strategic risks were identified.

## **Audit Committee – 10 June 2021**

20. This report was considered by the Audit Committee on 10 June 2021. The Committee made no formal observations or recommendations to the Executive.

## **OPTIONS**

21. The Executive has two options:
22. Option 1: note this report and endorse the closure of the strategic risk on Partner Public Sector Funding Decisions (SR4). This is the recommended option.

# Agenda Item 9

23. Option 2: note this report and not endorse the closure of the strategic risk on Partner Public Sector Funding Decisions (SR4).

## **LEGAL IMPLICATIONS**

24. There are no legal implications arising from this report.

## **FINANCIAL IMPLICATIONS**

25. Financial risks are taken into account when preparing the Medium Term Financial Plan. Capital Investment Strategy, Revenue Budget, and Capital Programme each year.

26. There are no additional financial implications arising from this report.

## **EQUALITIES IMPLICATIONS**

27. There are no equalities implications arising from this report.

## **COMMUNICATION IMPLICATIONS**

28. There are no communications implications arising from this report.

## **RISK MANAGEMENT CONSIDERATIONS**

29. The Council's risk registers inform the development of the annual risk based internal audit plan.

30. The Council's approach to managing risk is core component of the Code of Corporate Governance.

## **OTHER IMPLICATIONS**

31. There are no other implications arising from this report.

## **CONSULTATION**

32. The contents of this report and the associated Annexes have been considered by the Council's Corporate Governance Group.

## **POLICY FRAMEWORK**

33. The Council's risk management strategy and methodology provides additional information on how the Council manages risk.

## **BACKGROUND PAPERS**

None

**ANNEX 1 – Q4 2020/21 STRATEGIC RISKS UPDATE**

323

| Ref. | Risk description  | Owner          | Rating     | Mitigating actions/update   | Direction of travel |
|------|---|----------------|------------|---|---------------------|
| SR2  | <p><b>Financial sustainability</b></p> <p>The Council is now operating in a uniquely challenging and uncertain financial context.</p> <p>In the wake of the COVID-19 pandemic and likely recession which will follow, the Council faces a period of unprecedented financial uncertainty.</p> <p>The ongoing financial settlement with the Government also remains unclear with the Fair Funding Review and Business Rate Reset and Revaluation being delayed.</p> <p>There most significant risks relate to the extent to which the Government will fund the unplanned expenditure that is being incurred to deliver the Council's COVID-19 responsibilities at the same time as experiencing material reductions in income from fees and charges and local taxes. If this substantial financial burden is not mitigated through direct Government support these unplanned financial pressures will have an adverse impact on the Council's capacity to deliver against its Corporate Plan ambitions in future years.</p> | Cllr Schofield | <b>RED</b> | <p>The Council's updated Medium-Term Financial Plan was reported to the Executive in January 2021. This sets out the forecast budget challenges over the coming five years and will form the basis for service and financial planning for 2022/23 onwards.</p> <p>COVID-19 has resulted in material new financial risks, both in 2020/21 and over the medium term. Additional unbudgeted expenditure has been incurred to deliver the authority's response and budgeted sources of income have been impacted by reduced demand during lockdown. At the close of the 2020/21 financial year the overall budget outturn is a net underspend for the council, with reserves remaining healthy.</p> <p>In Q4 the Council submitted its a third claim to Central Government for lost income as a result of the COVID-19 pandemic.</p> <p>The Council is now in receipt of external advice on how to deliver appropriate commercial structures, roles and responsibilities and the relevant sub-committee is considering how to take this forward.</p> <p>Despite the impact of COVID-19 on priorities and workloads, the Council adopted Part 1 of its Commercial Strategy in Q3 demonstrating the continued importance of:</p> <p>(i) adopting and implementing strategies that support sustainable income generation and (ii) taking forward income generating projects such as Horley Business Park, and a crematorium.</p> | —                   |

**ANNEX 1 – Q4 2020/21 STRATEGIC RISKS UPDATE**

| Ref. | Risk description   | Owner      | Rating       | Mitigating actions/update  | Direction of travel |
|------|--|------------|--------------|--|---------------------|
|      |  |            |              | This risk will transfer over to the 2021/22 strategic risk register as ‘SR2 – Financial Sustainability’.   |                     |
| 324  | <p><b>SR3 Local government reorganisation</b></p> <p>A reorganisation of local government could be prompted by a range of scenarios and circumstances, including the financial failure of an authority within Surrey or as part of a new devolution agenda.</p> <p>Given the COVID-19 Pandemic, a mandated reorganisation or devolution is unlikely. Instead, changes are most likely to result from a neighbouring or partner authority’s financial failure or distress.</p> <p>The results of a possible reorganisation are uncertain, though it could adversely affect this Council and the delivery of services for residents.</p> | Cllr Brunt | <b>AMBER</b> | <p>The 2019 Queen’s speech announced an upcoming white paper on devolution and local government reorganisation.</p> <p>In response to the latter, in the summer of 2020 Surrey County Council announced its intention to develop a proposal for a single unitary authority to cover the county. The proposal would have necessarily involved the abolition of all districts and boroughs. The Council was a joint signatory to a letter to the Secretary of State, Robert Jenrick MP, which requested that the government give consideration to alternative proposals for the structure of local government in Surrey.</p> <p>Surrey’s proposal was not one of three that the government invited to take forward.</p> <p>During the year the government announced that the White Paper will now follow in the latter part of 2021 – delayed from Autumn 2020. It has also been confirmed that, at present, the government is not pursuing a mandatory top down reorganisation.</p> <p>As the country moves into the recovery phase the Government’s legislative agenda could change the context within which the Council operates, including funding settlements and subsequent proposals around devolution.</p> | —                   |

**ANNEX 1 – Q4 2020/21 STRATEGIC RISKS UPDATE**

| Ref. | Risk description  | Owner          | Rating       | Mitigating actions/update  | Direction of travel   |
|------|---|----------------|--------------|--|---|
|      |   |                |              | <p>Irrespective of the ongoing debate on devolution and reorganisation, the Council's neighbouring and partner authorities are operating in the same strained financial circumstances as detailed in SR2 above. The financial failure of a neighbouring or partner authority is therefore still a risk, which could result in a reorganisation of local government.</p> <p>This risk will transfer over to the 2021/22 strategic risk register as 'SR3 – Local government reorganisation'.</p>   |   |
| 325  | <p><b>SR4 Partner public sector funding decisions</b></p> <p>The public sector is experiencing significant funding pressures. Budgetary decisions made by other public service providers will impact this borough's residents and businesses as well as the Council itself.</p> <p>The COVID-19 pandemic has increased pressure on public services. These pressures may result in partners being stretched which may require the Council to increase services and support provided. This could have negative funding and resource implications.</p> | Cllr Schofield | <b>AMBER</b> | <p>Our partner public sector organisations are operating in a similarly challenging financial context as detailed in SR2 above.</p> <p>As per SR3, the financial distress or failure of a partner or neighbouring authority could result in changes to the structure of local government in Surrey.</p> <p>As of Q4 2021 reporting, this risk is recommended for closure as the Council's funding reliance on the County Council has reduced in recent times, therefore reducing the potential impact of any funding or budget decisions they make. This closure aligns with the finalisation of the Council's and Surrey's 2021/22 budgets. Any other impacts from public sector funding decisions going forward will be covered in SR2 – Financial Sustainability; in the 2021/22 Strategic Risk Register.</p> |  |

ANNEX 1 – Q4 2020/21 STRATEGIC RISKS UPDATE

326

| Ref. | Risk description   | Owner                         | Rating | Mitigating actions/update  | Direction of travel |
|------|--|-------------------------------|--------|--|---------------------|
| SR5  | <p><b>Organisational capacity and culture</b></p> <p>The Council has adopted an ambitious Corporate Plan, supported by a capital investment, housing and Great People strategy.</p> <p>The COVID-19 pandemic will change the way the Council operates and will drastically change the organisational culture and ways of working.</p> <p>The Council will continue to be ambitious and the new ways of working will need to be embraced by both members and officers in order for objectives to be achieved.</p> <p>The failure to remain ambitious will risk the delivery of these objectives in these unprecedented times.</p> | Cllr Lewanski                 | AMBER  | <p>Before the COVID-19 pandemic significant work was undertaken on the Council’s Great People work programme (formerly known as the Organisation Development strategy). This has formed a solid basis for post COVID planning.</p> <p><b>Organisational culture and staff wellbeing:</b><br/>The pandemic has resulted in a need for the organisation to work differently, such as embracing ‘hybrid working’. Projects in this area are being driven forward by the Organisation Board.</p> <p>Priority is being given to understanding and addressing staff welfare and wellbeing issues.</p> <p><b>Capacity and resilience:</b><br/>As recently agreed by the Employment Committee, the recruitment of a new Chief Executive will be paused and reconsidered after the May 2021 local elections. Suitable plans are in place within the Management Team to cover all duties. Recruitment successfully took place in Q4 to increase capacity in the Management Team, with a new Strategic Head of Corporate Resources joining the Council in June 2021.</p> <p>This risk will transfer over to the 2021/22 strategic risk register as ‘SR4 – Organisational Capacity and Culture’.</p> | —                   |
| SR6  | <p><b>Economic prosperity</b></p> <p>A prosperous economy is essential for the wellbeing of the borough, creating employment and wealth that</p>   | Cllrs Humphreys and Schofield | RED    | The latest available data (current as of April 2021) shows that Reigate and Banstead continues to have the highest number of furloughed employees in Surrey. The Job   | —                   |

**ANNEX 1 – Q4 2020/21 STRATEGIC RISKS UPDATE**

| Ref. | Risk description  | Owner | Rating | Mitigating actions/update   | Direction of travel |
|------|---|-------|--------|---|---------------------|
| 327  | <p>benefits local people and businesses. The COVID-19 pandemic will have negative impacts upon the economy, with forecasts suggesting the worst recession in a century.</p> <p>Prevailing economic conditions have a direct impact on the Council’s financial position and likewise impacts upon the demand for Council services, particularly in terms of income derived from paid for services and the collection of monies owed. Challenging financial circumstances for residents may also increase their reliance on Council services.</p> |       |        | <p>Retention Scheme is currently expected to end by the 30<sup>th</sup> September 2021. The scheme has supported a significant number of jobs in the borough and for residents that work outside of Reigate and Banstead.</p> <p>In Q4 the Council launched the East Surrey Work Local Youth Hub. The Hub is an initiative to combat the recent increase in youth unemployment and to support the growth of local skills. The Council will work in partnership with the Department for Work and Pensions and Tandridge District Council to provide support in finding work and developing skills to young unemployed residents and those facing redundancy.</p> <p>We continue to offer a range of support to local businesses, and to use local business networks to ensure we are aware of the challenges facing local companies.</p> <p>An East Surrey COVID-19 recovery taskforce has been launched by local MPs. The Council will continue to proactively engage with this group. The taskforce continued to meet through Q4 and has been successful in encouraging a greater number of businesses to apply for funding to the Coast-Capital Local Enterprise Partnership. Q4 has continued to see an increase in applications, and the partnership is looking into securing funding for local infrastructure projects.</p> <p>The “R&amp;B Works” project launched in Q4. This project intends to highlight and provide support towards securing local employment</p> |                     |

**ANNEX 1 – Q4 2020/21 STRATEGIC RISKS UPDATE**

| Ref.       | Risk description  | Owner              | Rating            | Mitigating actions/update   | Direction of travel |
|------------|---|--------------------|-------------------|---|---------------------|
|            |   |                    |                   | <p>opportunities for residents. Since its launch, other Local Authorities in East Surrey have expressed an interest in partnering with the Council on this initiative.</p> <p>This risk will transfer over to the 2021/22 strategic risk register as ‘SR5 – Economic Prosperity’.</p>   |                     |
| <p>328</p> | <p><b>SR7 Reliance on the welfare system</b></p> <p>The COVID-19 pandemic has resulted in increasing numbers of residents being reliant upon the welfare system as the economy is negatively impacted. This increases the risk of household budgets being stretched and residents being threatened with homelessness. The latter could result in an increase in cost pressures on the Council as our services are increasingly relied upon.</p> | <p>Cllr Knight</p> | <p><b>RED</b></p> | <p>The COVID-19 pandemic has resulted in significant negative economic impacts on residents. The Council will closely monitor the impact of the gradual ending of the government’s furlough scheme and the impact on local residents. The scheme has been extended several times and is expected to conclude at the end of September 2021.</p> <p>The Council continues to administer Test and Trace support payments. The payment of £500 is for people on low incomes who are unable to work from home if they are told to self-isolate by NHS Test and Trace and will lose income as a result. The initial allocation of funding was spent, with additional funding received to carry on with the payments received during the quarter.</p> <p>The full roll-out date for universal credit has yet to be confirmed. However, the system is live for those experiencing changes in their circumstances. The effects of COVID-19 has increased universal credit claimants in the borough.</p> <p>The Council’s Money Support service is receiving increased referrals in comparison to</p> | <p>—</p>            |

ANNEX 1 – Q4 2020/21 STRATEGIC RISKS UPDATE

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| Ref. | Risk description | Owner | Rating | Mitigating actions/update   | Direction of travel |
|------|------------------|-------|--------|---|---------------------|
|      |                  |       |        | <p>previous years. This will continue to be monitored and services adjusted/scaled up if required. Additional resourcing has been identified to support the service.</p> <p>The Housing service continues to apply for government grants where these have been made available. The service has been successful in securing a number of grants aimed at alleviating homelessness issues.</p> <p>The Council has also participated in a cross-Surrey application made to the 'Changing Futures Fund'. This fund is a new pilot service aimed at providing support to vulnerable homelessness clients. As of the end of Q4, the bid of which the Council is part, has made it to the final round (last 20 applicants, of 70). Of the 20, 15 will be allocated grants of up to £3.4 million to tackle a range of health, wellbeing, and housing issues.</p> <p>As of the end of Q4, courts are now operating and are able to issue possession orders. However, the ban on bailiff enforcement action is currently due to expire on 31 May. It is possible the ban may be extended beyond this date.</p> <p>When the ban on evictions ceases, however, there is an expectation that the Housing service will experience an increase in homelessness applications.</p> <p>This risk will transfer over to the 2021/22 strategic risk register as 'SR6 – Reliance on the Welfare System.</p> |                     |

**ANNEX 1 – Q4 2020/21 STRATEGIC RISKS UPDATE**

330

| Ref. | Risk description   | Owner          | Rating | Mitigating actions/update  | Direction of travel |
|------|--|----------------|--------|--|---------------------|
| SR8  | <p><b>Cyber security</b></p> <p>Organisations are at an ever-increasing risk of cyber-attack as the use of digital systems and technologies increases. More sophisticated attacks and new variants of malicious software underscore the risk of corporate defences being compromised.</p> <p>The shift to remote working and teleconferencing in response to COVID-19 could potentially compromise cyber security.</p> <p>The effects of a cyber-attack are wide and varied though at their worst could result in data destruction, disruption to the delivery of services and data theft.</p> | Cllr Lewanski  | AMBER  | <p>ICT reports data security matters to the Senior Information Risk Officer (SIRO). The ICT customer base will be kept informed of any specific threats and will be continually reminded to be vigilant when opening email or browsing websites, particular those from unknown sources.</p> <p>The 2020 assessment of ICT security standards, set by the Cabinet office and known as the Public Sector Network Code of Connection (PSN CoCo), has been passed and certificated. Certification for 2021 is expected in June.</p> <p>The Council was audited on cyber security in February 2021 by the internal auditors. The Council received an assurance opinion of ‘reasonable’ (green).</p> <p>ICT are currently working with the National Computer Centre to implement a statement of works to improve the Council’s cyber security. The work is due to complete at the end of June 2021 and will inform future improvements in 2021/22.</p> <p>This risk will transfer over to the 2021/22 strategic risk register as ‘SR7 – Cyber Security’.</p> | —                   |
| SR9  | <p><b>Fraud</b></p> <p>Due to the wide range of activities being undertaken by the Council, there is a risk of fraud being committed. The latter is exacerbated by the new areas of activity</p>   | Cllr Schofield | AMBER  | <p>The new areas of activity that the Council has delivered since the pandemic started increase the risk of fraud. The Council nevertheless has robust control measures in place to protect public funds from fraudulent activity.</p>   | —                   |

**ANNEX 1 – Q4 2020/21 STRATEGIC RISKS UPDATE**

331

| Ref.               | Risk description  | Owner                     | Rating              | Mitigating actions/update   | Direction of travel |
|--------------------|---|---------------------------|---------------------|---|---------------------|
|                    | <p>which the Council has launched following the COVID-19 pandemic.</p>  |                           |                     | <p>The Council’s processes regarding the payment of small business grants were audited by the Council’s internal auditors in Q2 of this financial year. An opinion of ‘substantial assurance’ was received, with no management actions recommended. An audit on discretionary grant payments took place in Q3, with the service also receiving a “substantial assurance” opinion, with no management actions recommended.</p> <p>The Council’s anti-fraud policies and procedures were audited by the Council’s internal auditors in Q4 2019/20 and received ‘Adequate’ assurance. All management actions arising from this audit have been completed.</p> <p>This risk will transfer over to the 2021/22 strategic risk register as ‘SR8 – Fraud’.</p> |                     |
| <p><b>SR10</b></p> | <p><b>Marketfield Way</b></p> <p>Marketfield Way is a major place delivery project for the Council and is critical to shaping Redhill and ensuring the town’s continued vitality and viability. It will also generate income which can be reinvested in Council services.</p> <p>The COVID-19 pandemic will likely negatively impact upon this development, including in its delivery as well as its financial viability.</p> | <p>Cllr<br/>Humphreys</p> | <p><b>AMBER</b></p> | <p>The project continues to be on track.</p> <p>Enabling works have now been completed, and full works have commenced. Office based staff continue to work remotely and social distancing measures are in place on site. These safety measures are aligned to industry standards as well as all relevant government guidance. This is a key control to prevent work on site being delayed.</p> <p>We have entered into a building contract which reduces financial risk to Council by fixing a high proportion of outstanding costs.</p> <p>Further funding has now been secured from the Local Enterprise Partnership (LEP).</p>   | <p>■</p>            |

ANNEX 1 – Q4 2020/21 STRATEGIC RISKS UPDATE

332

| Ref. | Risk description   | Owner          | Rating | Mitigating actions/update   | Direction of travel |
|------|--|----------------|--------|---|---------------------|
|      |  |                |        | <p>Securing tenancy agreements will be continually monitored alongside the Council's commercial agent. The council is adopting a flexibility-of-use methodology for Marketfield Way's commercial units.</p> <p>The Council has entered into dialogue with a number of cinema operators as confidence in the market returns as the economy comes out of the latest national lockdown.</p> <p>In Q4, the Council has instructed its lawyers to commence drafting work for a lease with a major retailer for a Marketfield Way retail unit.</p> <p>The project was recently audited by the Council's internal auditors and received an assurance rating of 'substantial'.</p> <p>This risk will transfer over to the 2021/22 strategic risk register as 'SR9 – Marketfield Way'.</p> |                     |
| SR11 | <p><b>Gatwick Airport</b></p> <p>The COVID-19 outbreak is likely to have a prolonged negative impact on Gatwick airport. The outbreak has seen a large reduction in air travel which can be expected to continue into the foreseeable future due to the negative economic outlook and likely ongoing global travel restrictions.</p> <p>As a key local employer the financial position of the airport will likely have a negative effect on local employment, which may result in an increased number of residents seeking support from the Council.</p> | Cllr Humphreys | RED    | <p>As noted above, Reigate and Banstead continues to have the highest number furloughed employees in Surrey. It is likely that a high number of Reigate and Banstead residents are on furlough from Gatwick and its associated supply chain. As of end of Q4, Gatwick continues to operate at severely reduced levels, with majority of staff remaining on furlough.</p> <p>Prior to third lockdown announced before Christmas, Gatwick had indicated some confidence of returning to around 50% of normal capacity in the summer of 2021. This</p>   | —                   |

**ANNEX 1 – Q4 2020/21 STRATEGIC RISKS UPDATE**

| Ref.                          | Risk description   | Owner             | Rating              | Mitigating actions/update  | Direction of travel  |
|-------------------------------|--|-------------------|---------------------|--|--|
|                               |  |                   |                     | <p>recovery is subject to the success of the vaccination program and may be limited by any future travel restrictions.</p> <p>This risk will transfer over to the 2021/22 strategic risk register as ‘SR10 – Gatwick Airport’. The 2021/22 risk will also incorporate the planned intensification/expansion of Gatwick.</p>  |  |
| <p>333</p> <p><b>SR12</b></p> | <p><b>COVID-19: second wave/local lockdown</b></p> <p>In the event of a second wave or local lockdown, the Council will be required to stand up its response to support residents and businesses.</p> <p>This will result in members of staff being redeployed and could result in significant disruption to the delivery of services.</p> | <p>Cllr Brunt</p> | <p><b>AMBER</b></p> | <p>A third national lockdown commenced during Q4. During the quarter the government published its roadmap out of the national lockdown. Restrictions began to be lifted on 8 March with further easing set to take place on 17<sup>th</sup> May.</p> <p>The Council has continued to utilise its robust plans to provide services under the lockdown restrictions. This has included providing support services to residents and businesses as well as maintaining business continuity and the delivery of core statutory services.</p> <p>Where paused or altered, Council services are restarting as appropriate and in full accordance with government guidance and the roadmap out of lockdown.</p> <p>It is important to note that operating within the confines of, and responding to, Covid-19 has now become ‘normal’ for the Council. Ongoing disruption is expected and is being planned for.</p> <p>The Council has utilised learning from partners in Surrey in order to make precautionary preparations to support surge testing in the</p> |  |

**ANNEX 1 – Q4 2020/21 STRATEGIC RISKS UPDATE**

| Ref.               | Risk description  | Owner             | Rating              | Mitigating actions/update  | Direction of travel |
|--------------------|---|-------------------|---------------------|--|---------------------|
|                    |   |                   |                     | <p>borough, if this required alongside colleagues at Surrey Public Health and the Department for Health and Social Care.</p> <p>This risk will transfer over to the 2021/22 strategic risk register as ‘SR1 – COVID-19 Pandemic’.</p>  |                     |
| <p><b>SR13</b></p> | <p><b>Reform of the planning system</b></p> <p>Following the publication of the ‘Planning for the Future’ white paper, the government is consulting on changes to planning system.</p> <p>Whilst the proposals are at an early stage and are subject to later change and revision, the current White Paper proposes increasing the threshold at which affordable housing is required from developments from 10 units to 40 or 50.</p> <p>Given the large number of developments in the borough offering 11-40 homes, the increase in the threshold to 40 would reduce RBBC’s delivery of affordable housing by up to approximately 60%.</p> <p>This change could therefore negatively impact delivery of affordable housing in the borough.</p> | <p>Cllr Biggs</p> | <p><b>AMBER</b></p> | <p>In Q2 the Council responded to the consultation by central government and lodged its opposition to the white paper’s proposals as currently defined, principally in regard to the loss of affordable housing in the borough. The consultation closed on 29 October 2020. As of the end of Q4, the outcomes of the Central Government’s proposals for structural reform of the planning system are still unknown.</p> <p>A more immediate plan to reduce the threshold for affordable homes from developments of 11 homes to 40 or 50 has been abandoned meaning that medium sized developments between 11 and 40/50 homes will still be required to provide affordable housing.</p> <p>The Council continues to pursue the delivery of affordable housing within the borough as articulated in the Housing Delivery Strategy.</p> <p>This risk will transfer over to the 2021/22 strategic risk register as ‘SR11 – Reform of the Planning System’.</p> | <p>■</p>            |

**ANNEX 2 - STRATEGIC RISK RECOMMENDED FOR CLOSURE (Q4 2020/21)**

| Ref. | Risk description  | Owner          | Mitigating actions/update   |
|------|---|----------------|---|
| SR4  | <p><b>Partner public sector funding decisions</b></p> <p>The public sector is experiencing significant funding pressures. Budgetary decisions made by other public service providers will impact this borough's residents and businesses as well as the Council itself.</p> <p>The COVID-19 pandemic has increased pressure on public services. These pressures may result in partners being stretched which may require the Council to increase services and support provided. This could have negative funding and resource implications.</p> | Cllr Schofield | <p>As noted in annex 1 of this agenda item, this risk is recommended for closure.</p> <p>The Council's funding reliance on the County Council has reduced which has therefore reduced the potential impact of any funding or budget decisions they make.</p> <p>This recommended closure aligns with the finalisation of the Council's and Surrey's 2021/22 budgets.</p> <p>Impacts resulting from partner public sector funding decisions going forward will be covered in 'SR2 – Financial Sustainability'; in the 2021/22 Strategic Risk Register.</p> |

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