



# Agenda

## Overview and Scrutiny Committee

Thursday, 21 January 2021 at 7.30 pm

Remote meeting via video link



This meeting will be held **remotely**. Committee Members will be provided with the details of how to connect to the meeting one day before the meeting.



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

### Members:

#### N. D. Harrison (Chair)

S. T. Walsh

M. S. Blacker

G. Buttironi

J. C. S. Essex

R. J. Feeney

K. Foreman

J. Hudson

N. C. Moses

S. Parnall

J. Paul

J. E. Philpott

K. Sachdeva

S. Sinden

R. S. Turner

### Substitutes:

**Conservatives:** F. Kelly, J. P. King, R. Michalowski, C. M. Neame and C. Stevens

**Residents Group:** G. Adamson, J. S. Bray and C. T. H. Whinney

**Green Party:** S. McKenna and R. Ritter

**Liberal Democrats** S. A. Kulka

For enquiries regarding this agenda;

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

- 1. Minutes** (Pages 5 - 16)  
To confirm as a correct record the Minutes of the previous meeting.
- 2. Apologies for absence and substitutions**  
To receive any apologies for absence and notification of any substitute Members in accordance with the Constitution.
- 3. Declarations of interest**  
To receive any Declarations of Interest (including the existence and nature of any Party Whip).
- 4. Leader's Update**  
To receive the Leader's Update and ask any questions.
- 5. People Portfolio Holders update** (Pages 17 - 44)  
To receive a briefing from the three People Portfolio Holders regarding the People areas of work and their portfolios.
- 6. Budget & Capital Programme 2021/2022**  
To consider the updated elements of the Budget 2021/22 and Capital Programme 2021 to 2026 proposals.
- 7. Recovery Scrutiny Panel Update**  
To consider the Panel's feedback and a further update from officers and make any recommendations.
- 8. Calendar of Meetings 2021/22** (Pages 45 - 50)  
To establish a timetable to ensure the efficient and effective conduct of Council business for the next Municipal Year (2021/22).
- 9. Constitution of Commercial Strategy Scrutiny Panel** (Pages 51 - 58)  
To consider and agree the timetable and scope of work of the Commercial Strategy Scrutiny Panel during 2021.

## 10. Future Work Programme

(Pages 59 - 70)

To consider updates to the Work Programme for the Overview and Scrutiny Committee for 2020/21 and to consider the Action Tracker from the previous meeting.

## 11. Executive

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

## 12. Any other urgent business

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

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



### **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.



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**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**

### **OVERVIEW AND SCRUTINY COMMITTEE**

Minutes of a meeting of the Overview and Scrutiny Committee held at the Remote - Virtual Meeting on Wednesday, 9 December 2020 at 7.30 pm.

Present: Councillors N. D. Harrison (Chair), S. T. Walsh (Vice-Chair), M. S. Blacker, G. Buttironi, J. C. S. Essex, R. J. Feeney, K. Foreman, J. Hudson, N. C. Moses, S. Parnall, J. Paul, J. E. Philpott, K. Sachdeva and R. S. Turner

Also present: Councillors T. Archer, V. Lewanski, T. Schofield

#### **45. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

Apologies were received from Councillor S. Sinden. There were no substitutions.

#### **46. MINUTES**

The Minutes from the previous meeting were approved.

#### **47. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **48. PORTFOLIO HOLDER BRIEFING - ORGANISATION PORTFOLIOS**

Members considered the Portfolio Holder Briefings – Organisation Portfolios from the Portfolio Holders for Finance and Governance (Councillor T. Schofield), Corporate Policy and Resources (Councillor V. Lewanski) and Investment and Companies (Councillor T. Archer). It was noted that the three Executive Members had received Advance questions which included their two or three most important objectives in their portfolios for the year and what they regard as the biggest risks and challenges.

Councillor T. Schofield said that the main priorities in the Finance and Governance area were to maintain effective financial programmes and controls that support the long-term financial sustainability of the Council. It would continue to provide and improve clear and transparent financial information. He was working with his three Heads of Service to ensure high standards of professionalism in the provision of services and support both to the organisation and to residents.

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Finance priorities included continuing to develop MTFP budget forecasts taking into account new pressures and opportunities and uncertainties and ensure borrowing and investments are in line within the Treasury Management Strategy limits and continue to develop year-end closedown processes that have been affected this year. Challenges included continuing to manage the financial impacts of COVID-19 pandemic and planning for implementation of the Relative Needs & Resources (Fair Funding) review and other proposed changes to Government funding streams.

On Revenues, Benefits & Fraud the priority was working towards a commercial trading company and further developing external work to provide further new income streams. The ongoing adverse impacts of COVID-19 on collection rates for council tax and business rates was a risk.

Governance priorities included planning and delivery of elections in May 2021 which now included three concurrent elections including the PCC election with pressure to count and deliver the results. Also, a refresh and review of the standards protocol and the meetings cycle to enhance effective working relations between councillors and officers. The impact of COVID-19 on staffing and management of elections was a risk mitigated by detailed planning and risk assessments. Legal priorities included recruitment of a budgeted Property and Planning Lawyer and training and development of the trainee Solicitor and Paralegal. Risks included recruitment and retention of skilled and qualified lawyers.

Members asked questions and discussed the following areas:

- **Local elections** – Members asked what would happen if the local elections in May were postponed again and what the financial implications would be if this happened. Officers confirmed that the government had been very clear that it did not want to postpone the elections again. There were financial implications to run three elections in a covid-secure way and keep residents and staff safe. The Council was lobbying for additional money from Government for this purpose. It was not known yet what the exact figure would be for running the three elections, but officers would keep councillors informed. There may be savings for running three elections on one day and the budget from 2020 had been carried forward. It needed the right PPE and Perspex screens to protect staff and ensure polling stations and the count were covid-secure.
- **Procurement** – Members had asked an Advance Question on the savings realised in the costs of goods and services purchased through the new procurement arrangements. It was noted that the use of the outsourced service had given the Council a saving. However, the way in which procurement has been historically tracked and recorded has not lent itself to tracking savings and now that the arrangement is embedded, we are beginning to collate that information in order to calculate overall improvements on a comparable basis year on year. It was noted that Members welcomed this and supported this work.

- **Use of borrowing** – Members asked about potential borrowing, what this was for and sources of borrowing the money. It was noted that the capital programme funded the Marketfield Way development and house building. It should look for the best possible sources from the Public Works Loan Board (PWLB) or other Councils. The Interim Head of Finance said she would respond with a written answer to set out how the budget setting and borrowing works. Members noted that the Council would have to look creatively how to generate income for residents' best advantage.

Councillor T. Archer, Portfolio Holder for Investments and Companies, set out the key objectives for his portfolio which was to embed the commercial structure to allow the council to confidently take forward the Commercial strategy objectives from a firm foundation with transparency of activity coupled with a competitive standing in the market. Also, to progress the Council's major commercial projects such as mobilisation of Project Baseball (building a Crematorium in the Borough) and making progress on the Horley Business Park development. Also, the Council needed to maximise returns on existing assets and get the strategy, staff, approach and governance in place. Challenges included identifying income streams in line with the Council's agreed risk appetite and which were within the regulations set out on prudential borrowing and other restrictions.

Members asked questions and discussed the following areas:

- **Projects** – there would be more detailed information sessions for the Committee once the proposed Crematorium and the Horley Business Park projects had passed planning. Part 1 of the Commercial Strategy was part of this meeting's agenda for discussion and it committed the Council to an annual action plan which would be reported to Overview and Scrutiny in addition to six-monthly performance updates to the Committee and the Portfolio Holder updates.
- **Clearing woodland near Horley Business Park** – Members asked about reports that six acres of woodland near Horley Business Park had been cleared of trees. Councillor T. Archer confirmed that this had not taken place on Council-owned land. It was on privately-owned land that forms part of the land included in the DMP for the intended Horley Business Park and was not done with the Council's permission or authorisation. The Council had written to the private owners in the strongest possible terms to condemn this action, police were looking into the matter and the Council had placed Tree Preservation Orders on the remaining part of the site. The Council had issued a press release making clear it was not Council action or sanctioned by RBBC in any shape or form.

Councillor V. Lewanski, Portfolio Holder for Corporate Policy and Resources, set out his key objectives to effect change at a Borough level to deliver our sustainability strategy and move it forwards whilst continuing to be dependent on decisions taken at a national level and outside the Council's control. The Government needs to ensure that the Council has the right 'tools for the job' (i.e. powers, policy support etc) but also to commit the investment that will be required to decarbonise our transport, homes and businesses as far as possible.

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The second objective on communications and customer contact strategy was to review and update the Customer Contact Strategy and minimise the potential for digital isolation. Especially in terms of the COVID-19 pandemic, it was important that those without easy digital access, were provided with non-digital means of accessing council information and services. This meant using additional communications channels such as radio and newspaper ads and printed flyers. The Council's data insight team (set up as a project) was also able to identify those particularly vulnerable residents requiring extra welfare support. This was done by combining a range of council data sets including benefit claimant, taxi voucher scheme users, community alarm users and recipients of assisted waste collection services – to identify those in most need of help.

Members asked questions and discussed the following areas:

- **Digital exclusion** – Members asked about communications with those residents who do not have the internet, computers or mobile phones and how the Council maintained contact with them. It was confirmed that the main form of communication was either by letters or by telephone calls. The Council tries and provides the best possible service and made sure that as many residents as possible know how to get in touch via the phone to the contact centre. Members asked whether the opening hours of the switchboard were long enough during the day so people could ring with their queries. It was noted that officers had been in touch with users of the three Community Centres and that the community development workers had been in touch with vulnerable residents. The pandemic had given the opportunity for individuals to be given tech to engage with them digitally, for example, activities such as online bingo run by the Community Centres staff. It was also running a befriending service for some of the most vulnerable people who were receiving a weekly call from the Council. Getting the right information to residents from getting bulky waste picked up to reporting fly tipping was crucial to delivery of services. The Council also made sure that welfare needs were met as well during the pandemic via phone calls. Members would be updated with a written answer about the number of residents in the Borough who did not have mobile phones or access to online services.

*Clerk's note: A written answer was sent to Members following the meeting which said that information about digital exclusion from 2019 (ONS) suggested that 1.4% of the borough population had never used the internet, meanwhile figures from 2017 suggested that 8.2% of adults did not access online services over a three-month period, and around 20% lacked one or more basic digital skills.*

- **Sustainability strategy** – Members welcomed the comments on the sustainability strategy and the need for policies and investments to support its delivery. Councillor V. Lewanski noted that the strategy aligned with national targets and the Surrey County Council targets. It was ambitious but had to be realistic. The action plan would be used to monitor progress and take account of any changing national policy. The team would look at any activities to update the strategy to help achieve the overall goals. There was also a cross-party working group which was an opportunity to receive



Member ideas and questions such as use of solar panels and training for employees on environmental issues.

**RESOLVED** – that the Portfolio Holder Briefings on the Organisation Portfolios as set out in the report, and the observations of the Committee for consideration by Executive Members be noted.

#### 49. **BUDGET SCRUTINY PANEL: SERVICE AND FINANCIAL PLANNING 2021/22**

Members noted that the roll out of recycling to flats had started in 2012 but this still had not concluded and the budget indicated that this project would continue next year. It was acknowledged that there is provision for additional recycling crew in the budget, but more resources might be needed for Neighbourhood Services to speed up the roll-out and support residents, for example, by having half size bins for older residents that were more appropriate to their homes.

It was noted that there were delays this year due to the emergency response to COVID-19. Officers confirmed that the roll-out would restart after Christmas and they would look at smaller bins if necessary, although this would be an additional cost.

Members thanked the Finance team for clarifying the reserves policy and commented that it was a sustainable budget.

They also thanked Councillor T. Schofield, Executive Member for Finance, and Pat Main, Interim Head of Finance, and her team for the work on the budget. Councillor N. Harrison also thanked all Panel Members for contributing and their questions to the Executive Members and Officers.

**RESOLVED** – that the Committee receive the report from the Budget Scrutiny Panel to go forward to the Executive to i) consider the provisional budget proposals for 2021/22 and (ii) make the recommendations below to the Executive in line with the Council's budget and policy procedure rules.

That in response to the Service and Financial planning 2021/22 report to Executive on 19 November 2020, the following observations be submitted for the consideration of the Executive:

a) That the Overview and Scrutiny Committee thanks the Executive Member for Finance, Executive and Officers for preparing initial revenue and capital budget proposals for 2021/22;

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

(i) Revenue Budget Savings and Additional Income proposals totalling £2.094m.

(ii) Revenue Budget Growth proposals totalling £0.812m

(iii) Forecast ongoing income budget pressures in 2021/22 as a consequence of the COVID-19 pandemic totalling £1.610m (to be met by one-off funding from the Government Funding Risk Reserve)

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(iv) Capital Programme Growth and Reprofiling proposals resulting in a net reduction in the five-year Capital Programme of (£0.286m)

(v) Revenue Reserve Balances at 1 April 2020 of £35.391m;

c) That the Overview and Scrutiny Committee considers the potential negative impact of the savings and growth proposals on service delivery to be minimal and concluded that the Council was managing its finances well on behalf of its residents;

(d) That the budget proposals for 2020/21 included an allowance of £1.256m for the use of reserves including £1m to fund the headroom contingency budget, or a net increase of £256k excluding the headroom contingency budget. For 2021/22 no headroom budget has been established, and a drawing of £539k from reserves is planned. Any overspending will require further drawings from reserves;

e) That implementation of the Council's Commercial Strategy is vital to meeting the budget gaps in future years, as government funding is further reduced. The Overview & Scrutiny Committee notes that no substantial additional commercial income from investments is included in the 2021/22 budgets;

(f) That some capital budgets for investment are yet to be finalised, as well as a number of revenue budget items, and for this reason the Overview and Scrutiny Committee has yet to draw a conclusion on the overall budget proposals for 2021/22.

## **50. ENVIRONMENTAL SUSTAINABILITY STRATEGY UPDATE**

Members reviewed the Environmental Sustainability Strategy update report. Portfolio Holder for Corporate Policy and Resources, Councillor V. Lewanski, reported technical problems so did not take part in the agenda item until towards the end of the discussion. Head of Corporate Policy, Cath Rose, introduced the item.

The commitment to produce a new Environmental Sustainability Strategy was included in the Reigate & Banstead 2025 corporate plan in January and the strategy, action plan and performance measures was approved by the Executive on 28 July 2020. An Overview and Scrutiny Committee call-in took place on 27 August 2020 and confirmed that the strategy should be implemented without delay and then a report would come back to this Committee in December for scrutiny. Strategy themes and priority areas of focus included energy and carbon use, low impact consumption and natural environment and biodiversity. The action plan sets out the 24 objectives and 100 plus activities with a timeframe for delivery. The strategy emphasised communications and engagement with local residents and businesses as it was not in the gift of the Council on its own to deliver carbon reduction across the borough as a whole. It needed to work with Surrey County Council as well as respond to central Government targets and funding. There would be formal reporting annually to consider progress and any changing and new priorities and the main strategy would be updated every three to five years. It was noted that there was a cross-party Member task group on this issue which could feed into and comment on work and progress.

Members discussed the item and had the following questions and comments:

- **Energy minimisation** – Members asked how the Council would approach this and would the Council create its own power through wind or solar means? It was noted that a key element of the strategy was to minimise the energy used (for heating and lighting Council buildings etc) and reduce the fuel that was used. The facilities team was looking at the estate – some measures could be implemented quickly, and others would take longer (such as generating renewable energy). The strategy makes a commitment for the organisation to be carbon neutral by 2030. A website was being produced to provide advice to residents.
- **Government updated targets** – it was noted that the government had set new higher targets this week for 2030 and the Committee on Climate Change had just produced a report on the Sixth Carbon Budget and what it could achieve from 2033 to 2037. Members asked at what point would the Council update its plan for the next 10 years. Officers confirmed it would look at this report and keep what it was doing under review to reflect policy and guidance. Members also asked for clarity on which areas were a Borough Council response and which the County Council led on.
- **Council buildings** – it was noted that that in the 2050 vision it did not mention what would happen to Council buildings. It was confirmed that the Council's direct emissions are very small compared to the borough as a whole. It does not have direct control on those borough-wide emissions, but it was leading by example and helping residents and businesses to change behaviour and work with partners in those areas. The Council also did not own housing stock itself, but it was working closely with Raven Housing Trust on plans to decarbonise their houses and flats. It was also promoting the Green Homes grant that had been announced for residents as well as funding for the hardest to heat homes in the Borough. Members considered that Reigate and Banstead Borough Council should be the local authority to lead on the home retrofits and as it was responsible for planning policy. Members felt this had a low profile in the Council's strategy, although officers confirmed that the Council does not currently have the powers to intervene when it comes to the majority of the borough's housing stock.

Committee Chair, Councillor N. Harrison, asked if Members could follow the Advance Questions procedure to ask some of these detailed questions as this would enable the detailed answers to be produced before the meeting.

- **Action plan** – Members asked if there could be more target dates set out in the action plan to help give clarity on which actions needed resources and to help set out progress more fully. It was noted that officers were working on a more detailed action plan which included more information on resources and delivery of goals. A new Sustainability Project Officer had just joined the Council and was working on this action plan. Progress would be reported to the cross-party Member working group.
- **Surrey Joint Plan** – Members asked about reference to the Surrey Joint Plan and if the joint planning had been delayed due to the COVID-19 pandemic response. It was noted that Surrey County Council has a climate change strategy and the Council was working closely at officer level with the county council and other boroughs and district to make progress. One

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example was the successful bid for funding for the Green Homes grant to make positive change to the hardest to heat homes.

- **Performance indicators** – Members asked about performance indicators and targets that had been set, pointing out that targets for cutting vehicle emissions should be 2030 rather than 2035. Also, Members felt that the recycling target should be consistent with Surrey County Council. Members noted that proposals must be realistic and balance sustainability considerations alongside the need to provide cost effective and reliable services for residents. It was agreed that further detailed questions would be submitted as written questions for a written response from officers.

During a short discussion, Councillor J. Essex said he felt the Committee did not have enough information in the agenda pack, important papers were listed as background papers and there was not enough time in the meeting to scrutinise this topic. The Monitoring Officer responded that she was satisfied that the scrutiny function in this case had been met.

**RESOLVED** that –

- (i) the Environmental Sustainability Strategy and the observations set out in the Minutes be noted;
- (ii) the observations set out in the Minutes be reported to the relevant Executive Member with a request that they be taken into account as the Strategy is implemented and through the annual reporting and review process.

## 51. Q2 2020/21 PERFORMANCE REPORT

Members considered and discussed the Quarter 2 2020/Performance Report. This included the Key Performance Indicators (KPIs), Revenue and Capital Budget monitoring and the allocation of an additional payment of £0.054m in the capital programme for the Horley Pay-on-Exit parking to be funded through prudential borrowing.

Councillor V. Lewanski, Portfolio Holder for Corporate Policy and Resources, said that two KPIs were red rated. These were KPI 7 – Net affordable housing completions and KPI 10 – Recycling performance (Q1 2020/21 performance). The reasons for the red ratings were set out in the report but both were due to the pandemic. The report also contained figures on the Revenue Budget and Capital Budget with some detailed analysis. Councillor Lewanski thanked Councillor T. Schofield, Portfolio Holder for Finance, and the Finance team for their work in preparing this information.

Members asked questions and discussed the following points:

- **Building Partnership Control** – Members asked about the building partnership control with Tandridge and the budget for a financial shortfall of £197k. It was confirmed that the Council did not have to call on the budget this year. The Director of Place said she would provide a written response to Members giving more details.

- **Revenue, Benefits & Fraud service** – Members asked why this service was expected to make a net loss on traded services in 2020/21. This is a service that the Council provided to many of the districts and boroughs in Surrey. The Interim Head of Finance explained that there was a small deficit overall which was due to the impact of COVID-19 pandemic when resources were diverted from external work. The Interim Head of Paid Services confirmed that the service currently had 21 clients which included a mix of local authorities, housing associations and private clients. The team's fraud work in particular saves the Council significant amounts of money, for example, checks were carried out on everyone applying to go on the housing register or who were homeless. Over three months, the team has been awarded four new client contracts, with a number of older contracts currently being renegotiated.
- **Underspend this year** – Members noted that there was a forecast substantial net budget underspend this year (£1.713m) mainly because the Council had not made as many capital investments or borrowing as expected, and the headroom contingency budget was expected to be underspent. This was a positive position and more than offset the unfunded Covid-costs, which were forecast at £0.613m. Also, it was noted that the uncollected council tax collection rate was down by 1.37 per cent or £1.7m which was considered good in these times.

**RESOLVED** – that:

- (i) the Key Performance Indicator performance for Q2 2020/21 and the observations of the Committee be noted for the Executive;
- (ii) the Revenue and Capital Budget position at Q2 2020/21 and the observations of the Committee be noted for the Executive;
- (iii) the recommendation of the Executive to Council of the allocation of an additional payment of £0.054m in the capital programme for the Horley Pay-on-Exit parking to be funded through prudential borrowing be noted.

## **52. COMMERCIAL STRATEGY - PART 1**

Members discussed the Commercial Strategy – Part 1 report which sets the scene on what the Council is aiming to achieve. Part 2 of the strategy will come to Overview and Scrutiny next year. Part 2 of the report will set out the specific types of investment and the information the Council is relying on to make commercial decisions and the appropriate governance around decision-making.

Councillor T. Archer, Portfolio Holder for Commercial and Investments, introduced the report. He said Part 1 of the Commercial Strategy set out why it was important to have the current income streams and the clear principles for making ethical decisions, underpinned by relevant and robust assessment of business cases. There was to be an annual action plan with its performance published each year and discussed at Overview and Scrutiny. The strategy went to Executive on 19 November and was presented to this Committee for comments and observations.

Members discussed the following areas:

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- **Changes to government guidance** – it was noted that in the Chancellor’s Spending Review, he introduced new rules for obtaining funding from the Public Works Loan Board (PWLB). Guidance will be provided to support local authorities to determine if a proposed project is an appropriate use of PWLB loans. It was noted that in this Borough the investments were considered carefully to make sure that there would be a good commercial return as well as a social benefit such as regeneration of an area which would benefit businesses and residents.
- **New posts for the Commercial Directorate** – the Budget included two new posts to work in the Commercial Strategy arena as the current directorate was comprised of the Director, Company Secretary and PMO/admin support. The Council needed to invest and make sure the right team was in place to grow and fill the revenue gap by developing sound commercial activities. It was felt this was a sensible investment given the size and scale of the Council’s commercial ambitions.
- **Short-term income opportunities** – Members noted that many of the projects were longer-term projects such as the proposed Crematorium and Horley Business Park. In the short-term there were existing commercial assets and the Council was looking to make sure it was getting the best return from these assets. There was work underway to increase income from the Revenue and Benefits service provided to other organisations. The fees and charges review will also bring about additional revenue. It was noted that the Commercial Ventures Executive Sub-Committee had looked at a number of investments and had declined a large number as not right for the Council.
- **Setting targets and yields** – Members asked about setting targets in terms of assets and yields. This would be contained in Part 2 of the Commercial Strategy and will reflect appropriate market yields for the Council. It was confirmed in a written answer that finance, housing and commercial were all working together to ensure that the Housing Delivery Strategy, Capital Investment Strategy and MTFP and the Commercial Strategy were all aligned to ensure that if there is an opportunity to delivery housing, build a capital asset for the long term and create an income stream, that objective is achieved.
- **Social return on investment** – Members asked about the social return in the commercial strategy to balance both for maximum commercial benefit as well as a positive service to the community, such as the Crematorium. It was confirmed that social return is taken into account to get the balance right, so it is not purely a commercial return but right for the Borough’s economic, environmental and social wellbeing.

## **RESOLVED** – that:

- (i) the Commercial Strategy – Part 1 as approved by the Executive at its meeting on 19 November 2020 and set out in Annex 1 be noted;
- (ii) the observations of the Committee be noted by the Portfolio Holder for Investment and Companies on the Commercial Strategy: Part 1 and that the ongoing development of Part 2 of the Commercial Strategy be supported.

## **53. TREASURY MANAGEMENT HALF YEAR REPORT 2020/2021**

Members reviewed the Treasury Management Half Year Report 2020/21 and the updated prudential indicators. This was a substantial report and included all the finalised numbers. It was noted that the Council was well under the borrowing limits it had set itself earlier this year as a result of COVID-19 and the reduced level of new investments.

The Portfolio Holder for Finance, Councillor T. Schofield, said the Council had only one exception to its compliance with Treasury Management. This was due to the Council receiving so many different funding streams from central Government. It was a short-term problem to get the money correctly banked in different accounts and this was now done. Overall, the Council was on track and had complied with the limits that Members had previously approved.

**RESOLVED** – that the Treasury Management Performance for the year to date be noted and the updated prudential indicators be noted.

## **54. FUTURE WORK PROGRAMME**

Members considered the Future Work Programme. It was noted that the January meeting was looking busy so a meeting in February had been set up to cover the Annual Community Safety Partnership scrutiny with the Borough Commander invited to this meeting. This would be an agenda item on its own to make the January and February meetings more manageable.

## **55. EXECUTIVE**

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

## **56. ANY OTHER URGENT BUSINESS**

There were no items of urgent business.

The Meeting closed at 9.41 pm

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# Agenda Item 5



<b>Signed off by</b>	Director of People
<b>Author</b>	Catriona Marchant, Democratic Services Officer
<b>Telephone</b>	Tel: 01737 276066
<b>Email</b>	catriona.marchant@reigate-banstead.gov.uk
<b>To</b>	Overview and Scrutiny Committee
<b>Date</b>	Thursday, 21 January 2021
<b>Executive Member</b>	Portfolio Holder for Housing and Support, Portfolio Holder for Leisure and Culture, Portfolio Holder for Community Partnerships

<b>Key Decision Required</b>	N
<b>Wards Affected</b>	(All Wards);

<b>Subject</b>	People Portfolio Holders update
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<b>Recommendations</b>
To note the Portfolio Holder Briefings on the People Portfolios, as set out in this report, and to provide any observations for consideration by Executive Members.
<b>Reasons for Recommendations</b>
To consider the progress of work in the People Portfolio objectives, as of January 2021, including achievements relating to the Borough Council's emergency response to COVID-19.
<b>Executive Summary</b>
<ol style="list-style-type: none"> <li>1. This report provides an overview of the activities undertaken within the People Portfolio areas in the Municipal Year to date.</li> <li>2. The three People Portfolios are Housing &amp; Support, Leisure &amp; Culture and Community Partnerships.</li> </ol>

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## Key Information

### Executive Portfolios

1. Following the Annual Council meeting on 29 May 2019, the Leader of the Council appointed the Members of the Executive for the Municipal Year 2019/20 on 30 May 2019. Each Member of the Executive undertook an area of responsibility, known as a portfolio.
2. Executive Members continued in their roles for the Municipal Year 2020/21 as the elections in May 2020 were postponed due to the pandemic. There were minor changes to the portfolio names and responsibilities in 2020.
3. For operational purposes, these portfolios are aligned with the three themes of the Council's current and emerging Corporate Plans, these being People, Place and Organisation.
4. The three portfolios aligned with the People theme are Housing & Support, Leisure & Culture and Community Partnerships.
5. The areas of responsibility of these portfolios are as follows:
  - **Housing & Support:** Housing Delivery Strategy, Housing Support, Homelessness, Housing Benefits, Housing Register, Family Support, Money Support, Refugee Support, Safeguarding.
  - **Leisure & Culture:** Leisure Strategy, Leisure Centres, Leisure Activities, Arts & Culture, Harlequin.
  - **Community Partnerships:** Community Centres, Community Safety, Community Development, Health Partnerships, Voluntary, Community and Faith Sector.

### Portfolio Objectives

6. Following their appointment, Executive Members agreed objectives for their portfolio areas for the Municipal Year.
7. Progress against these objectives was assessed by the Committee last year. Due to the Council's reprioritisation of services and emergency response to the COVID-19 pandemic, objectives were not updated and agreed for 2021/22. The information provided for the consideration of this Committee is therefore an update on business as usual against benchmarks used as part of objectives agreed last year, or draft benchmarks. Information is also provided detailing Portfolio Holder achievements during the emergency response to the pandemic.
8. Progress to date is set out in the presentation slides from each Portfolio Holder to the Committee set out in Annex 1 to this report.

### Overview and Scrutiny

9. As part of the Overview and Scrutiny Committee's role of holding the Executive to account, members of the Executive provide regular briefings to the Committee on their portfolios and key items of business within these areas.

10. To reflect the coordinated approach of Portfolio Holders within the Corporate Plan themes, these briefings are presented by theme.

11. The members of the Overview and Scrutiny Committee are invited to consider the briefing provided, and to offer any observations to the Portfolio Holders. These observations will then be considered to help inform future activities within these portfolios.

## **Equalities Implications**

12. A substantial proportion of our People Services are focused on supporting our most vulnerable residents, including residents from across all of the protected groups. Our services have equalities considerations at their core, for example:

- The Housing Register & Allocations Policy is framed to positively support protected groups, recognising and responding to specific housing needs which include age, disability, gender etc. We offer an individual housing advice service tailored to the needs of each client.
- Our community development activities are centred around increasing participation and engagement and have a positive impact on equalities.
- We consider equalities issues in the delivery of community safety services, helping to protect vulnerable residents and communities.

## **Annex**

1. Portfolio Holder presentation slides

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# People

## Portfolio Updates



# Revenues, Benefits & Fraud

## Housing Benefit & Council Tax Support

- During Q1 and Q2 2020/21, we dealt with 1,147 new applications for Housing Benefit and/or Council Tax Support, compared with 1,194 over the same period in 2019/20.
- During Q1 and Q2 2020/21, we dealt with 24,089 changes in circumstances for benefit claims, compared with 22,478 over the same period in 2019/20.
- Whilst Housing Benefit claims have continued to reduce, since the introduction of Universal Credit (housing costs), since March 2020 we have seen an increase of 6.11% of households claiming Council Tax Support, primarily due to the negative economic impact of the COVID-pandemic and lockdown.
- The Housing Benefit expenditure is forecast at £32m for 2020/21, with government subsidy covering around 99% of this cost. An increase in non-subsidised elements of the scheme, such as high rental supported accommodation, has seen an impact of the subsidy we receive.

# Revenues, Benefits & Fraud (cont)

## COVID-19 Pandemic Pressures and Support

- The Council is responsible for assessing Test & Trace Payments to residents who have been told to self-isolate.
- From September to December, 91 payments of £500 were made to people who lost out on earnings due to self-isolating.
- Additional Council Tax Hardship Funding was received of £754,507, and as at 10/12/20 we had awarded £430,988 to 3,331 households.

## Discretionary Housing Payments

- Discretionary Housing Payments – funding for 2020/21 was £340,034, to assist with rental costs and prevent homelessness. As at 19/12/20, we had paid out 63% of this government funding.

# Homeless statistics end of Q2 (2019/20 Q2 in brackets)

- Approaches – 538 (537)
- Full assessment of need – 237 (264)
- Owed a ‘Prevention duty’ - 137 (181)
- Owed a ‘Relief duty’ – 103 (77)
- Positive Outcomes – 173 (170)
- Main duty Decisions – 29 (59)
- Main duty Acceptances – 26 (43)
- Average number in B&B – Q1:44 (23), Q2:28 (19)



# Rough sleepers / Those Close To Rough Sleeping

- Bring everyone in' – closure of winter night shelter.
- Town Hall closed to most staff.
- 68 singles accommodated between 1 March and 30 June.
- Welfare calls & weekly Covid reports to Public Health.
- 8 self contained cabins procured for self isolation.
- £148k grant secured from MHCLG in September 2020, part fund :
  - 13 emergency accommodation beds secured until 31 March 2021
  - Overnight security for above property
  - 12 month Tenancy Sustainment post dedicated to single clients
  - Landlord incentives & Furniture
- Increased partnership working with Mental Health, Substance Misuse Teams, SCC, Public Health, Adult Social Care.

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# Housing Register (end of Q2) (2019/20 Q2 in brackets)

- 112 Nominations (158)
- 942 households on Register (853)
- At 31 Dec 2020 1103

- New Home Choice system goes live in March providing a better customer experience for applicants applying for properties.
- Rosebery Housing recently acquired 21 affordable rented flats in Horley which RBBC will receive 100% nomination rights.
- A trickle of new social rented homes become available on Westvale

## Challenges now and ongoing *(no particular order)*

- Further lockdowns and instructions to accommodate all.
- Continued unprecedented increase in the number of households joining the waiting list for social rented housing as the fall out from the Pandemic unravels.
- Shortage of rented homes that are affordable (social and private sectors).
- Increasing number of households affected by the benefit cap making private rented unaffordable (usual way out of the cap is by working, very difficult in current job market).
- Potential backlog of evictions building up in the private sector.
- Lack of supported housing for homeless single people with complex needs.

# Housing Delivery Strategy

- On site building 25 homes (flats & houses) in Pitwood Park Tadworth. 14 units for market sale and 11 houses for shared ownership. Due to be completed in summer 2021.
- On site building 32 flats on Cromwell Road. Originally to be sold at market rate and shared equity, now RBBC will offer 50% at market rent & 50% at LHA rate (sub market affordable level).
- In discussion with Homes England with regards to a funding gap for 4 one bed units in Horley to be offered to low paid single workers / close to work.
- Project Team assembled to begin the feasibility and design work of a 40 plus unit build on the High Street car park site Horley.
- Report expected at March Executive regarding plans for a supported housing scheme for complex needs singles.

# Raven Housing Trust - Customers

- Over 1000 calls vulnerable customers during lockdown 1, a further 150 (risk based) in lockdown 2.
- Introduced £100k Hardship Fund – supporting foodbanks and individual customers.
- 1500 residents now claiming Universal Credit (UC). Normal increase rate 12-15 per week. During Lockdown increased by 30-40 per week.
- 121 direct payments to Raven due to high arrears or vulnerability.
- Average UC debt continues to reduce - £501 average debt per case November 2020, from £583 October 2020. NHF report national average C£600.
- Reduction in court action due to pandemic = small number of very high arrears cases with little engagement from customers. Highest case over £8k.

# Raven Housing Trust - Development

## Activity in Reigate and Banstead Area

- In the process of handing over the 50 market sales homes at Burrstone Gardens, Merstham (to generate cross subsidy to support the building of more affordable homes).
- R&B is our focus for new affordable housing delivery which will include regeneration – Chavecroft redevelopment to provide 23 new social rented homes (subject to grant), further sites at feasibility stage.
- Seeking to acquire more land in the borough, currently buying Merstham library for affordable delivery.
- Raven to work closely with RBBC to identify more sites and opportunities.
- With the target of net zero carbon by 2050 we will also be investing significantly in our existing homes (+£100m).

# Intervention: Family Support Programme

- Seen increased complexities within families. Including increased prevalence of:
  - Cohabiting Separation
  - Mental health issues
- Wait times have been approximately 25% longer than this time last year.
- Changed approach to increased use of virtual contact to ensure the team can continue to support families.
- Staff team have continued to successfully rise to the challenges posed by COVID-19 and the needs of families. We welcomed 3 new staff to increase the number of residents who can benefit.

# Intervention: Refugee Resettlement

- All new arrivals are currently suspended by the Home Office (from March 2020) due to travel restrictions as a result of the pandemic.
- Continuing to support 10 households (20 adults and 15 children) around the Borough.
- 7 households are working part or full time.
- Most volunteering activities have been suspended.
- All children are receiving education in school or nursery.
- Adults in 8 households are receiving formal English teaching at college.



# Intervention: Money Support Team

- Referrals are 83% higher than last at this point last year - particularly between June & November. Due to redundancy/loss of employment, anxiety/depression, loss of family members.
- 37 households currently waiting for support.
- 2 full time and 1 redeployed staff members.
- Length of intervention has increased to 15 weeks due to:
  - Not meeting face-to-face prologues support time.
  - Increased waiting lists at surrounding services.
  - Complexity of support needs.
- Over £37,500 in debts cleared, including £3,000 in Council Tax and over £11,000 of underpayments recovered.

## Leisure: GLL and RBBC Activities

- Extremely challenging operating environment for GLL
  - All centres closed for around 5 months
  - Limited opening hours with staggered start to activities
  - Poor customer confidence in the sector
  - Significant financial challenges
- Worked closely with GLL to support their operational delivery
- No RBBC-led leisure activities ran in 2020 except for a trial of some online activities in October half term
  - Staff redeployed to Customer Support Centre and Welfare response

## Leisure: Harlequin Theatre

- Very difficult year with no live theatre on stage since March 2020.
  - 125 show & events and 44 pantomime performances cancelled
  - The building was used as the Community Support Centre, and as the home for Strikey Stork in December.
- The cinema was open for 19 weeks, over which time 50 films were screened
- The Café was relaunched with a new menu & excellent feedback
  - over 100 free meals were provided to children in October half term.
- Social media used to connect with customers and promote the venue
  - ‘Live from Lockdown’ performing arts competition – Live gala show in 2021
  - Advent Calendar with famous and community faces
  - ‘Throwback Thursday’ connecting people to snippets of the venue’s past
  - Promotion of offer from national arts organisations
- Work undertaken to assess historical budgets to aid formulation of business plan which will be finalised for 2021/22

## Community Support Centre

- The Harlequin Theatre became home to the Council's Community Support Centre during the initial lockdown.
- From the Centre we:
  - Provided 2,089 individual food parcels to vulnerable residents
  - Cooked and delivered 7,379 hot meals to elderly residents
  - Collected and delivered 397 prescriptions to people who couldn't get to the pharmacy
  - Delivered 48,364 individual items to food banks in the borough to allow them to continue supporting those in need.
- Staff from the theatre were joined by officers from Leisure, Intervention teams, Community Development, Community Centres, Parking and others to successfully implement this ambitious project.

# Covid Welfare Calls & Visits

In March we stood up a phone based Covid welfare response service, at peak times involving redeployed staff from across the Council.

	March – December	Of this, data relating to 2 <sup>nd</sup> wave
Responding to inbound requests for help	2,129	150
Calls to clinically extremely vulnerable residents	4,861	563
Outbound calls to other vulnerable residents	3,855	101
Volunteer befriending calls made	622	140
<b>Total calls</b>	<b>11,467</b>	<b>954</b>
Total volunteers making befriending calls	27	22 (Incl some who also volunteered in wave 1)
Welfare visits*	130	37

*\* A welfare visit is undertaken when a vulnerable resident repeatedly does not respond to phone calls.*

# Covid Welfare: Food & Prescription Support

- Since August Community Partnerships has taken the lead in our Covid emergency food response. We work closely with the food banks, providing strategic, practical and financial support to assist them in managing the ever growing need for their services.
- Our Community Development Team has established food clubs in Woodhatch, Horley and Merstham, supporting those in food poverty to be able to afford fresh food to prepare healthy meals.
- We have coordinated work of partners to provide school holiday meals to families eligible for free school meals.
- Where no alternatives are available, we support residents with emergency food packs or prescription collection

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<b>Numbers supported since start of 2<sup>nd</sup> lockdown</b>	
Number of emergency food packs distributed	33
Residents supported with prescription delivery advice	54
Residents supported with emergency prescription collection	6
Referrals made to food bank partners (due to food poverty or requirement to isolate)	81

## Community Champions

In response to a request by colleagues in SCC Public Health, our Community Development Team has identified a network of Community “Covid” Champions. These are local residents who are closely engaged in their communities and are therefore able to help disseminate public health messages relating to the pandemic. This assists in ensuring accurate information is circulating in our communities and counters misinformation.

This work started late in 2020 and will play a key role in the coming months as we navigate the challenges of the new strain of the virus and support the rapid roll out of the national vaccination programme. Our intention is to retain the Community Champions post-Covid as a valuable partner forum to assist in engaging with a diverse cross-section of our communities.

## Managing Volunteers

We have recruited and managed volunteers to support our Covid response since the first lockdown, with volunteers making befriending calls, and supporting collection and food deliveries.



# Community Development

Each Community Development Worker has led regular highly valued Covid welfare response locality meetings, between them covering the whole borough.

Covid has severely curtailed the team's business as usual work because:

- Their roles entail a lot of face to face work in communities, including events, which has not been possible for most of the year
- Their skill sets make them particularly valuable to supporting the Covid welfare response

Despite Covid, the team has successfully:

- Fundraised, or supported partner fundraising, amounting to over £150k
- Played a key role in a population health management pilot in Redhill, working closely with GPs to support individuals' wider needs, thereby reducing the impact of potential ill-health. This is a positive step change in frontline collaboration with health partners.
- Continued to progress a range of project work in their communities, responding to local needs and priorities.
- Continued to support individuals in their communities, e.g. with accessing

Reigate & Banstead hardship funding

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



# Community Centres

Pre-Covid Plan	Covid Impact
<p>In source on 1/4/20 with smooth transition</p> <p>Consultation and engagement on transformation plan ahead of autumn Executive decision</p>	<p>Centres closed by previous operator in mid March</p> <p>Centres partially reopened in the summer but service offer fluctuated in line with changing Covid restrictions</p> <p>Zoom based service offer developed to reduce isolation of members</p> <p>Consultation and engagement delayed till early 2021 with Executive decision delayed until summer 2021 (Timescales subject to potential further Covid impacts)</p> <p>Centres closed since move to tier 4 in December with the exception of podiatry services (Woodhatch, Banstead) and use of Banstead by Age Concern Banstead</p>

# Voluntary & Community Sector (VCS) Support

Pre-Covid Plan	Covid Impact
Continue implementation of actions from the 2019 VCS review	Reprioritisation with some areas paused (e.g. launch of RBBC employee volunteering), reduced (e.g. in kind support as currently unable to offer free use of meeting rooms) and others adapted (e.g. greater rigour in monitoring of the impact of our financial support, adapted as achievable outcomes have changed due to Covid)
Deliver small and medium grants funding programmes	Delivered as key business as usual work. £33k of small grants allocated. Medium grants decisions for 2021/22 pending.
Regular liaison with Voluntary Action Reigate & Banstead (VARB)	Part-time secondment of staff to support VARB in the spring / summer to bolster their capacity and diversify their skills (e.g. communications) in the early months of the pandemic
Periodic communication with VCS partners	Much more regular direct communication providing Covid updates (infection rates, restrictions, service impacts, support available). Second wave planning session in September attended by over 40 partners – instrumental to the strength of our 2 <sup>nd</sup> wave response

# Community Safety (Full review at Feb O&S)

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Pre-Covid	Covid Impact
Planned change from East Surrey Community Safety Partnership (CSP) to Reigate & Banstead CSP early in 2020	Change delayed by external factors linked to Covid until the autumn. First R&BCSP meeting held in December.
Decision on the future of CCTV planned for the spring	Decision delayed due to Covid workload. Decision reached at Dec 2020 Executive
Steady Anti-Social Behaviour rates averaging 4 per month	Case numbers spiked to 60 cases between April & July but then stabilised to 7 in August
A 5 <sup>th</sup> Domestic Homicide Review was identified	A 6 <sup>th</sup> and possibly a 7 <sup>th</sup> DHR have been identified
Regular meetings of highly valued “Get Connected” partnership forum to combat serious youth violence	Forum initially paused but has now resumed virtually
Implementation of Prevent (counter-terrorism) self-assessment actions	Delivered early in 2020

## Working in partnership to support residents

- Issued circa £15,000 of taxi vouchers to isolated elderly residents with poor mobility and on a low income
- Lead an employment and skills partnership forum aimed at supporting residents towards or into employment
- Lead an older people's forum bringing together agencies from across the voluntary sector to support older residents
- Facilitate digital inclusion initiatives aimed at older isolated residents, residents with disabilities, and families in need of greater access to technology to support remote learning
- Providing £20k of funding to alleviate fuel poverty amongst our most vulnerable residents as a pilot project during the winter of 2020/21



<b>SIGNED OFF BY</b>	Head of Legal and Governance
<b>AUTHOR</b>	Catriona Marchant, Democratic Services Officer
<b>TELEPHONE</b>	Tel: 01737 276066
<b>EMAIL</b>	catriona.marchant@reigate-banstead.gov.uk
<b>TO</b>	Overview and Scrutiny Committee
<b>DATE</b>	Thursday, 21 January 2021
<b>EXECUTIVE MEMBER</b>	Leader of the Council

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

<b>SUBJECT</b>	Calendar of Meetings 2021/22
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<b>RECOMMENDATIONS</b>
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The Overview and Scrutiny Committee are asked to comment on the draft Calendar of Meetings for the 2020/21 Municipal Year at their meeting on 21 January 2020.

<b>REASONS FOR RECOMMENDATIONS</b>
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To establish a timetable to ensure the efficient and effective conduct of Council business for the forthcoming Municipal Year.

<b>EXECUTIVE SUMMARY</b>
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The Calendar of Meetings for 2021/22 draws upon the pattern of previous years and the ongoing impact of the COVID-19 pandemic. The Calendar is designed to ensure all business is accomplished as efficiently as possible. The comments of the Overview and Scrutiny Committee will be reported to the meeting of the Executive on 28 January 2021. The proposed Calendar of Meetings will then be approved by full Council at its meeting on 11 February 2021.

<b>The Calendar of Meetings requires approval by full Council.</b>
--

# Agenda Item 8

## **BACKGROUND**

1. Under the Constitution the Council approves a Calendar of Meetings for the forthcoming Municipal Year.
2. A draft Calendar is attached to this report at Annex 1.

## **KEY INFORMATION**

1. The Audit Committee meetings have been added to the Calendar of Meetings 2021/22 to review quarterly risk management reports, internal audit reports and to approve the Council's annual Statement of Accounts and the opinion of the external auditor on them.
2. The statutory deadline for the publication of the Council's audited Statement of Accounts for 2020/21 and the opinion of the external auditor is 31 July 2021. The Audit Committee meeting has therefore been set for Wednesday 28 July 2021 to allow enough time to meet this deadline.
3. The public meetings (Council, Executive, Overview and Scrutiny and Audit) will all start at 7.30pm as set out in the Constitution.
4. The Standards Committee at its meeting on 1 September 2020 requested to meet more than once a year, and this has been satisfied by including three meetings for 2021/22. The initial Standards Committee is expected to be brief, enabling it to be on the same evening as the Overview and Scrutiny Committee on 8 June 2021.
5. The Employment Committee meets quarterly and on a separate evening to reflect the Committee's revised Terms of Reference.
6. The Commercial Ventures Executive Sub-Committee has agreed to meet formally every two months for an hour before each Executive meeting. The informal CVESC will meet every other month (between the formal meetings) and additional meetings will be held, should a need arise.
7. As in previous years, meetings of the Licensing & Regulatory Committee and its sub-committees have not been scheduled except for the initial meetings to make appointments to the Chair. The first meeting of the Licensing & Regulatory Committee will be combined with a training session.
8. The proposed Calendar includes indicative dates for meetings at the start of the 2022/23 Municipal Year to assist with planning for future business. These dates will be confirmed as part of the Calendar of Meetings for 2022/23, subject to any revisions.
9. Amendments to the Calendar may be made at any time in the course of the year and any changes will be publicly notified as and when these occur.

## **LEGAL IMPLICATIONS**

10. There are no legal implications.

## **FINANCIAL IMPLICATIONS**

11. There are no financial implications.

## **EQUALITIES IMPLICATIONS**

12. Consideration has been given to avoiding meeting dates in half term or school holidays, where possible.

## **COMMUNICATION IMPLICATIONS**

13. All scheduled meetings will be listed in the Centralised Diary which can be viewed by both officers and Members. Members' calendars on their tablets will be automatically updated with the meetings they attend as committee members.
14. Scheduled meetings will be available to view on the Council's website. Any changes will be publicly notified as and when they occur.

## **CONSULTATION**

15. The draft schedule has been reviewed by the Finance, Projects and Performance and Revenues, Benefits & Fraud teams.
16. The Corporate Governance Group was consulted at its meeting on 2 November 2020.
17. Leader's group considered the draft schedule at their meeting on 23 November 2020. Group Leaders were consulted on 18 November 2020.
18. Any comments by the Overview and Scrutiny Committee will be reported to the Executive on 28 January 2021.

## **ANNEXES**

1. The draft schedule is attached to this report as Annex 1.

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## Calendar of Meetings 2021/22

Meeting	Time	May 2021	June	July	Aug	Sept	Oct	Nov	Dec	Jan 2022	Feb	Mar	Apr	May	June	July	Aug
Audit Committee	7:30pm			28*		8		25			23					27*	
Council	7.30pm	27		29		23			9		10		7	26		28	
Commercial Ventures Executive Sub Committee	6.30pm		3			16		18		27		24			2	28	
Employment	7.30pm		23			15			8			30			22		
Executive	7.30pm		24	22		16		18	16	27		24			23	21	
Governance Task Group	6.00pm		10	1		9	21		9	20		17			9	7	
Licensing & Regulatory	7.30pm		2												1		
Overview & Scrutiny	7.30pm		17	1		9	21		2 <sup>**</sup> 9	20	17 <sup>***</sup>	17			16	7	
Planning Committee	7.30pm	19	9	7	4	1 29		3 24	15	19	16	16	13	18	8	6	3
Standards Committee	7.30pm		8					9				8			7		

Notes

- a) \*The underlying principle is that each year in July, Audit Committee needs to be on the 'latest possible working day in July' – this is to allow the maximum time to complete and approve the previous year's statement of accounts and the external auditor's report on them which have to be approved by the statutory deadline of 31 July.
- b) \*\*Budget Scrutiny Panel – 2 December 2021
- c) Governance Task Group & Budget Scrutiny Panel are shown but are not public meetings.
- d) \*\*\* Annual Community Safety Partnership Scrutiny
- e) 2022 meetings to be confirmed
- f) Members' Induction Day – Saturday 15 May 2021
- g) Licensing and Regulatory Committee – Member training – Wednesday 2 June 2021



<b>Signed off by</b>	Commercial and Investment Director
<b>Author</b>	Catriona Marchant, Democratic Services Officer
<b>Telephone</b>	Tel: 01737 276066
<b>Email</b>	catriona.marchant@reigate-banstead.gov.uk
<b>To</b>	Overview and Scrutiny Committee
<b>Date</b>	Thursday, 21 January 2021
<b>Executive Member</b>	Portfolio Holder for Investment and Companies

<b>Key Decision Required</b>	N
<b>Wards Affected</b>	(All Wards);

<b>Subject</b>	Constitution of Commercial Strategy Scrutiny Panel
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<b>Recommendations</b>
<ol style="list-style-type: none"> <li>1. To agree the membership of the Commercial Strategy Scrutiny Panel and the timetable for scrutiny of the Commercial Strategy Part 2 as set out in the report;</li> <li>2. To agree the scope of the Commercial Strategy Scrutiny Panel’s work during 2021.</li> </ol>
<b>Reasons for Recommendations</b>
To review and to give feedback on the Council’s new Commercial Strategy Part 2.
<b>Executive Summary</b>
To consider the membership, timetable and scope of the work of the Commercial Strategy Scrutiny Panel during 2021.

<b>Statutory Powers</b>
<ol style="list-style-type: none"> <li>1. The Localism Act 2011 introduced the General Power of Competence, which allows local authorities to operate more commercially, and undertake a range of different business ventures.</li> </ol>

# Agenda Item 9

## Background

2. The Overview and Scrutiny Committee scrutinised the Commercial Strategy Part 1 at its meeting on 9 December 2020. It noted the Commercial Strategy Part 1 as approved by the Executive at its meeting on 19 November 2020.
3. Members also made their observations to the Portfolio Holder for Investment and Companies on the Commercial Strategy Part 1 and supported the ongoing development of Part 2 of the Commercial Strategy.
4. The Portfolio Holder for Investment and Companies asked the Overview and Scrutiny Committee to constitute a Scrutiny Panel to scrutinise the Commercial Strategy Part 2.
5. Part 2 of the Commercial Strategy will provide more detail about the implementation of commercial activity, particularly investment activity and include issues such as setting targets in terms of assets and yields. Once developed, the intention is that Part 2 will be regularly updated to take account of market conditions, project progress and corporate financial projections.
6. The aim of the Commercial Strategy is to deliver the Council's corporate priorities, as set out in Reigate & Banstead 2025, to generate surplus income which can then be reinvested into providing frontline services for our residents.
7. Having an approved Commercial Strategy will ensure that the Council takes commercial decisions in a clear, consistent and effective way, and in a manner consistent with corporate objectives and its statutory responsibility to promote economic, environmental and social wellbeing in the borough.

## Membership

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

Conservative	3
Residents' Association	TBC
Green	TBC
Liberal Democrat	TBC

9. Meetings of the Panel are open to any Councillor to attend.
10. The nominations to the Panel will be confirmed at a later meeting of Overview and Scrutiny.

## Timetable

The indicative timetable for scrutiny of the Commercial Strategy Part 2 for 2021/22 is as follows:

Event	Date
Leader's Meeting: To consider and discuss draft Commercial Strategy Part 2.	March 2021
O&S Commercial Strategy Scrutiny Panel: To consider and review draft Commercial Strategy Part 2 and provide any comments and recommendations to the Executive for consideration.	April 2021
Executive: To consider the recommendations of the Commercial Strategy Scrutiny Panel on the Commercial Strategy Part 2 2021/22, approve the strategy and make recommendations to Full Council.	June 2021
Full Council: To consider the Commercial Strategy Part 2 2021/22.	July 2021

It should be noted that this indicative timetable is subject to change, with regard to developing circumstances and the need to respond to the ongoing Coronavirus pandemic.

## Terms and References of Scrutiny Panel

The Terms of Reference of the Commercial Strategy Scrutiny Panel will be as set out in the attached Terms of Reference in Annex 1.

## Role of the Panel

11. The Panel's activity will therefore focus on considering and responding to the Commercial Strategy Part 2 2021/22. This is expected to focus on providing an opportunity for Panel members to review the developing proposals, raise questions, receive written responses and have an opportunity to meet to discuss them. The panel's views will be sought in particular on ensuring that Part 2 of the Strategy is consistent with those principles set out in Part 1, along with the Council's wider goals as set out the Corporate Plan, Reigate & Banstead 2025.

## Legal Implications

12. There are no direct legal implications associated with the approval of the Commercial Strategy, although the Strategy notes that work to review and improve

# Agenda Item 9

our contract management procedures and practices will help ensure these contribute to our Commercial Strategy.

13. The Strategy explains that any commercial decisions will be based on a robust assessment of the business case and appropriate due diligence. Where the relevant specialist skills do not exist within the organisation, external legal advice may be taken to inform this process.

## **Financial Implications**

14. Securing a robust financial future for the Council is the objective that is driving the Council's commercial activity.
15. The Commercial Strategy provides more information about the parameters that will guide the Council's commercial investment activity. It is intended to be read in conjunction with the Capital Investment Strategy 2021/22 that was approved by Executive in July 2020 and sets out an overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of council services.
16. Further information about the budgetary implications of implementation of the Commercial Strategy in future years is set out in the Service and Financial Planning 2021/22 report which was also considered by the Executive at its meeting on 19 November 2020 and in the Budget 2021/22 report to Executive on 28 January 2021.

## **Equalities Implications**

17. Under the Equality Act 2010, we have a duty to have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation and other prohibited conduct; and advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not share it. This duty applies to all decisions made in the course of exercising the Council's public functions.
18. The Commercial Strategy Part 2 does not have any direct implications for staff, residents or other service users including those with protected characteristics. Rather it sets out broad parameters for the delivery of commercial activity by the Council.
19. The requirement for equality impact to be assessed is incorporated within the Council's Project Management Framework. It will be important that the equality impacts of individual commercial projects are fully considered and that, in developing proposals, consideration is given to how positive impacts can be increased for those with protected characteristics, as well as how negative impacts can be reduced.

## **Communication Implications**

20. The Commercial Strategy will be publicly available on the Council's website once approved.

## **Risk Management Considerations**

21. The future financial sustainability of the Council is an identified risk on the Strategic Risk Register. The risk register recognises that the Council is expecting to be increasingly reliant on income from fees, charges and its treasury and commercial investments. It identifies a range of mitigating action, including ensuring that the Council continues to invest in skills and expertise to support delivery of the Council's financial and commercial objectives while managing associated risks.

## **Consultation**

It is anticipated that the members of the Commercial Strategy Scrutiny Panel will consult with the wider membership of the Overview and Scrutiny Committee in the course of their work and will incorporate these elements into their findings for consideration by the Executive.

## **Background Papers**

1. Corporate Plan 2025 - [https://www.reigate-banstead.gov.uk/info/20205/plans\\_and\\_policies/280/reigate\\_and\\_banstead\\_2025](https://www.reigate-banstead.gov.uk/info/20205/plans_and_policies/280/reigate_and_banstead_2025)
2. Commercial Strategy Part 1 - <https://reigate-banstead.moderngov.co.uk/documents/s12379/Annex%201%20Commercial%20Strategy%20Part%201.pdf>
3. Overview and Scrutiny Committee Minute on Commercial Strategy Part 1 - <https://reigate-banstead.moderngov.co.uk/mgAi.aspx?ID=4313>

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## **Annex 1 - Commercial Strategy Scrutiny Panel 2021**

### **Terms of Reference**

#### **Background & Purpose**

The Council has been developing a more commercial approach to its operations, with the aim of ensuring its financial sustainability, whilst maintaining its focus on public services and the wellbeing of residents and the borough. As part of this, the Council is developing a Commercial Strategy.

Part 1 of the Commercial Strategy, setting out the principles and purpose of the strategy, was considered and agreed by the Executive in November 2020, with it subsequently reviewed by the Overview and Scrutiny Committee in December 2020.

Part 2 of the Commercial Strategy is now being developed, which will include additional details on the delivery of these principles and the operation of the strategy. As part of the process for developing this second part of the strategy, the input of the members of the Overview and Scrutiny Committee is sought through the consideration of the developing strategy by this Commercial Strategy Scrutiny Panel.

This panel will:

- consider the contents of the developing strategy
- provide feedback on the proposed contents of the strategy to the Executive
- have regard to ensuring that the proposed second part of the strategy is consistent with those principles set out in Part 1, and
- ensure that strategy supports the Council's wider goals as set out in its Corporate Plan, Reigate & Banstead 2025.

#### **Membership**

Membership will comprise 5 Members, appointed by the Overview & Scrutiny Committee from within its membership.

Political proportionality requirements do not apply to scrutiny panels, but it will be sought to ensure that the membership of the panel reflects the general political balance of the Council.

Additional Members may be invited to attend and speak at meetings of the panel, where they can offer expertise and advice to support the work of the panel.

#### **Chair**

A Chair shall be elected at the first meeting of the panel in any Municipal Year.

**Quorum**

The quorum of the Commercial Strategy Scrutiny Panel 2021 will be not less than 3 (three) of the appointed members of the panel.



<b>SIGNED OFF BY</b>	Head of Legal and Governance
<b>AUTHOR</b>	Catriona Marchant, Democratic Services Officer
<b>TELEPHONE</b>	Tel: 01737 276066
<b>EMAIL</b>	catriona.marchant@reigate-banstead.gov.uk
<b>TO</b>	Overview and Scrutiny Committee
<b>DATE</b>	Thursday 21 January 2021
<b>EXECUTIVE MEMBER</b>	Not applicable

<b>KEY DECISION REQUIRED</b>	No
<b>WARDS AFFECTED</b>	All Wards

<b>SUBJECT</b>	Overview and Scrutiny Committee's Work Programme 2020/21
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<b>RECOMMENDATIONS</b>
<ul style="list-style-type: none"> <li>i. To consider the proposed future work programme for the Overview and Scrutiny Committee, set out in <b>Annex 1</b>; and</li> <li>ii. To note the Action Tracker (<b>Annex 2</b>) from the last meeting.</li> </ul>
<b>REASONS FOR RECOMMENDATIONS</b>
<p>The work programme for the Overview and Scrutiny Committee was recommended by the Overview and Scrutiny Committee at its meeting on 20 February 2020 and was recommended by Executive on 27 February 2020 that it be approved by Council. Following Annual Council's decision on 28 May 2020 to constitute a separate Audit Committee, the Overview and Scrutiny Work Programme was updated.</p> <p>Arrangements for implementing this year's work programme have progressed and the latest plans are outlined in <b>Annex 1</b>. In addition an Action Tracker (<b>Annex 2</b>) which sets out the resolutions and requests from the previous meeting is added to the Agenda.</p> <p>This is a standing item to keep the Committee informed and to prepare for upcoming business.</p>

# Agenda Item 10

<b>EXECUTIVE SUMMARY</b>
<p><b>Background information</b> The selection and prioritisation of work is essential if the scrutiny function is to be successful, add value and retain credibility. This proposed standing item gives the Committee an opportunity to view and comment on future planning of the Overview and Scrutiny work programme.</p> <p><b>Work Programme 2020/21</b> The Work Programme 2020/21 is a useful tool in planning the overview and scrutiny work programme. The Future Work Programme will be updated before each meeting and feed into the Corporate Forward Plan.</p> <p><b>Recovery Scrutiny Panel</b> A Recovery Scrutiny Panel will consider the Recovery Plan and workstreams set up by the Council following the Covid-19 pandemic and emergency response. Recommendations from this O&amp;S Panel may lead to changes in the Work Programme.</p> <p><b>Action Tracker</b> The Action Tracker sets out the Resolutions and requests for information from the previous meeting.</p>

<b>STATUTORY POWERS</b>
<ol style="list-style-type: none"><li>1. The <i>Local Government Act 2000</i> (as amended) established Overview and Scrutiny Committees within the Leader with Cabinet model of governance. Subsequent legislation including the <i>Police and Justice Act 2006</i>, the <i>Local Government Public Involvement in Health Act 2007</i>, the <i>Local Democracy, Economic Development and Construction Act 2009</i>, the <i>Localism Act 2011</i> and the <i>Local Authorities (Overview and Scrutiny Committees) (England) Regulations 2012</i> has provided additional responsibilities on the Committee.</li></ol>
<b>BACKGROUND</b>
<ol style="list-style-type: none"><li>2. The Overview and Scrutiny Committee Work Programme 2020/21 was agreed earlier in 2020 and sets out a programme of activity that is in line with the Council's priorities.</li><li>3. This report requests the Committee to use the Overview and Scrutiny Committee Work Programme 2020/21 and Action Tracker as a tool to assist the Committee in managing its activities during the year.</li></ol>

<b>OPTIONS</b>	
4.	The Committee has the option to approve, add to or remove items from the Work Programme or to ask Officers to review the position and report back on alternative options to include any new resource implications.
<b>LEGAL IMPLICATIONS</b>	
5.	There are no immediate legal implications arising from this report.
<b>FINANCIAL IMPLICATIONS</b>	
6.	There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications then these will be highlighted at that time.
<b>EQUALITIES IMPLICATIONS</b>	
7.	<p>The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:</p> <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;</li> <li>• Advance equality of opportunity between people who share those protected characteristics and people who do not;</li> <li>• Foster good relations between people who share those characteristics and people who do not.</li> </ul> <p>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.</p>
8.	<p>The Committee should ensure that it has regard for these duties by considering them through the course of its work. This should include considering:</p> <ul style="list-style-type: none"> <li>• How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;</li> <li>• Whether the impact on particular groups is fair and proportionate;</li> <li>• Whether there is equality of access to service and fair representation of all groups within the Borough;</li> <li>• Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.</li> </ul>
<b>COMMUNICATION IMPLICATIONS</b>	
9.	There are no communication implications.

# Agenda Item 10

## **RISK MANAGEMENT CONSIDERATIONS**

10. There are no risk management considerations.

## **CONSULTATION**

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

## **POLICY FRAMEWORK**

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

## **BACKGROUND PAPERS**

Overview and Scrutiny Committee Work Programme 2020/21 report (20 February 2020)  
<https://reigate-bansteadintranet.moderngov.co.uk/documents/b4841/Addendum%20-%20Overview%20and%20Scrutiny%20Committee%20Proposed%20Work%20Programme%20202021%2020th-Feb-2020%2019.30%20Ov.pdf?T=9>

## **ANNEXES**

- Annex 1 – Future Work Programme 2020/21
- Annex 2 – Committee Action Tracker

# REIGATE AND BANSTEAD BOROUGH COUNCIL:

## OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME




Date of issue: 20 January 2021

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
<b>21 January 2021</b>								
<i>Mari Roberts-Wood, Director of People</i>	Leader of the Council	Chief Executive	<b>Leader's Update (January 2021)</b>  To receive the Leader's Update.	21 Jan 2021				KEY
<i>Mari Roberts-Wood, Director of People,</i>	Portfolio Holder for Community Partnerships, , Portfolio Holder for Housing and Support, Portfolio Holder for Leisure and Culture	Director of Place	<b>Portfolio Holder Briefing - People Portfolios</b>  To receive a briefing from the People Portfolio Holders regarding the People business areas and their portfolios.	21 Jan 2021			Open	
<i>Pat Main, Interim Head of Finance and Assets</i>	Deputy Leader and Portfolio Holder for Finance	Director of Finance and Organisation	<b>Budget 2021/22 and Capital Programme 2021 to 2026 Proposals</b>	21 Jan 2021			Open	

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
			To consider the updated elements of the Budget 2021/22 and Capital Programme 2021 to 2026 proposals.					
<i>Catherine Rose, Head of Corporate Policy</i>	Deputy Leader and Portfolio Holder for Finance and Governance	Chief Executive	<b>Recovery Scrutiny Panel Update</b>  To consider the Panel's feedback and a further update from officers and make recommendations.					KEY
<i>Catriona Marchant, Democratic Services Officer</i>	Leader of the Council	Head of Legal and Governance	<b>Calendar of Meetings 2021/22</b>  To establish a timetable to ensure the efficient and effective conduct of Council business for the next Municipal Year (2021/22)	21 Jan 2021	28 Jan 2021	11 Feb 2021	Open	
<i>Catriona Marchant, Democratic Services Officer</i>	Portfolio Holder for Commercial and Investment	Director of Commercial and Investment Activities	<b>Constitution of Commercial Strategy Scrutiny Panel</b>  To consider the Panel's remit and terms of reference.	21 Jan 2021				KEY



Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
<b>18 February 2021</b>								
<i>Ross Spanton, Community Safety Officer, Justine Chatfield, Head of Community Partnerships</i>	Portfolio Holder for Community Partnerships	Head of Community Partnerships	<b>Annual Community Safety Partnership Scrutiny - 2019/20</b>  To review the work of the East Surrey Community Safety Partnership in 2019/20.	18 Feb 2021			Open	
<b>18 March 2021</b>								
 <i>Luci Mould, Director of Place</i>	Portfolio Holder for Neighbourhood Services, Portfolio Holder for Economic Prosperity, Portfolio Holder for Planning Policy and Place Delivery	Director of Place	<b>Portfolio Holder Briefing - Place Portfolios</b>  To receive a briefing from the Place Portfolio Holders regarding the Place business areas and their portfolios.	18 Mar 2021			Open	
<i>Kirsty Jane Hill, Democratic Services Officer</i>	Portfolio Holder for Investment and Companies	Head of Legal and Governance, Interim Head of Finance	<b>Companies Performance Update</b>  To receive an update on the performance of Council companies.	18 Mar 2021			Part exempt	

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
<i>Helen Stocker, Finance Manager</i>	Deputy Leader and Portfolio Holder for Finance and Governance	Interim Head of Finance	<b>Treasury Management Strategy 2021/2022</b>  Treasury Management Strategy 2021/2022	18 Mar 2021	25 Mar 2021	8 Apr 2021	Open	KEY
<i>Luke Harvey, Project &amp; Performance Team Leader</i>	Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate Policy and Resources	Head of Projects and Performance, Interim Head of Finance	<b>Quarterly Performance Report (Q3 2019/20)</b>  To consider Council performance in the third quarter of 2019/20 in regard to Key Performance Indicators, Revenue and Capital Budget Monitoring and Risk Management.	18 Mar 2021	25 Mar 2021		Open	
<i>Catriona Marchant, Democratic Services Officer</i>	Chair of Overview and Scrutiny Committee	Head of Legal and Governance	<b>Overview and Scrutiny Annual Report 2020/21</b>  Annual Report for Overview and Scrutiny Committee 2020/21	18 Mar 2021		8 Apr 2021	Open	
<i>Catriona Marchant, Democratic Services Officer</i>	Chair of the Overview and Scrutiny Committee	Head of Legal and Governance	<b>Overview and Scrutiny Committee: Proposed Work Programme 2021/22</b>  To consider the proposed work programme for the Committee for 2021/22.	18 Mar 2021	25 Mar 2021	8 Apr 2021	Open	

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
<b>To be scheduled</b>								
<i>Caroline Waterworth, Commercial and Investment Director</i>	Portfolio Holder for Investment and Companies	Commercial and Investment Director	<b>Commercial Strategy - Part 2</b> To consider the Commercial Strategy – Part 2.					KEY

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Action tracker - Overview and Scrutiny Committee 2020/21 – Updated 12 January 2021

Meeting 2020/21	Subject and request	Action	Who	When	Completed
9 Dec 2020	Item 4 – Portfolio Holder Briefing - Organisation	<b>Digital Exclusion</b> – Members asked for the percentage of RBBC residents who did not have online or digital access.	Request to officers	Completed	Written answer sent on 11 December 2020 giving the response.
9 Dec 2020	Item 6 – Environmental Sustainability Strategy update	<b>Environmental Sustainability</b> – Members asked for further information on energy minimisation and targets to become carbon neutral. How did these align with Surrey County Council targets?	Request to officers	In progress	
9 Dec 2020	Item 7 – Q2 2020/21 Performance report	<b>Building Control Partnership</b> – more detail on the Building Control Partnership and how it is working going forwards.	Request to officers	In progress	
10 Sept 2020	Item 11 – Future Work Programme and Action Tracker	<b>Trust Funds</b> – Updated information from Deputy Monitoring Officer - 1 Dec 2020 – Consultation with the Charity Commission will shortly be started. Once a response is received from the Charity Commission a more comprehensive written update will be provided to O&S, which will include options as to the best way forward. Please note it may take some time to work through this step as it is dependent on the speed of response/general communication with the Commission. We will regularly follow up with the Commission to assist in speeding up the process.	Request to officers	In progress	Update from Deputy Monitoring Officer (see Action). Written response circulated to Members on 3 September 2020 giving an update on work to trace and examine legal documents regarding Trust Funds.

		<p>Members had received a written response about ongoing work to trace and examine legal documents regarding Trust Funds including the Reigate Baths Trust Fund and Commons Trust to identify what the funds can or cannot be used for. It was noted that it would be a long and complex process as work involved detailed examination of the trust deeds and consultation with the Charity Commission. Members asked for an update when available.</p>			
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