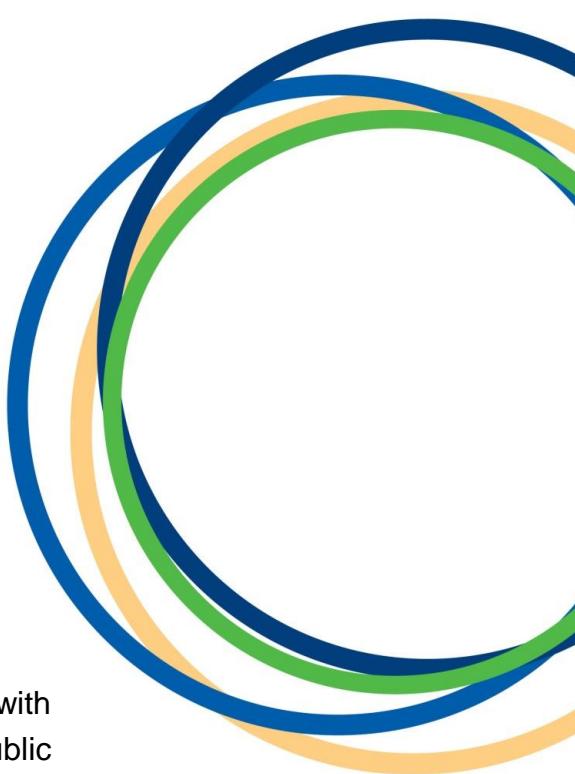


Agenda

Overview and Scrutiny Committee



Thursday, 17 June 2021 at 7.30 pm

New Council Chamber, Town Hall, Reigate



Meetings will take place in accordance with Government guidance. Members of the public should attend remotely.



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

Members:

M. S. Blacker	N. C. Moses
G. Buttironi	S. Parnall
Z. Cooper	S. Sinden
M. Elbourne	M. Tary
J. C. S. Essex	R. S. Turner
P. Harp	S. T. Walsh
N. D. Harrison	C. T. H. Whinney
A. King	

Substitutes:

Conservatives: R. Absalom, J. Baker, A. C. J. Horwood, J. P. King and C. Stevens

Residents Group: G. Adamson and R. Harper

Green Party: J. Booton, P. Chandler, S. McKenna, R. Ritter and D. Torra

Liberal Democrats J. E. Philpott

For enquiries regarding this agenda:

Contact: 01737 276182

Email: democratic@reigate-banstead.gov.uk

Published 09 June 2021

Mari Roberts-Wood
Interim Head of Paid Service

1. Election of Chair

To elect a Chair of the Committee for this Municipal Year 2021/22.

2. Election of Vice-Chair

To elect a Vice-Chair of the Committee for this Municipal Year 2021/22.

3. Apologies for absence and substitutions

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

4. Minutes (Pages 7 - 16)

To confirm as a correct record the Minutes of the previous meeting on 18 March 2021.

5. Declarations of interest

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

6. Q4 2020/21 Performance Report (Pages 17 - 62)

To consider progress in the Council's performance for the fourth quarter 2020/21 including KPIs and Provisional Budget Outturn Report Q4 2020/21, and to make any observations to the Executive.

7. Reigate & Banstead 2025 Performance Report 2020/21 (Pages 63 - 106)

To receive an annual performance report on the Corporate Plan 2020-25 and consider progress during 2020/21.

8. O&S Work Programme Schedule 2021/22 (Pages 107 - 116)

To consider and agree the schedule for Overview and Scrutiny Committee's Work Programme 2021/22.

9. Constitution of Local Plan Scrutiny Panel (Pages 117 - 120)

To constitute O&S Local Plan Scrutiny Panel to consider Climate Change and Sustainable Construction Supplementary Planning Document (SPD) and Horley Business Park SPD feedback from their public consultations (when available).

10. Overview of scrutiny (Pages 121 - 132)

To receive an introduction to the purpose of overview and scrutiny and the work of the Committee.

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.



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.

This page is intentionally left blank

BOROUGH OF REIGATE AND BANSTEAD OVERVIEW AND SCRUTINY COMMITTEE

Minutes of a meeting of the Overview and Scrutiny Committee - Remote - Virtual Meeting on Thursday, 18 March 2021 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, J. Hudson, N. C. Moses, S. Parnall, J. Paul, J. E. Philpott, K. Sachdeva, S. Sinden and R. S. Turner

76. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

There were no apologies for absence and no substitutions.

77. MINUTES

The Minutes of the last meeting were approved.

78. DECLARATIONS OF INTEREST

There were no declarations of interest given.

79. PORTFOLIO HOLDER BRIEFING - PLACE PORTFOLIOS

Members received briefings from the three Place Executive Members overseeing three areas of the Council's work: Planning Policy & Place Delivery, Neighbourhood Services and Economic Prosperity. The presentations from each of the Executive Members was published on the Council's website as part of the Committee's agenda pack.

Councillor Biggs, Portfolio Holder for Planning Policy & Place Delivery, gave an overview of the Council's work [in his presentation to the Committee](#). This included planning policy such as new and revised Supplementary Planning Documents (SPDs) on Sustainable Construction and Climate Change and Local Distinctiveness Design Guide. Updates were given on transport improvement work with Surrey County Council including work on a Local Cycling Walking Infrastructure Plan in partnership with SCC and Atkins to identify priorities for walking and cycling improvements across the borough.

The Place Delivery update focused on major development projects such as the Redhill town centre regeneration in Marketfield Way and improvements in Horley town centre which had a major programme of investment. Council-led affordable housing developments had made good progress for example in Pitwood Park and Cromwell Road. Regeneration in Preston was continuing and also partnership work

Agenda Item 4

Overview and Scrutiny Committee
March 2021

Minutes

to bring forward the Westvale Park neighbourhood centre and three play areas, as well as the Riverside Green Chain paths and cycleways in Horley.

Members discussed and asked questions on the following areas:

Marketfield Way, Redhill – retail, leisure, and hospitality facilities, including a cinema complex, is a key element of this long-term development in Redhill town centre. Members asked if planning for post COVID-19 had been reflected in any updated plans as the development progressed this year. Officers confirmed that the development aimed to be a destination venue to improve the night-time economy in the area as a destination venue. Key to this success was flexibility in terms of the commercial units so there was not only retail space but also future proofing building work to configure units so tenants could use these to provide a variety of services including food, beverage and leisure uses such as gyms as well as office space.

Community Infrastructure Levy (CIL) funding – Members asked how the CIL funding (with nearly £3.5m collected from developers in 2019/20) contributed towards the delivery of infrastructure projects such as transport or infrastructure improvements in the borough and how applications to spend the money was prioritised for distribution by Members on local CIL Panel meetings. Over 50 projects were now funded or allocated for CIL funding with nearly £1m spent on infrastructure projects in 2019/20.

Southern Partnership Building Control – the Council's joint building control partnership with Tandridge and Mole Valley District Councils continued with service improvements made in the past year. Future challenges included building control work post the Grenfell fire.

Merstham Recreation ground refurbishment – work was continuing on plans to improve Merstham Recreation ground in consultation with residents to make it a flagship park in the borough. Positive engagement with residents and stakeholders resulted in 650 survey responses returned and a recent Facebook Live event.

Playing pitch strategy – discussions were underway to cover both indoor leisure facilities and consideration of outdoor playing areas for sports like football, hockey, and cricket. This was part of assessments on the borough's open spaces as part of the DMP (Development Management Plan).

Clerk's Note – Councillor Hudson and Councillor Sinden joined the meeting during this item due to earlier remote meeting connection issues.

Councillor Humphreys, Portfolio Holder for Economic Prosperity, gave an overview of the Council's work during 2020 from his [presentation to the Committee](#)

which included support to the local economy, town centres and local businesses during the pandemic and helping businesses to build resilience and strong foundations for future growth including supporting non-essential shops when open for business on 12 April and working closely with the four business guilds in Banstead, Horley, Redhill and Reigate. And Economy and Retail Lead on the Surrey Recovery Group and economic taskforce.

Members discussed and asked questions on the following areas:

Agenda Item 4

Support to businesses and online networking – the Economic Prosperity team had provided support to start-up and micro businesses and facilitated networking to strengthen the business community. Around £57,000 of business support grants were allocated up to early March 2021. The team sent out a monthly business e-bulletin (which has 1700 subscribers) with social media engagement including a LinkedIn Business group (with 168 members). There had been 9 Learning Lunches which moved online over the past year with more than 100 attendees taking part in these virtual business networking sessions.

Support for town centres – use of the Town Improvement Fund to deliver minor works and support Christmas activities. Members asked about support for smaller communities in the north of the borough such as Tadworth, the Tattenhams and Nork.

Horley Business Park – officers had supported planning policy in the preparation of the ongoing Supplementary Planning Document on Horley Business Park, including an Economic Update Report, which was due to go out for public consultation in the summer. Consideration during the planning process would be given on changing ways of working post COVID-19.

Reigate & Banstead Works website – the rb-works.co.uk website had been successfully launched. It had focused initially on larger employers in the borough such as Kimberly-Clark and Willis Towers Watson, but officers confirmed that any employers in the area could be listed including smaller businesses.

Councillor Bramhall, Portfolio Holder for Neighbourhood Services, gave an overview of the Council's work in neighbourhood services which included recycling, refuse and cleansing during 2020 [in her presentation to the Committee](#). She thanked senior officers and the whole neighbourhood team for keeping a full service running (with higher levels of household recycling and waste including garden waste) and keeping parks and green spaces well maintained during the past challenging year due to the COVID-19 pandemic. It was confirmed that multi-use games areas, play areas such as in Reigate Priory Park, and skate parks could reopen on 29 March, following government guidance.

Members discussed and asked questions in the following areas:

Incidents of fly-tipping – in response to a written question, the Committee was told that there had been 186 significant fly tips since March 2020. This equated to 3158 transit vans worth of items collected, the majority of which had been collected after being dumped at the Council's bring sites. The area which had seen the highest level of fly-tipping was the Mound Car Park bring site, at Tattenham Corner, followed closely by Holly Lane Car Park (Banstead Woods). A covert camera car had been placed at different recycling centres and small camouflaged cameras had been deployed at known fly-tipping hotspots in the borough. In 2020/21 to-date the Council has issued 23 Fixed Penalty Notices (FPNs) for fly-tipping and 12 for littering.

Litter picking – the cleansing team had worked with the assistance of community payback scheme on litter picking in the borough. They had also been helped by volunteer litter pickers (including Members of the Committee) such as in Kingswood and the north of the borough.

Agenda Item 4

Overview and Scrutiny Committee
March 2021

Minutes

Roll-out of recycling in flats – the Committee requested further information on the updated timeline for completing the roll-out of recycling services to blocks of flats in the borough. This project and the review of bring sites had been put on hold during 2020/21 due to the pandemic. Some areas were not accessible to refuse lorries or kerbside recycling. Bring sites also attracted rubbish dumped from residents in nearby boroughs such as Purley and Croydon. Smaller bin sizes were discussed. It was agreed that a plan would be shared with the Committee by the Strategic Head of Neighbourhood Services with a future Member workshop organised to review these issues once out of Covid recovery.

Dog poo and dog waste bins – Members asked for a communications campaign to remind the increasing number of dog owners to take their dog poo bags home with them – in one litter-picking session, 300 dog poo bags had been collected. Members were asked for ideas on where best to site dog waste bins in the borough. These needed to be accessible by road so they could be emptied using cleansing vehicles.

RESOLVED – to note the Portfolio Holder briefings on Place services from Executive Members for Planning Policy & Place Delivery, Neighbourhood Services and Economic Prosperity, and the observations of the Committee.

80. Q3 2020/21 PERFORMANCE REPORT

Members received the Quarter 3 2020/21 Performance reports: Key Performance Indicator (KPI) performance for the last quarter, KPIs to be reported on for 2021/22, Revenue budget performance for Q3 2020/21 and Capital Programme performance for Q3 2020/21.

Councillor Lewanski, Portfolio Holder for Corporate Policy and Resources, reported that of the ten KPIs reported on in the third quarter, nine were on target. One KPI was off target – KPI 7 (Net affordable housing completions) which was red rated.

Members discussed and asked questions on the following areas:

Affordable housing – It was noted that the Council was continuing with its long-term plans to provide more affordable housing in the borough. Against a target of 75 there were 48 completions by the end of Q3. However, allowing for fluctuations in development activity and economic circumstances, performance was reported to be on track. The borough's affordable housing target is for 1,500 affordable units to be built between 2012 and 2027. Since 2012, 875 affordable units have been completed.

A number of key sites were in mature development including Pitwood Park and Cromwell Road which contained affordable housing units. The Council was also working with social housing provider Raven Housing Trust on proposed future projects to deliver more rented social housing. The Committee requested an update on the Housing Strategy adopted in 2019 at a future meeting.

Staff sickness absence – the Committee was pleased to see that KPI4 showed that the last quarter had seen a continuation of the downward trend in staff sickness since quarter 1 in April 2020 and the first UK lockdown. The average duration of short-term sickness per employee reduced from 4 days down to 3.36 days. Members said this was an impressive achievement as a large number of staff were

Agenda Item 4

having to cope with remote working combined with home-schooling and caring responsibilities as well as some periods of shielding and self-isolation. Other staff were continuing to work in frontline critical services such as refuse and recycling.

Interim Head of Paid Service, Mari Roberts-Wood, said that the data behind this KPI4 was being analysed carefully as the numbers could be affected by a small number of longer-term sickness absences. The Council and managers had provided support for staff during the pandemic, to help their physical and mental wellbeing during a tough year.

Homelessness prevention – Members were pleased to see that KPI5 – the % of positive homelessness prevention and relief outcomes was improving due to continued successful multi-agency working. With the courts closing again, there had been a decrease in families approaching the Council for support, but this had been matched by an increase in approaches from single people, many with complex needs.

Investment income – the Committee was disappointed that KPI 12 2020/21, which was an indicator on investment income, had been dropped from the proposed list of KPIs for the coming year 2021/22, given the importance of this area for the Council and its finances. The report proposed that this annually reported indicator was removed to avoid duplication with the performance information that is now reported to the Commercial Ventures Executive Sub-Committee (CVESC) in this area. The Committee requested that the Executive reconsiders the proposal in the report: ‘that KPI 12 be superseded as one of the KPIs to be reported on for 2021/22.’

Revenue Budget and Capital Programme – Councillor Schofield, Portfolio Holder for Finance and Governance, outlined the Revenue budget performance and the Capital Programme performance for Q3 2020/21. The Revenue Budget full year outturn forecast variance at the end of Q3 for Service budgets is 3.4% lower than the management budget. Central budgets were reporting 27.6% lower than budget with an overall forecast of £3.2m or 12.9% lower than budget.

Revenue Budget – the Committee noted the forecast of a satisfactory outturn, with a substantial underspend (£1.335m) on the Treasury Management Budget (although low interest rates might have adverse consequences on income projections in future years) and on the Budget Contingency (£1.350m). Members noted that not all the expenditure charged to the Feasibility Studies (Commercial Ventures) Reserve related to commercial ventures projects but also included some broader capital projects such as the Horley developments.

The Committee observed that in relation to the net forecast COVID-19 financial impact on 2021/22, this was currently cost neutral, taking into account COVID-19 grant funding, although accurate forecasting remains challenging. Council Tax collection for 2020/21 was down by 1.52% and Business Rate collection was down by 1.34% compared to January 2020.

The Medium Term Financial Plan and Capital Programme set out the Council's five-year financial strategy. Key to delivery of a sustainable budget over the medium term will be the Council's Commercial Strategy.

The Committee thanked Pat Main, Interim Head of Finance, and the Finance team, for their work on managing the financial impact on the Council from the pandemic

Agenda Item 4

Overview and Scrutiny Committee
March 2021

Minutes

and for effective administration of the multiple COVID-19 central government funding allocations.

RESOLVED:

- (i) To note the Key Performance Indicator (KPI) performance for Q3 2020/21, the Revenue Budget performance for Q3 2020/21 and Capital Programme performance for Q3 2020/21.
- (ii) To note the Key Performance Indicators (KPIs) to be reported on for 2021/22.
- (iii) To request that Executive reconsiders the proposal for Key Performance Indicator 12 (2020/21) on investment income to be superseded as one of the KPIs to be reported on for 2021/22.

81. TREASURY MANAGEMENT STRATEGY 2021/2022

Members received the following proposals for 2021/22: Treasury Management Strategy Statement (TMSS), Prudential Indicators, Minimum Revenue Provision (MRP) Statement and Borrowing Limits.

A number of Committee Members had also attended a Member Panel briefing on the Treasury Management Strategy Statement on 15 March which was led by the Council's Treasury advisers, Link Asset Services and the Finance team. A summary briefing note from that meeting had been circulated to all Overview and Scrutiny Members, which outlined key changes between the 2019/20 and 2020/21 Strategies. This included changes in the MRP Policy, a reduction in the Operational Boundary for borrowing, and the implications of continuing low bank rate interest forecasts.

Members noted that the level of spending on investments and regeneration in 2020/21 had been somewhat delayed which had a resulting impact on the level of borrowing required in the current financial year. The Committee noted that the counterparty limits were to be increased to reflect the ongoing need to hold the significant additional funds that are being received from Government on a temporary basis during the response to the COVID-19 pandemic.

RESOLVED:

- (i) To note the Treasury Management Strategy Statement 2021/22, Prudential Indicators, Minimum Revenue Provision Statement (MRPS) and the Borrowing Limits and the observations of the Committee.

82. OVERVIEW AND SCRUTINY PROPOSED WORK PROGRAMME 2021/22

Members reviewed the Committee's proposed Work Programme for the coming year (2021/22). Annex 1 set out the Committee's work, proposed Scrutiny Panels and Member suggestions.

Planned Scrutiny Panels included the Budget Scrutiny Panel in December 2021 and a Commercial Strategy Scrutiny Panel. The Local Plan Scrutiny Panel would be constituted if required.

Agenda Item 4

The Committee supported two Member requests for inclusion on the work programme that a) representatives from Raven Housing Trust be invited to attend a future Committee meeting and b) any forthcoming Leisure Strategy for the Council following the pandemic, be scrutinised by the Committee.

Members asked to scrutinise the ICT strategy in response to the last 12 months and changing working practices due to the COVID-19 pandemic. The response to coronavirus had led to an increased number of staff required to work from home. Members attended virtual meetings, including formal Committee meetings and the Committee wanted to understand what any future ‘hybrid’ ICT working arrangements would mean for staff working and responding to residents, the improvements to be made for the benefit of residents, the resilience of the Council’s ICT systems and the costs/challenges and risks associated with continued remote working.

RESOLVED:

- (i) To approve the proposed Work Programme for 2021/22 as set out in the report and in Annex 1; and included two Member suggestions relating to Raven Housing Trust, and any forthcoming Leisure Strategy.
- (ii) To review the ICT strategy, consequent to the increase in remote working due to COVID-19, and any preparations for a ‘hybrid’ working model, including improvements for the benefit of residents, and the costs/challenges and risks with continued remote working.

83. OVERVIEW & SCRUTINY ANNUAL REPORT 2020/21

Members received the Overview and Scrutiny Committee’s Annual Report outlining the work and reports of the Committee and its Scrutiny Panels during the past year (2020/21).

The Annual Report described the work of Overview and Scrutiny at 8 Committee meetings in 2020/21 plus the meeting of the Budget Scrutiny Panel in December 2020. In addition, there were 5 meetings of two Scrutiny Panels that were constituted during the year: Evaluating Overview and Scrutiny Panel and Recovery Scrutiny Panel – the latter looking at the Council’s recovery programme following the emergency response to COVID-19. There was 1 additional Call-in meeting on 27 August 2020 on an Executive decision on the Environmental Sustainability Strategy. All meetings were held remotely due to the COVID-19 pandemic and resulting national lockdowns. Annex 1 sets out Membership and Attendance during the year.

Members made no additional observations on the report of the Committee’s work during 2020/21.

RESOLVED – that the Overview and Scrutiny Committee’s Annual Report 2020/21 and Annex 1 be agreed and recommended for approval to Full Council on Thursday 8 April 2021.

Agenda Item 4

Overview and Scrutiny Committee
March 2021

Minutes

84. COMPANIES PERFORMANCE UPDATE - SPRING 2021

The Committee received the Spring 2021 Companies Performance Update report from the Executive Member for Investment and Companies, Councillor Archer. This report updated the Committee on the performance of the companies currently owned or part-owned by the Council which currently consist of: Greensand Holdings Limited, Horley Business Park Development LLP and Pathway for Care Limited. All these companies are currently considered to be performing overall in line with the Council's objectives and expectations.

Members noted the following points:

Greensand Holdings Ltd was funded through loans from the Council. It generates an income from one of its property holdings and provides an income to the Council through interest on the loan. The loan funding from the Council was £13.258m.

Pathway for Care Ltd provides supported living facilities for vulnerable residents at a number of sites in the borough and surrounding areas. The Council is a minority shareholder in the company, with the majority shareholding held by Transforming Healthcare Group. The Council has the right to appoint a director to the board of the company which is currently Councillor V. Lewanski. The Council holds £1.1m redeemable preference shares in the company, redeemable in April 2023. The number of voids had been reduced and Members noted that a small net profit had been reported which was a positive development. The annual accounts for the year ended 31 July 2020 were provided at Annex 1.

Horley Business Park Development LLP is a joint venture set up to bring forward planning and subsequent development, of employment land in the Horley area. The reports for year ended 31 December 2020 were not yet published.

RESOLVED – to note the Spring 2021 Companies Performance Update as set out in the report to the Committee and the observations of the Committee for consideration by the Commercial Ventures Executive Sub-Committee.

85. 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 Procedure Rules.

86. ANY OTHER URGENT BUSINESS

There were no items of urgent business.

Agenda Item 4

Overview and Scrutiny Committee
March 2021

Minutes

87. EXEMPT BUSINESS

RESOLVED – that members of the Press and public be excluded from the meeting for the consideration of Item 12 of the agenda (Medium Term Financial Plan Update (Exempt) 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 3 of Part 1 Schedule 12A of the Act; and
- (ii) The public interest in maintaining the exemption outweighs the public interest in disclosing the information.

88. COMPANIES PERFORMANCE UPDATE, SPRING 2021 (EXEMPT)

The Meeting closed at 10.19 pm

This page is intentionally left blank

Agenda Item 6



SIGNED OFF BY	Interim Head of Finance, Head of Corporate Policy
AUTHOR	David Brown, Finance Manager, Luke Harvey, Project & Performance Team Leader
TELEPHONE	Tel: 01737 276519
EMAIL	David.Brown@reigate-banstead.gov.uk, Luke.Harvey@reigate-banstead.gov.uk
TO	Overview and Scrutiny Committee Executive
DATE	Overview and Scrutiny Committee: Thursday, 17 June 2021 Executive: Thursday 24 June 2021
EXECUTIVE MEMBER	Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate Policy and Resources

KEY DECISION REQUIRED	N
WARDS AFFECTED	(All Wards);

SUBJECT	Q4 2020/21 Performance Report
----------------	-------------------------------

RECOMMENDATIONS
That the Overview and Scrutiny Committee:
<ul style="list-style-type: none"> (i) Note Key Performance Indicator performance for Q4 2020/21 as detailed in the report and annex 1 and make any observations to the Executive; (ii) Note the Revenue budget outturn for 2020/21 and recommended budget-carry-forwards as detailed in the report and at Annex 2 and make any observations to the Executive; (iii) Note the Capital Programme outturn for 2020/21 as detailed in the report and at Annex 3 and make any observations to the Executive;

Agenda Item 6

- (iv) Note the forecast year-end Revenue Reserves position; including the new Reserves that have been established to manage COVID-19 funds.

That the Executive:

- (v) Note Key Performance Indicator performance for Q4 2020/21 as detailed in the report and annex 1;
- (vi) 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;
- (vii) Note the Capital Programme outturn for 2020/21 as detailed in the report and at Annex 3;
- (viii) Note the forecast year-end Revenue Reserves position; including the new Reserves that have been established to manage COVID-19 funds.

REASONS FOR RECOMMENDATIONS

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.

The Overview and Scrutiny Committee and Executive have 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%).

Agenda Item 6

Table 1: REVENUE BUDGET MONITORING AT 31 March 2021	Original Budget £m	In-Year Adjustments £m	Management Budget £m	Year-end Outturn £m	Year End Variance £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)
Sub-Total	24.459	1.253	25.713	24.787	(0.925)
COVID-19 Pandemic – unplanned expenditure					3.782
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)
Total Revenue Budget Outturn 2020/21 inclusive of COVID-19 Pandemic Expenditure and Funding					(4.878)
Transfers to Reserves:					
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
Total					4.878

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:

Agenda Item 6

- £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
- £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

Agenda Item 6

- 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

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.

TABLE 2: COVID-19 EXPENDITURE AND FUNDING AT 31 March 2021	Additional Expenditure £m	Additional Funding £m	Net Expenditure / (Funding) £m
COVID-19 Pandemic - Expenditure less specific grants & funding	3.782	(3.327)	0.455
COVID-19 Pandemic - other Government funding	-	(4.170)	(4.170)
COVID-19 Pandemic - discretionary business grants for distribution/retention (remaining balance at 31 March)	0.102	(0.340)	(0.238)

21. Total additional expenditure as a consequence of the pandemic was £3.782m. The most significant areas of activity included:

Agenda Item 6

- 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:

Table 3: COVID-19 SPECIFIC GOVERNMENT GRANTS	£m
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
Total	3.327

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:

Table 4: COVID-19 General Government Funding Support	£m
Sales Fees & Charges Compensation Grant – representing c65% of all losses incurred	2.337
Emergency Grant for general COVID expenditure	1.833
Total	4.170

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.

Agenda Item 6

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

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 spent 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:

Table 5: COVID-19 GOVERNMENT FUNDING FOR DISTRIBUTION / REPAYMENT	Funding Received for Grants & Reliefs to Businesses £m	Funding Received for Payment to Individuals £m
---	--	--

Agenda Item 6

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.
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.

Table 6: COVID-19 BUSINESS GRANTS FOR DISTRIBUTION/RETENTION	Funding Received for Grants to Businesses £m
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

Table 7: FORECAST REVENUE RESERVES AT 31 March 2021	£m
General Fund Balance	3.000
Earmarked Reserves	36.044
Revenue Reserves	39.044
COVID-19 Reserves	2.694
Total Reserves at 31 March 2021	41.738

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

Agenda Item 6

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.

Table 8: COLLECTION FUND RECEIPTS 2020/21	Budget £m	Actual at 31.3.21 £m	Variance £m
Council Tax	14.214	14.422	0.208
Business Rates	2.900	1.307	(1.593)
Net Deficit/Call on Reserves	17.114	15.729	1.385

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

Agenda Item 6

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 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.

OPTIONS

55. The Overview and Scrutiny has two options:
56. Option 1: Note Q4 2020/21 KPI and Budget performance and make any observations/comments to the Executive.
57. Option 2: Note Q4 2020/21 KPI and Budget performance report and make no observations/comments to the Executive.
58. The Executive has two options:
59. Option 1: Note Q4 2020/21 KPI and Budget performance and approve the recommended budget carry-forwards.
60. Option 1: Note Q4 2020/21 KPI and Budget performance and reject the recommended budget carry-forwards or request additional information on them.

LEGAL IMPLICATIONS

61. There are no legal implications resulting from this report.

FINANCIAL IMPLICATIONS

62. There are no additional financial implications arising from this report.

EQUALITIES IMPLICATIONS

63. There are no equalities implications arising from this report.

COMMUNICATION IMPLICATIONS

64. There are no communication implications arising from this report.

RISK MANAGEMENT CONSIDERATIONS

65. There are no risk management implications arising from this report.
66. The annual budget report and supporting strategies include full risk assessments of budget proposals.

OTHER IMPLICATIONS

67. There are no other implications arising from this report

CONSULTATION

68. The performance report has been reviewed by the Council's Corporate Governance Group.
69. There are no other consultation implications arising from this report.

POLICY FRAMEWORK

Agenda Item 6

70. Robust performance management is integral to measuring the extent to which policy objectives have been achieved.

BACKGROUND PAPERS

None.

Q4 2020/21 Key Performance Indicators

KPI	Status	Portfolio Holder
<u>KPI 1 – Council Tax collection</u>	AMBER	Cllr Schofield
<u>KPI 2 – Business rates collection</u>	GREEN	Cllr Schofield
<u>KPI 3 – Staff turnover</u>	GREEN	Cllr Lewanski
<u>KPI 4 – Staff sickness</u>	GREEN	Cllr Lewanski
<u>KPI 5 – Homelessness positive outcomes</u>	AMBER	Cllr Knight
<u>KPI 6 – Housing completions</u>	GREEN	Cllr Biggs
<u>KPI 7 – Affordable housing completions</u>	AMBER	Cllr Biggs
<u>KPI 8 – Local Environmental Quality Surveys</u>	GREEN	Cllr Bramhall
<u>KPI 9 – Missed bins</u>	GREEN	Cllr Bramhall
<u>KPI 10 – Recycling</u>	AMBER	Cllr Bramhall
<u>KPI 11 – Refuse and Recycling income</u>	AMBER	Cllr Bramhall
<u>KPI 12 – Investment income</u>	GREEN	Cllrs Archer and Schofield
<u>Contextual information – Fraud</u>	N/A	Cllr Schofield
<u>Contextual information – Wellbeing and intervention services</u>	N/A	Cllr Sachdeva
<u>Contextual information – Corporate complaints</u>	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

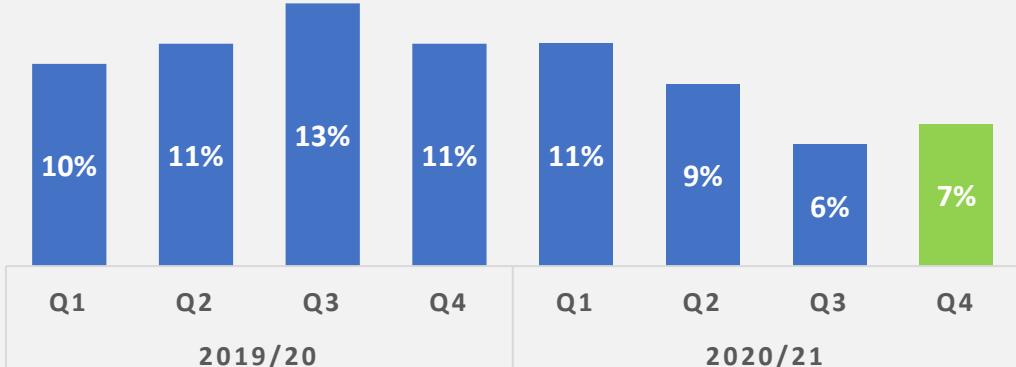
Description

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 an 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.

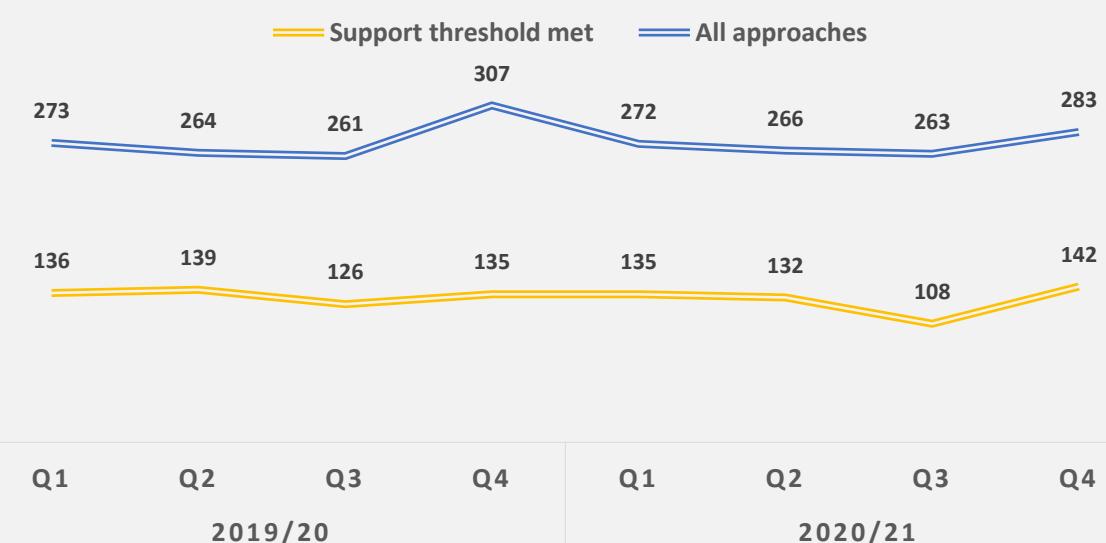
Whilst the percentage of positive outcomes as a proportion of approaches is lower than previous quarters, this is not necessarily indicative of an increase in negative outcomes from the approaches made in the quarter. Instead, and as the number of main duty acceptances show overleaf, it is due to the 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

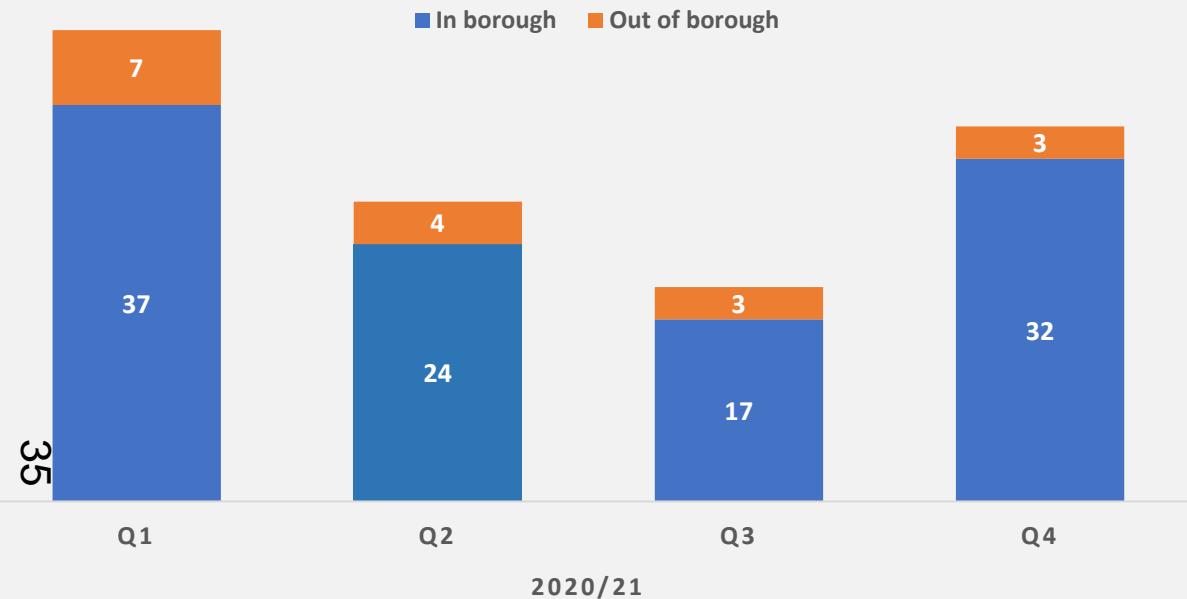


Homelessness approaches (contextual)



KPI 5 – The % of positive homelessness prevention and relief outcomes (continued)

Average number of households in temporary emergency accommodation (contextual)

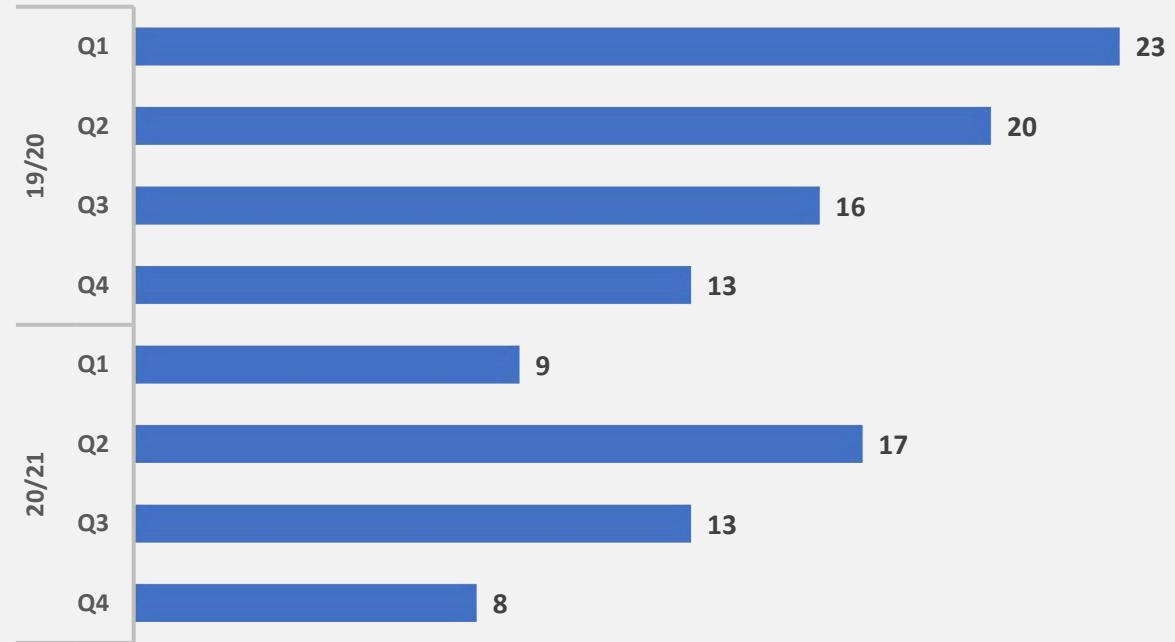


The **average number of households placed in temporary emergency accommodation** increased in Q4. This is due to the ongoing requirement to house rough sleepers as well as those at risk of rough sleeping. The latter was introduced following a request from the Ministry of Communities, Housing and Local 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

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

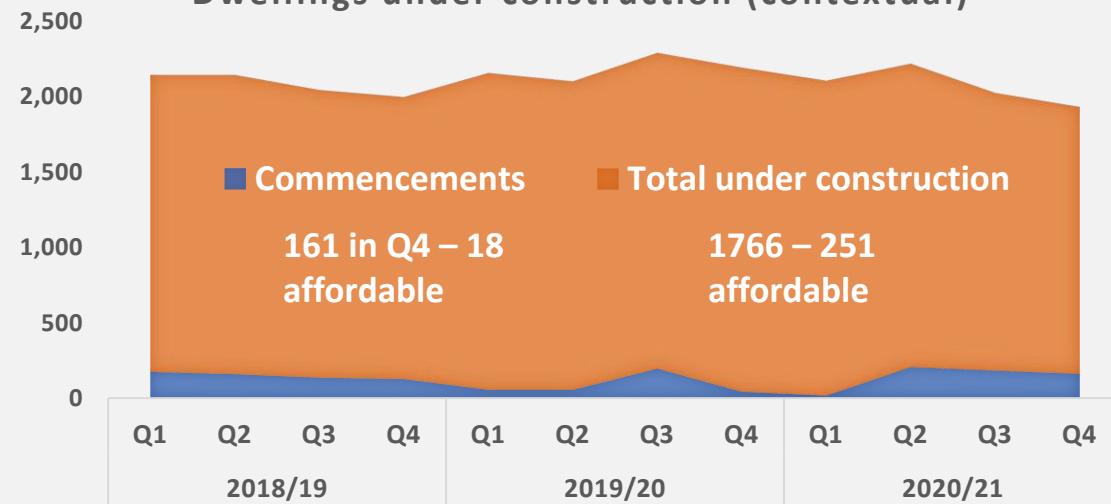
The target for 460 dwellings to be completed during 2020/21 has been significantly surpassed. During Q4 the majority of completions came from developments on the Horley NW sector (41), the former Liquid and Envy site in Redhill (45) and Portland Drive, Merstham (13). A further 22 units came from the 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.

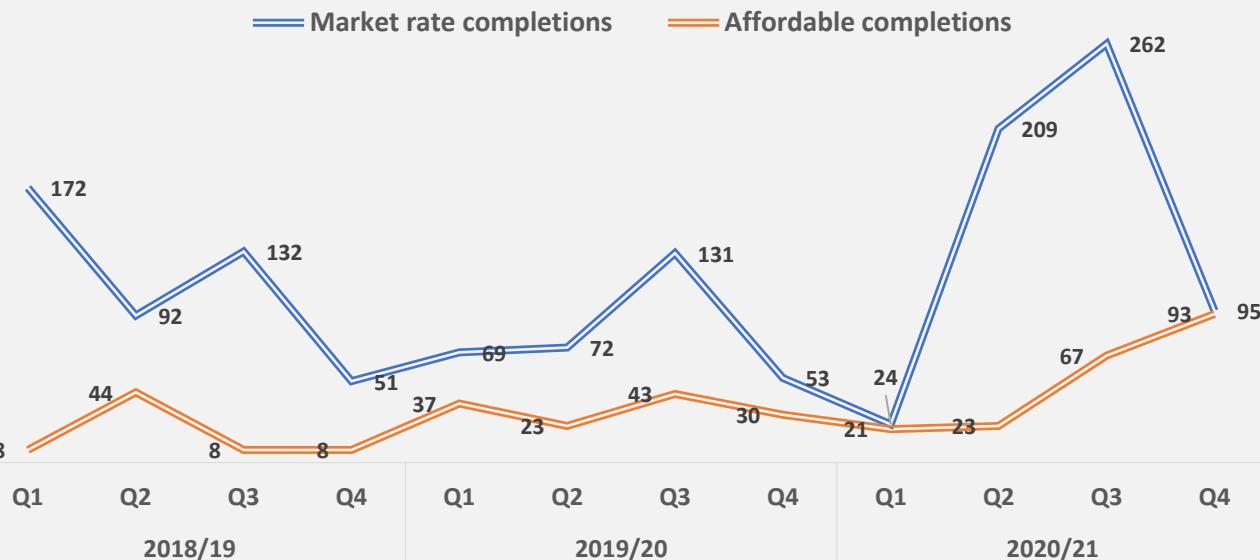
KPI 7 - Net affordable housing completions (cumulative)

	TARGET	ACTUAL	STATUS
Q1	25	21	AMBER
Q2	50	23	RED
Q3	75	67	AMBER
Q4	100	93	AMBER

Dwellings under construction (contextual)



Housing completions by quarter (contextual)



KPI 8 - Performance in Local Environmental Quality surveys

KPI 9 - Number of missed bins per 1,000 collected

	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

Grade A



	TARGET	ACTUAL	STATUS
Q1	10	1.33	GREEN
Q2	10	1.49	GREEN
Q3	10	1.82	GREEN
Q4	10	1.08	GREEN

Description

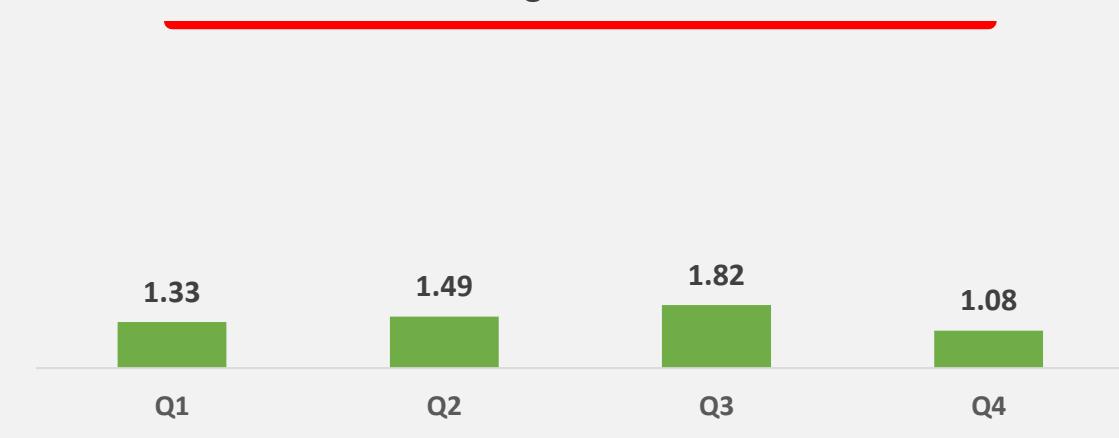
This indicator tracks how many refuse and recycling bins have been missed per 1,000 that are collected. Performance is measured and reported on quarterly.

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

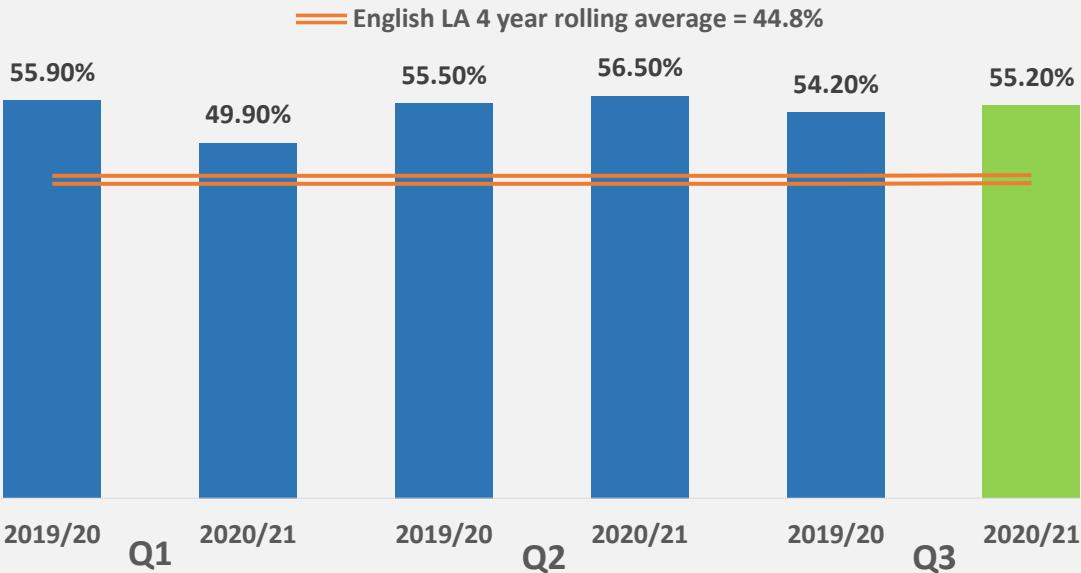
Description

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.

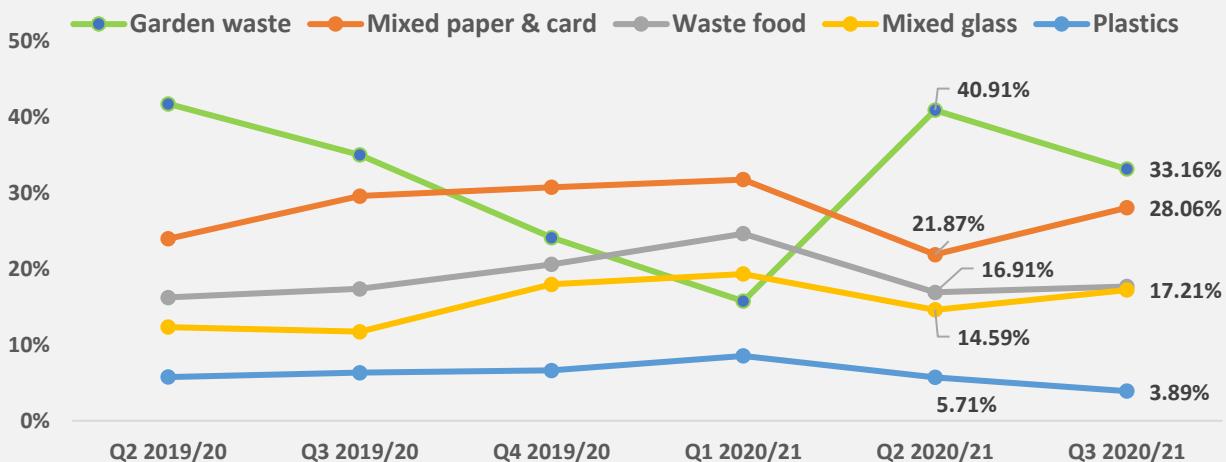
Narrative

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.

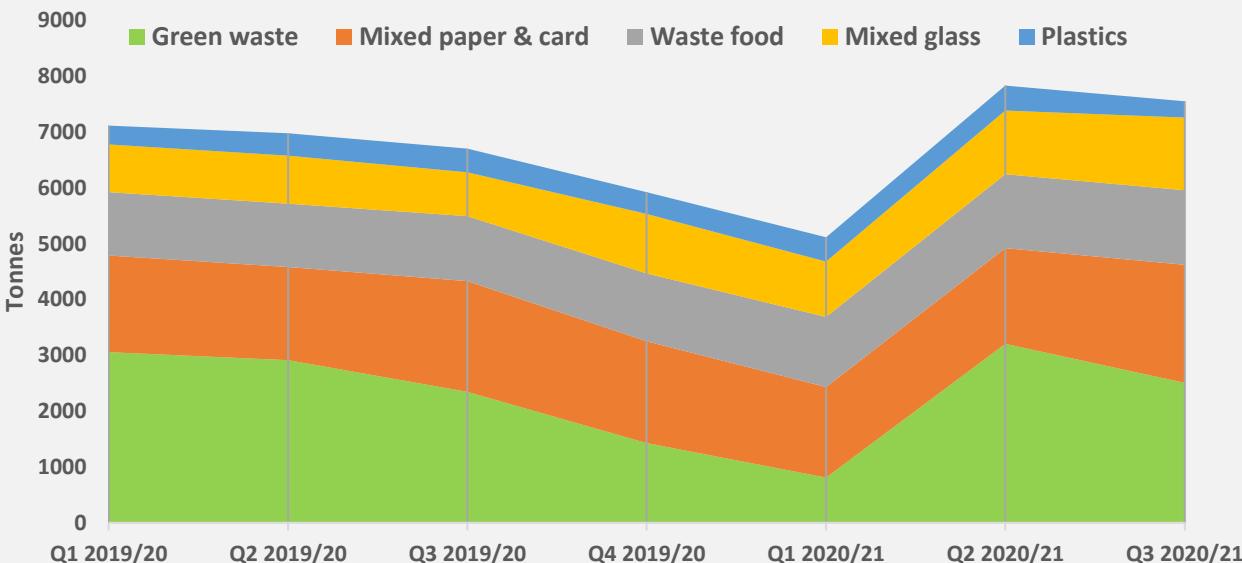
The % of household waste that is recycled and composted



Material as a % of the total recycling collected (contextual)



Top recycling streams collected by tonnage (contextual)



KPI 11 – Refuse and Recycling revenue expressed as a % of service costs

	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.

KPI 12 – Movement in investment income as a % of the Council's budget

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

Council Tax	3804
Homelessness applications	608
Housing register	528
Social housing	34
Right to Buy	29
Business rates	3

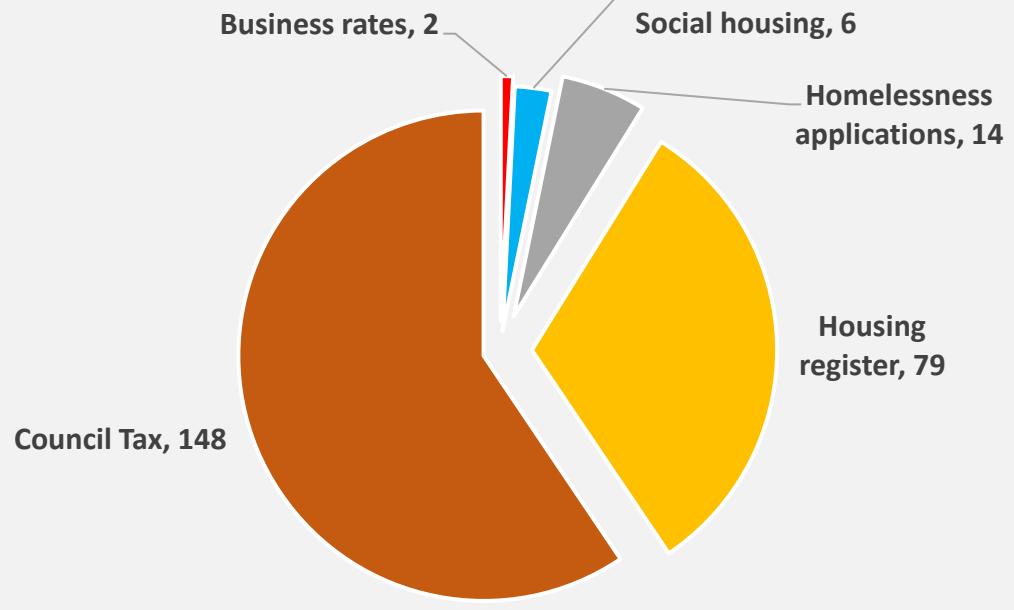
Narrative

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.

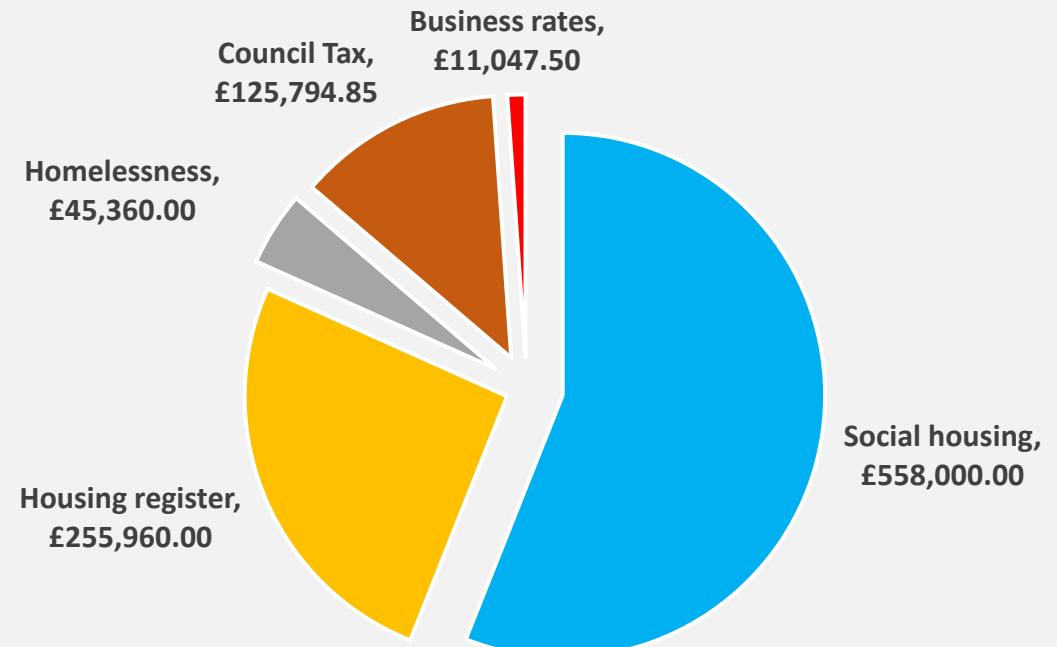
Through the successful detection of fraud, in the 2020/21 financial year the fraud team has identified fraudulent activity of a value of **£996,162** (calculated via Cabinet Office methodology).

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](#).

Fraud detected by area



Value of fraud detected



Wellbeing and intervention service performance (contextual)

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



Emergency food parcels

2,133 parcels delivered to vulnerable and CEV residents



Foodbank referrals

191 food bank referrals made



2,361 inbound calls from residents to the Covid-19 phone-line



Welfare visits

136 visits to check on the welfare of vulnerable and CEV residents



Prescription deliveries

418 deliveries made to vulnerable and CEV residents

Corporate complaints (contextual)

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.

Intentionally left blank.

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.

2020/21 Q4: Revenue Budget Monitoring

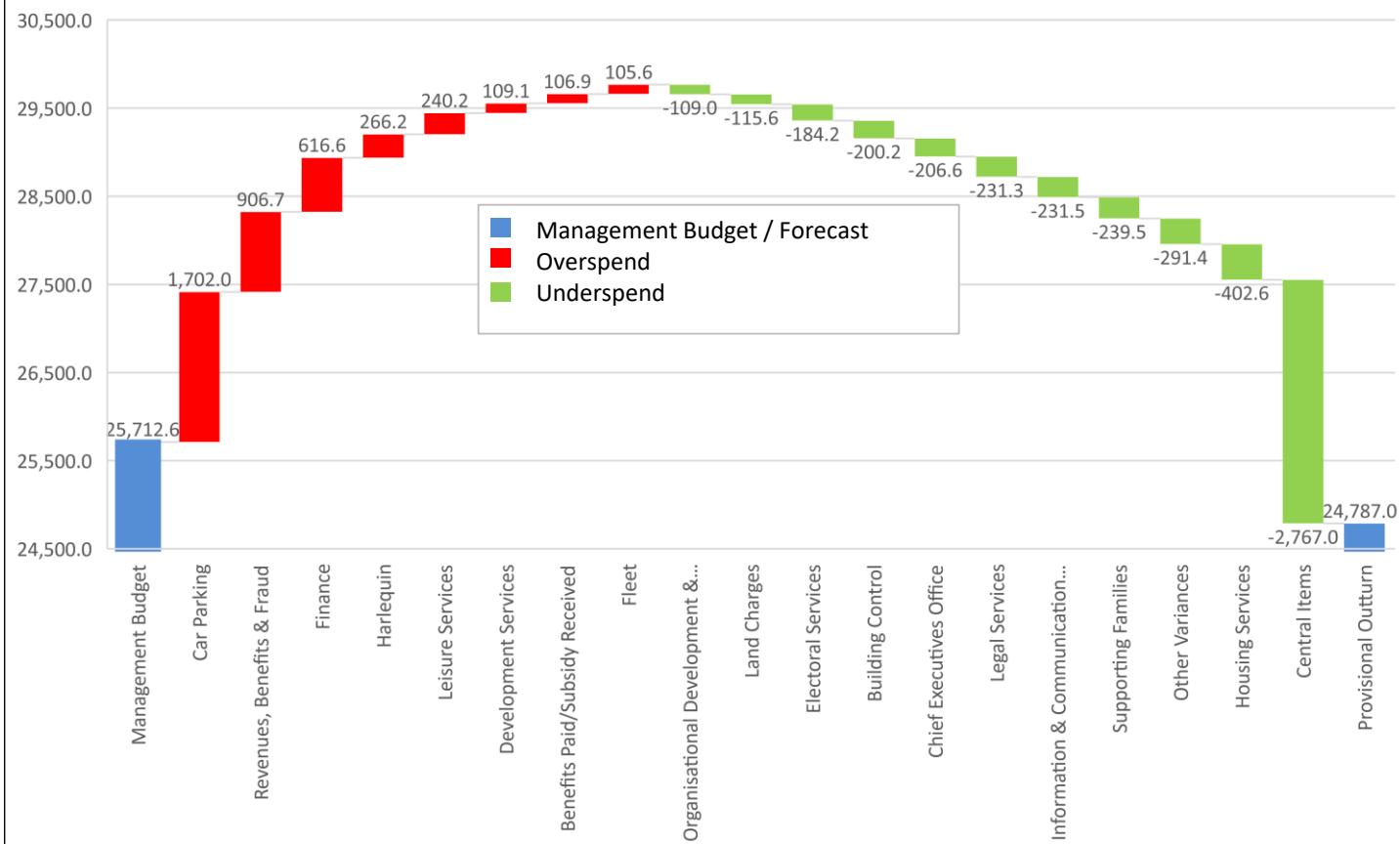
Summary

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>

	£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:

Car Parking: £1.7m overspend 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 its spread, such as working from home and the temporary closure of most retail outlets.
Revenues, Benefits & Fraud: £907k overspend . 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.
Finance: £616k overspend 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.
Harlequin Theatre: £266k overspend . This is driven by lower revenue because of enforced closure of the venue during the COVID-19 pandemic.
Leisure Services: £240k overspend . Leisure provider £266k service charges waived for full year, partially offset by small cost savings.
Development Services: £109k overspend , driven by extra consultancy and temporary staff costs in other areas of the planning service which was underspent in total.
Fleet: £105k overspend . Increased maintenance required on ageing fleet which continued to run in addition to new replacement vehicles.
Organisation Development & HR: £109k underspend . The outturn reflects that there were budgeted 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.
Land Charges: £116k underspend . This is driven by higher than expected income due to increased number of requests for services.
Electoral Services: £184k underspend . This is due to elections cancelled due to COVID-19 and will be offset by running them in 21/22.
Building Control: £200k underspend relates to a partnership provision that was not drawn upon during the year.
Chief Executive's Office: £207k underspend . Lower staffing than originally budgeted, £25k forecast for consultancy fees budget not used.
Legal Services: £231k underspend . 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.
Information & Communication Technology: £231k underspend 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.
Supporting Families: £239k underspend , primarily due to funding not used in 20/21 that will be spent in 21/22.
Housing Services: £402k underspend , primarily due to grant funding not used in 20/21 that will be spent in 21/22.

Provisional outturn for Central Budgets is £2.767m under budget

Treasury Management: £1.324m underspend . This is driven by higher interest receivable from Greensand Holdings, and lower borrowing reflecting less activity on the Capital Programme than originally budgeted.
Budget Contingencies: £0.723m underspend .

1. General Fund Reserve		
	£000	
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
2. Corporate Plan Delivery Fund (CPDF) Reserve		
	£000	£000
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		<u>860.6</u>
2a Economic Development Initiative		
		120.0
2b New Posts Reserve		
		59.8
3. Feasibility Studies (Commercial Ventures) Reserve		
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.		
	£000	£000
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	Harlequin Theatre:	4.5
		326.7
<u>Capital</u>		
Project Baseball (New Crematorium)	Commercial	650.0
		650.0
		<u>957.7</u>

Responsible Officer	Service	Original Budget £000	Total Variations £000	Management Budget £000	Year End Outturn £000	Year End Variance £000	Narrative
1. SERVICE BUDGETS							
1a. ORGANISATION							
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. 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.
1b. COMMERCIAL & INVESTMENT							
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
1c. PLACE							
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 Licensing	-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.
Planning Policy	Development Services	211.4	0.0	211.4	320.5	109.1	
		362.8	220.0	582.8	512.7	-70.1	

Responsible Officer	Service	Original Budget £000	Total Variations £000	Management Budget £000	Year End Outturn £000	Year End Variance £000	Narrative
1d. PEOPLE							
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.
	Partnerships	419.3	-24.0	395.3	372.7	-22.6	Minor variance to non-staff costs, COVID-19 impacted the normal operational
	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). 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. 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. 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.
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 £000	Total Variations £000	Management Budget £000	Year End Outturn £000	Year End Variance £000	Narrative
1e. MANAGEMENT TEAM							
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.
Total Services		14,899.5	1,110.8	16,010.3	17,851.7	1,841.4	11.50%

Responsible Officer	Service	Original Budget £000	Total Variations £000	Management Budget £000	Year End Outturn £000	Year End Variance £000	Narrative
2. CENTRAL BUDGETS		-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.
Total Central Items		9,560.1	142.2	9,702.3	6,935.3	-2,767.0	(28.52%)
Grand Total		24,459.6	1,253.0	25,712.6	24,787.0	-925.6	(3.60%)
Central Budget Contingencies							
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
Total Central Budget Contingencies		1,207.7	111.0	1,318.7	596.0	-722.7	

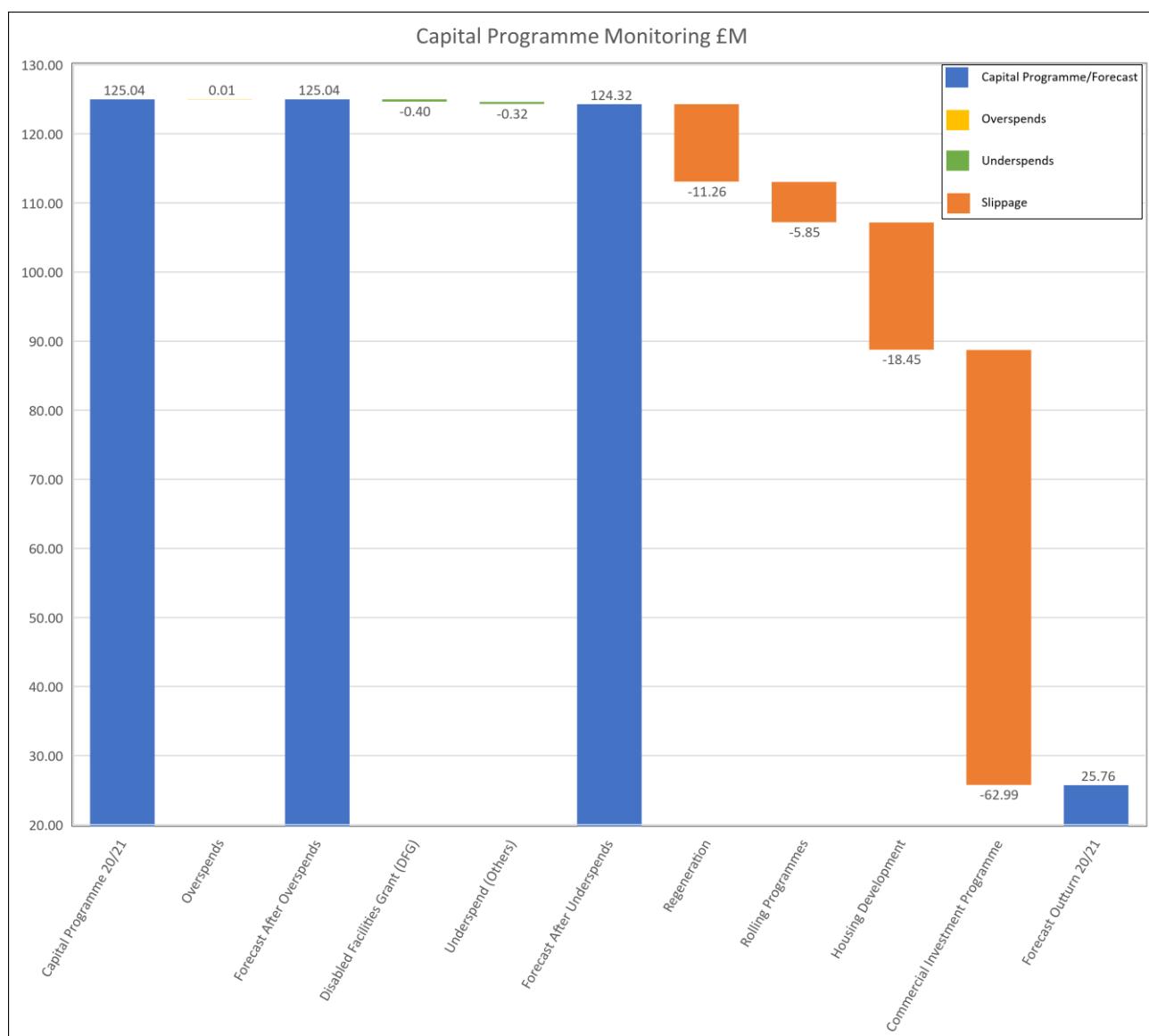
2020/21 Outturn Capital Programme Monitoring

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
Current Budget (Section 1):	125.04
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)
Total Capital Expenditure	25.76



Overspends

Rolling Programmes	64 Massetts Road - minor overspend of £2k. Play Area Improvement Programme - minor overspend of £5k.
---------------------------	---

Underspends

Disabled Facilities Grant (DFG)	DFG (£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.
Others	<p>Vibrant Towns & Villages (£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.</p> <p>CCTV Rolling Programme (£77k underspend) - Underspend reflects decision making delays relating to the future of CCTV.</p> <p>Handy Person Scheme (£44k underspend) - COVID-19 has resulted in fewer applications being received and progressed for Small Works Grants and Loans than might otherwise be expected.</p> <p>Contaminated Land - Investigation work (£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.</p> <p>Capital Grants (£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</p>

Slippage

Regeneration	<p>Marketfield Way (£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>Merstham Recreation Ground - (£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>Preston Regeneration (£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>
Rolling Programmes	<p>Beech House, London Road. Reigate (£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>Priory Park Maintenance (£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>Car Parks Capital Works (£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>Earlswood Depot/Park Farm Depot- (£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>Unit 61E, Albert Road North (£55k slippage) - Roadway maintenance. Currently on hold pending a review of the Council's position as a whole on Albert Road North .</p> <p>Infra-structure (walls) (£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>Units 1-5 Redhill Dist Centre Salfords - (£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>Cemeteries & Chapel (£40k slippage) - Planned external decorations to chapel suspended during COVID-19. Contractors assigned to essential works only.</p>
Housing Development	<p>Housing Delivery Programme (£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>Cromwell Road Development - (£5.81m slippage) Spend profile changed following contract signature - slightly behind original profiled schedule</p> <p>Unit 1 Pitwood Park Tadworth (£2.28m slippage) -Spend profile changed following contracts being signed slightly behind original profiled schedule, variances in contractor monthly valuation claims.</p> <p>Lee Street Bungalows - (£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

	£000
Original Capital Budget	95,546.2
Budget approved but not yet released ¹	0.0
	<hr/>
	95,546.2
Additions	
Carry Forwards from previous year	29,491.2
Budgets released during the year ¹	0.0
Reprofiling of projects	0.0
Other Changes	0.0
Current Capital Budget	<hr/> 125,037.4

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 Outturn	Original Budget	Approved Budgets Not Released	Carry Forwards	Released In Year	Reprofiled	Other Changes	Current Budget	Year End 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 Infra-structure (walls)	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.
Car Parks Capital Works Programme	130.9	190.0	0.0	180.0	0.0	0.0	0.0	370.0	-239.1	Reinstatement of surveys and reprogramming surveying inspections that were on hold during the COVID-19 lockdown, will commence in 21/22.
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 Allotments	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.
Building Maintenance - Support Cost	0.0	50.0	0.0	0.0	0.0	0.0	0.0	50.0	-50.0	Covid restrictions on specialist contractor - unable to complete works on the replacement of defective water mains. Will commence in 21/22.
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	985.5	985.5	0.0		Acquisition of units 3, 6, 8 and 20 Reading Arch Road
Strategic Property	1,484.2	4,384.5	0.0	551.5	0.0	0.0	985.5	5,921.5	-4,437.3	

Capital Budget Monitoring: Summary by Programme and Project 2020-21

Programme/Project	Year End Outturn	Original Budget	Approved Budgets Not Released	Carry Forwards	Released In Year	Reprofiled	Other Changes	Current Budget	Year End 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.
Corporate Resources	30.0	225.0	0.0	143.7	0.0	0.0	0.0	368.7	-338.7	
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.
Organisational Development	27.3	280.0	0.0	0.0	0.0	0.0	0.0	280.0	-252.7	
Organisation Capital Budget	1,541.5	4,889.5	0.0	695.2	0.0	0.0	985.5	6,570.2	-5,028.7	
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	E250k 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 Cromwell Road Development 2016	-2.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-2.5	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.
Housing	8,327.8	16,993.0	0.0	10,266.4	0.0	0.0	0.0	27,259.4	-18,931.6	
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	
Wellbeing & Intervention	4.1	140.0	0.0	0.0	0.0	0.0	0.0	140.0	-135.9	
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.
Community Partnerships	1.3	30.0	0.0	68.6	0.0	0.0	0.0	98.6	-97.3	
People Services Capital Budget	8,333.2	17,163.0	0.0	10,335.0	0.0	0.0	0.0	27,498.0	-19,164.8	

Capital Budget Monitoring: Summary by Programme and Project 2020-21

Programme/Project	Year End Outturn	Original Budget	Approved Budgets Not Released	Carry Forwards	Released In Year	Reprofiled	Other Changes	Current Budget	Year End Variance	Explanation of Significant Variances		
										£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.		
Neighbourhood Operations	2,794.8	3,373.0	0.0	148.3	0.0	0.0	0.0	3,521.3	-726.5			
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 Marketfield Way Redevelopment	11.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	11.7	-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			
Place Delivery	13,092.6	20,020.7	0.0	4,335.6	0.0	0.0	0.0	24,356.3	-11,263.7			
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		
Economic Prosperity	0.0	100.0	0.0	0.0	0.0	0.0	0.0	100.0	-100.0			
Place Services Capital Budget	15,887.4	23,493.7	0.0	4,483.9	0.0	0.0	0.0	27,977.6	-12,090.2			
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.		
Corporate	0.0	50,000.0	0.0	13,977.1	0.0	0.0	-985.5	62,991.6	-62,991.6			
Corporate Capital Budget	0.0	50,000.0	0.0	13,977.1	0.0	0.0	-985.5	62,991.6	-62,991.6			
Total Capital Budget	25,762.2	95,546.2	0.0	29,491.2	0.0	0.0	0.0	125,037.4	-99,275.2			

This page is intentionally left blank

BUDGET CARRY FORWARD PROPOSALS AT 31 MARCH 2021

Service Area	Carry-Forward at 31.3.21 £	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.

This page is intentionally left blank

FORECAST REVENUE RESERVE BALANCES AT 31 MARCH 2021

	Balance at 31.3.21 £m	Purpose
General Fund Balance	£3.000m	Acts as a buffer against unpredicted budget pressures. The minimum level required is £2.6m

Earmarked Revenue Reserves	Balance at 31.3.21 £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. 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

Earmarked Revenue Reserves	Balance at 31.3.21 £m	Purpose
		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.
Total Earmarked Revenue Reserves:	£36.044m	

COVID-19 Revenue Reserves	Balance at 31.3.21 £m	Purpose
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.
Total COVID-19 Reserves:	£2.694m	

Total Reserves	£41.738m
-----------------------	-----------------



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

SIGNED OFF BY	Head of Corporate Policy, Projects & Business Assurance
AUTHOR	Tom Borer, Policy Officer, Ross Tanner, Performance Officer
TELEPHONE	Tel: 01737 276717, Tel: 01737 276022
EMAIL	Tom.Borer@reigate- banstead.gov.uk, Ross.Tanner@reigate- banstead.gov.uk
TO	Overview and Scrutiny Committee; Executive
DATE	Thursday, 17 June 2021; Thursday, 24 June 2021
EXECUTIVE MEMBER	Portfolio Holder for Corporate Policy and Resources

KEY DECISION REQUIRED	N
WARDS AFFECTED	(All Wards);

SUBJECT	Reigate & Banstead 2025 Annual Report 2020/21
----------------	---

RECOMMENDATIONS	
That the Overview & Scrutiny Committee:	
1.	Notes the Reigate & Banstead 2025 Annual Report for 2020/21, and makes any observations for consideration by the Executive.
2.	Notes the Equality Objectives Progress Report for 2020/21, and makes any observations for consideration by the Executive.
That the Executive:	
1.	Notes the Reigate & Banstead 2025 Annual Report for 2020/21, and
2.	Notes the Equality Objectives Progress Report for 2020/21

Agenda Item 7

REASONS FOR RECOMMENDATIONS

The Reigate & 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.

Consideration and noting of these reports, and consideration by the Executive of any observations by the Overview & Scrutiny Committee, will support effective awareness of the work of the Council, its challenges and successes, and thereby help inform and steer 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.

Executive has 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.
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.

Agenda Item 7

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 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 equalities objectives and inform the future work of the Council towards meeting its equality obligations.
- b. Option 2: Do no 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 equalities 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.

Agenda Item 7

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.
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

Annual Report 2020/21

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



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

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
People		
Secure the delivery of homes that can be afforded by local people	Housing & Support Planning Policy & Place Delivery	Housing, Planning Policy, Place Delivery
Work with partners to create strong safe and welcoming communities	Community Partnerships	Community Partnerships
Provide targeted and proactive support for our most vulnerable residents	Housing & Support	Wellbeing & Intervention
Provide leisure, cultural and wellbeing services that are accessible to, and meet the needs of, communities and visitors	Leisure & Culture	Wellbeing & Intervention
Place		
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 Planning Policy & Place Delivery	Economic Prosperity, Place 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 Prosperity
Ensure new development is properly planned and sustainable and benefits the borough's communities and the wider area	Planning Policy & Place Delivery	Planning Policy

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

Objective	Portfolios	Services	Our Commitments	
Place			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	
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 All Portfolios	Corporate Policy, Projects & Business Assurance All Services		
Organisation			Contextual Indicators	
Be a financially self-sustaining Council	Finance & Governance	Finance	People	<ul style="list-style-type: none"> Total population Total households Housing waiting list % population 65+ Unemployment rate Average house price Average monthly rent Crime rate % adults physically active % population overweight
Undertake commercial activities to generate additional income and build our financial resilience, in order to sustain services	Investment & Companies	Commercial & Investment All Services		
Ensure that our operational assets are fit for purpose	All Portfolios	All Services	Place	<ul style="list-style-type: none"> Town centre vacancy rate Jobs in the borough Businesses in the borough Business survival rate Local economy value Average resident income Homes in the borough Affordable homes delivered % waste recycled Borough carbon emissions
Ensure the Council has the right skills to deliver this plan	Corporate Policy & Resources	Organisational Development & HR		
			Organisation	<ul style="list-style-type: none"> Annual net budget Government funding Average Council Tax Council staff employed



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.

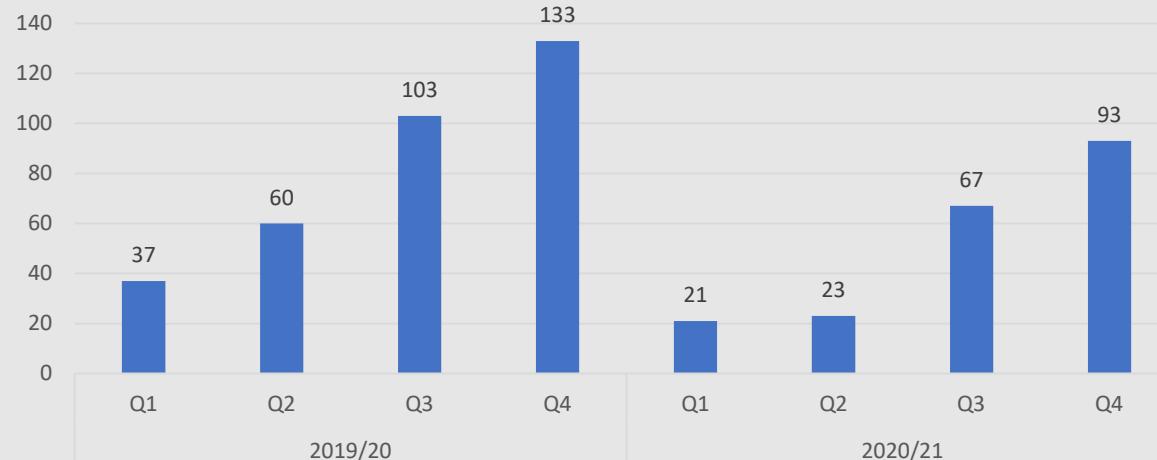
The Council has also worked with YMCA East Surrey and Homes England to secure funding, and to support the delivery of shared housing for single people in Merstham and Horley. Work is also underway with a landowner and registered housing provider in Merstham to unlock a site and funding for delivery of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

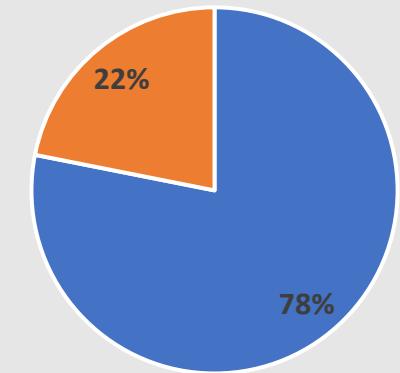
Affordable Housing Completions



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

Objective: Work with partners to create strong safe and welcoming communities

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.

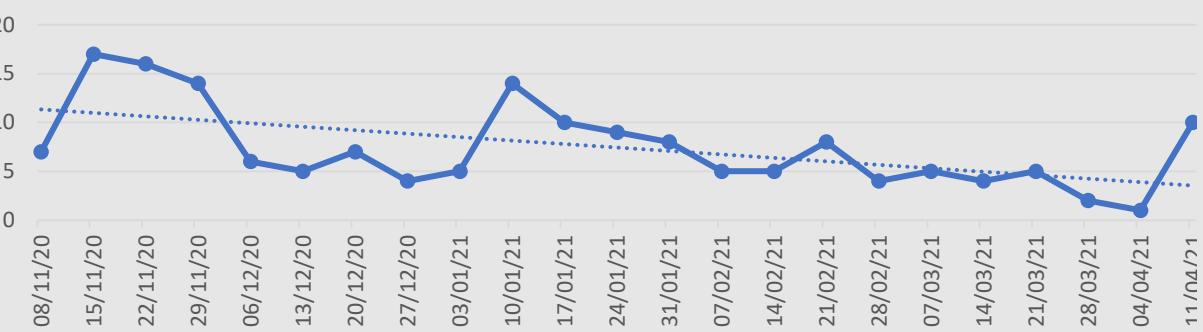
The Council has been involved in wide range of welfare activities over the course of the year, working together with over 40 local partners. This has included working to contact vulnerable people, ensure they have access to food and supplies, and remaining in contact to address risks of social isolation. 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 2nd Covid-19 Lockdown)



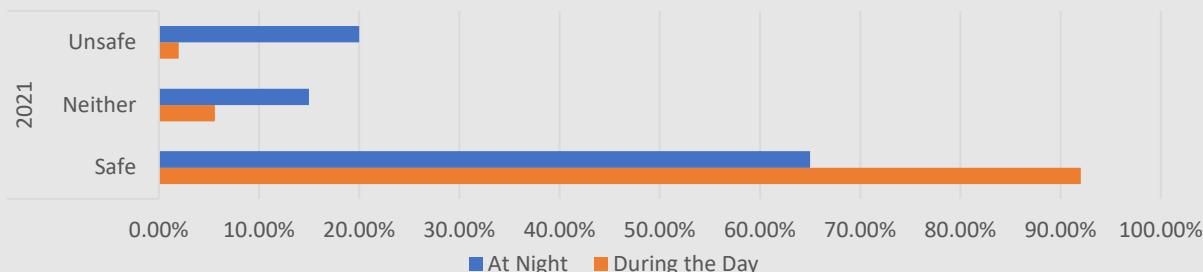
What does success look like?

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

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

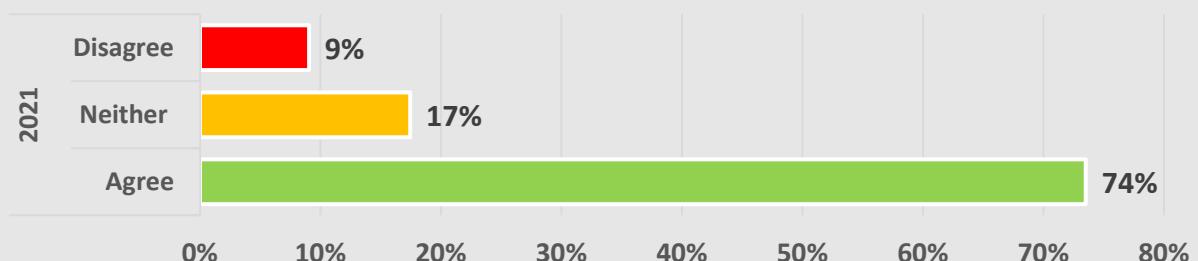
Progress on delivering the objective:

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 Police, 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.

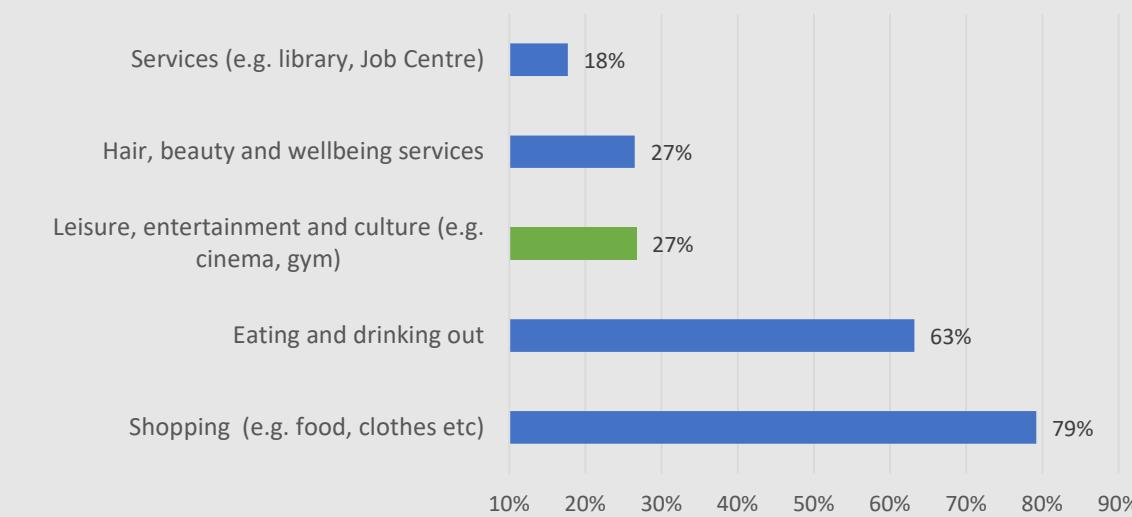
We have also worked with the leisure centre operators to secure support funding from the Department for Digital, Culture, Media and Sport to address the costs faced by centres due to the necessary closures.



Tadworth Leisure Centre

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.

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:

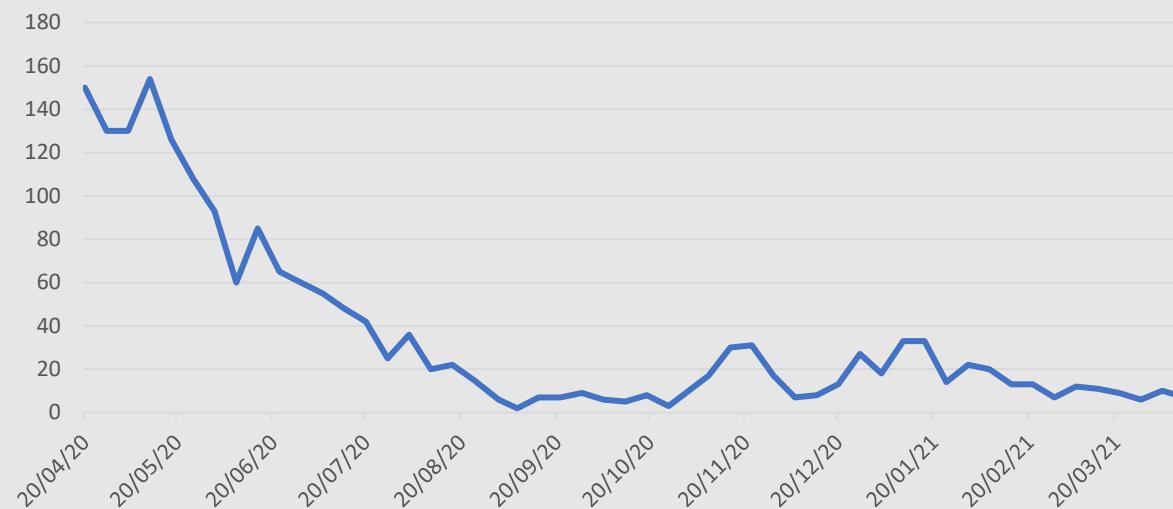
Through the year, the Council, through the work of officers, councillors and in conjunction with local partners, has particularly sought to look out for the wellbeing of vulnerable residents.

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.



Town centre signage

Reigate & Banstead WORKS



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.

**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

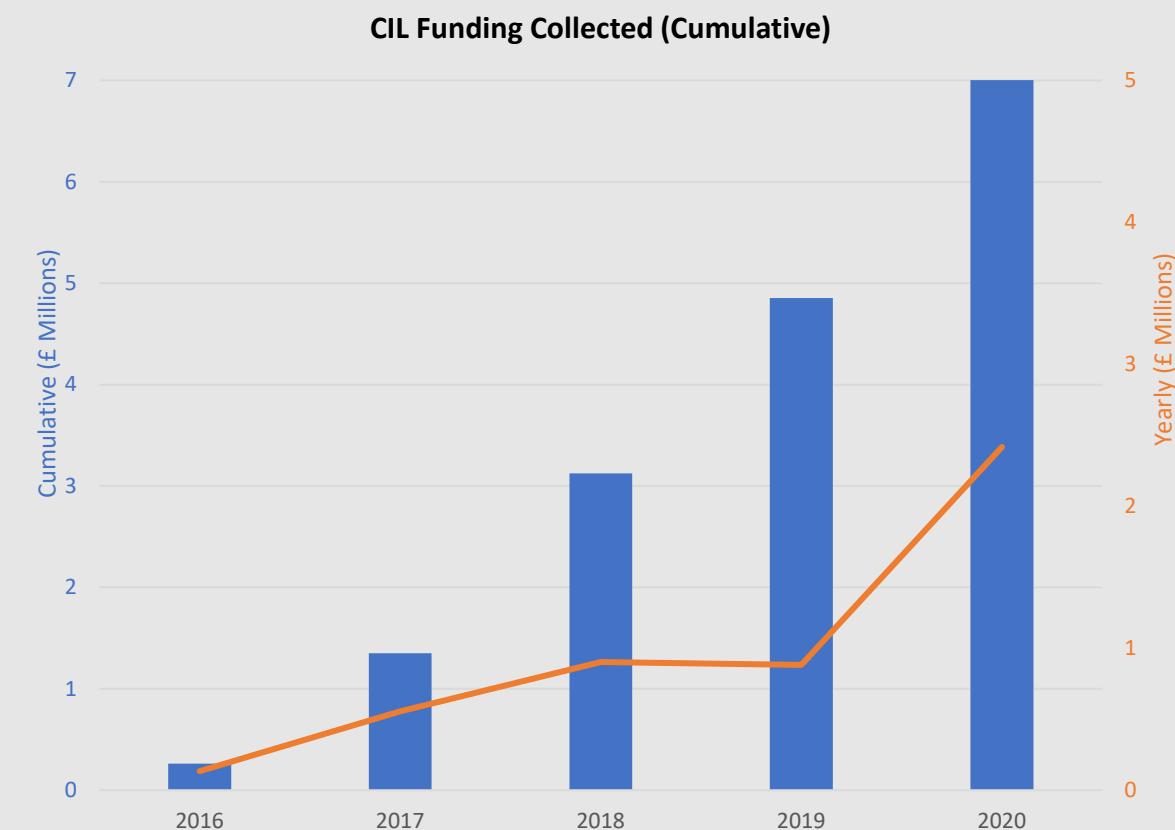
Progress on delivering this objective:

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.





What does success look like:

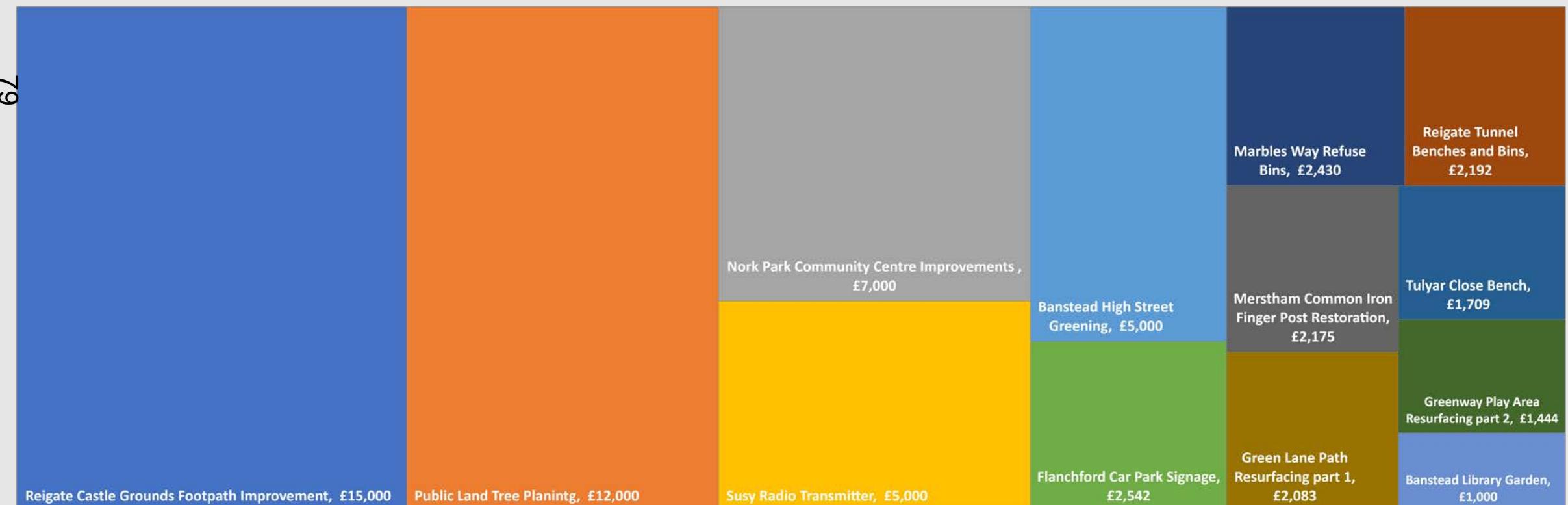
Evidence that the **Council is working with partners to deliver new infrastructure** and positive outcomes for the borough's places

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

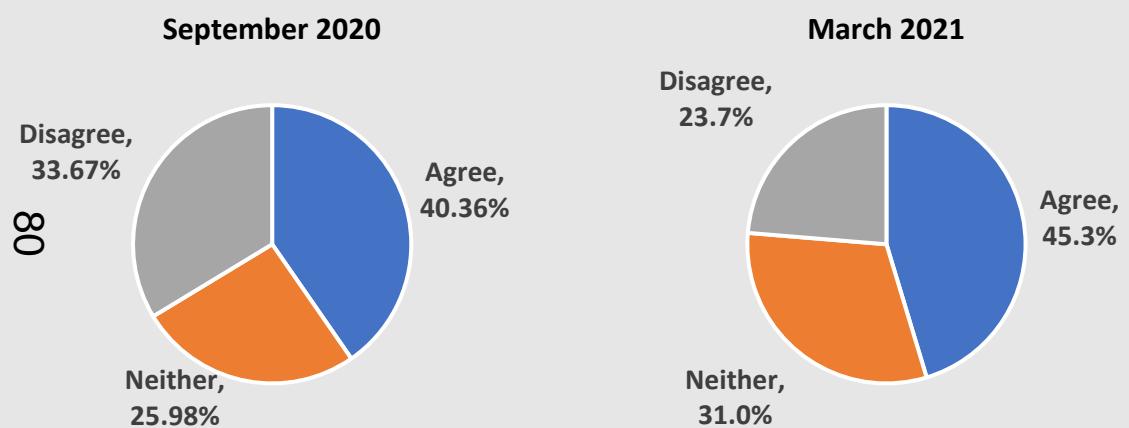


What does success look like:

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.

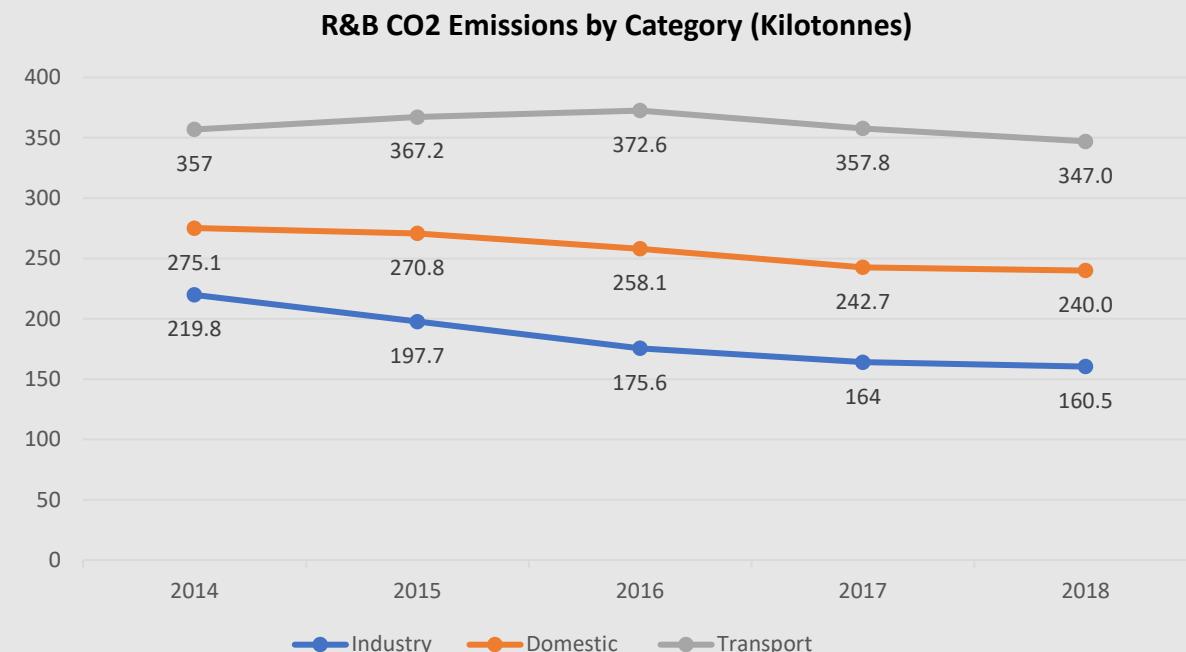
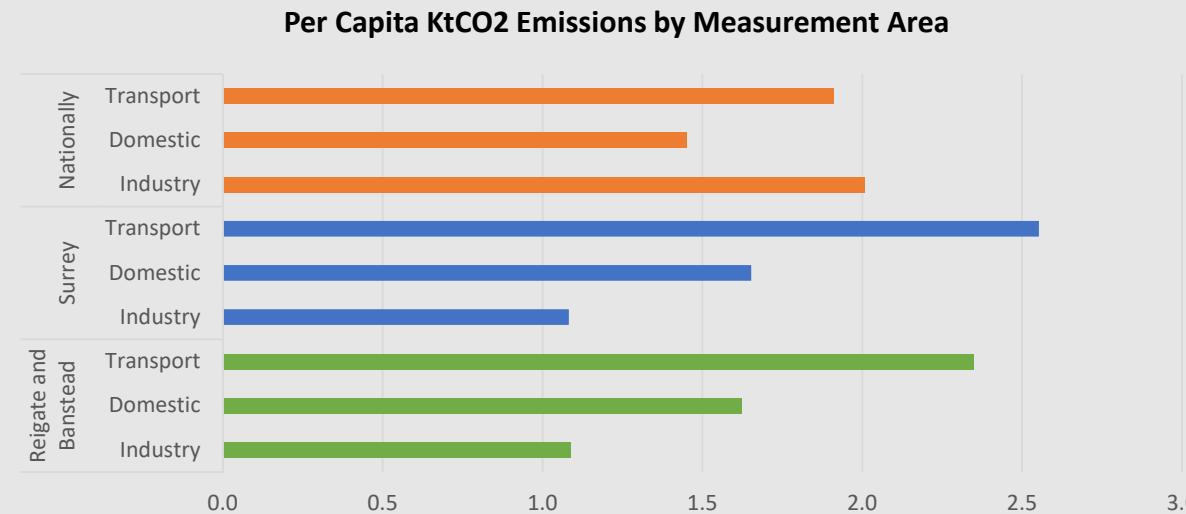
We are updating our procurement approach to better reflect sustainability considerations. For example, we are reducing the environmental impact of the office supplies we purchase by switching to greener products.

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.



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**

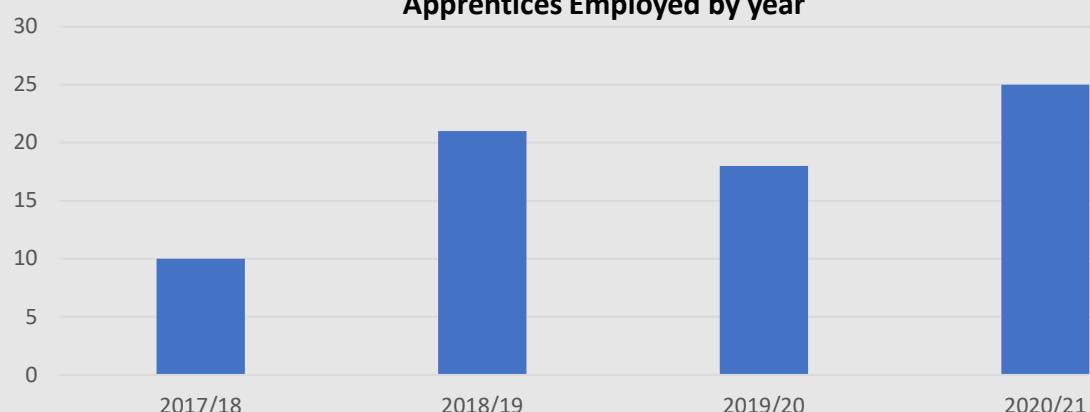
Progress on delivering this objective:

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.

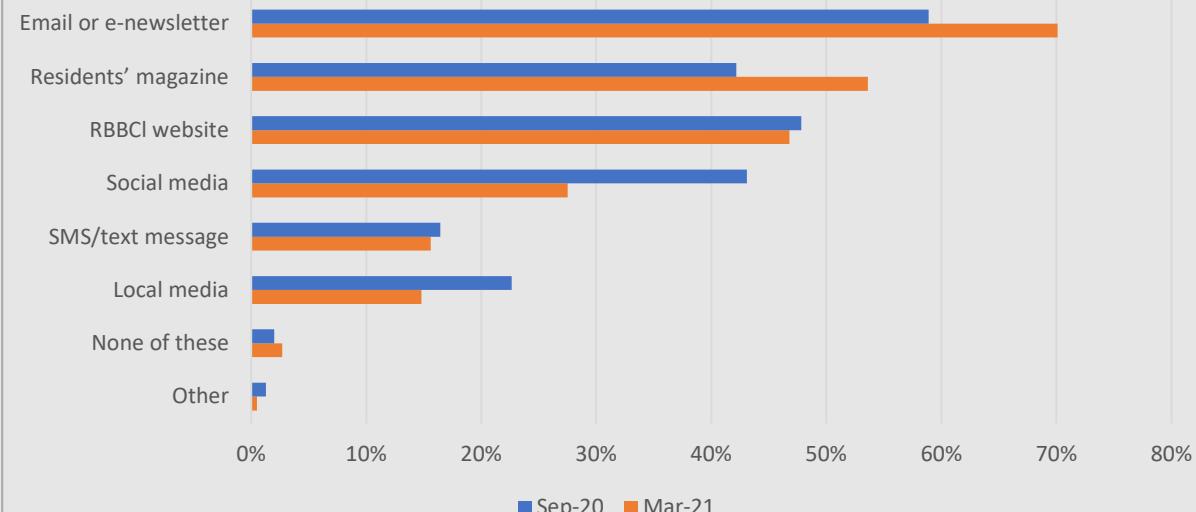
As can be seen from the charts, there was a significant degree of volatility among preferred communication methods, and these indicators will therefore need to be monitored over a longer time period to determine to what extent these movements represent trends or more temporary factors.

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.

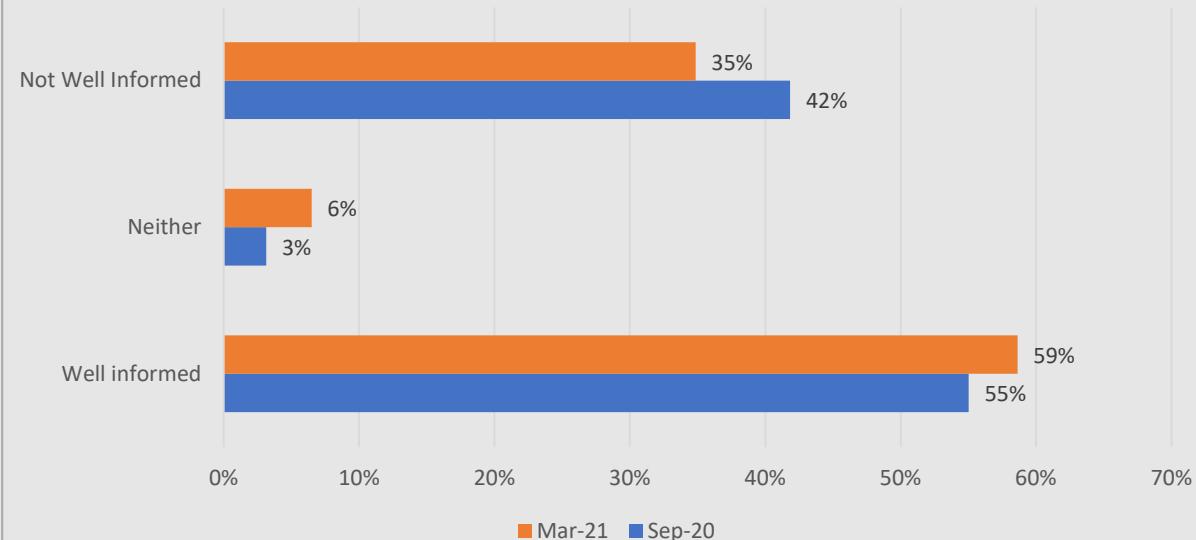
Sources:

- 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:



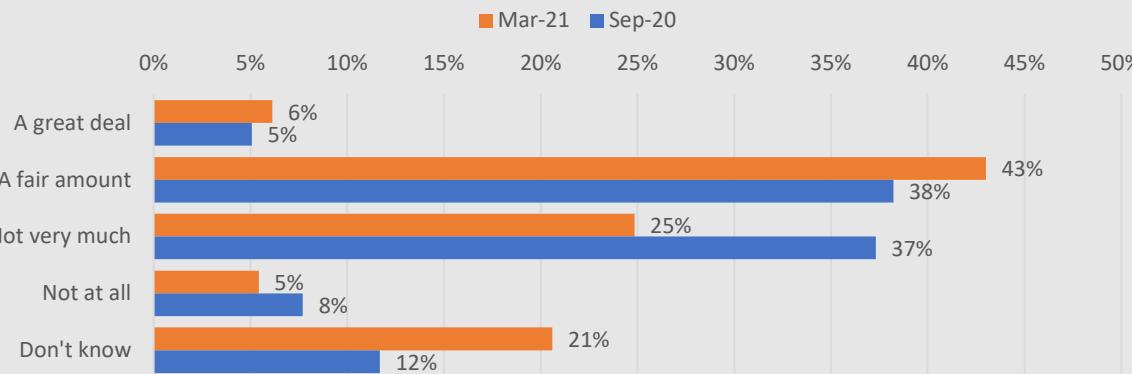
Our Commitments

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?



88

Residents agree that they can influence Council services:

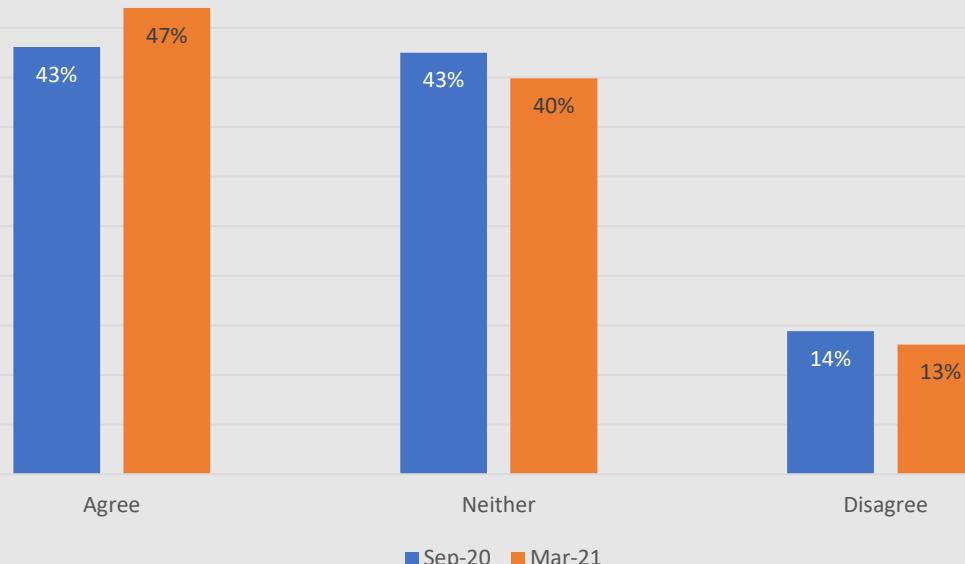
The extent to which residents believe they can influence Council services is the area where the survey responses were least positive. Whilst this may have been influenced by the coronavirus pandemic limiting engagement opportunities, it also indicates that this is an area we should explore further.



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:

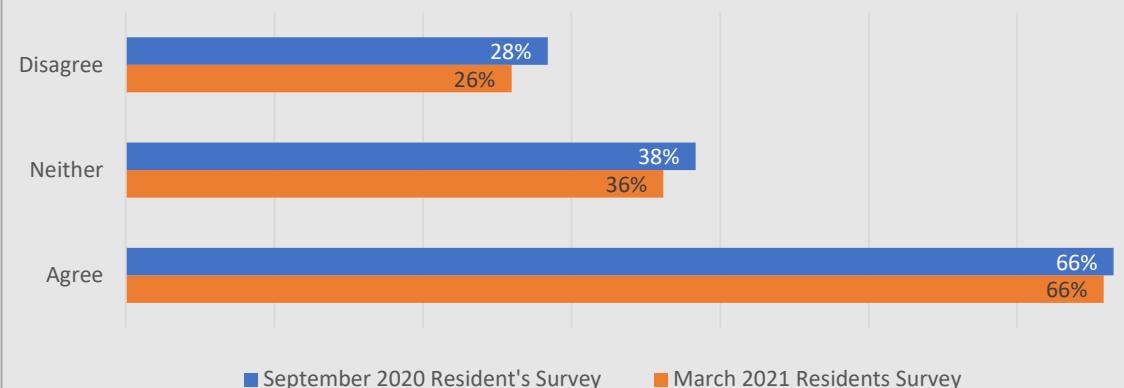
The Council has been engaging with partners across a wide range of activities, as set above, including with Voluntary Action Reigate & Banstead and local health providers re. supporting communities and protecting the vulnerable (particularly around the recent pandemic); Coast to Capital Local Enterprise 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.

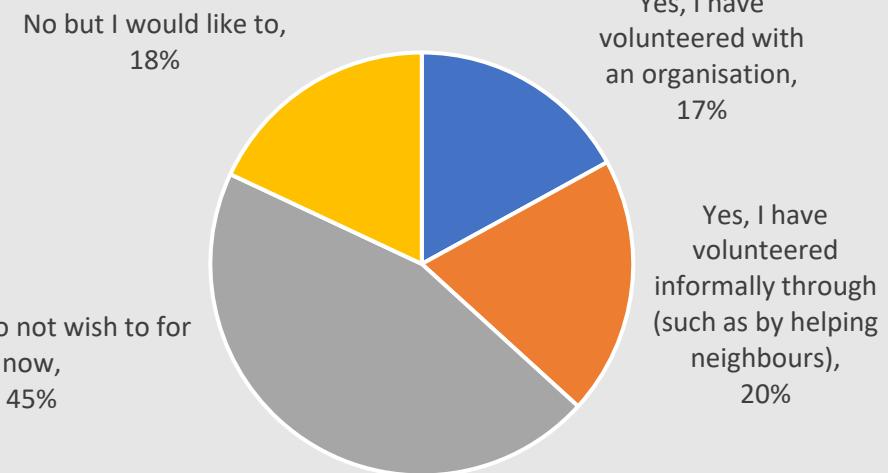
However, community interest in volunteering and helping others has been well demonstrated in the past year, with large numbers making offers to support a variety of functions. We have helped to coordinate the volunteer effort through our work with Voluntary Action Reigate & Banstead and the wider sector,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

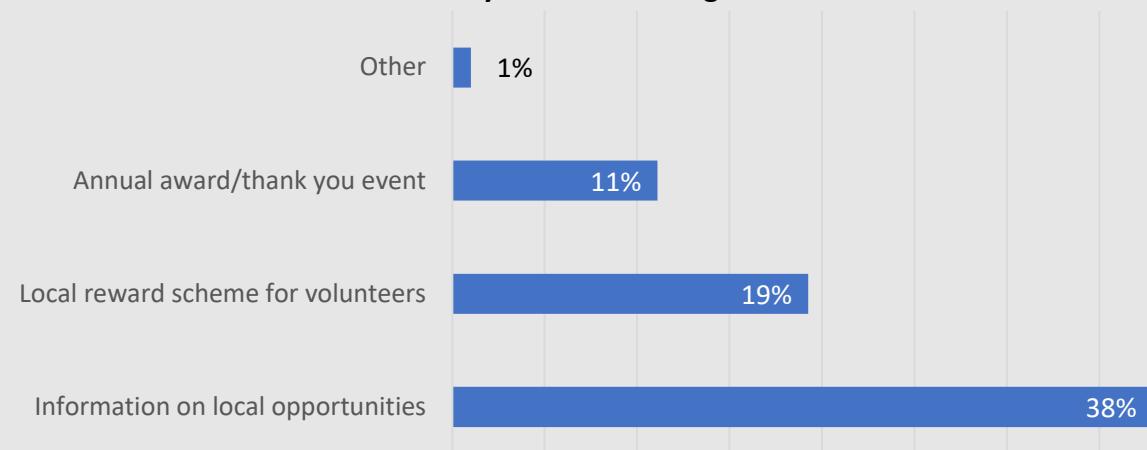
We will work with partners to explore how we can use this information to increase take up of volunteering in the borough.

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?



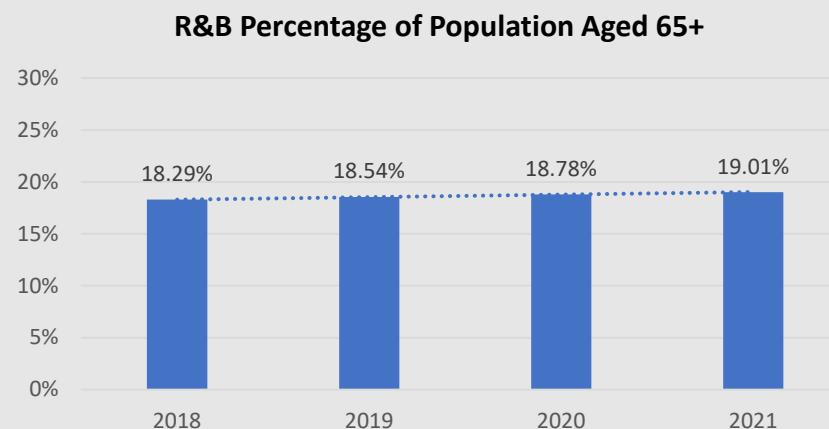
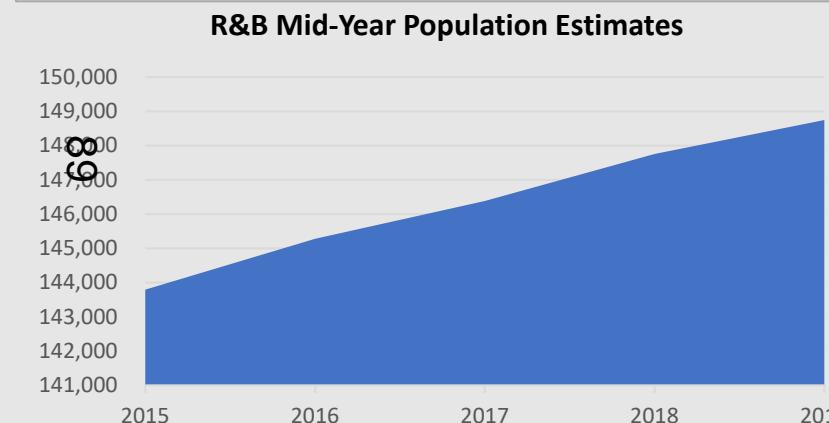
Source: RBBC September 2020 Residents' Survey

**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

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

Local Authority	Percentage
Runnymede	17.00%
Guildford	17.03%
Woking	17.67%
Reigate and Banstead	18.40%
Epsom and Ewell	18.62%
Spelthorne	18.86%
Elmbridge	19.01%
Surrey Heath	20.34%
Tandridge	21.25%
Waverley	22.57%
Mole Valley	24.24%

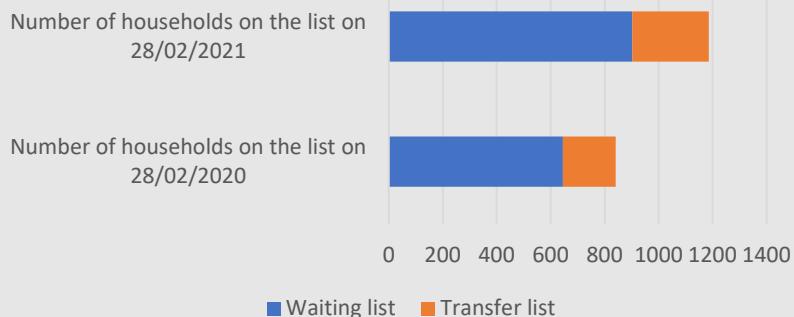
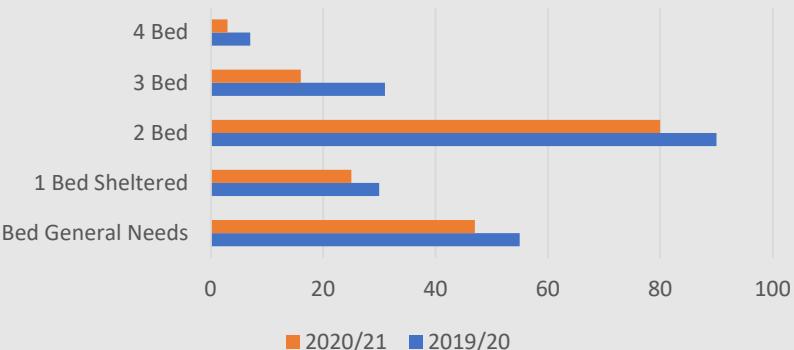
Households on Housing Waiting List

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.

RBBC Households on Housing Register

Number of households on the list on 28/02/2021

Number of households on the list on 28/02/2020

**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.

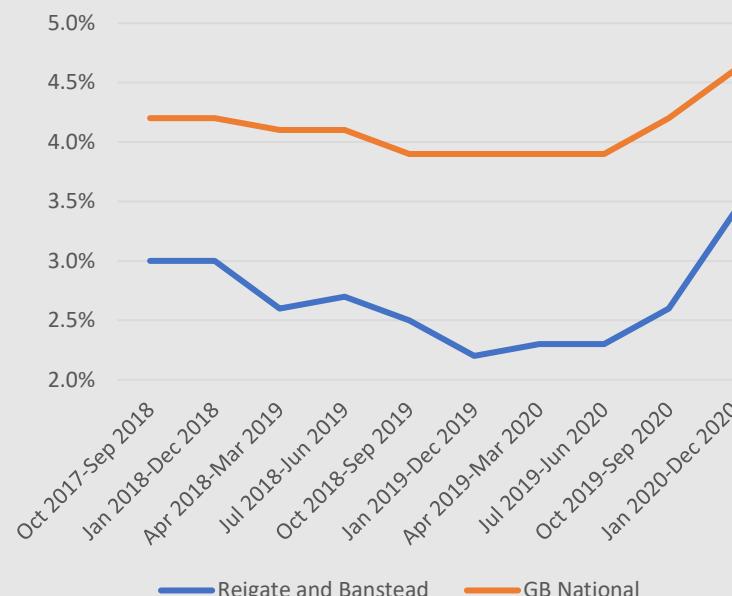
In the last year, unemployment has risen again, but remains at relatively low levels relative to historical norms, particularly in the South-East.

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

06

Unemployment Rate for Those Aged 16-64



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..

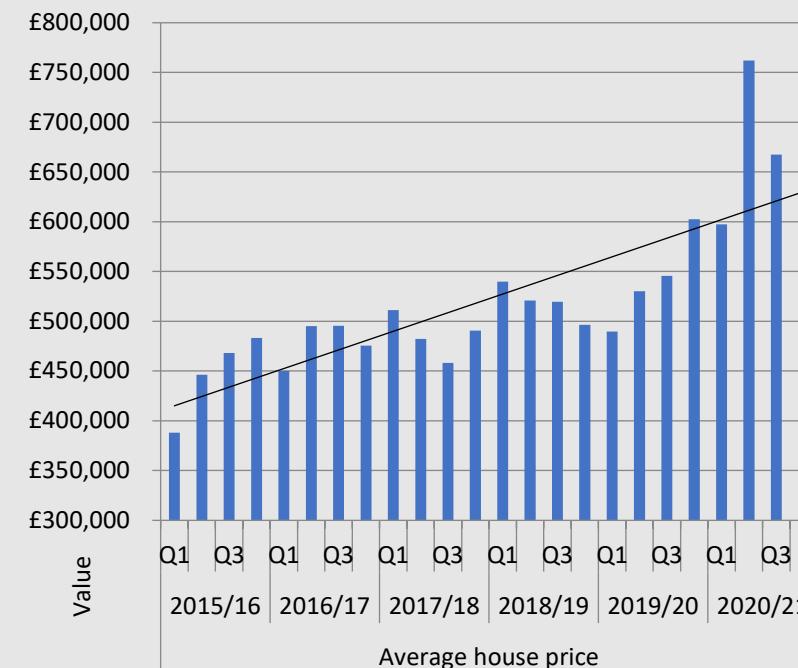
Source: Land Registry Price Paid Data; ONS affordability in England and Wales.

Mean Monthly Rent (Two Bedroom Flat)

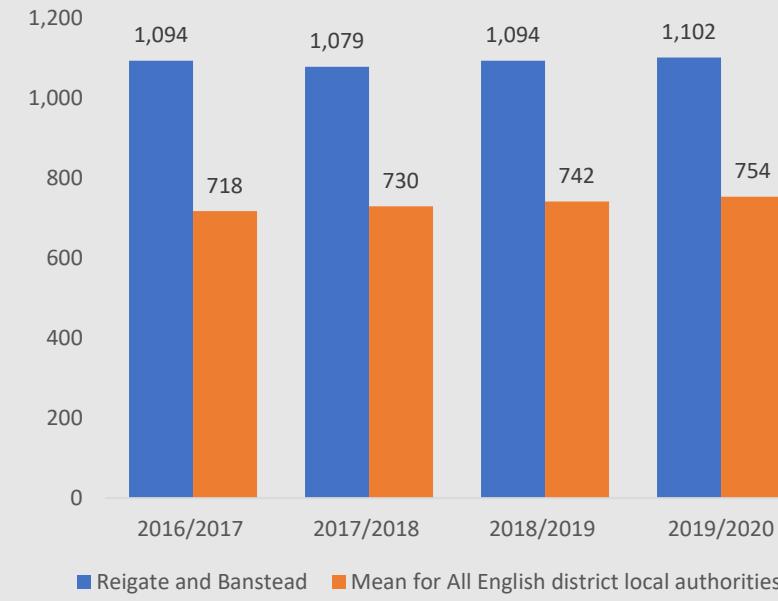
Reigate and Banstead has seen a very minor increase in the mean monthly rent for a 2-bedroom property in the borough; seeing an increase of £16 per month since 2017.

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



Average Monthly Rent for a 2-Bed Property



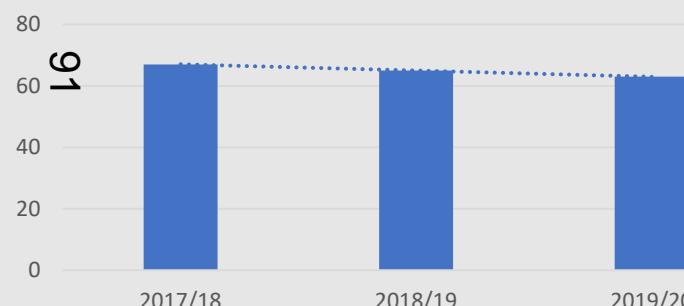
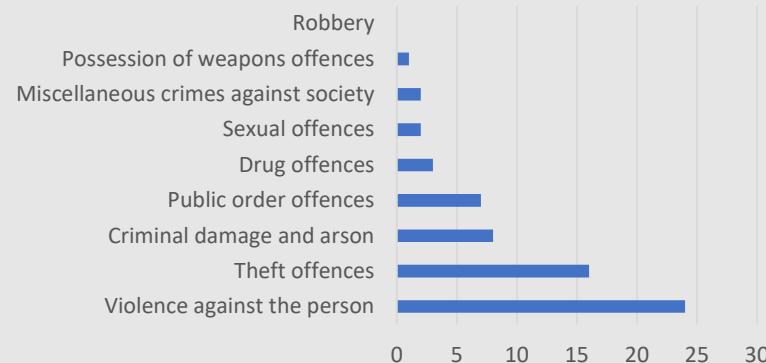
Contextual Indicators (Continued)

Borough Crime Rate

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

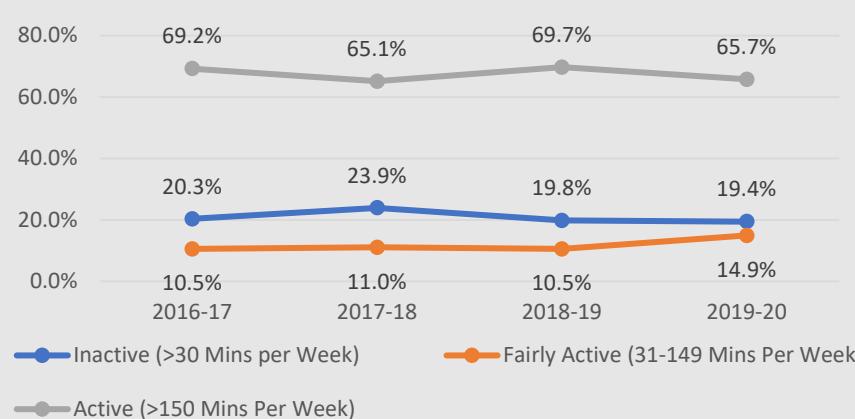
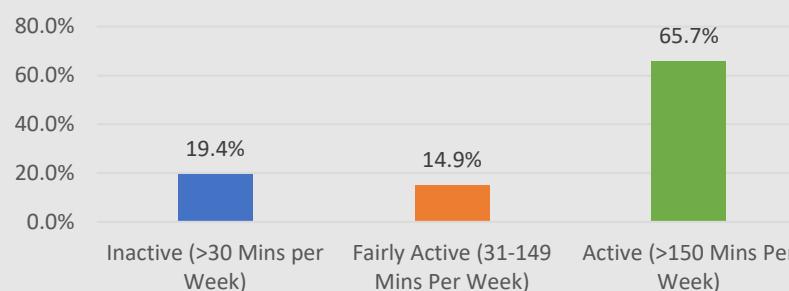
Of this recorded crime theft offences and violence against the person make up the majority.

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**

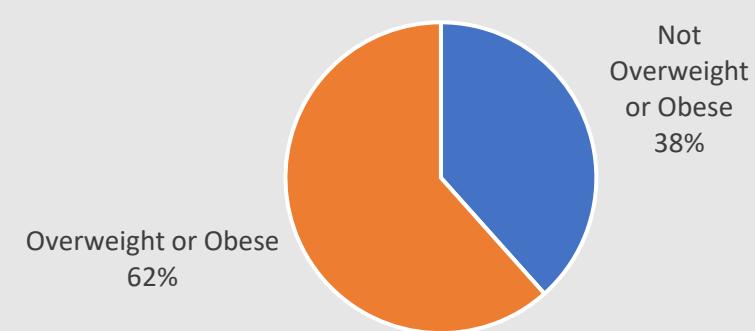
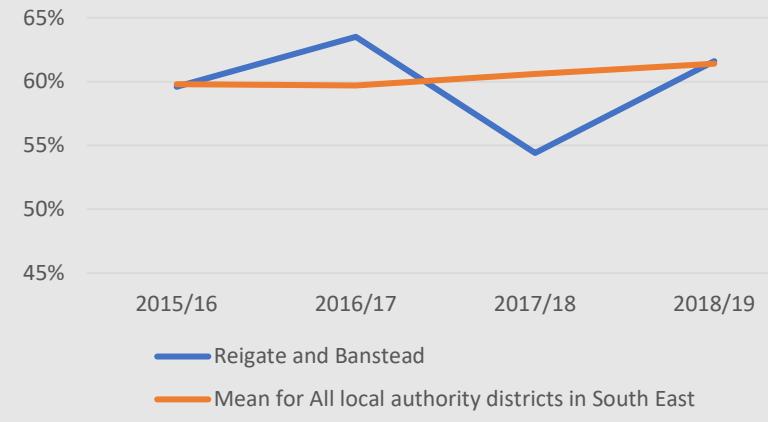
Latest published information suggests that 65.7% of adult residents report that they were physically active. The remaining minority reported that they were fairly active to inactive; at 19.4% and 14.9% results respectively.

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

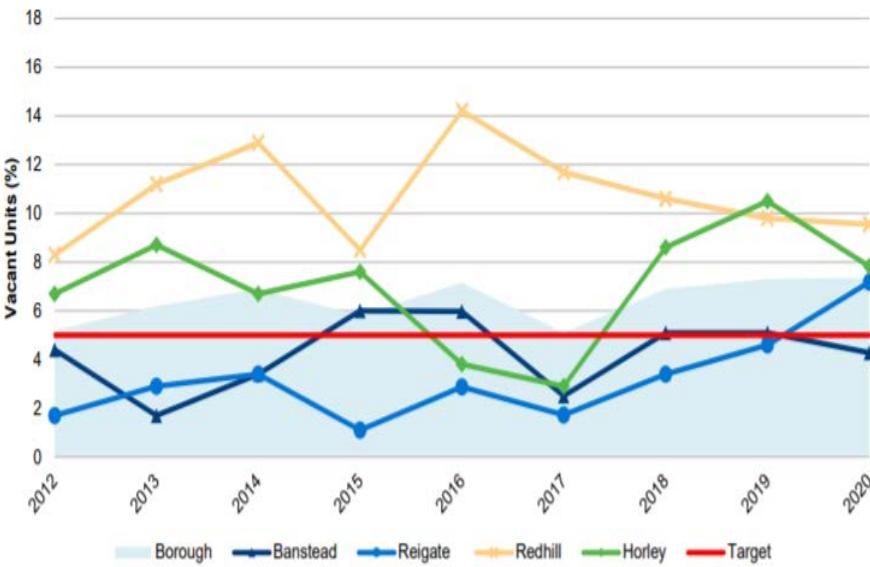
Total enterprises in the borough

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



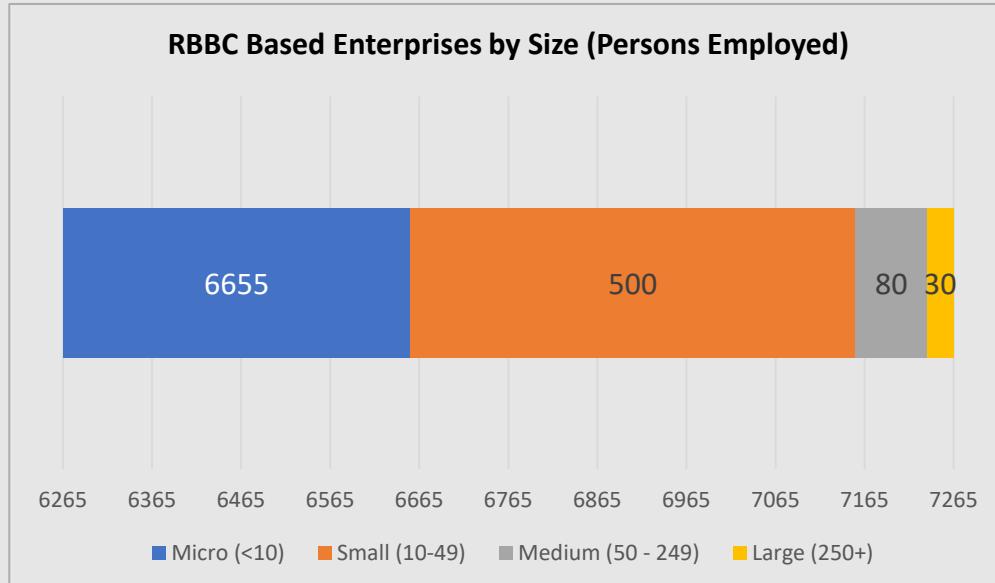
Town Centre Vacancy Rate – September 2020

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

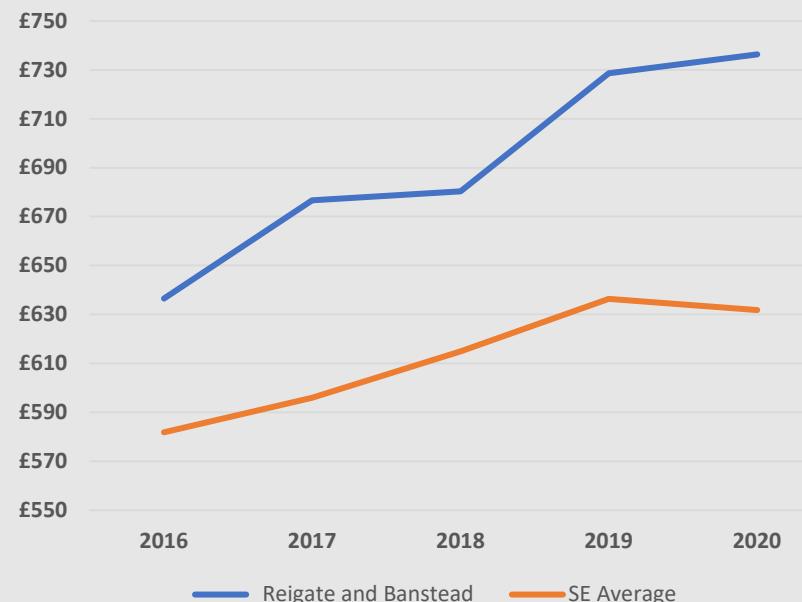
Average gross annual pay: £40,229

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

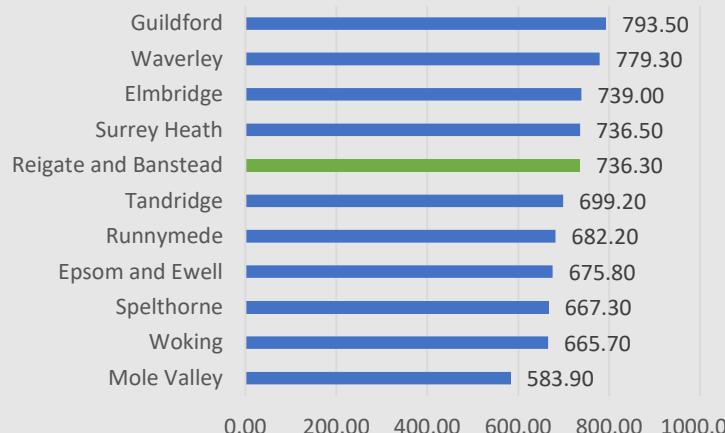
Source: ONS Annual Survey of Hours and Earnings, 2020 – next release November 2021



R&B Median Gross Weekly Pay by Year



Average Gross weekly Pay by Surrey LA

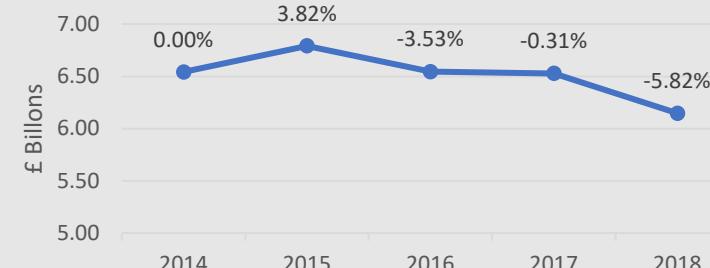


Value of the local economy

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



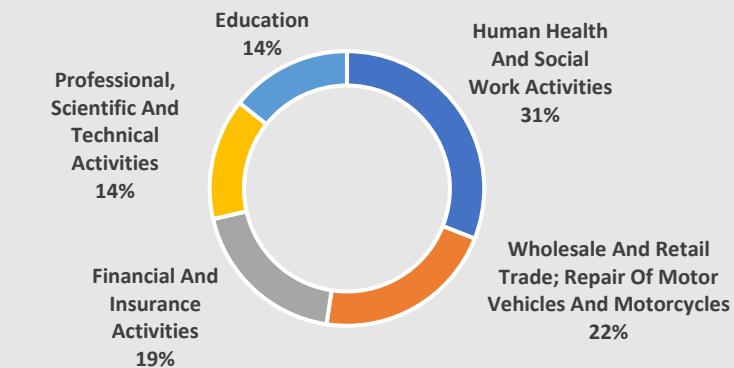
Total employee jobs in the borough

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

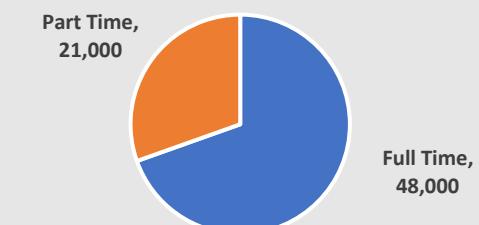
The survey records a job at the location of an employee's workplace. The number of jobs provided is one measure of the state of the local economy, and tracking change in this area will help us understand long term economic and sectoral trends

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

R&B 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%

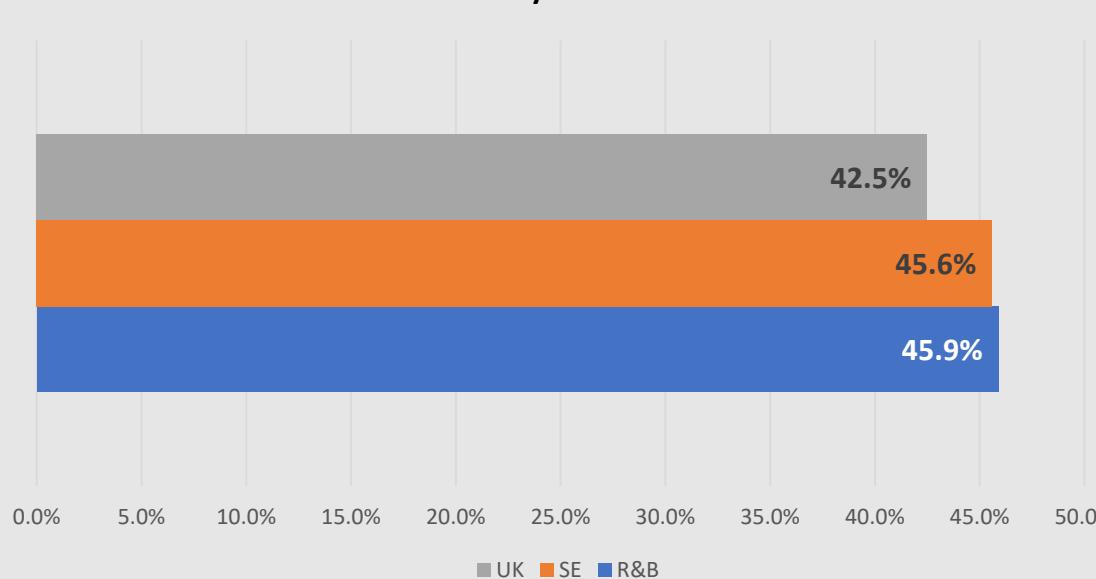
This performance exceeds both the UK and South East averages, at 42.5% and 45.6% respectively.

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

94

Business Five year Survival Rates



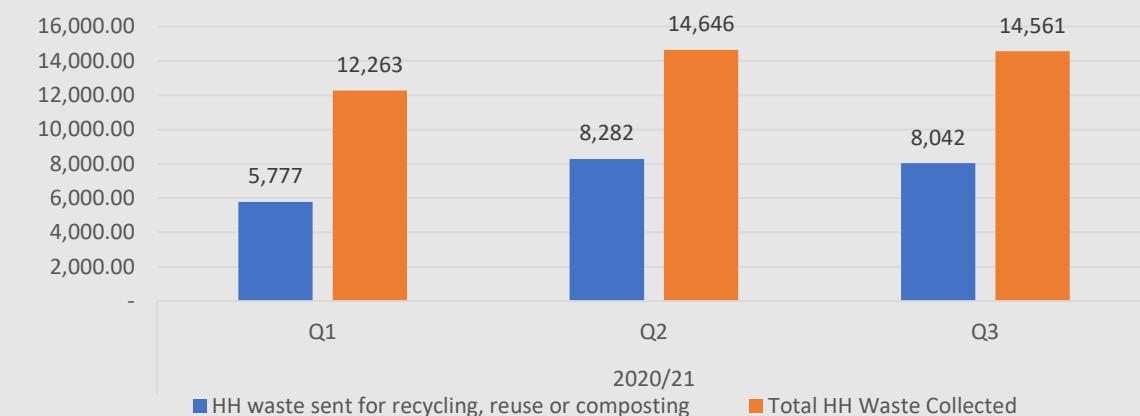
% of household waste recycled

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.

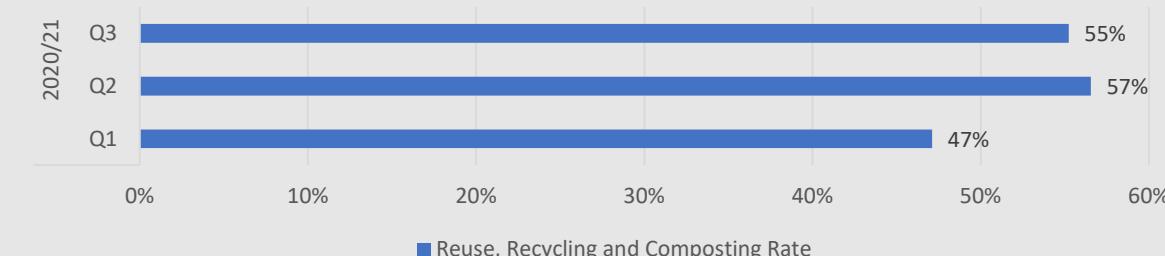
The rate of material from this that is recycled or reused has increased proportionately, but with work continuing on expanding the flats recycling programme following the lifting of pandemic restrictions, we will be working to increase this proportion over time.

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.

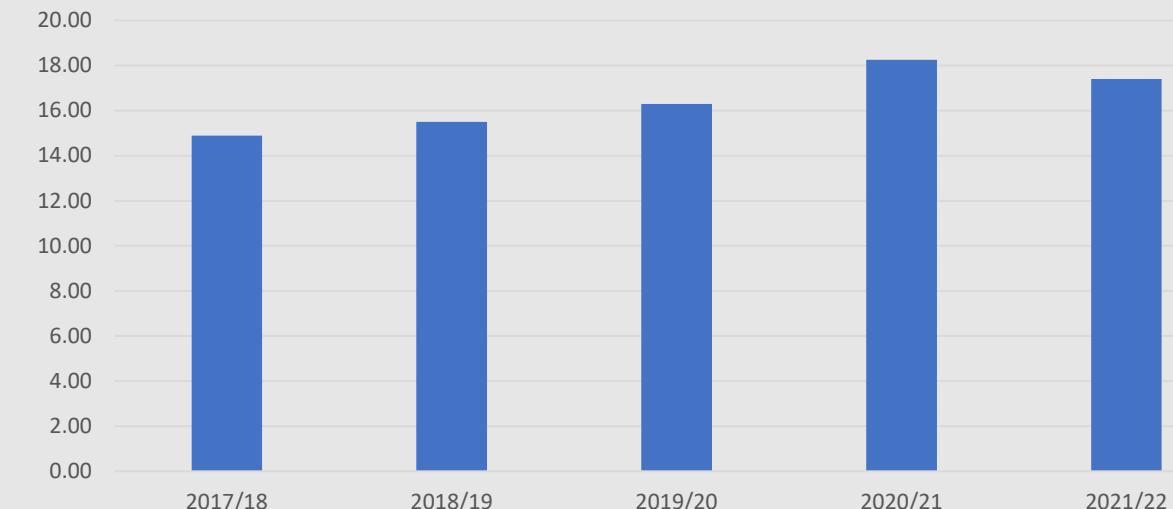
Source: RBBC budget reports

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)



This page is intentionally left blank



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.

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 Council's 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.

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 take 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.



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

SIGNED OFF BY	Head of Legal and Governance
AUTHOR	Catriona Marchant, Democratic Services Officer
TELEPHONE	Tel: 01737 276066
EMAIL	catriona.merchant@reigate-banstead.gov.uk
TO	Overview and Scrutiny Committee
DATE	Thursday 17 June 2021
MEMBER	Chair, Overview and Scrutiny

KEY DECISION REQUIRED	No
WARDS AFFECTED	All Wards

SUBJECT	Overview and Scrutiny Committee's Work Programme 2021/22
----------------	--

RECOMMENDATIONS
i. To consider the proposed future work programme for the Overview and Scrutiny Committee, set out in Annex 1 ; and

REASONS FOR RECOMMENDATIONS
The work programme for the Overview and Scrutiny Committee was recommended by the Overview and Scrutiny Committee at its meeting on 18 February 2021 and was recommended by Executive on 25 February 2021 that it be approved by Council.

Arrangements for implementing this year's work programme have progressed and the latest plans are outlined in Annex 1 . In addition an Action Tracker (Annex 2) which sets out the resolutions and requests from the previous meeting will be added to the Agenda for future meetings.
--

This is a standing item to keep the Committee informed and to prepare for upcoming business.
--

EXECUTIVE SUMMARY
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.

Agenda Item 8

Work Programme 2021/22

The Work Programme 2021/22 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.

Local Plan Scrutiny Panel

A Local Plan Scrutiny Panel will consider the Climate Change and Sustainable Construction SPD public consultation feedback and Horley Business Park SPD public consultation feedback (when available).

Action Tracker

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

STATUTORY POWERS

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

ANNEXES

- Annex 1 – Future Work Programme 2021/22

Reigate and Banstead Borough Council Overview and Scrutiny Committee Work Programme



Published: 4 June 2021

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
17 June 2021								
<i>David Brown, Finance Manager, Luke Harvey, Project & Performance Team Leader</i>	Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate Policy and Resources	Interim Head of Finance, Head of Corporate Policy	Q4 2020/21 Performance Report To consider the Council's performance in Q4 2020/21	17 Jun 2021	24 Jun 2021		Open	
<i>Tom Borer, Policy Officer, Ross Tanner, Performance Officer</i>	Portfolio Holder for Corporate Policy and Resources	Head of Corporate Policy	Reigate & Banstead 2025 Annual Report 2020/21 To consider progress in implementing the corporate plan throughout 2020/21	17 Jun 2021	24 Jun 2021		Open	
<i>Catriona Merchant, Democratic Services Officer</i>	Portfolio Holder for Planning Policy and Place Delivery	Head of Planning	Constitution of Local Plan Scrutiny Panel To consider Climate Change and Sustainable Construction SPD public consultation	17 Jun 2021			Open	

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
			feedback and Horley Business Park SPD public consultation feedback (when available)					
15 July 2021								
<i>Catriona Merchant, Democratic Services Officer</i>	Leader of the Council	Interim Head of Paid Service	Leader's Update Six-monthly update from the Leader to Overview and Scrutiny Committee	15 Jul 2021			Open	
<i>Isabel Wootton, Transformation Manager</i> 110	Councillor Rod Ashford	Director of People	Community Centres To consider the future of the three community centres in Banstead, Woodhatch and Horley.	15 Jul 2021	22 Jul 2021		Open	KEY
<i>Pat Main, Interim Head of Finance and Assets</i>	Deputy Leader and Portfolio Holder for Finance and Governance	Interim Head of Finance	Medium Term Financial Strategy 2022/23 to 2026/27 To consider the Medium Term Financial Strategy 2022/23 to 2026/27.	15 Jul 2021	22 Jul 2021	29 Jul 2021	Open	KEY
<i>Pat Main, Interim Head of Finance and Assets</i>	Deputy Leader and Portfolio Holder for Finance and Governance	Interim Head of Finance	Capital Investment Strategy 2022/23 Capital Investment Strategy 2022/23	15 Jul 2021	22 Jul 2021	29 Jul 2021	Open	KEY

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
9 September 2021								
<i>Catriona Merchant, Democratic Services Officer</i>	Portfolio Holder for Housing and Support	Director of People, Head of Housing	Work of Raven Housing Trust Scrutiny of social housing provider, Raven Housing Trust - representatives to attend O&S	9 Sep 2021			Open	
<i>David Brown, Finance Manager, Luke Harvey, Project & Performance Team Leader, Pat Main, Interim Head of Finance and Assets</i>	Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate Policy and Resources	Interim Head of Finance	Quarter 1 Performance Report 2021/22 To consider the Council's performance in Quarter 1 2021/22	9 Sep 2021	16 Sep 2021		Open	
<i>Tom Borer, Policy Officer</i>	Portfolio Holder for Investment and Companies	Commercial and Investment Director	Companies Performance Update - Autumn 2021 To consider an update on the performance of Council companies.	9 Sep 2021	18 Nov 2021		Part exempt Commercially Sensitive	
21 October 2021								
<i>Catriona Merchant, Democratic Services Officer</i>	Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate Policy and Resources, Portfolio Holder	Commercial and Investment Director, Director of People, Director of Place, Interim Head of Finance	Organisation Portfolio Holder Updates Updates from Executive Members in Corporate Policy & Resources, Finance & Governance, Investment & Companies	21 Oct 2021			Open	

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
	for Investment and Companies							
<i>Tom Borer, Policy Officer</i>	Portfolio Holder for Corporate Policy and Resources	Head of Corporate Policy	Environmental Sustainability Strategy - Progress Report 2021 To consider the Council's progress in delivering its Environmental Sustainability Strategy.	21 Oct 2021			Open	
<i>Catriona Merchant, Democratic Services Officer</i> 11	Deputy Leader and Portfolio Holder for Finance and Governance	Interim Head of Finance	Constitution of Budget Scrutiny Panel To establish the Budget Scrutiny Panel to review Service & Financial Plans 2022/23	21 Oct 2021			Open	
12 December 2021 (Budget Scrutiny Panel)								
<i>Catriona Merchant, Democratic Services Officer</i>	Councillor Nick Harrison	Interim Head of Finance	Budget Scrutiny Panel: Service and Financial Planning 2021/22 The report and recommendations of the Budget Scrutiny Panel including any observations on the Service and Financial Planning proposals for 2021/22, for consideration by the Executive in line with the Council's budget and policy procedure rules.	9 Dec 2020			Open	
9 December 2021								

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
<i>Catriona Merchant, Democratic Services Officer</i>	Deputy Leader and Portfolio Holder for Finance and Governance	Interim Head of Finance	Observations on Budget Proposals - Budget Scrutiny Panel report Report from the Budget Scrutiny Panel - observations on the Budget Proposals (Service and Financial Planning 2022/23)	9 Dec 2021			Open	
<i>David Brown, Finance Manager, Luke Harvey, Project & Performance Team Leader, Pat Main, Interim Head of Finance and Assets</i>	Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate Policy and Resources	Interim Head of Finance	Quarter 2 Performance Report 2021/22 To consider the Council's performance in Quarter 2 2021/22	9 Dec 2021	16 Dec 2021		Open	
20 January 2022								
<i>Mari Roberts-Wood, Director of People</i>	Leader of the Council	Chief Executive	Leader's Update (January 2022)					KEY
<i>Catriona Merchant, Democratic Services Officer</i>	Portfolio Holder for Community Partnerships, Portfolio Holder for Housing and Support, Portfolio Holder for Leisure and Culture	Director of People, Head of Community Partnerships, Head of Wellbeing and Intervention	People Portfolio Holders Update Update from Executive Members of Housing & Support, Leisure & Culture and Community Partnerships	20 Jan 2022			Open	

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
Catrina Merchant, Democratic Services Officer	Leader of the Council	Head of Legal and Governance	Calendar of Meetings 2022/23 Calendar of Meetings for 2022/23	20 Jan 2022	27 Jan 2022	10 Feb 2022	Open	
17 February 2022								
Catrina Merchant, Democratic Services Officer	Portfolio Holder for Community Partnerships	Director of People, Head of Community Partnerships	Annual Community Partnership Scrutiny Annual 'crime and disorder' scrutiny - Community Partnership	17 Feb 2022			Open	
17 March 2022								
Catrina Merchant, Democratic Services Officer	Portfolio Holder for Economic Prosperity, Portfolio Holder for Neighbourhood Services, Portfolio Holder for Planning Policy and Place Delivery	Director of Place, Head of Economic Prosperity, Head of Neighbourhood Operations, Head of Planning	Place Portfolio Holders update Update from Place Executive Members of Planning Policy & Delivery, Neighbourhood Services and Economic Prosperity	17 Mar 2022			Open	
David Brown, Finance Manager, Pat Main, Interim Head of Finance and Assets, Luke Harvey, Project & Performance	Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate	Interim Head of Finance	Quarter 3 Performance Report 2021/22 To consider the Council's performance in Quarter 3 2021/22	17 Mar 2022	24 Mar 2022		Open	

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
<i>Team Leader</i>	Policy and Resources							
<i>Catriona Merchant, Democratic Services Officer</i>	Councillor Nick Harrison	Head of Legal and Governance, Interim Head of Paid Service	Overview and Scrutiny Annual Report 2021/22 Annual Report from the Overview and Scrutiny Committee 2021/22	17 Mar 2022	24 Mar 2022	7 Apr 2022	Open	
<i>Catriona Merchant, Democratic Services Officer 115</i>	Councillor Nick Harrison	Head of Legal and Governance	Overview and Scrutiny Annual Work Programme 2022/23 Overview and Scrutiny Committee's Forward Work Programme for the year ahead 2022/23	17 Mar 2022	24 Mar 2022	7 Apr 2022	Open	
<i>Tom Borer, Policy Officer</i>	Portfolio Holder for Investment and Companies	Commercial and Investment Director	Companies Performance Update - Spring 2022 To consider an update on the performance of Council companies.	17 Mar 2022	2 Jun 2022		Part exempt Commercially Sensitive	
To be scheduled								
<i>Tom Borer, Policy Officer</i>	Portfolio Holder for Investment and Companies	Commercial and Investment Director	Commercial Strategy - Part 2 To consider Part 2 of the Council's Commercial Strategy.				Part exempt Commercially Sensitive	KEY

Contact: Democratic Services Email: democratic@reigate-banstead.gov.uk Telephone: 01737 276812
Address: Town Hall, Castlefield Road, Reigate, Surrey RH2 0SH

This page is intentionally left blank



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

Signed off by	Head of Planning
Author	Catriona Merchant, Democratic Services Officer
Telephone	Tel: 01737 276066
Email	catriona.merchant@reigate-banstead.gov.uk
To	Overview and Scrutiny Committee
Date	Thursday, 17 June 2021
Executive Member	Portfolio Holder for Planning Policy and Place Delivery

Key Decision Required	N
Wards Affected	(All Wards);

Subject	Constitution of Local Plan Scrutiny Panel – Draft Supplementary Planning Documents 2021/22 (SPDs)
----------------	---

Recommendations
<ol style="list-style-type: none"> 1. To agree the membership of the Local Plan Scrutiny Review Panel 2021/22 and the timetable as set out in this report; 2. To agree the scope of the Local Plan Scrutiny Review Panel's work to consider the consultation responses received on the Draft Supplementary Planning Documents on Climate Change and Sustainable Construction SPD public consultation feedback and Horley Business Park SPD public consultation feedback (when available).

Executive Summary
To consider the membership, timetable and scope of work of the Local Plan Scrutiny Review Panel 2021/22 – Draft Supplementary Planning Documents (SPDs).

Agenda Item 9

Statutory Powers

1. Supplementary planning documents (SPDs) should build upon and provide more detailed advice or guidance on policies in an adopted local plan. As they do not form part of the development plan, they cannot introduce new planning policies into the development plan. They are however a material consideration in decision-making. They should not add unnecessarily to the financial burdens on development.
2. [Regulations 11 to 16 of the Town and Country Planning \(Local Planning\) \(England\) Regulations 2012](#) set out the requirements for producing Supplementary Planning Documents.

Background

3. The Committee is requested to convene the Local Plan Scrutiny Review Panel for the year 2021/22 to consider the consultation responses received on the Draft Supplementary Planning Documents (SPDs) on Draft Supplementary Planning Documents on Climate Change and Sustainable Construction SPD public consultation feedback and Horley Business Park SPD public consultation feedback (when available).
4. The draft SPDs have been prepared to provide guidance on policies contained in the Local Plan including Core Strategy Policies CS10 Sustainable development, CS11 Sustainable construction and Development Management Plan Policies CCF1 Climate change mitigation and HOR9 Horley Strategic Business Park. The draft Climate Change and Sustainable Construction SPD is out to consultation until 23 June. The draft Horley Business Park SPD is scheduled for consultation in September 2021.

MEMBERSHIP

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

Conservative	3
--------------	---

Green/Liberal Democrat/Residents' Association	2
---	---

6. Meetings of the Panel are open to any Councillor to attend.
7. The Committee is asked to consider the nominations for Membership of the Panel, and the following have been received:

Conservative Party: Three nominations to be confirmed.

Agenda Item 9

Green Party, Liberal Democrats, Residents' Association: Two nominations to be confirmed.

8. The Committee is requested to approve the nominations made following the meeting.

TIMETABLE

9. The indicative timetable for consultation on draft SPDs for 2021/22 is as follows:

Event	Date
Public consultation responses deadline for Supplementary Planning Documents.	
The Draft Climate Change and Sustainable Construction SPD	23 June 2021
Draft Horley Business Park SPD	September 2021
Local Plan Scrutiny Review Panel: To consider the draft SPDs consultation responses.	To be confirmed
Overview and Scrutiny Committee: To receive the Panel's feedback and provide recommendations to the Executive.	To be confirmed
Executive: To consider the recommendations of the Overview and Scrutiny Committee	To be confirmed

Role of the Overview and Scrutiny Committee

10. The Panel's activity will therefore focus on considering the public consultation responses received on the draft SPDs. This is expected to focus on providing an opportunity for Panel members to meet to consider the responses on the draft SPDs, raise questions and make any observations.
11. The Overview and Scrutiny Committee will consider the report of the Local Plan Scrutiny Review Panel at its meeting (to be confirmed) and make any observations for consideration by the Executive at a later date.

Legal Implications

12. See above - Statutory Powers section.

Agenda Item 9

Background papers

13. Supplementary Planning Documents and guidance: https://www.reigate-banstead.gov.uk/info/20088/planning_policy/1103/supplementary_planning_documents_and_supplementary_planning_guidance

Introduction to scrutiny

121

Overview & Scrutiny Committee
June 2021

Agenda Item 10

Background

- Executive and scrutiny governance model introduced by Local Government Act 2000 (as amended)/Localism Act 2011
- Under this model, Council must have Overview & Scrutiny Committee
- Committee is also the Council's designated
 - Crime & Disorder Committee
 - It is not a decision-making Committee but can make recommendations to Executive
 - Good scrutiny = Good governance

122.



Purpose of scrutiny

- Assist the work of the Leader/Executive and the Council as a whole in order to improve the services provided by the Council or other external providers:
 - Monitor Budget
 - Influence Policy development
 - Monitoring performance of Council services
- Review and scrutinise decisions and performance of the Leader, Executive, and Committees
- Reflecting the public's views



Reigate & Banstead - Our approach

- Balanced approach
 - Focus on adding value to Council activities
 - Acting as critical friend to the Executive
- Scrutiny Panels to undertake detailed work on:
 - the Budget
 - the Local Plan
- Opportunities to scrutinise external matters – i.e. annual review of the Community Safety Partnership.
- Member Working Groups, Briefings etc

Work programme

- Council agrees the Overview & Scrutiny work programme each year, following consultation with Executive. 2021/22 programme includes:
 - Leader and Executive Member presentations
 - Budget Scrutiny
 - Local Plan Scrutiny
 - Annual Crime & Disorder meeting
 - Service and financial performance
 - Raven Housing Trust

Any Committee member can refer a relevant matter to the committee



Other work

- Call-in
 - Request to review an Executive decision
 - 5 Councillors
 - Must state reasons – not just that decision is disliked
- Councillor call for action
 - Request to consider a Ward matter (local government issues only)
 - Last resort – all other channels must be exhausted
- Other requests should be made to the Chair

The Library

- Lots of information in the Library
 - Performance information/ dashboard
- Advance questions to support scrutiny
 - Information considered in advance of meetings
 - Questions received
 - Written responses can be provided

127

Library

- [Search the library](#)

[Library home](#)

[!\[\]\(30a71c936ba0f8dbd150f79e53d5f3c0_img.jpg\) Icons](#)
[!\[\]\(95ce9b8364d7739b977eb00631139358_img.jpg\) List](#)
[!\[\]\(63188a535b7d41959702335da7c191d7_img.jpg\) Classic](#)

 Committees	 Companies	 Constitution	 Councillor Candidate Folder
 Councillor Information Pack	 Finance	 Guidance	 Members
 Policy and Strategy	 Property		

Related items

- > [Calendar](#)
- > [Committees](#)
- > [Committee Deadlines](#)
- > [Consultations](#)
- > [Councillors](#)
- > [Council Questions](#)
- > [Decisions](#)
- > [Election results](#)
- > [ePetitions](#)
- > [Forthcoming Decisions](#)
- > [Forward plans](#)
- > [Library](#)
- > [Meetings](#)
- > [MEPs](#)
- > [MPs](#)
- > [Officer Decisions](#)
- > [Parish Councils](#)
- > [Register of interests](#)
- > [Search documents](#)
- > [Statistics](#)
- > [Subscribe to updates](#)
- > [The Executive](#)
- > [Webcasting](#)
- > [What's New](#)
- > [Work to do](#)
- > [Logoff](#)

Committee Members

- Committee Members are expected to contribute to discussion and debate, including:
 - Following Executive business / decisions
 - Reading reports in advance of meetings
 - Using support resources – i.e. the Library
 - Submitting advance questions where relevant
- The scrutiny process should be positive and non-political - party whip should not apply

Making a difference

Curious minds

Develop solid lines of enquiry



Focus on outcomes – what difference will the change make to the resident?

Focus on value – are the plans economic, efficient and effective?

129

Focus on risk and ensuring that there is resilience – are you assured?

Good scrutiny characteristics Your key skills as scrutiny members

Focus on the system and the organisational development – what needs change to make this work?

Focus on the performance and quality – how will you know its working?

Things to avoid

Stay out	Stay out of the weeds – keep high level
Stay on	Stay on task in hand
Avoid	Avoid clutter and repetition
Leave out	Leave out party politics
Prepare	Always prepare
Ask	Ask if unsure – seek advice
Enjoy	Enjoy making a difference

Conclusions

- Overview & Scrutiny Committee is an important part of the Council's decision making structure
- Wide ranging remit and workload
- Opportunity to make recommendations and support improvements to public services – Council and external



Agenda Item 10

Questions?

Introduction to scrutiny

132 Overview & Scrutiny Committee
June 2021