



Agenda

Overview and Scrutiny Committee

Thursday, 17 March 2022 at 7.30 pm

New Council Chamber, Town Hall, Reigate



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

Please wear a face covering at all times in the chamber, except when you are speaking, or, if you are seated at least 2 metres distance from others.



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

Members:

N. D. Harrison (Chair)

M. S. Blacker

G. Buttironi

Z. Cooper

M. Elbourne

J. C. S. Essex

P. Harp

A. King

N. C. Moses

S. Parnall

S. Sinden

M. Tary

R. S. Turner

S. T. Walsh

C. T. H. Whinney

R. Biggs

M. A. Brunt

E. Humphreys

T. Schofield

For enquiries regarding this agenda;

Contact: 01737 276182

Email: democratic@reigate-banstead.gov.uk

Published 28 March 2022

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

Mari Roberts-Wood
Head of Paid Service

1. Apologies for absence and substitutions

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

2. Minutes (Pages 7 - 14)

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

3. Declarations of interest

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

4. Exempt - IT Strategy 202/3 to 2026/7 (Pages 15 - 48)

To review and make comments on the Exempt draft IT Strategy 2022/23 to 2026/27 in advance of going to Executive.

5. Place Portfolio Holders update (Pages 49 - 100)

To receive a briefing from Place Portfolio Holders – Executive Members of Economic Prosperity, Planning Policy & Delivery, Neighbourhood Services and to consider any issues that arise.

6. Quarter 3 Performance Report 2021/22 (Pages 101 - 135)

To receive and consider the Quarter 3 Performance Report 2021/22 including Key Performance Indicators (KPIs) and Budget Monitoring.

7. Overview and Scrutiny Annual Report 2021/22 (Pages 136 - 146)

To receive and approve the Overview and Scrutiny Annual Report 2021/22.

8. Overview and Scrutiny Annual Work Programme 2022/23 (Pages 147 - 154)

To receive and consider the proposed Overview and Scrutiny Annual Work Programme 2022/23

9. Exempt business

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

(1) It involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act as the information in the report relates to the financial or business affairs of the authority; and

(2) The public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10. Executive

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

11. Any other urgent business

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

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



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.

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BOROUGH OF REIGATE AND BANSTEAD

OVERVIEW AND SCRUTINY COMMITTEE

Minutes of a meeting of the Overview and Scrutiny Committee held at the New Council Chamber - Town Hall, Reigate on Thursday, 24 February 2022 at 7.30 pm.

Present: Councillors G. Buttironi, Z. Cooper, M. Elbourne, J. C. S. Essex, P. Harp, N. D. Harrison (Chair), A. King, N. C. Moses, S. Parnall, S. Sinden, M. Tary, R. S. Turner, S. T. Walsh, R. Absalom (Substitute), V. H. Lewanski, R. Michalowski and R. H. Ashford

Also present: Councillors Ashford, Lewanski, Michalowski and Torra

67. MINUTES

The Minutes of the previous meeting on 20 January 2022 were approved.

68. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies for absence were received from Councillor Whinney.

Councillor Blacker gave his apologies and was substituted by Councillor Absalom.

69. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

70. ANNUAL COMMUNITY SAFETY PARTNERSHIP SCRUTINY 2021

The Committee received a presentation from Councillor Ashford, Portfolio Holder for Community Partnerships, on the Community Safety Partnership giving an overview of work over the past year and challenges to come. Highlights from the past year included the success of the new Reigate and Banstead Community Safety Partnership. There had also been delivery and oversight of high number of Domestic Homicide Reviews (DHRs) as Reigate and Banstead had the highest number of DHRs in Surrey. The partnership was taking part in a research project to better understand the patterns of domestic abuse and suicide.

Visits and talks had taken place across the borough in partnership with other agencies such as the YMCA, tackling issues such as avoiding becoming a victim of fraud, low level Prevent briefings and arranging events to raise awareness. A joint approach had been taken to address several concerns through Joint Action Group, Community Harm and Risk Management Meeting (CHaRMM) and Community Action.

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The Community Safety Plan, which is unique to the borough, has four key priorities:

- Empowering Communities to Feel safe
- Protect the Most Vulnerable from Harm
- Responding to Domestic Abuse
- Tackling Anti-Social Behaviour

Committee members asked how the Community Safety Partnership (CSP) was funded and how value for money was measured. It was noted that there is no direct funding for the CSP; it is a partnership model, between the Council, Surrey Police, Surrey Fire and Rescue Service, and the Clinical Commissioning Group in terms of officer time. All parties shared responsibility and as a group can bid for additional funding. The partnership is chaired by the Head of Paid Service at RBBC, Mari Roberts-Wood and officer time to enable, facilitate and collaborate was the main resourcing for the CSP. Committee members recognised that the CSP is important in bringing information and learning together across agencies.

Empowering communities to Feel Safe – From a resident survey in 2021, results showed that 65% of residents felt safe after dark, an improvement on the 2020 result of 60%. Targeted work would be carried out to improve areas needing improvement.

Highlights included:

- Campaigns to raise awareness and outreach with communities.
- Responding successfully to Community Triggers such as verbal abuse, noise and feeling unsafe. It was also noted that Community Triggers could be used on places as well as people.

In development:

- A refresh of Get Connected with local partners who work with young people such as the YMCA with National Lottery funding.

Committee members asked what would happen to the Get Connected project when lottery funding comes to an end. Get Connected was currently in the second year of a three-year period of lottery funding; it is overseen by a steering group which facilitates ongoing review and further funding would be sought.

Protect the Most Vulnerable from Harm – A number of County Lines had been tackled.

Highlights included:

- Significant arrests resulting from the serious organised crime JAG.
- Prevent and modern day slavery awareness.

In development:

- Developing Safe and Well checks with Surrey Fire and Rescue Service.

Members noted that 24 children under Surrey Risk Management Meetings seemed high as these were children where there were concerns around harm caused by criminal or sexual exploitation or 'cuckooed' victims. Members asked why this was happening in the borough as this was over 50 per cent of cases across the four boroughs in East Surrey. They asked for data to be presented in table form in order to compare figures to previous years and understand the bigger picture. Councillor Ashford, Portfolio Holder, noted that although tabled information provided data, the key was to understand how the Council was moving forward, identifying areas of deprivation. It was intended to provide additional information and more frequent updates and briefings for Members.

Responding to Domestic Abuse – RBBC has the highest rate of Domestic Violence in Surrey and the highest level of cases leading to Domestic Homicide Review (DHR). However, there was a robust response to domestic abuse and DHRs are responded to proactively. GP surgery staff in East Surrey CCG area have been trained by to identify signs of domestic abuse by East Surrey Domestic Abuse Service (ESDAS); this programme has been successful and will extend into the north of the borough thanks to further funding received from Surrey Downs Better Care Fund and the Office of the Police Crime Commissioner.

Highlights included:

- Hospital Independent Domestic Violence Advocate (HIDVA).
- Identification and Referral to Improve Safety programme (IRIS).

In development:

- DHR learning events.
- Implementing the Domestic Abuse Act 2021 by adapting homes to make them safer.

Members asked why the Domestic Abuse Act 2021 was still only being implemented in 2022. Councillor Ashford explained that the Domestic Abuse Act 2021 was published in August 2021 and contained a wealth of implications; different sections were being rolled out nationally gradually.

Members asked why lessons were still being learnt regarding DHRs. There had been a high number of DHRs, and lessons must be learnt from them to enable prevention in the future. It was noted that the cost of undertaking DHRs currently sat with the Council, and due to large number of cases the cost was increasing. From April 2022, a move to a Surrey-wide funding model would over the coming year significantly reduce the cost to the Council for undertaking a review. Councillors commented that support was provided for victims of Domestic Abuse at East Surrey Hospital, but asked what provision was made for victims in the north of the borough. It was reported that a hospital model for support was in existence at Epsom and St Helier Hospital, but that it was managed by a different service. Councillors asked for numbers of suicide cases. There were currently four cases of suicide relating

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to domestic abuse. General statistics on suicide could be supplied to the Committee in a follow-up written answer. Learning from each DHR for different agencies was very important.

Tackling Anti-Social Behaviour – 29 reports of Anti-Social Behaviour (ASB) had been managed in the past year.

Highlights included:

- Impact of JAG and CHaRMM, supporting and coaching to solve problems rather than using enforcement.

In development:

- Anti-Social Behaviour (ASB) Enforcement Policy.
- Review of Public Space Protection Order.

Committee Chair, Councillor Harrison, requested that Councillors were kept informed about the ASB Enforcement Policy.

Surrey Police Borough Commander for Reigate and Banstead, Inspector Alex Maguire, gave his presentation on policing in the borough. Points to note included a reduction in the numbers of assaults on emergency workers, Anti-Social Behaviour (ASB), drug offences (with a number of offenders in prison) and residential burglaries in 2021 compared to 2020 (with arrests for burglaries in the Merstham area). Reigate and Banstead achieved 3.65 out of 5 for customer satisfaction and a 90% satisfaction score for dealing with burglaries. However, business burglaries, violence in a public place and domestic abuse crimes had all increased.

Key priorities have been:

- Protecting the vulnerable
- Targeting prolific offenders
- High harm crimes and crimes which have a serious impact on the community

Significant successful cases had been brought in all of these areas, particularly in an operation to target county lines cases and bring offenders to justice.

Key words to consider were Prevent – prevent crime, Pursue – pursue offenders, Protect – protect our community. More community events and meeting the public events could take place following the end of the pandemic.

A focus moving forward would be dealing with Violence Against Women and Girls (VAWG) which was a Police and Crime Commissioner priority. Strategies included overt and covert patrols in the town centres, town focus groups, STREETS SAFE (an app to report areas where people feel unsafe),

education in schools, identifying hotspots, Street Pastors and Community Safety Partnership.

Priorities for 2022 were:

- Reducing and tackling ASB
- Protecting the vulnerable by tackling drugs and reducing violence in the community.
- Reducing violence against Woman and Girls
- Building better relationships with community groups
- Maintaining the reduction in burglaries across the borough (and address the rise in catalytic converter thefts from cars.
- Improving the whole Domestic Abuse performance.

Members made further observations and asked questions on the following areas:

Fraud and clear-up rates for offences – Committee members noted that many residents had suffered from fraud and asked how Reigate and Banstead compared to other areas for cases with fraud and clear-up rates for other offences such as burglary. Insp Maguire said that Reigate and Banstead had a very favourable rate of clear-up for burglaries compared to other areas in East Surrey. He would provide burglary clear-up figures for the whole county in a follow-up written answer. Fraud cases were handled by Action Fraud in the first instance and then distributed locally. Victims were visited by the Safer Neighbourhood Team, who provide support and safeguarding against future instances of fraud. Insp Maguire said Members could raise any issues with him directly.

Working with young people – Committee Members asked what work was being undertaken with schools and colleges. Insp Maguire said there were two Youth Engagement Officers who work closely with schools, as well as the Junior Citizens' Scheme which runs in partnership with other agencies. There was constant work ongoing to break down barriers such as organising football and netball matches and attendance at school events. Guest speakers talking about the dangers of knife crime and drugs were being planned. Members praised the work of the Junior Citizens' project who had actively engaged with young people in local schools.

Domestic abuse prosecution figures – Members noted that Reigate and Banstead had the highest number of domestic abuse figures in Surrey and asked about the number of arrests and prosecution figures compared to previous years. The Borough Commander did not have the arrest rates to hand but could send these to the Committee after the meeting. East Surrey wide there was a prosecution rate of 15% but this reflected the difficulties the CPS faced in bringing domestic abuse cases to court. Domestic Violence Protection Notices or Orders can be used as alternative methods to work with the victim, provide further support and work towards prosecution.

Party in Lower Kingswood – Members asked what the outcome had been of the case involving a party in Lower Kingswood during lockdown and potential fines of up to £10,000. The owners of the address had been fined

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on two separate occasions for parties held by two separate groups of people who were renting the property. As the court case was pending, the Borough Commander was unable to comment, but would try to obtain some information to share with residents.

High profile incident in Redhill on 23/02/2022 – Committee members enquired about the high-profile case that had taken place in Redhill on 23/02/2022. The Borough Commander reported that the investigation was ongoing, that firearms officers had been in attendance, the risk to the public had been minimised and that someone was currently helping the police with their enquiries.

Vehicle access in Redhill – A Committee Member commented that takeaway food delivery drivers were driving in the precinct areas of Redhill and asked what is being done to combat this. The Borough Commander confirmed that police officers were patrolling these areas and the food delivery companies have been contacted and spoken to, with warnings given where necessary. This problem would continue to be addressed.

Parking on pavements in shopping areas and Casualty Reduction Team – Committee members reported that cars were parking on the pavements in local shopping areas such as Nork shopping parade and were keen for the police to tackle this matter. This problem would be reported back to the Casualty Reduction Officers, who deal with traffic matters. A Committee member asked the Borough Commander to provide more information on the work of the Casualty Reduction Team. The north and south of the borough each have their own Casualty Reduction Officer who identifies high risk areas, conducts speed surveys and accident spot surveys and works with Neighbourhood Watch groups to deter speeding. The officers visit the high risk areas every day. The Borough Commander invited residents to report specific areas to him.

Graffiti – Committee members asked whether tackling graffiti was a priority. Insp Maguire said that graffiti is in the category of anti-social behaviour and is therefore taken seriously, however, problems must be prioritised. If the problem grows and was causing problems for residents, then it would be dealt with.

Wildlife crime – Committee members asked whether there was a high level of wildlife crime. Wildlife crime was dealt with by a dedicated Rural Crime Police Community Support Officer. There were no specific numbers relating to wildlife crime, but it was something that the police were aware of, and a specialist team tackled this type of crime.

Committee members requested that key contacts for local teams be shared with all councillors. The Borough Commander said that he would send an updated list with photos and phone numbers of officers and staff.

The Chairman thanked Inspector Alex Mcguire, Councillor Ashford and his team for their presentations.

RESOLVED – that the Committee:

1. Noted the presentations from the Portfolio Holder for Community Partnerships and the Borough Commander for Reigate and Banstead
2. Reviewed the work of the Reigate and Banstead Community Safety Partnership in 2021 and made observations for consideration by the Executive Member.

71. OVERVIEW AND SCRUTINY COMMITTEE FORWARD WORK PROGRAMME 2021/22

The Committee received the Forward Work Programme 2021/22 which related to the final meeting of the Municipal Year in March.

The Chair, Councillor Harrison, drew Members' attention to the IT Strategy which would be discussed at the next meeting. Members of the Audit Committee were invited to attend as it included information on areas they were interested in. The report would be discussed in a Part 2 Exempt session.

At the March meeting, the Committee will look at the upcoming Forward Work Programme for the coming year 2022/23. Members were asked to submit any items to the Clerk to bring to the Committee for consideration.

Councillor Essex asked if the Companies Performance Update report could include information in Part 1 of the report that could be in the public domain rather than Part 2 Exempt session, for example, information that was published already on the Companies House public website.

There were no comments on the Action Tracker.

RESOLVED – that the Committee:

- 1) Noted the Overview and Scrutiny Committee Forward Work Programme 2021/22 and Action Tracker.

72. 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.

73. ANY OTHER URGENT BUSINESS

There were no items of urgent business.

The Meeting closed at 9.44 pm

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Signed off by	Director of Place
Author	Catriona Marchant, Democratic Services Officer
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Email	catriona.marchant@reigate-banstead.gov.uk
To	Overview and Scrutiny Committee
Date	Thursday, 17 March 2022
Executive Member	Portfolio Holder for Economic Prosperity, Planning Policy and Place Delivery and Neighbourhood Services

Key Decision Required	N
Wards Affected	(All Wards);

Subject	Place Portfolio Holders update
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Recommendations
To note the Portfolio Holder Briefings on the Place Portfolios, as set out in this report, and to provide any observations for consideration by Executive Members.
Reasons for Recommendations
To consider the progress of work in the Place Portfolio objectives, as of March 2022, including achievements, priorities and challenges.
Executive Summary
<ol style="list-style-type: none"> 1. This report provides an overview of the activities undertaken within the Place Portfolio areas in the Municipal Year to date. 2. The three Place Portfolios are Economic Prosperity, Planning Policy & Place Delivery and Neighbourhood Services.

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Key Information

Executive Portfolios

1. Following the Annual Council meeting on 27 May 2021, the Leader of the Council appointed the Members of the Executive for the Municipal Year 2020/21. Each Member of the Executive undertook an area of responsibility, known as a portfolio. These Portfolio Holders continued their work into 2021/22.
2. For operational purposes, these portfolios are aligned with the three themes of the Council's current and emerging Corporate Plans, these being People, Place and Organisation.
3. The three portfolios aligned with the Place theme are Economic Prosperity, Planning Policy & Place Delivery and Neighbourhood Services.
4. The areas of responsibility of these portfolios are as follows:
 - **Economic Prosperity:** Economic Development, Gatwick, Job Creation, Town Centres.
 - **Planning Policy & Place Delivery:** Planning Policy & Local Plan, CIL, Transport, Building Control, Place Projects & Delivery.
 - **Neighbourhood Services:** Environmental Health, Licensing, Joint Enforcement Team, Parking, Waste & Recycling, Greenspaces, Fleet & Cleansing.

Portfolio Objectives

5. Following their appointment, Executive Members agreed objectives for their portfolio areas for the Municipal Year.
6. The COVID-19 Pandemic has continued to have an impact on the work of the Place Portfolios.
7. Updates including the challenges, highlights and new projects are set out in the presentation slides from each Portfolio Holder to the Committee set out in Annex 1 to this report.

Overview and Scrutiny

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

Equalities Implications
11. A proportion of our Place Services are focused on supporting vulnerable residents, including residents from across all of the protected groups. Our services have equalities considerations at their core.
Annex
1. Portfolio Holder presentation slides

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Place Portfolio Holder
Presentations
Overview and Scrutiny
⁵³Committee
17 March 2022

Economic Prosperity Portfolio Update

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Our Objectives

“To 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.”

55 *“With our partners, invest in our town and village centres, so they continue to be places where people choose to live, work, do business and visit.”*

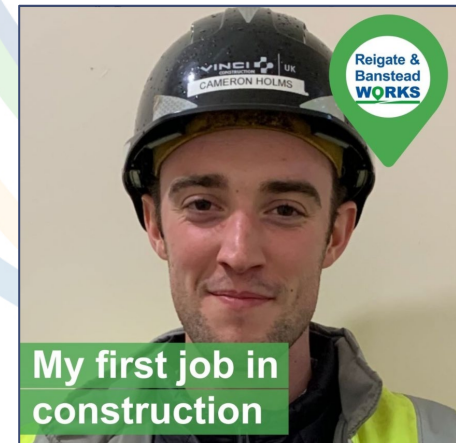
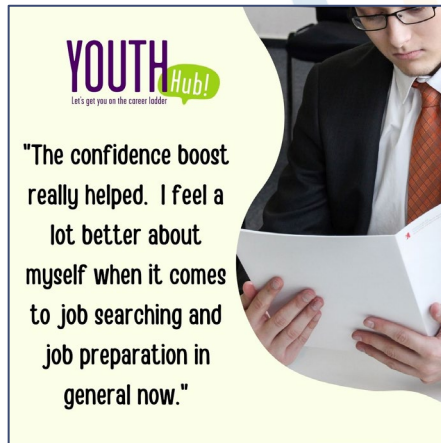
Reigate & Banstead 2025, Corporate Plan



Skills & Employment

Priority: Working with large employers and supporting them to maintain a local presence, employ local workers, build stronger relationships with local education and skills providers and support apprenticeship schemes.

- Reigate & Banstead Works (23.5k individual user sessions and c14k users of the site, 2021-22)
- Start Reigate & Banstead (2.5k registered students)
- 56 • Additional funding for East Surrey Youth Hub (c100 young people supported into employment)
- Business Leaders meetings and Local Skills Improvement Plan process for Sussex and Surrey



Business Support

Priority: Providing support to start-up and micro businesses to increase business birth and survival rates. Facilitating networking to strengthen the business community.

- Business Growth Grants - c£800k allocated 2021-22 from Additional Restrictions Grant allocation
- Business Support Grants - c£45k allocated 2021-22
- 57 • Entrepreneur Academy 2021 - 14 enrolled on the programme.
Dragon's Den session 31 March 2022
- 12 x Learning Lunches and business networking activities (online and in person)
- Supported the launch of RBInspire - local business-to-business mentoring initiative



Town Centres

Priority: Work with businesses and other organisations to make the borough a more attractive location for residents and visitors to live, work and spend time

- Spent c£65,000 of Town Improvement and Welcome Back Fund providing new bins, refurbished benches and new planters.
- Visitor Analysis Platform engaged to monitor how visitors use our towns
- Market contract review for 2022 re-letting
- Enhancing visitor economy, working with Surrey Hills Enterprises



Communications

Cross-cutting Priority: To use a wide range of channels to communicate the Council's commitment to driving the economic prosperity of the borough; to share information on business support and advice; to promote our high streets; and to celebrate our local business community.

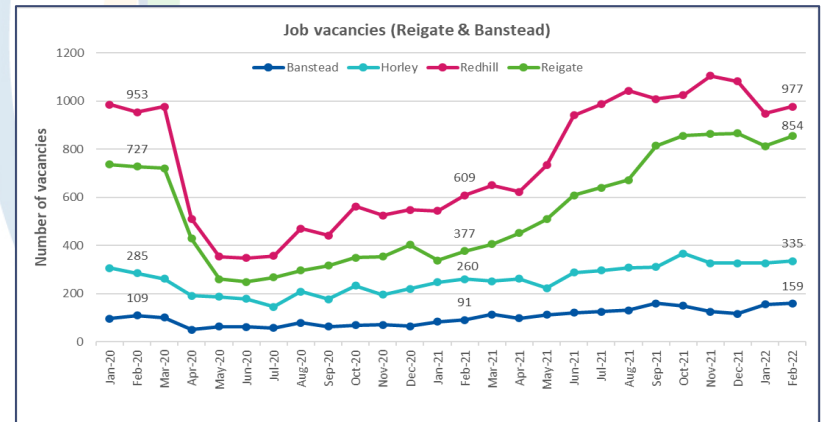
- Economic Prosperity Framework
- Monthly Business e-Bulletin. Circulated to c2,500 subscribers per month with a c40% open rate.
- 59 Launched Economic Prosperity social media accounts and LinkedIn Business Group (c1,600 followers across the channels).



Communications continued ...

- #SupportLocal #Shop Local campaigns
- Case studies – celebrating local businesses
- Delivery of RBBA 2022
- Data and intelligence gathering

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Internal Partnership Working

Priority: Working with colleagues to make the borough a more attractive location for residents and visitors to live, work and spend time

- Local Taxation – we have worked together to publicise and distribute COVID-19 grants to the business community
- Place and Community Partnerships – Working together on the Horley ‘vision’
- Neighbourhood Services – town centres
- Data and Insight – town centres
- Communications – COVID-19 and service

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Business e-bulletin
Supporting local business

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

April 2020

In this issue

Local Business Heroes

Reigate & Banstead Business @RBBCbusiness · 23h

🔔 LESS THAN 2 WEEKS LEFT TO APPLY 🔔 Reigate & Banstead businesses, not previously eligible for COVID-19 rates relief, may be able to apply for reduced business rates through the COVID-19 Additional Relief Fund (CARF). Deadline midnight 13 March: orlo.uk/1D7dX

Supporting your business through Covid-19

Supporting our business community has never been more important. We want to signpost businesses to correct, relevant and timely information to ensure that your business can get the right support. The government has set out a package of measures to support businesses. You can read about the support website. With things changing so quickly these details are correct as at 6 April.

Update on cash grants
The first payment run for business grants by Reigate & Banstead Borough Council went out on 1 April, by the 6 April we had paid £16.7 million to 773 businesses (almost 50% of businesses eligible for funding). We expect the process to be complete by mid-April. Please be patient. If you have not already please fill in the online form this will facilitate the process and ensure we have the correct details.

Self-employed reminder - don't miss tax return chance
The Government's coronavirus support for self-employed people will be based upon your 2018-19 tax returns. If you missed the January 2020 deadline, you can now take

COVID-19 Additional Relief Fund
Applications close midnight 13 March

External Partnership Working

Priority: Working with partners across the wider economic area to secure investment, promote the borough, deliver business floorspace and business infrastructure

- Participating in the Coast to Capital 360 Skills Board
- Board member of Gatwick Diamond Business
- Supporting the four Town Centre Management Groups
- Working with Surrey Hills Enterprises
- Coast to Capital funding secured to develop a shared Economic Development offer for east Surrey



Proud to be making a difference

"I count myself extremely lucky that I came to know the Economic Prosperity Team at Reigate & Banstead Borough Council. Over the years they have helped introduce me to the business works, supporting our marketing needs with business grants, and link out eFOLDi products with the right customer." **Sumi Wang, Managing Director, eFOLDi**

"We are delighted to be working with Reigate & Banstead Borough Council (through RB-Works) to highlight employment opportunities with local businesses. We are always looking to find new talent locally." **Mo O'Brien, UK HR Director, Kimberly-Clark**

"The grant provided us with the support to grow our team which has allowed us to increase our turnover by taking on additional work. In turn, this has increased our profits." **Business Support Grant recipient**

I hope you know that your team has changed my life from the day I started entrepreneurs academy!
THE BEST COUNCIL EVER!  **Nazanin Nankali, Power Tutors (on awarding of BGG)**

Priorities for 2022-2023

- Continue to develop the Reigate & Banstead Works website
- Develop and utilise our communications / social media capabilities
- Complete the Markets contract / management options process
- 64 Deliver the shared East Surrey Economic Development offer project

Planning Policy, Transport, CIL and Building Control

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Reigate & Banstead 2025

Contribution to delivering our Five Year Plan

- The Planning and Place Delivery Services have made substantial progress driving forward key projects and programmes this year
- The work of the Services are contributing to a range of key corporate priorities in our Five Year Plan

AFFORDABLE HOMES

Securing the delivery of homes that can be afforded by local people and which provide a wider choice of tenure, type and size

TOWN CENTRES

With our partners, investing in our town and village centres, so they continue to be places where people choose to live, work, do business and visit

SHAPING OUR PLACES

Ensuring new development is properly planned and sustainable, and benefits the borough's communities and the wider area

CLEAN & GREEN

Investing in parks, recreational facilities and countryside in Council ownership, promote biodiversity and encourage greater use of our green spaces...through the provision of new facilities, activities and events as well as through new guidance, strategies and use of CIL

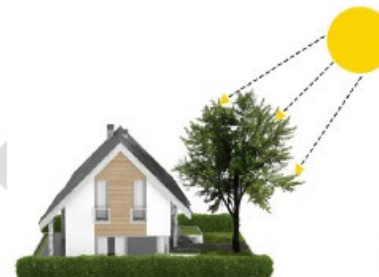
Supplementary Planning Documents (SPDs) -

New and revised SPDs prepared to help deliver the policies of the DMP and support 5-year Plan objectives and delivery of other services.

- Local Distinctiveness Design Guide SPD
 - Defines character areas of the borough and uses case studies to illustrate development trends, inc successes and failures
 - Complements Place Delivery projects with focus on Redhill developments
 - Adopted June 2021
- Sustainable Construction and Climate Change SPD
 - New SPD providing guidance on how to implement new sustainability policies of the DMP
 - Complements the Borough's environmental and sustainability objectives
 - Adopted Summer2021



Figure 10: Air leakage in a house



Deciduous trees provide shade in the summer.



Deciduous trees allow sun to warm a building in the winter

- Horley Business Park SPD
 - Work progressed preparing a vision and masterplan for the HBP.
 - Consultation draft awaiting amends re extent of tree planting



- Biodiversity SPD
 - Work started on a biodiversity SPD to support DMP policies and guide how biodiversity net gain can be achieved on new developments and on Council's own green spaces



- **Playing Pitch Strategy**

- Playing Pitch Strategy commissioned
- Due to complete Spring 2022
- Identifies a range of play facilities and what need for new facilities is
- Next steps to consider with Greenspaces, Leisure and Place Delivery colleagues how and where to meet these needs.

- **Surrey Hills AONB Review**

- Natural England have started a review of the Surrey Hills Area of Outstanding Natural Beauty
- Have worked with Surrey Hills AONB Board to provide evidence in support of the review – statutory consultation in 2023



Community Infrastructure Levy (CIL)

- Over £9 million has now been secured from development since 2016
- Infrastructure Funding Statement published
- £305k spent on infrastructure projects in 20/21 inc on Council's own green spaces
- Strategic Infrastructure Programme (SIP) review to complete Summer 2022

Year (1 April – 31 March)	Amount of CIL funding collected
2016/17	£ 187,561.37
2017/18	£ 980,784.35
2018/19	£ 2,230,662.70
2019/20	£ 3,466,176.19
2020/21 (The reported year)	£ 2,068,955.98
Total CIL collected 1 April 2016 – 31 March 2021	£ 8,934,140.59

Figure 4: CW47 - New football goals at South Park Football Club



Figure 2: CE51 - Planters at Kiln Walk, Whitebushes (before and after)



Figure 3: NE32 – Resurfacing of footpath between Hatch Gardens across Burgh Heath



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Transport

➤ LCWIP

- We have worked with SCC and Atkins to produce a local cycling walking infrastructure plan to develop active travel proposals across the Borough
- Will help modal shift away from private cars in accordance with the Council's sustainability objectives.

➤ DfT funding opportunities

➤ Gatwick DCO

- Gatwick's Development Consent Order for its Northern Runway Project
- Consultation in 2021, technical evidence reviewed and responses given
- Submission likely in 2022 followed by Examination

Southern Building Control Partnership

- Active role as Board and Management Team representatives
- Have undertaken a review of the Inter Authority Agreement and prepared a new business plan following 5 years since inception
- Oversee performance and budgetary matters
- Significant cost savings and increased income generation has seen dramatic economic improvement
- 2021/22 likely to see first positive financial return from the Partnership



What's next

- Planning Bill – much awaited, due in 2022?
- Local Plan – reviewing options to best tackle standard method housing requirements
- Gatwick DCO Submission and Examination
- CIL SIP Review
- ⁷³ Building Control legislative changes post Hackitt Review



Place Delivery

Helping to deliver our Five Year Plan

Place Delivery

Focus of service

- The Place Delivery Service works with internal and external partners to deliver the Council's corporate priority place shaping projects and programmes, with a focus on four key areas:
 - **Development projects** including housing and mixed use schemes
 - **Estate based regeneration** in key areas of need within our Borough
 - **Town Centre regeneration** with a focus in Redhill and Horley
 - **New neighbourhoods** and infrastructure improvements in Horley
- The team includes a small multi-disciplinary team:

Head of Service

Principal Development Manager

Senior Development Manager

Open Space Development Manager

Place Project Manager

Part time consultant Transport Advisor

Peter Boarder

Catherine Radziwonik

Penny Craig

Bruno Amador

Carrie Burton

Chris Parry

Development Projects

Progress this year

Pitwood Park

- We achieved Practical Completion achieved in July 2021
- Pitwood provides 14 high quality market homes for sale and 11 for shared ownership
- All the affordable housing homes have been sold to Raven HTC
- 12 of the 14 market homes have been sold and the two remaining units are under offer
- The sale of all homes has also generated a higher return than originally forecast

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Development Projects

Progress this year

Cromwell Road

- Our Cromwell Rd scheme achieved Practical Completion in Feb 2022
- The scheme provides 32 flats and ground floor commercial
- Following PC we have handed over the scheme to the Council's property team
- Heads of terms have been agreed with a tenant to take the commercial unit



Lee Street

- We have entered into contract and begun work on site
- Lee Street will provide four x 1 bed bungalows for move on accommodation
- We have also secured Homes England Grant Funding toward the costs of the scheme

Development Projects

Progress this year

The Rise (Marketfield Way)

- We have made good progress in our build and topped out in October 2021
- We have pre let 50% of our commercial floorspace
 - Agreement for Lease with the Light to take 35,000 sq ft
 - Agreement for Lease with Tesco to take 3,500 sq ft
- We have undertaken a comprehensive rebrand of the scheme
- We have undertaken a successful launch to market



Development Projects

Look Ahead - 2022 / 2023

Lee Street

- Practical completion May 2022
- Ensure Home England compliance
- Smooth handover to RBBC housing team

79 The Rise (Marketfield Way)

- Practical completion August 2022
- Hand over flats to Kooky in Sep 2022 to enable further fit out and flat lettings from Winter 2022
- Handover of first retail unit to Tesco in Aug 2022 to enable opening in winter 2022
- Hand over cinema/leisure warm shell to the Light for fit out from Oct 2022 to enable opening Easter 2023
- Let the majority of the remaining floorspace ready and commence fit outs
- Set up appropriate estate management for the development

Doing Development Even Better

Progress this year and focus next year (PROCESSES)

This year

- The team have been providing input into the setting up of a Joint Venture with Raven Housing Trust
- The team have led on commencing work on developing a Development Pipeline and comprehensive Development Checklist

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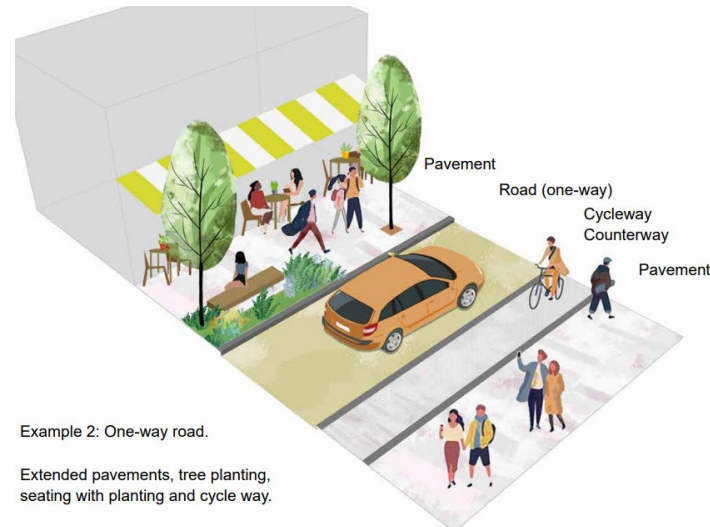
Next Year

- Building on last years work we will help to lead on the preparation of a Council development strategy
- We will identify sites to progress to future planning
- We will explore and to put in place appropriate arrangements with private and public sector partners to provide alternative delivery mechanisms
- We will prepare standard design specification and Employers Requirements that can be used across our schemes

Town Centres: Horley

Progress this year

- We have undertaken initial survey work including traffic, parking and utility surveys
- We have completed initial design work to look at options for intervention on the High Street and subway
- We have undertaken the 1st stage of consultation with residents, businesses and stakeholders
- We have agreed a scope of works with Network Rail and SCC to help tackle drainage issues in the subway
- We have submitted applications for Levelling Up Fund and Coast to Capital funding
- We have worked collaboratively with SCC and stakeholders in the developing a narrative for Horley through engagement and consultation
- We have worked with our design team to develop options for the redevelopment of the Housing car park site



Town Centres: Horley

Future focus for 2022/23

- Following the feedback from local residents and stakeholders we will continue the design development for the High and the subway improvements
- We will complete the detailed design of the high street and subway works and obtain all necessary consents from stakeholders
- We will try to secure additional funding for improvements as necessary
- We will agree procurement routes and prepare tender documentation for the delivery of the high street and subway works ready for implementation
- We will agree a scope of works to help improve town centre car parking
- We will continue to work with SCC to build on the Thinking place work and help to develop and deliver project ideas.
- We will implement drainage mitigation works in the subway

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Shaping our places: Westvale Park & Preston

Progress this year

Westvale Park

- We have worked with the developers to successfully complete two further play areas which are currently being transferred to the Council and four more are under construction
- Works have been substantially completed to the first phase of the Riverside Green Chain including the implementation of a green gym and the conveyancing process is underway
- Planning applications for two new allotment sites are being progressed
- Discussions are progressing with the CCG and Westvale Community Church about the possible provision of a medical centre and the provision of a faith building

Preston

- We have worked with local members to agree remaining regeneration priorities and a work programme
- We have appointed consultants and begun initial design work to implement new parking in Coxdene and Long Walk
- We have prepared an Invitation to Tender to provide improved facilities for wheeled sports provision in Preston Park.

Shaping our places: Westvale Park & Preston


Focus for 2022/23



Westvale Park

- We will work with the Consortium to ensure that good progress to bring forward the delivery of the neighbourhood centre
- Work with stakeholders to bring forward the community and faith sites if they are required
- Work with the Consortium and Horley Town council to bring forward the first of the allotment sites
- Work with Surrey County Council and the Consortium to extend the bus service through the site
- Work to improve communications with local residents
- 84 • Work to ensure that progress is made in the construction of the neighbourhood hall and that it is built to a satisfactory standard
- Agree who the neighbourhood hall is transferred to and agree future management and maintenance arrangements
- We will work to ensure that the first phase of the Riverside Green Chain and further other play areas are provided to a good quality and transferred to the Council

Preston

- Completed the detailed design and enter into a S278 legal agreement with SCC and appropriate land agreements with Raven and with SCC for Coxdene and Long Walk parking schemes
 - Implement a scheme to improve wheeled sports provision in Preston Park
- 

Clean & Green : Merstham Rec Progress This Year

Merstham Rec

- We have undertaken extensive engagement and consultation with local residents and stakeholders about Merstham Rec
- Using this information, we have developed a Master Plan and phasing plan for the Rec
- We have also prepared all the necessary documentation to submit a planning application

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Clean & Green : Merstham Rec

Focus for 2022/23

Merstham Rec

- Once planning permission is secured we will seek to meet all planning conditions
- We will continue to seek further funding for the works
- We will prepare tender documentation and procure the works
- We will get on site to and begin construction

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Neighbourhood Operations

Refuse, Recycling & Cleansing
Regulatory Services
Fleet Management
Greenspaces

Portfolio Updates

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Place Team

Clean and green spaces

- 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

Refuse, Recycling & Cleansing – What We Do

- Collect recycling & waste from 65000 households (including 7200 tonnes of paper, 7700 tonnes of Mixed Recycling & 4100 tonnes of Food).
- Provide assisted collections for 600 elderly or disabled residents.
- Collect garden waste approx. 26000 homes.
- Collect from 600 trade waste customers
- Collect recycling from 23 Bring Sites around the borough, 360 tonnes textiles, 450 tonnes of DMR & 550 tonnes of paper.
- Sweep & litter pick in almost 500 miles of road within the Borough.
- Support local community litter picking groups.
- Work with Place Team colleagues to support new developments with waste collections and cleansing duties, e.g. Marketfield Way development etc
- Work with our Economic Prosperity colleagues to improve the appeal of Town centres

Some of the things we achieved in 2021

- Bring sites reduced from 24 to 23 following closure of Holly Lane
- Stage 2 of Flats rollout completed. Additional 2,400 flats on service, 97 more than planned and £30k under budget estimate. With an additional 300 flats identified to come on service in 2022.
- 06 • Responded to Waste & Resources Strategy Consultation.
- Achieved our highest Recycling rate, in Q2, of 2021/22 of 58%
- Recycling income realised is above forecast.



The Outlook For 2022

- Continue our Fleet Replacement programme to provide required resilience to our service delivery.
- Deploy our new Hiab into more efficient fly tipping clearance.
- Supporting the Council's Environmental Sustainability Strategy, our new vehicles have electric bin lifters reducing fuel consumption by 12%.
- Continue our flats recycling and bring site review projects. Holly lane has now closed with no adverse outcomes.
- Increased Bulky Waste collection appointments available, which will bring in additional income.
- Continue weekend/evening litter picking shift in Town Centres
- Continue to promote our 'no rubbish excuses' anti litter campaign

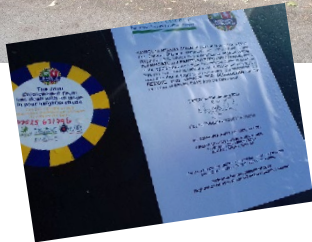
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Regulatory Services - Joint Enforcement Team

- Tackling reports of antisocial behaviour, fly tipping & abandoned vehicles.
- Enforcement coordination within Council departments e.g. Planning, Licensing, Fraud and take active part in joined up action with the Police, SCC and other partners.
- Dealing with traveller and other illegal encampments.
- Issuing of Fixed Penalty Notices for Fly Tipping .
- Use of CCTV to catch offenders in action.
- Assisting at COVID vaccination centres and ensuring RBBC staff have the correct equipment at home to do their job during the pandemic.

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Regulatory Services - Parking

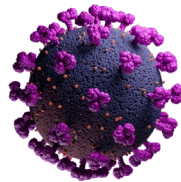
- Enforcement of dangerous and illegal parking.
- Change of shift patterns to cover earlier and later parking controls.
- Delivering spaces within Borough car parks for charging points.
- Electric vehicles have replaced older diesel vehicles and form the majority of the fleet.

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Regulatory Services - Environmental Health

- Carry out Covid track and trace throughout the borough including out of hours and weekends.
- Enforce standards of food hygiene in all food businesses, normally inspecting around 300 premises each year.
- Investigate complaints about environmental protection issues such as noise, smoke, dust, odour and air quality.
- Enforce standards in private sector housing, licence certain houses in multiple occupation (HMO's) and administer funding for Disabled Facilities Grants.
- Deal with a range of public health matters, such as pests, filthy and verminous premises and public health funerals.
- Corporate health & safety advice to the whole Council, including Covid safety going forward.



Regulatory Services - Licensing

- Protection of the travelling public in licensed vehicles, safely keep drivers and vehicles on the road during the pandemic.
 - Licence holders signposted to our Economic Prosperity team to ensure they are aware of any grants available to them.
 - Investigation and enforcement relating to licensing, permits and registrations.
 - Implementation of new regulations alongside Development Control for pavement licensing.
- ☞ Change of processes as a result of Covid to ensure business continuity now permanent e.g. implementation of online knowledge tests.



Fleet Management – What We Do

- Procurement of the Council's vehicle fleet.
- Repair and maintenance of the Council's fleet vehicles.
- Workshop apprenticeships.
- Ensuring Traffic Commissioner standards are maintained.
- Undertaking MOTs and plating of taxis registered within the Borough. Each year, 1,500 taxis are MOT'd and plated.



Fleet Management – In 2022

- We have recently taken delivery of our new 26 tonne grab vehicle for use by the cleansing team.
- Working with our colleagues to investigate and trial alternative fuelled vehicles
- Continue with the grow your own driver initiative – to manage the national HGV driver shortage

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Greenspaces & Engineers

The teams maintain parks, open spaces and infrastructure for residents and visitors to a recognised high standard. These services include:

- Grounds maintenance and play area provision & maintenance.
- Highways verge maintenance.
- Allotments.
- Bereavement services.
- Volunteer co-ordination.
- Outdoor events and sports pitch provision.
- Banner sites and sponsorship.
- Trees & woodland management.
- Countryside management.
- Engineering.



Greenspaces & Engineers

2021/22 Achievements

- Highest ever ratings received for In-Bloom Awards, with 9 awarded in total
- CIL projects delivered in partnership with Development Management and Planning Policy teams, such as the South Park pump track, Banstead High Street bus shelters and trees for Nork Park.
- Delivery of Borough-wide surfacing replacement works at a number of play areas, and the replacement of Tattenham Way play area.
- Clear-up and response to Storm Eunice- over 100 trees dealt with
- Working alongside our partnership organisations to effectively manage our countryside sites



Greenspaces & Engineers

2022/23 Outlook

- Development and implementation of a new management plan for Earlswood Common and associated areas (achieved gold standard at the In-Bloom awards 2021).
- Strengthening arboricultural resources to deal with Ash Dieback
- Working with SCC on drainage and flood prevention schemes, and continuing to maintain watercourses.
- A pipeline of CIL and S106 projects to be delivered, such as Lady Neville Park path resurfacing and Priory Park outdoor gym.
- 100 • Replacement of Lady Neville Park play area and contributing towards replacement of Merstham Recreation Ground play area



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SIGNED OFF BY	Interim Head of Finance
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TO	Overview and Scrutiny Committee Executive
DATE	Thursday, 17 March 2022 Thursday, 24 March 2022
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	Quarter 3 Performance Report 2021/22
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RECOMMENDATIONS
<p>That the Overview and Scrutiny Committee:</p> <p>(i) Note the Key Performance Indicator performance for Q3 2021/22 as detailed in the report and Annex 1 and make any observations to the Executive;</p>

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- (ii) **Note the Key Performance Indicators to be reported on in 2022/23 as detailed in Annex 1.1 and make any observations to the Executive;**
- (iii) **Note the Budget Monitoring forecasts for Q3 2021/22 as detailed in the report and at Annexes 2 and 3 and make any observations to the Executive.**

That the Executive:

- (i) **Note the Key Performance Indicator performance for Q3 2021/22 as detailed in the report and Annex 1;**
- (ii) **Approve the Key Performance Indicators to be reported on in 2022/23 as detailed in Annex 1.1.**
- (iii) **Note the Budget Monitoring forecasts for Q3 2021/22 as detailed in the report and at Annexes 2 and 3.**

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 Q3 2021/22, including Key Performance Indicator (KPI) reporting as well as revenue and capital budget monitoring.

The report also details the KPIs to be reported on for 2022/23.

Of the ten KPIs reported on in Q3, seven are on target or within tolerance. Three indicators are off target

Underlying Service and Central budgets are currently forecast to be £0.674m (3.8%) lower than the Revenue Budget for 2021/22 that was approved in February 2021.

The approved budget included separate forecasts for the ongoing financial impacts of the COVID-19 pandemic and this report includes updated forecasts based on the current position. The impacts of the pandemic continue to be monitored closely and, while additional expenditure has continued to be contained within the funding provided by Government, use of Earmarked Reserves set aside for the purpose will be necessary to offset forecast income losses. Further details are provided in this report and at Annex 2.

The Capital Programme forecast for the year is £44.13m which is £96.95m (68.7%) below the approved Programme for the year. The variance is as a result of £93.36m slippage and a net underspend of £3.59m. Further details are provided in this report and at Annex 3.

The Overview and Scrutiny Committee and Executive have the authority to approve their respective 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 receive an update on the Council's performance. The report provides an overview of KPI as well as budgetary performance.
5. KPIs are corporate 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 – Q3 2021/22

7. Ten KPIs are reported on in Q3 2021/22, the full detail of which is provided in Annex 1.
8. Of the ten KPIs reported on, seven are on target or within the agreed tolerance. Three indicators are off target, outside of their tolerance and are therefore red rated.
9. Of those that are off target:
 - KPI 1 – Council Tax collection. The non-achievement of the target is due to the impacts of Covid-19 and delays in recovery action as the courts were closed earlier in the year. Measures to improve collection performance are being actioned, including implementing process efficiencies and workload reviews, as well as recruiting additional staff.
 - KPI 2 – Business rates collection. The Covid-19 pandemic has had an impact upon the collection of business rates within the borough, due to rate recalculations arising from business rates relief and the wider economic situation. However, there has been a sustained increase in collection rates over the course of the financial year. Performance is expected to return to target levels as wider economic conditions improve, moving more towards the normal total collection rate by the end of Q4.
 - KPI 7 – Affordable Housing Completions. Affordable housing completions this quarter continue to be off target, however these units are often delivered in batches. With a significant number of housing development projects such as the

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Horley North West Sector, RNIB and Quarryside Business Park expected to reach completion later in the year, the associated increase in affordable housing completions is expected to bring completions in line with the target.

Key performance indicators – 2022/23

10. Annex 1.1 sets out the KPIs to be reported on in 2022/23.
11. There are two new KPIs proposed for 2022/23:
 - Handling of complaints – information on complaints has previously been provided as a contextual indicator. However the Council is upgrading its complaints handling system and so the service expects to be in a position to be able to report on key metrics associated with complaints.
 - Sustainability – reduction in the Council’s carbon footprint compared to the 2019/20 baseline.

Revenue Budget Forecast

12. The 2021/22 Original Revenue Budget approved by Council in February 2021 was £17.395m.
13. At 30 December the forecast outturn for Services and Central Budgets is £17.133m against a management budget of £17.807m, including one-off funding from Reserves, resulting in an overall net underspend of £0.674m (3.8%).
14. In addition, there are forecast continued income losses of £1.156m (net) following the COVID-19 pandemic that will have to be funded this year through a call on the Reserve that has been set aside to mitigate this risk.

Table 1: REVENUE BUDGET MONITORING at 31 Dec 2021	Original Budget £m	In-Year Adjustments¹ £m	Management Budget £m	Forecast Outturn £m	Forecast Year-end Variance £m
Service Budgets	16.240	0.412	16.652	15.934	(0.718)
Central Budgets	1.155	0.000	1.155	1.199	0.044
Revenue Budget Forecast at 31 Dec	17.395	0.412	17.807	17.133	(0.674)
Income losses due to ongoing COVID-19 impacts	0.000	0.000	0.000	1.511	1.511
Government Funding to offset Income Losses in Q1	0.000	0.000	0.000	(0.354)	(0.354)
Revenue Budget Forecast at 31 Dec Including COVID-19 Income Losses	17.395	0.413	17.808	18.290	0.482

Note: in-year budget adjustments reflect the drawdown of Earmarked Reserves during the year and amounts carried forward from the prior year to fund approved expenditure.

Service Budgets

15. The 2021/22 Original Budget for Services approved by Council in February 2021 was £16.240m.

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16. At 31 December the full year outturn is forecast to be £15.934m against a management budget of £16.652m resulting in an underspend of £0.718m (4.3%).

17. The key variances are:

Organisation:

- Electoral Services - £0.253m underspend due to lower than expected election costs and review of long term contracts.
- Land Charges - £0.192m underspend driven by higher than expected revenue due to Stamp Duty holiday.

Place:

- Planning Policy - £0.309m underspend due to lower staff costs because of vacancies.
- Fleet - £0.189m underspend driven primarily by lower fuel costs compared to the budget forecast.

People

- Revenues, Benefits & Fraud - £0.399m overspend due to lower DWP subsidy and higher Housing Benefit overpayment, partially offset by lower staff costs due to vacancies and higher commercial income.

Corporate

- Management Team - underspend of £0.250m in anticipation of implementation of the new senior management structure

18. Further details of Service budget variances are provided at Sections 1 and 2 of Annex 2.

COVID-19 Expenditure & Funding

19. The Revenue Budget for 2021/22 that was approved by Council in February 2021 did not include specific budgets for ongoing expenditure relating to the Council's response to the pandemic but it did provide an outline of the types of spending and income losses that were likely to be incurred and assumptions regarding how they would be funded based on the information available at the time.

20. The latest forecast for additional expenditure and funding during 2021/22 are summarised below. This confirms that expenditure and associated funding are currently forecast to balance. These forecasts are based on current assumptions regarding national and local recovery following the pandemic and may change. Some of the forecast Government funding is also subject to final confirmation. The majority of pandemic funding is received direct from the Government but some continues to be paid via Surrey County Council.

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Table 2: COVID-19 FORECAST ADDITIONAL EXPENDITURE & FUNDING at 30 Sept 2021	Forecast Expenditure £m	Forecast Funding £m
Welfare Response	0.299	
Financial Management & Monitoring	0.166	
Revenues & Benefits Team - additional temporary staff	0.134	
Communications/Contact Centre/Data & Insight Team - additional capacity	0.118	
ICT support costs	0.104	
Homelessness Prevention	0.103	(0.023)
'Welcome Back' Expenditure & Funding	0.100	(0.100)
Environmental Services/Waste Team - additional capacity	0.098	
Revenues & Benefits - in-house overtime, software etc	0.080	
Other expenditure (including Elections)	0.058	(0.039)
Surge Testing	0.026	(0.019)
Cultural, Sports, Leisure	0.019	
New Burdens Funding		(0.092)
Test & Trace Administration Funding		(0.102)
Contain Outbreak Management Funding		(0.274)
Government COVID-19 Funding Allocation 2021/22		(0.638)
Forecast Expenditure and Funding 2021/22	1.306	(1.287)
Net Expenditure / (Income)	0.019	

COVID-19 Income Losses

21. The main area for concern relates to ongoing income losses as a consequence of the pandemic. At 31 December the forecast total income loss is £1.157m after taking account of forecast Government funding for losses to 30 June (only).

Table 3: COVID-19 FORECAST INCOME LOSSES AND FUNDING at 30 June 2021	Forecast Income Loss £m
Car Parking	1.052
Leisure Services (management fee continued to be waived until September 2021; lower pitch income)	0.137
Planning Policy (lower fee income)	0.178
Property & Facilities (lower income from commercial properties)	0.051
Revenues & Benefits (lower commercial income)	0.040
Environmental Licencing (lower premises/taxi licencing & MOT income)	0.028
Harlequin (lower ticket sales, hire and catering income)	0.025
Forecast Income Loss	1.511
Government Funding (Q1 Losses Only)	(0.354)
Net Forecast Income Loss 2021/22	1.157

22. The net forecast shortfall can be funded on a one-off basis through drawing on the £2.0 million Earmarked Reserve that was set aside at the end of 2020/21 in anticipation of continued income losses.

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23. These forecasts are based on the third quarter position and remain subject to review as recovery continues.
24. As detailed in the Budget report 2023/24 to Executive in January 2022, looking forward there remain concerns that ongoing income losses (in particular relating to car parking) add significantly to the forecast budget gap over the medium term as there is no prospect of further Government funding for these pressures.
25. The ongoing unfunded impacts have therefore had to be accommodated the 2022/23 budget and result in a further call on Reserves until sustainable solutions are implemented.
26. 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 of income losses on district Councils and their ability to deliver services;
 - Look to make offsetting savings and efficiencies where possible before calling on Reserves; and
 - 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.
27. 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. This course of action is not anticipated to be required for this authority.
28. 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

29. The 2021/22 Original Budget for Central budgets approved by Council in February 2021 was £1.155m.
30. At 31 December the forecast outturn is £1.199m against a management budget of £1.155m resulting in an overspend of £0.043m (3.76%).
31. This overspend is mainly as a result of lower net interest receivable on treasury investments than was originally forecast.
32. Further details on Central Budget forecasts are provided at Annex 2.

Investment Income

33. Forecast income from property rents at Quarter 3 is £4.256m compared to the £4.568m that was received in 2020/21. This represents 24.5% of the net revenue budget for 2021/22.

Capital Programme Monitoring

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34. At 31 December 2021, the Capital Programme budget was £141.08m (including £99.46m of approved carry-forward capital allocations from 2020/21).
35. The forecast outturn position is £44.13m which is £96.48m (68.7%) below the approved Programme for the year. The variance is driven by £93.36m slippage and a net underspend of £3.59m.
36. The main reasons for forecast slippage at the end of Quarter 3 were:
- Housing Delivery Programme (£20.0m slippage) – these capital funds have been allocated to fund investment in new affordable housing. There are no specific developments planned at this time. Forecasts will be updated when new business cases are developed.
 - Commercial Investments Programme (£63.98m slippage) - these capital funds have been allocated to fund investment in new developments and commercial assets & activities to deliver a sustainable net income stream. There are no specific developments or asset purchases planned at this time. Forecasts will be updated when new business cases or investment opportunities are developed.
37. Slippage at 31 March would typically be carried forward to the Programme for 2022/23 onwards, however the Budget Report for 2022/23 that was approved by Executive in January 2022, included a recommendation that the remaining sums allocated for investment in the Housing Delivery Programme and Commercial Investments will in future be excluded from the reported Capital Programme going forward. This is because there are no firm plans at present for spending these allocations and their relative scale compared to the rest of the Programme means that variance reporting against budget is distorted. Going forward the funds will remain allocated in principle for future investment but will not be brought into the approved Programme until specific business cases are approved.
38. The forecast net underspend is mainly as a result of:
- Housing Delivery Programme - £2.838m lower than budgeted expenditure upon successful completion of the Cromwell Road and Pitwood Park housing schemes.
 - ICT Disaster Recovery - £0.200m lower expenditure due to investment funded from elsewhere in the Capital Programme.
 - Disabled Facilities Grant - £0.370m lower expenditure due to a lower level of referrals in 21/22.
39. Further details are provided at Annex 3.

OPTIONS

40. The Overview and Scrutiny Committee has two options:
- **Option 1:** note the report and make no observations to the Executive.
 - **Option 2:** note the report and make any observations to the Executive.
41. The Executive has two options:

Agenda Item 6

- **Option 1:** note the report and approve the KPIs to be reported on in 2022/23 as set out at Annex 1.1.
This is the recommended option.
- **Option 2:** note the report and do not approve the KPIs for 2022/23.
This is not the recommended option as it will delay the Council having KPIs in place for the new financial year.

LEGAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

EQUALITIES IMPLICATIONS

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

COMMUNICATION IMPLICATIONS

45. There are no communications implications arising from this report.

RISK MANAGEMENT CONSIDERATIONS

46. There are no risk management implications arising from this report.

47. The annual budget report and supporting strategies include a full risk assessment of budget proposals.

OTHER IMPLICATIONS

48. There are no other implications arising from this report.

CONSULTATION

49. The report has been reviewed by the Council's Corporate Governance Group.

50. There are no other consultation implications arising from this report.

POLICY FRAMEWORK

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

BACKGROUND PAPERS

None.

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Q3 2021/22 Key Performance Indicators

KPI	Status	Portfolio Holder
<u>KPI 1 – Council Tax Collection</u>	RED	Cllr Schofield
<u>KPI 2 – Business Rates Collection</u>	RED	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>	GREEN	Cllr Neame
<u>KPI 6 – Housing Completions</u>	GREEN	Cllr Biggs
<u>KPI 7 – Affordable Housing Completions</u>	RED	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

KPI 1 – The % of Council Tax collected

	TARGET	ACTUAL	STATUS
Q1	29%	29.09%	GREEN
Q2	57%	56.36%	AMBER
Q3	85%	83.97%	RED

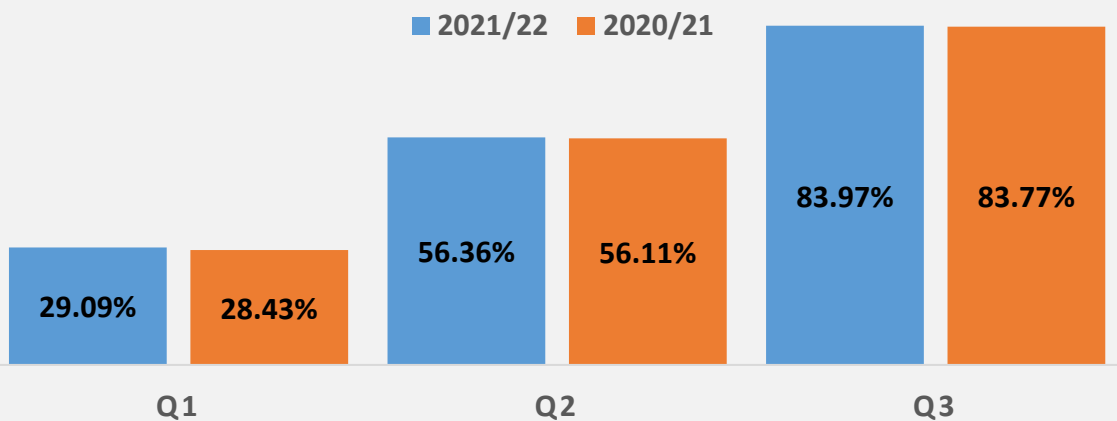
Description

This indicator measures the percentage of Council Tax collected by the Council. The performance reported is cumulative for the year to date.

Narrative

Performance in Q3 of this financial year has remained consistent with that of the previous year. The non-achievement of the target is due to the impacts of Covid-19 and delays in recovery action as the courts were closed earlier in the year. Measures to improve collection performance are being actioned, including implementing process efficiencies and workload reviews, as well as recruiting additional staff.

Council tax collection



KPI 2 – The % of Business Rates collected

	TARGET	ACTUAL	STATUS
Q1	31%	29.77%	RED
Q2	58%	56.76%	RED
Q3	85%	83.47%	RED

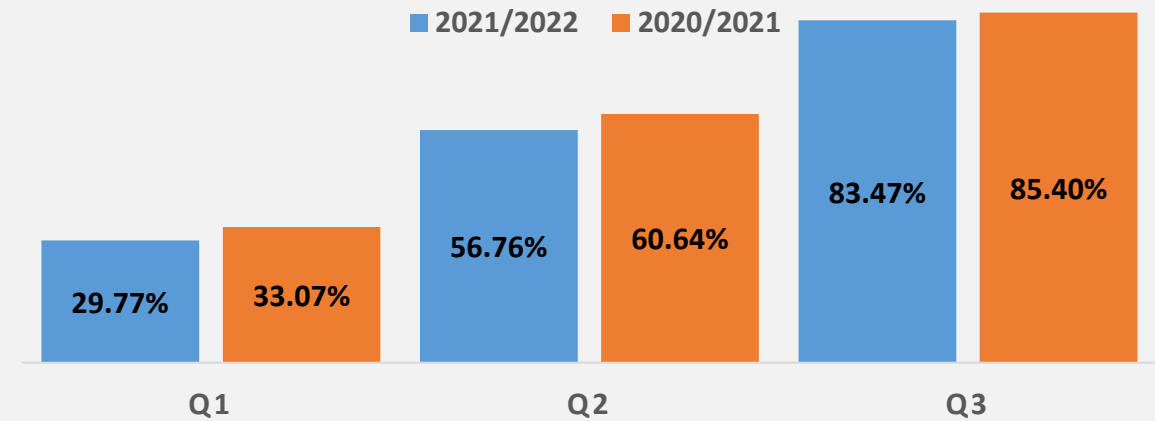
Description

This indicator measures the percentage of non-domestic rates (NNDR) collected by the Council. The performance reported is cumulative for the year to date. A tolerance of 1% is applied each quarter.

Narrative

The Covid-19 pandemic has had an impact upon the collection of business rates within the borough, due to rate recalculations arising from business rates relief and the wider economic situation. However, there has been a sustained increase in collection rates over the course of the financial year. Performance is expected to return to target levels as wider economic conditions improve, moving more towards the normal total collection rate by the end of Q4.

Business rates collection



KPI 3 – Staff turnover

	TARGET	ACTUAL	STATUS
Q1	12%	7%	GREEN
Q2	12%	7%	GREEN
Q3	12%	9%	GREEN

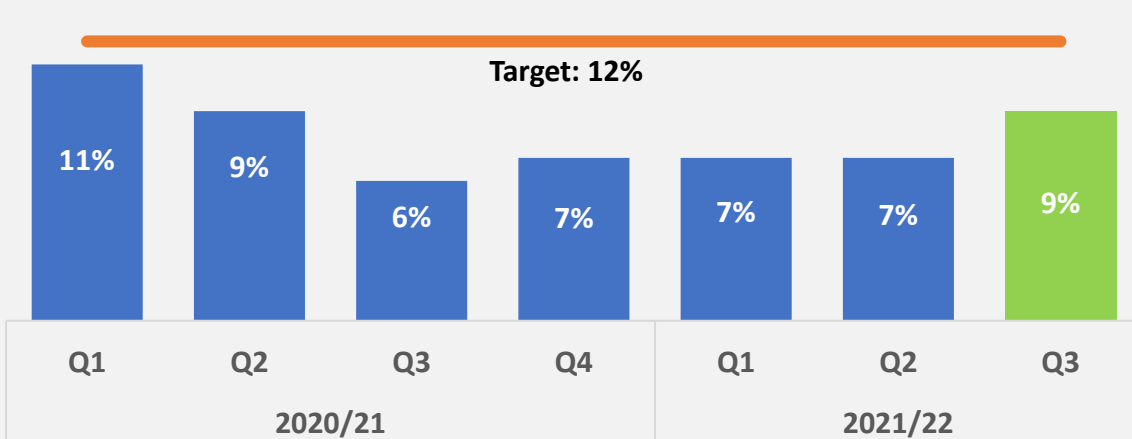
Description

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 Q3. The Employment Committee received an update on key workforce data at its meeting on [8 December 2021](#), which included additional information on staff turnover.

Staff turnover



KPI 4 – Staff sickness absence

	TARGET	ACTUAL	STATUS
Q1	4 days	3.21 days	GREEN
Q2	4 days	3.36 days	GREEN
Q3	4 days	3.56 days	GREEN

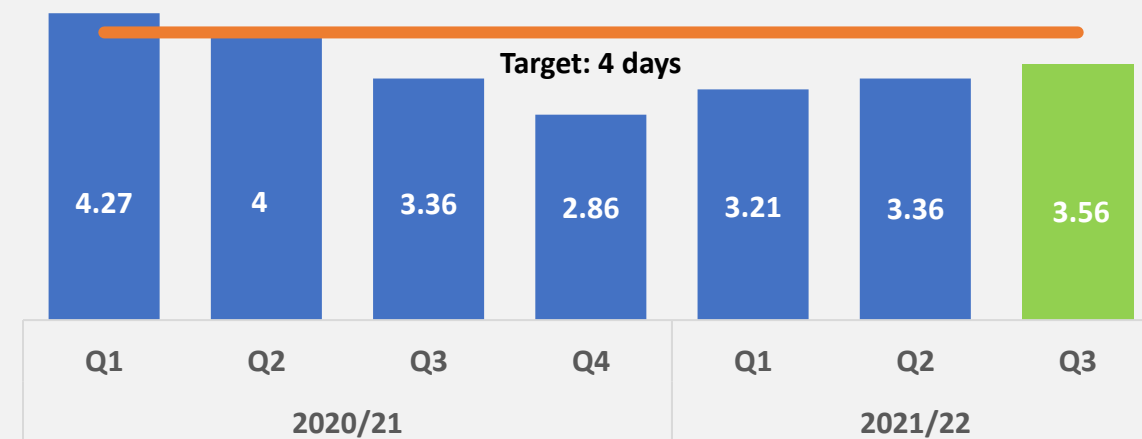
Description

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

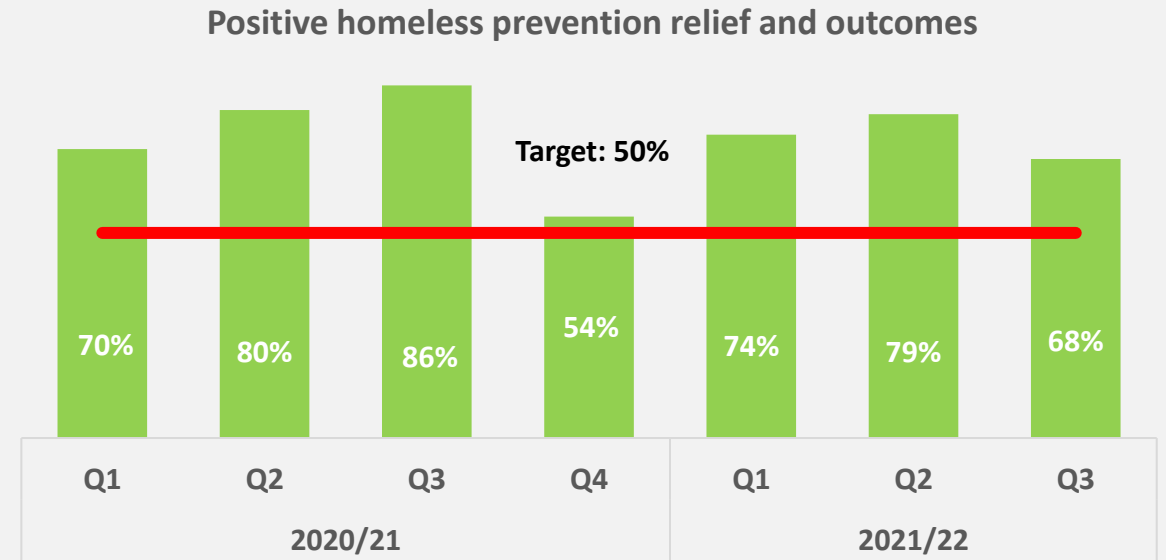
Despite a small uptick, short-term staff sickness absence continues to be within target. The Employment Committee received an update on Key Workforce Data at its meeting on [8 December 2021](#), which included additional information on staff sickness.

Staff sickness absence (days)



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

	TARGET	ACTUAL	STATUS
Q1	50%	74%	GREEN
Q2		79%	GREEN
Q3		68%	GREEN



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.

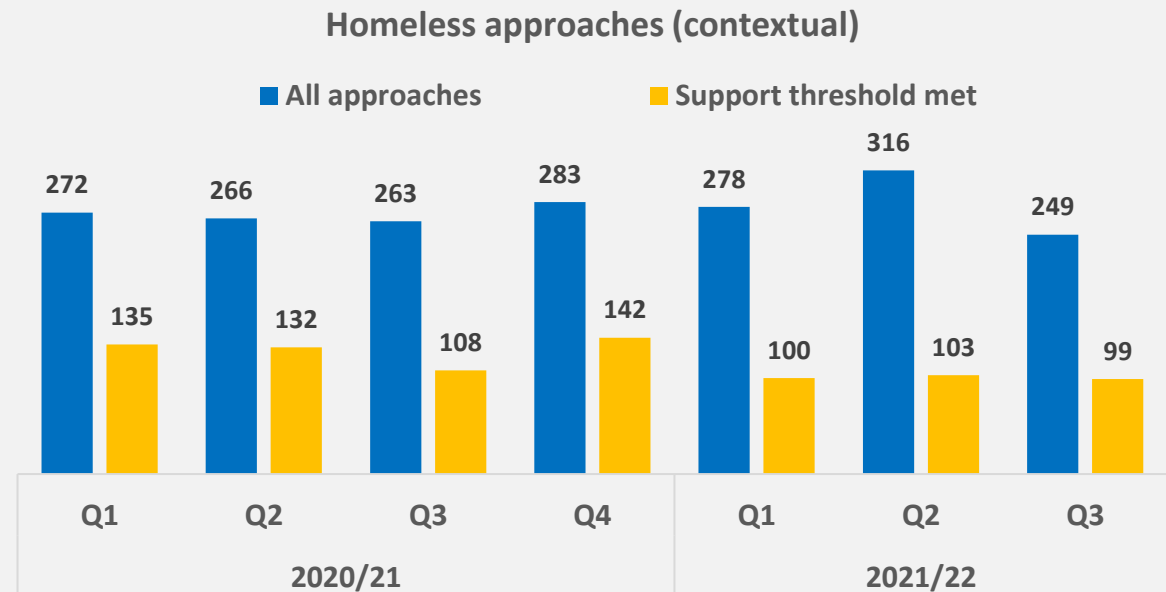
It measures the percentage of positive outcomes achieved in the quarter against approaches to the Council that were made in the quarter.

Narrative

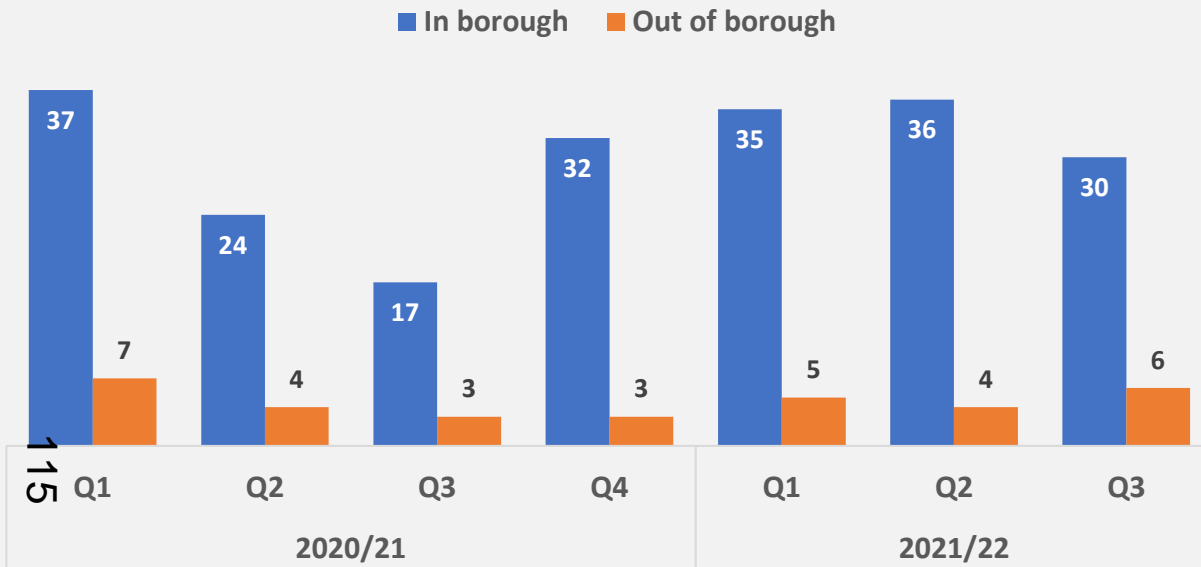
The Council has continued to maintain a high percentage of positive homelessness outcomes.

In Q3 there were 249 total homelessness approaches made to the Council. Homelessness approaches tend to decrease in December and pick back up in the early part of the new year.

Of the 249 approaches, there were 99 cases where the support threshold was met. In Q3 there were 67 positive prevention and relief outcomes.



Average number of households in temporary emergency accommodation



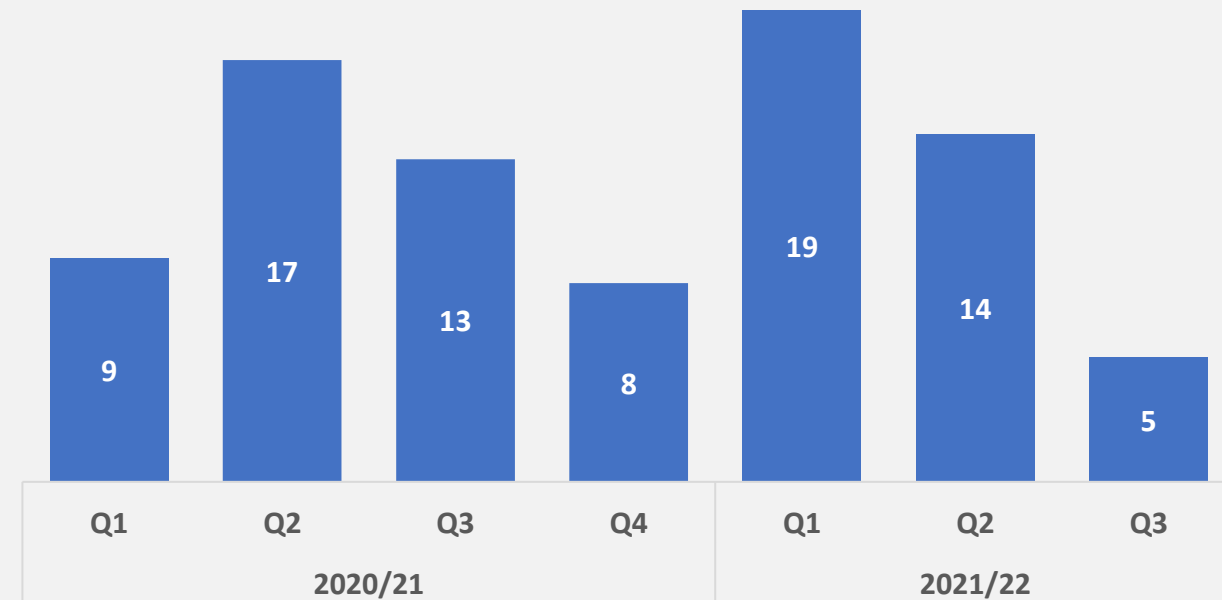
Temporary emergency accommodation

The average number of households placed in temporary emergency accommodation (not Council owned) has seen levels stabilise in Q3, although levels remain higher than at the same period in the previous year.

Single persons continue to make up an increasing share of those placed in temporary emergency accommodation. The Council had previously been successful in applying for a grant from the Department for Levelling Up, Communities and Housing to place and support single persons in temporary emergency accommodation who otherwise would not have met the threshold for support. The continuing support from this partly explains the continued higher level of placements.

Occupancy of the Council's owned and operated temporary emergency accommodation has increased to 75% (up from 50% in Q2) as Covid-19 restrictions are lifted.

Main duty acceptances (contextual)



Main duty acceptances

The main housing duty is to provide accommodation until more secure accommodation is found.

At the close of Q3 there were 5 main duty homelessness acceptances, a decrease on the 14 seen in Q2 and down by 8 from the 13 seen in Q3 2020/21.

KPI 6 – Net housing completions

	TARGET	ACTUAL	STATUS
Q1	115	112	AMBER
Q2	230	283	GREEN
Q3	345	513	GREEN

Description

This indicator measures the net number of residential housing completions that have taken place in the borough. It includes all completions – i.e. at both market and affordable rates. 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.

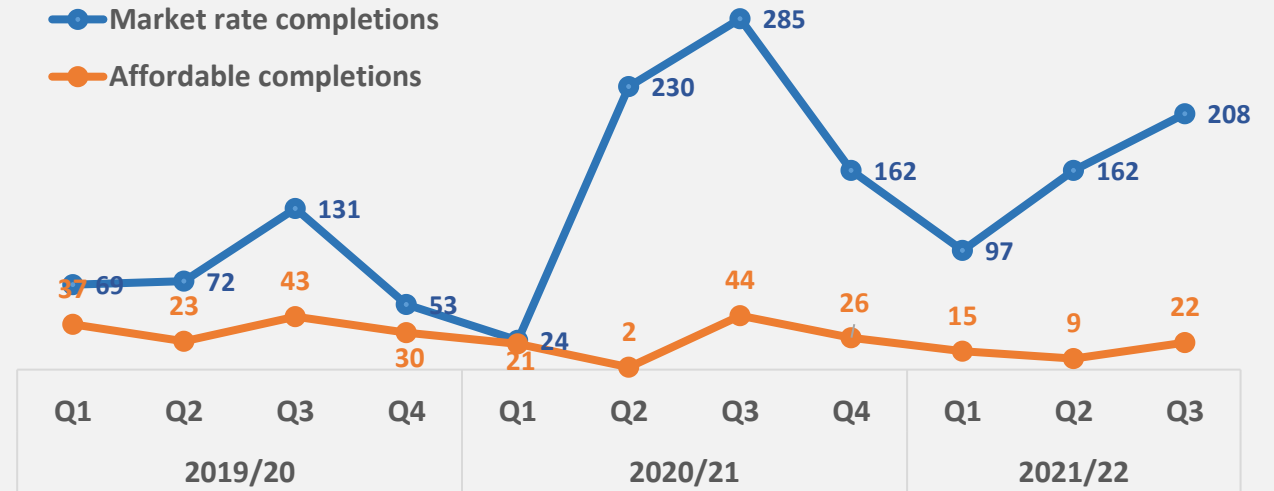
Narrative

Net housing completions for Q3 2021/22 remain on target, with the number of completions exceeding the target of 345, sitting at 513 completions at the close of the quarter.

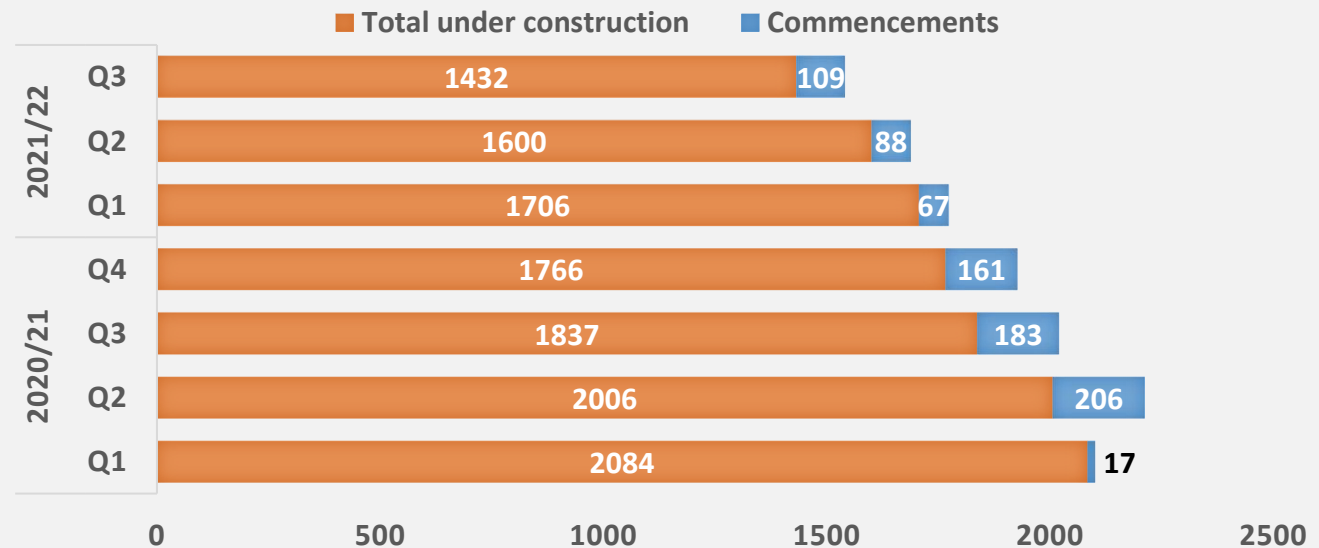
The majority of completions have come from the Horley North West sector this quarter. There has also been completions from the De Burgh School site, 16-46 Cromwell Road, and at Cornerways, Smugglers and Mountfield on Outwood Lane.

At the end of Q3 there were 1,432 dwellings under construction, with 109 commencing during the quarter.

Housing completions by quarter and type



Dwellings under construction and commencements



KPI 7 – Net affordable housing completions

	TARGET	ACTUAL	STATUS
Q1	25	15	AMBER
Q2	50	24	RED
Q3	75	46	RED

Description

KPI 7 measures the number of net affordable housing completions in the borough. 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 10 applies each quarter.



Narrative

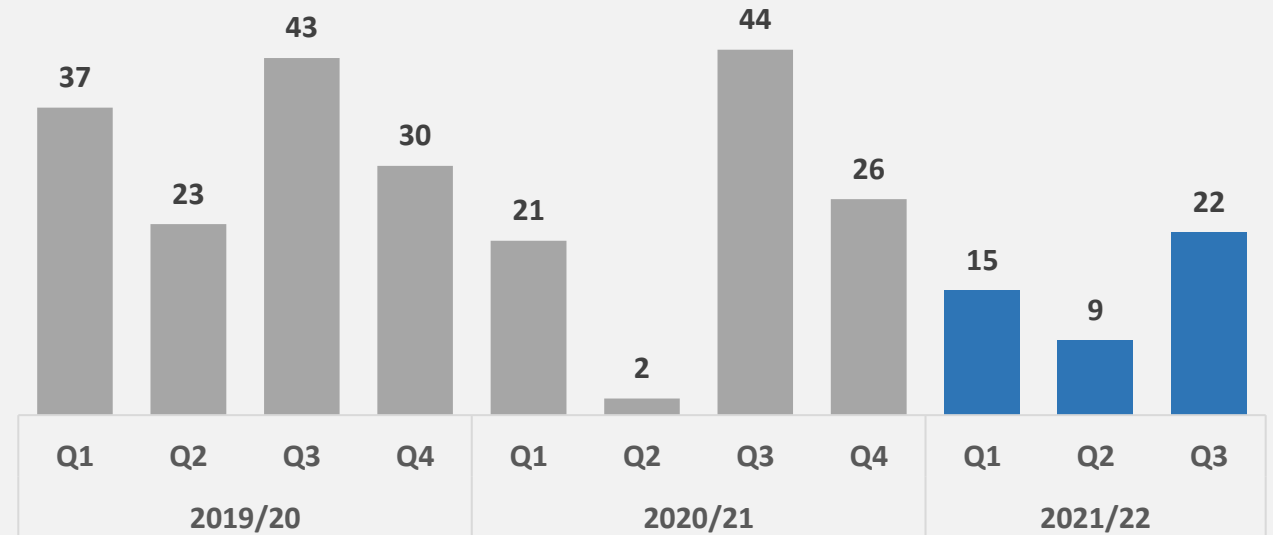
Whilst affordable housing completions this quarter are off target, these units are often completed in batches. It is expected that future affordable dwelling delivery at large sites such as Horley North West Sector, RNIB site in Earlswood and the former Quarryside business park in Redhill will complete later in the year and will bring completions in line with targets.

All 22 affordable completions in Q3 came from the development in the Horley North West Sector.

Of the 1,600 dwellings under construction at the end of Q3, 208 are for affordable units. During Q3 a further 30 affordable units commenced.

Affordable completions by tenure (contextual)				
Reporting period		Social rent	Shared ownership	Total
2020/21	Q3	4	40	44
	Q4	5	21	26
2021/22	Q1	1	14	15
	Q2	2	7	9
	Q3	6	16	22

Affordable completions (quarterly)



KPI 8 – Local Environmental Quality Surveys

	TARGET	ACTUAL	STATUS
Q1	90% of sites at grade B	90%	GREEN
Q2		100%	GREEN
Q3		100%	GREEN

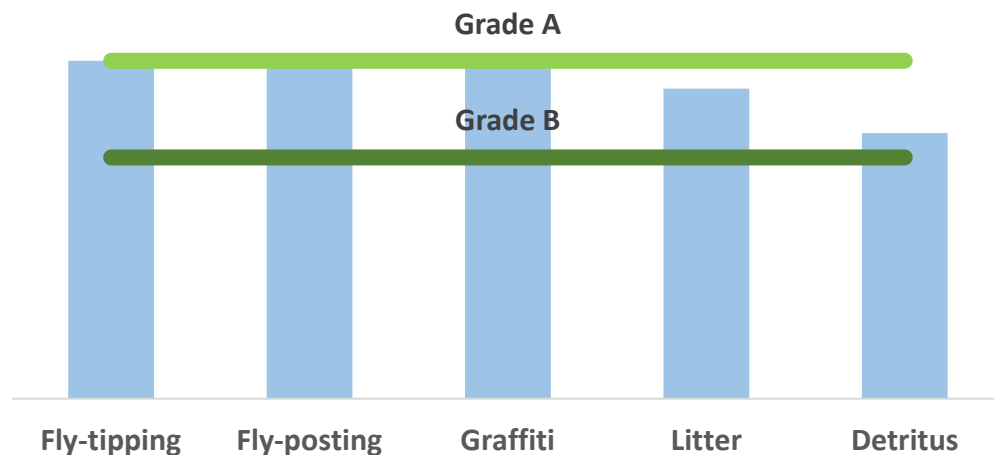
Description

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 119 surveys carried out in Q3, all scored at grade B and above.

Average site scores by category



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

	TARGET	ACTUAL	STATUS
Q1	10	1.32	GREEN
Q2		1.08	GREEN
Q3		1.13	GREEN

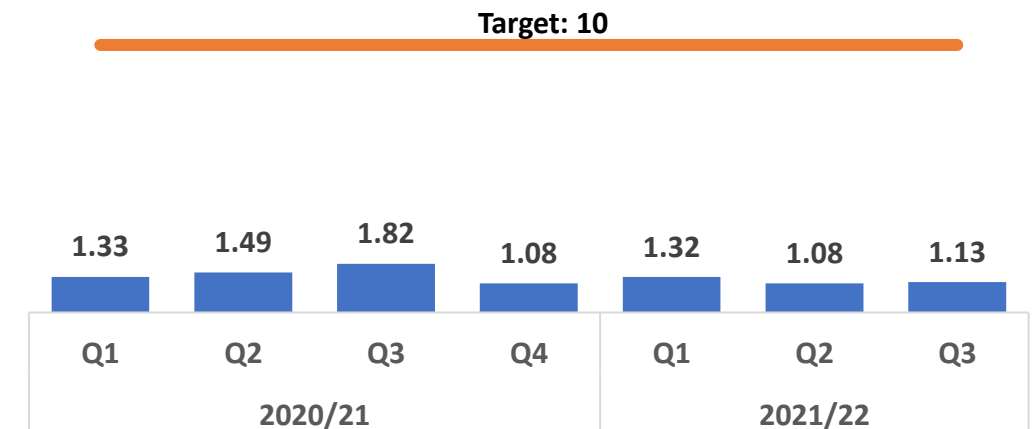
Description

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 challenges presented by the Covid-19 pandemic and the heightened levels of waste seen during the year, the Council has continued to maintain a reliable waste collection service for residents, with just over 1 bin reported as missed per 1,000 that were collected.

Number of missed bins per 1,000 collected



KPI 10 – The percentage of household waste that is recycled and composted

		TARGET	ACTUAL	STATUS
20/21	Q2	60%	56.5%	AMBER
	Q3		55.2%	AMBER
	Q4		53.1%	RED
21/22	Q1		56.9%	AMBER
	Q2		58.3%	AMBER

Description

This indicator measures the percentage of household waste collected by the Council that is recycled and composted. Performance is reported one quarter in arrears. The target for this indicator is a stretch target, set in the Joint Waste Management Strategy to which the Council is a signatory, along with Surrey County Council and all Surrey Districts and Boroughs.

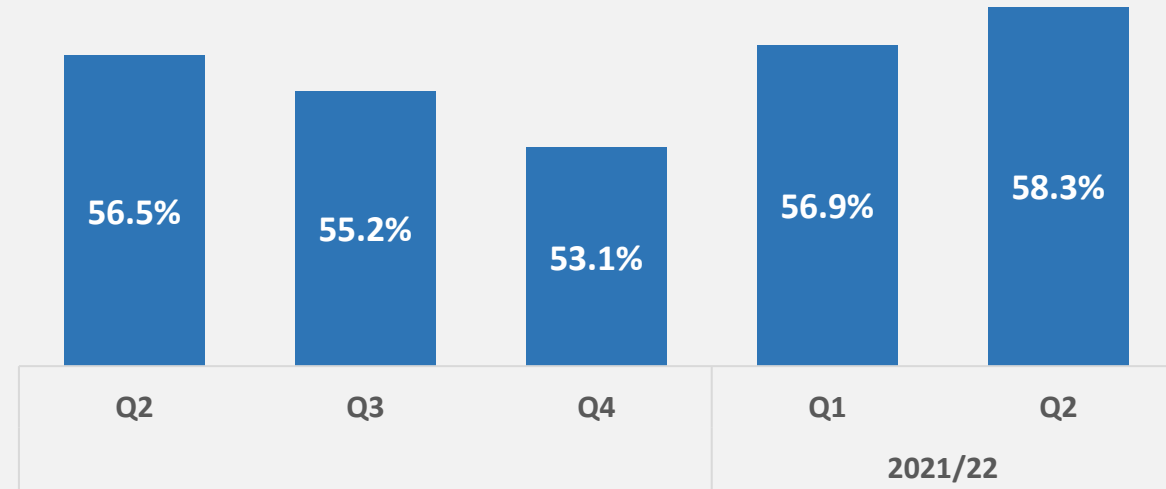
Narrative

At the close of Q2 Covid-19's impact continues to be felt on tonnages and the composition of household waste.

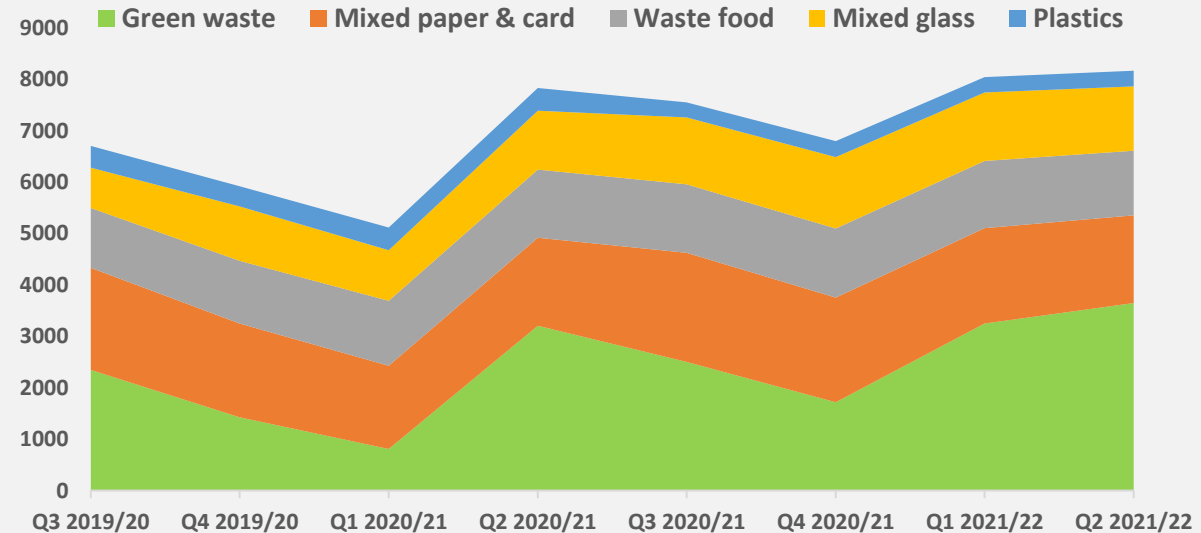
Despite falling short of the 60% target, the achievement of 58.3% is the highest recycling performance ever recorded by the Council.

The continued roll out to flats, reducing contamination and a rationalisation of bring sites has been planned to further improve upon these results. This will compliment a series of communications activities that are planned over the coming quarters to further improve upon this performance.

The % of household waste that is recycled and composted



Top recycling streams collected by tonnage (contextual)



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Annex 1.1 - KPIs 2022/23

Ref.	Description	Portfolio holder
KPI 1	The % of Council Tax collected	Cllr Schofield
KPI 2	The % of Business Rates collected	Cllr Schofield
KPI 3	Staff turnover	Cllr Lewanski
KPI 4	Staff sickness absence	Cllr Lewanski
KPI 5	The % of positive homelessness prevention and relief outcomes	Cllr Neame
KPI 6	Net housing completions	Cllr Biggs
KPI 7	Net affordable housing completions	Cllr Biggs
KPI 8	Cleansing - performance in Local Environmental Quality surveys	Cllr Bramhall
KPI 9	Number of missed bins per 1,000 collected	Cllr Bramhall
KPI 10	The % of household waste that is recycled and composted	Cllr Bramhall
KPI 11	Number of visits to the Council's leisure centres (Annual Q4)	Cllr Sachdeva
KPI 12	Reduction in the Council's carbon footprint (Annual Q4)	Cllr Lewanski
KPI 13	Handling of complaints (Annual Q4)	Cllr Lewanski

Contextual indicators (annually reported in Q4):

Ref.	Description	Portfolio Holder
N/A	Intervention service performance	Cllr Sachdeva
N/A	Fraud performance	Cllr Schofield

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2021/22 Period 9: Revenue Budget Monitoring

Summary

The full year forecast at the end of Quarter 3 for underlying Service budgets is £-0.718m (-4.3%) lower than the management budget; the Central budgets are reporting £0.043m (3.8%) higher than budget, resulting in an overall forecast of £-0.674m (-3.8%) lower than budget.

Ongoing COVID-19 income losses are forecast to be £1.511m, £0.354m of which are expected to be funded by the Sales, Fees & Charges grant from Government. Inclusion of these net losses results in a forecast of £0.483m (2.7%) higher than budget which will be funded by calling on the £2.000m COVID-19 Reserve that has been set aside for this purpose in 2021/22.

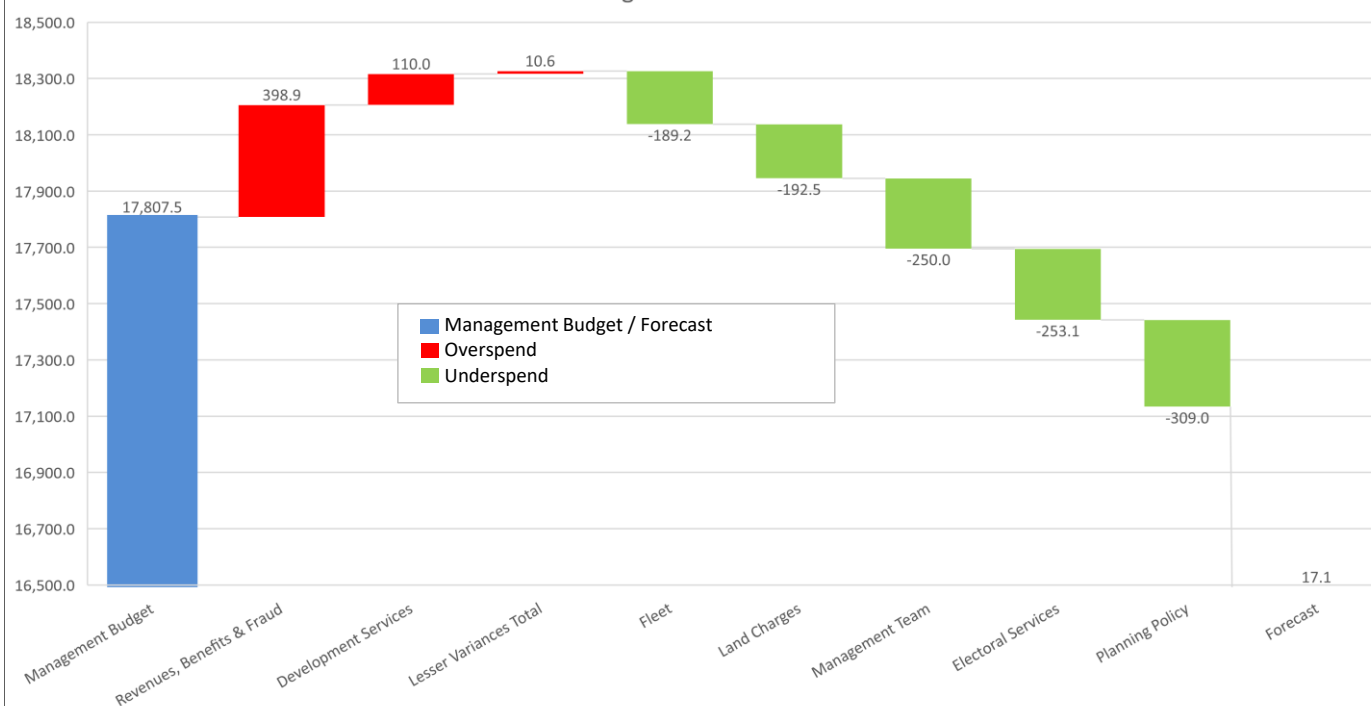
Reconciliation of Original Budget to Management Budget for 2021/22

	£000	£000
<u>Original Budget</u>		17,395.0
Unspent Budget brought forward from 2020/21	218.3	
<u>Transfers from Reserves:</u>		
Corporate Plan Delivery Fund Reserve	117.0	
Environmental Sustainability Reserve	77.2	
		412.5
<u>Management Budget</u>		<u>17,807.5</u>

Headline Revenue Budget Information 2021/22

	£000	
Management Budget	17,807.5	
Year End Forecast - Service & Central Budgets	17,133.2	
Projected underspend - Service & Central Budgets	<u>-674.3</u>	(-3.8% of the budget)
Year End Forecast - ongoing COVID-19 income losses	1,511.2	
- COVID-19 income losses funding	<u>-354.0</u>	
Projected overspend - including ongoing net COVID-19 income losses	<u>482.9</u>	(2.7% of the budget)

Revenue Budget Outturn Variances £000



Forecast for underlying Services is £-0.718m under budget. Significant variances summarised below:

Revenues, Benefits & Fraud: £0.399m overspend is mostly attributable to lower DWP subsidy, higher Housing Benefit overpayment and DHP, partially offset by £173k lower salary costs due to four vacancies in the team, and a £45k surplus on the trading account.

Development Services: £0.110m overspend mostly driven by higher external consultancy costs that are offset by savings in staff costs in the Planning Policy area.

Fleet: £0.189m underspend driven by lower fuel costs partially offset by smaller budget pressures

Land Charges: £0.192m underspend driven by higher than expected revenue due to the Stamp Duty holiday.

Management Team: £0.250m underspend as a result of the revised structure of the team.

Electoral Services: £0.253m underspend. The forecast reflects £71k lower than budgeted election costs and £182k savings resulting from a review of long term contracts.

Planning Policy: £0.309m underspend driven by vacancies across the team partially offset by higher external consultancy costs.

Forecast for Central Budgets is £0.043m over budget. There are no significant variances.

COVID-19 Ongoing Income Losses

These are detailed at Section 2 and summarised above. To be funded by calling on the £2.000m COVID-19 Reserve set aside to mitigate this risk in 2021/22.

COVID-19 Ongoing Expenditure & Funding

These are detailed at Section 3

		£000	£000
1. General Fund Reserve			
Balance at start of year			3,000.0
Add: Projected underspend	at 31 March 2022		674.3
Anticipated balance at End of Year before Reserves Review/Reallocations*			<u>3,674.3</u>
*Maximum General Fund Balance Required (2021/22 = £3m)		2,609.3	
2. Corporate Plan Delivery Fund (CPDF) Reserve			
		£000	£000
Balance at start of year			860.6
V21-03 CPDF Community Centre Review	Community Centres	83.2	
V21-01 CPDF Community Centre Review	Community Centres	15.0	
V21-02 CPDF Community Centre Review	Community Centres	18.8	
Balance before any further transfers in year			<u>743.6</u>
3. Capital Schemes (Feasibility Studies) Reserve			
The Capital Schemes (Feasibility Studies) 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 Capital Schemes (Feasibility Studies) Reserve.			
		£000	£000
Balance at start of year			2,334.7
			<u>2,334.7</u>
4. Economic Development Initiatives Reserve			
The Economic Development Initiatives Reserve was established to fund initiatives to raise awareness amongst local people of quality local employment opportunities.			
		£000	£000
Balance at start of year			656.5
			<u>656.5</u>
5. Environmental Sustainability Reserve			
The Environmental Sustainability Reserve was established to fund initiatives to improve RBBC's environmental impact			
		£000	£000
Balance at start of year			247.5
ES21-02 Groundworks for Electric Vehicle Charging Points		63.2	
ES21-01 Fixed Term internal secondment		14.0	
			77.2
			<u>170.3</u>

Responsible Officer	Service	Original Budget	Total Variations	Management Budget	Year End Outturn	Year End Variance	Commentary
		£000	£000	£000	£000	£000	
1. Service Budgets							
1a. Organisation							
Catherine Rose	Corporate Policy	227.8	63.2	291.0	295.6	4.6	Minor variance
	Projects & Business Assurance	204.4	14.0	218.4	218.4	0.0	
Carys Jones	Communications	700.8	24.7	725.5	725.5	0.0	
	Customer Contact	400.4	0.0	400.4	400.4	0.0	
Darren Wray	Information & Communications Technology	1,767.4	0.0	1,767.4	1,774.7	7.3	Minor variance
Kate Brown	Organisational Development & Human Resources	785.8	0.0	785.8	812.5	26.7	Overspend to cover two maternity posts and other minor variances.
Joyce Hamilton	Legal Services	816.6	-24.7	791.9	726.0	(65.9)	Variance mainly due to underspend in paycost budget.
	Land Charges	-105.6	0.0	-105.6	-298.1	(192.5)	Underspend due to higher than budgeted increase in revenue as a result of the stamp duty holiday.
	Democratic Services	861.1	0.0	861.1	853.3	(7.8)	Savings of £14k in training costs in Member Allowances and Support partially offset by an increase of 2k in casual wages, 3k in Data Protection Act Registration fees and £2k in Civic Allowances & Expenses.
	Electoral Services	447.9	169.3	617.2	364.1	(253.1)	£70.8k lower elections costs and £182.3k savings in Registers of Electors due to underspend in temporary staff costs (42.6k), training (£45.5k), equipment, tools & materials (£26.7k) publicity & promotional materials (£40k) and external printing & document production (£25.3k).
	Corporate Support	184.0	0.0	184.0	183.3	(0.7)	Minor variance
Pat Main	Finance	1,326.6	0.0	1,326.6	1,421.3	94.7	Higher staff costs relating to vacancy cover and service development activities
	Property & Facilities	-1,495.1	0.0	-1,495.1	-1,548.4	(53.3)	Improved income forecast in Forum House, Regent House, Old Town Hall, Redhill Distribution Centre and Banstead Down Golf Club, totalling £30k. Reduction in security costs at the Town Hall £9k and reduced Service charge of £14k at Forum House.
	Property & Facilities - ongoing COVID income loss	0.0	0.0	0.0	51.0	51.0	Redhill Hotel £40k, Horley Leisure Centre £9k, Priory Park Pavilion £2k.
	Commercial & Investment	143.4	0.0	143.4	143.4	0.0	
1b. Place							
Simon Bland	Economic Prosperity	353.6	0.0	353.6	348.9	(4.7)	Market Operations are likely to overspend by £17k due to reduced activity because of Covid. Business Engagement have a 12k overspend to reflect staff contractual payments in P4, there is an £8.5k favourable variance from increased sponsorships due to be paid this year, as well as a further £25k underspend reflecting a reduced spend in grants and donations to be paid in 21/22.
Morag Williams	Fleet	886.6	552.2	1,438.8	1,249.6	(189.2)	Underspend on fuel budgets has been partially offset by budget pressure in other areas.
	Refuse & Recycling	1,348.1	-417.4	930.7	889.2	(41.5)	£159k Temporary Staff and £48k Overtime forecast overspends are offset by a Recycling income forecast (£331k) due mostly to prices achieved in selling recyclables.
	Engineering & Construction	60.9	0.0	60.9	70.4	9.5	A capitalised salary assumption of (£18k) is no longer deliverable.
	Environmental Health & JET	1,101.4	66.6	1,168.0	1,133.2	(34.8)	Reduction of income in contaminated Land £8k and Pest Control £5k. Effective recovery of Public Funerals £15k. Salary overspend due to staff regrade and internal promotions - been corrected through salary setting for 2022-23.
	Environmental Licencing	-203.6	-70.0	-273.6	-198.9	74.7	Taxi Licences £102k.
	Environmental Licencing - ongoing COVID-19 income loss	0.0	0.0	0.0	28.2	28.2	Premises & Taxi Licences @£16k, MOT & Testing @£12k.
	Greenspaces	1,481.8	-37.0	1,444.8	1,444.6	(0.2)	Minor variance
	Car Parking	-2,024.8	-7.6	-2,032.4	-2,020.7	11.7	Minor variance
	Car Parking - ongoing COVID-19 income loss	0.0	0.0	0.0	1,052.0	1,052.0	Off-Street £982k, On-Street £70k (losses are recovering slowly).
	Street Cleansing	1,006.7	-86.8	919.9	939.6	19.7	Underestimated salary costs
Peter Boarder	Place Delivery	354.5	0.0	354.5	348.9	(5.6)	£24k underspend against consultancy budget, partially offset by £16k overspend against the salary budget (due to contractual payments made in P3) and a small overspend of just over £3k from other non-pay items.
Andrew Benson	Building Control	45.0	0.0	45.0	0.0	(45.0)	The Joint Venture managing the Building Control is expecting to re-invest the total income they expect to realise in 21/22 - hence the nil cost/income against the BC budget, resulting in a £45k favourable variance.
	Development Services	225.4	2.0	227.4	337.4	110.0	As of P9, Salaries is underspent by £282k due to 6 vacancies across the Planning team. There is a plan to restructure the team; whereby 4/5 of the posts available will be recruited to, leaving a potential post to give up as a saving, although this is currently under discussion and will be confirmed by January. In contrast, we are reporting an overspend of £195k against consultancy and a further £25k overspend against contractors, to fill the vacant gaps within the team structure. Although these costs should see a reduction in their respective forecasts as we recruit to the vacant posts. A further £65k of staff contractual costs was incurred in P7.
	Planning Policy	457.9	18.0	475.9	166.9	(309.0)	
	Planning Policy - ongoing COVID income loss	0.0	0.0	0.0	178.0	178.0	Planning Fees (worsening as recent months were poor).

Budget Monitoring: Summary 2021-22

Revenue ANNEX 2: Section 2

Responsible Officer	Service	Original Budget	Total Variations	Management Budget	Year End Outturn	Year End Variance	Commentary
		£000	£000	£000	£000	£000	
1c. People							
Justine Chatfield	Community Development	453.8	-6.5	447.3	418.3	(29.0)	Unallocated salary to be saved in 2022-23 S&FP.
	Partnerships	406.4	35.5	441.9	347.4	(94.5)	CCTV underspend £45.3k (2021-22 project realised savings), £33.2k unallocated Taxi Vouchers, to be saved in 2022-23 and £16k IRIS payment on hold for current financial year.
	Community Centres	292.1	117.0	409.1	409.1	0.0	
	Voluntary Sector Support	295.1	0.0	295.1	295.1	0.0	
Richard Robinson	Housing Services	999.3	0.0	999.3	1,009.4	10.1	Overspend mainly due to a £5k reduction in revenue and £3k in mechanical & electrical reactive work expenditure at 64 Massetts Road.
Simon Rosser	Benefits Paid/Subsidy Received	623.0	0.0	623.0	761.6	138.6	Salary underspend of £173k is based on 4 current vacancies across Revs & Bens. However, the underspend is masked by the fact that potential revenue streams may not be recognised as initially anticipated. For instance, Housing Benefit Overpayment (and PDP) budget is currently overstated by £150k. This will require growth as part of the 22/23 S&FP process. Furthermore, we had historically accounted for a high level of DHP income - however, it is now less than what was recovered last year, leaving an overspend of circa £118k against our budget. The subsidy rate on all Housing Benefit expenditure is expected to be 97% of net expenditure, less than the usual rate of 99.3% that was received in the years leading up to 2020/21. We have also incurred an additional £40k cost of Cloud Migration with NPS, however this is now part of IT's strategic plan from 22/23.
	Revenues, Benefits & Fraud	-112.9	136.4	23.5	329.3	305.8	
	Commercial Trading Account - Revenue & Benefits	118.0	-136.4	-18.4	-63.9	(45.5)	Commercial trading is now forecast to see a £24k surplus by year end (net of an increased contractual income and a small fall in salary expenses, due to maternity/vacancies and reduced casual wages).
	Commercial Trading Account - ongoing COVID income loss	0.0	0.0	0.0	40.0	40.0	External contract opportunity not pursued due to Covid staff redeployments.
Duane Kirkland	Supporting People	161.4	0.0	161.4	140.6	(20.8)	Variance due to £25k savings in unused budget for a project which never materialised partially offset against overspend in salaries (£4.5k)
	Supporting Families	90.0	0.0	90.0	85.9	(4.1)	Underspend mainly in training budget £2.1k and standby allowance budget £1k
	Harlequin	446.0	-16.2	429.8	521.5	66.7	Additional £85.4k relates to lower income and £6.3k relates to additional temp staff expenses.
	Harlequin - ongoing COVID income loss	0.0	0.0	0.0	25.0	25.0	Tickets, Catering, Room Hire, Equipment Hire.
	Leisure Services	-89.1	16.2	-72.9	-48.5	24.4	Overspend due to additional staff expenses
	Leisure Services - ongoing COVID income loss	0.0	0.0	0.0	137.0	137.0	GLL Leisure Fee waived £131k, Other/Pitch Hire £6k.
1d. Management Team							
Mari Roberts-Wood	Management Team	1,158.2	0.0	1,158.2	908.2	(250.0)	Forecast saving following management team restructure.
Frank Etheridge	Emergency Planning	39.7	0.0	39.7	39.7	0.0	
Total Services including COVID-19 income losses		16,240.0	412.5	16,652.5	17,446.0	793.5	4.77%
Ongoing COVID-19 income losses		0.0	0.0	0.0	1,511.2	1,511.2	
Total Services - underlying		16,240.0	412.5	16,652.5	15,934.8	(717.7)	(4.31%)
2. Central Budgets							
Pat Main	Insurance	460.1	4.9	465.0	458.2	(6.8)	Minor variance
	Treasury Management - Interest on Investments	-1,216.1	21.1	-1,195.0	-1,089.6	105.4	Lower than budgeted interest due to lower rates on new investments
	Treasury Management - Interest on Borrowing	165.0	-60.0	105.0	62.2	(42.8)	Lower than budgeted borrowing for capital expenditure
	Treasury Management - Interest on Trust Funds	18.0	0.0	18.0	14.0	(4.0)	Minor variance
Kate Brown	Minimum Revenue Provision	1,361.0	0.0	1,361.0	1,360.9	(0.1)	Minor variance
	Apprenticeship Levy	74.5	0.0	74.5	74.5	0.0	
	Recruitment Expenses	40.0	0.0	40.0	40.0	0.0	
	Corporate Human Resources Expenses	86.8	0.0	86.8	86.8	0.0	
Pat Main	Central Budget Contingencies	0.0	50.2	50.2	50.2	0.0	
	Preceptor Grants	37.5	0.0	37.5	37.5	0.0	
	External Audit Fees	67.0	-14.0	53.0	45.2	(7.8)	Minor variance
	Internal Audit	61.2	-2.2	59.0	58.5	(0.5)	Minor variance
Total Central Items		1,155.0	0.0	1,155.0	1,198.4	43.4	3.76%
COVID-19 Income Losses funding		0.0	0.0	0.0	-354.0	-354.0	
Grand Total		17,395.0	412.5	17,807.5	18,290.4	482.9	2.71%

2021/22 COVID EXPENDITURE & FUNDING (latest forecast at December 2021)	Forecast Expenditure £m	Forecast Funding £m
Welfare Response	0.299	
Financial Management & Monitoring	0.166	
Revenues & Benefits Team - additional temporary staff	0.134	
Communications/Contact Centre/Data & Insight Team - additional capacity	0.118	
ICT support costs	0.104	
Homelessness Prevention	0.103	(0.023)
'Welcome Back' Expenditure & Funding	0.100	(0.100)
Environmental Services/Waste Team - additional capacity	0.098	
Revenues & Benefits - in-house overtime, software etc	0.080	
Other expenditure (including Elections)	0.058	(0.039)
Surge Testing	0.026	(0.019)
Cultural, Sports, Leisure	0.019	
New Burdens Funding		(0.092)
Test & Trace Administration Funding		(0.102)
Contain Outbreak Management Funding		(0.274)
Government COVID-19 Funding Allocation 2021/22		(0.638)
Forecast Expenditure and Income 2021/22	1.306	(1.287)
Net Expenditure / (Income)	0.019	

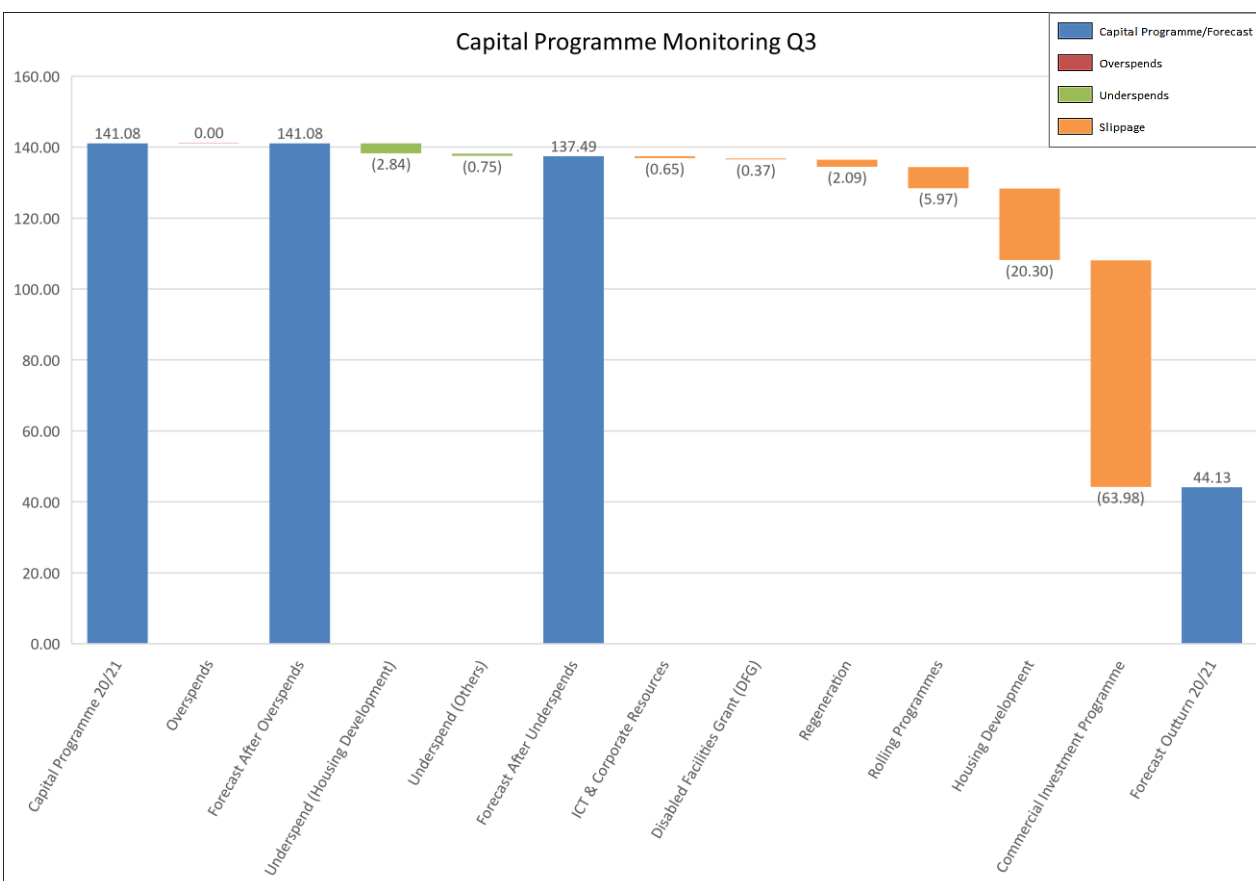
2021-22 Outturn Capital Programme Monitoring Q3

Summary

Forecast full year expenditure against the Capital Programme at the end of Quarter 3 is £44.13m which is £96.95m (68.7%) below the approved Programme for the year. The variance is predominantly a result of £20.00m slippage from Housing Delivery Programme and £63.98m from the Commercial Investment Programme, as well as savings in delivery of the Cromwell Road and Pitwood Park housing schemes.

Headline Capital Budget Information 2021-22

	£m
Current Budget (Section 1):	141.08
Projected Net Overspends	0.00 (or 0 % of Programme)
Projected Net Underspends	(3.59) (or 3 % of Programme)
Projected Slippage	(93.36) (or 66 % of Programme)
Total Capital Expenditure	44.13



Underspends

Housing Development	Cromwell Road (£1.809m underspend) - Project now complete
	Pitwood Park (£1.029m underspend) - Project now complete
Others	Disaster Recovery (£0.200m underspend) - This spend will now be charged to the ICT Replacement Programme (CC61014) following the IT Strategy Review and hence this budget is no longer required and will be given up as a saving from the Capital Programme in 2022/23.
	CCTV Rolling Programme (£0.077m underspend) - Underspend reflects procurement timing for replacement equipment.
	Handy Person Scheme (£0.074m underspend) - COVID-19 has resulted in fewer applications being received and progressed for Small Works Grants and Loans than might otherwise be expected.
	Contaminated Land - Investigation work (£30k underspend) - This is a contingency sum to be used when required.

Slippage

ICT & Corporate Resources	ICT Replacement Programme and Projects (£0.650m slippage) - Equipment replacement and projects delayed due to COVID and reprioritisation.
Disabled Facilities Grant (DFG)	DFG (£0.372m slippage) - COVID-19 has had an impact on the number of referrals for DFG works. Work is now underway again, but a lower than budget spend over the year is expected. Grants may also 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.
Regeneration	Merstham Recreation Ground (£1.396m slippage) - £100k spend to date to cover the planning and designing phase of the project. Costs will increase in 22/23 as construction will start towards the latter part of the next financial year.
	Horley Public Realm Improvements (£0.568m slippage) - The High Street Public Realm Improvements design development will now pause whilst the Service undertake public engagement; spending will recommence in the latter part of Q4 or early Q1 2022/23.
Rolling Programmes	Strategic Property (£4.979m slippage) - £2.995m of this slippage relates to Beech House which will be deferred until a new tenant is identified. Expenditure on Town Hall will commence once further decisions have been made on the future of hybrid working.
	Great Workplaces Programme (£0.450m slippage) . This budget will be spent once further decisions have been made on the future of hybrid working.
	Vehicle Wash Bay Replacement (£0.350m slippage) . This project should now commence in 2022/23
Housing Development	Housing Delivery Programme (£20.000m slippage) - Capital funds allocated to fund investment in new affordable housing. There are no specific developments planned at this time. Forecasts will be updated when new business cases are developed.
Commercial Investment	Commercial Investments Programme (£63.97m slippage) - Capital funds allocated to fund investment in new developments and commercial assets & activities to deliver a sustainable net income stream. There are no specific developments or asset purchases planned at this time. Forecasts will be updated when new business cases or investment opportunities are developed.

Capital ANNEX 3: Section 1

Reconciliation of Capital Programme to Approved Budgets 2021-22

	£000
Original Capital Budget	41,624.4
Budget approved but not yet released ¹	0.0
	<hr/> 41,624.4
Additions	
Carry Forwards from previous year	99,455.6
Budgets released during the year ¹	0.0
Reprofiling of projects	0.0
Other Changes	0.0
Current Capital Budget	<hr/> 141,080.0 <hr/>

Notes

- 1 Some budgets are approved as part of the capital programme but are not released pending further approval. These are added once the project documentation has been approved.

Capital Budget Monitoring: Summary by Programme and Project 2021-22

Programme/Project	Original Budget	Carry Forwards	Current Budget	Year End Outturn (Agreed)	Year End Variance (Agreed)	Quarter 3: Explanation of Significant Variances
	£000	£000	£000	£000	£000	
Operational Buildings	145.0	132.0	277.0	18.0	-259.0	Project deferred due decisions on future hybrid working on the Town Hall site.
Day Centres Programme	85.0	16.0	101.0	101.0	0.0	
Existing Pavilions Programme	110.0	86.0	196.0	96.0	-100.0	
Leisure Centre Maintenance	30.0	9.0	39.0	39.0	0.0	
Harlequin Property Maintenance	140.0	41.0	181.0	50.0	-131.0	No significant further expenditure expected in 2021/22
Tenanted Properties	100.0	92.0	192.0	50.0	-142.0	No significant further expenditure expected in 2021/22
Crown House	135.0	75.0	210.0	0.0	-210.0	Project deferred
Units 1-5 Redhill Dist Centre Salfords	17.3	40.0	57.3	0.0	-57.3	Project deferred
Linden House, 51B High Street Reigate	11.3	17.0	28.3	0.0	-28.3	Project deferred
Unit 61E Albert Road North	11.5	55.0	66.5	30.0	-36.5	
Forum House, Brighton Road Redhill	100.0	70.0	170.0	0.0	-170.0	Project deferred
Beech House, London Road Reigate	0.0	3,000.0	3,000.0	5.0	-2,995.0	Project deferred until a new tenant can be found.
Regent House, 1-3 Queensway Redhill	50.0	25.0	75.0	0.0	-75.0	Project deferred
Commercial Investment Properties	76.0	0.0	76.0	30.0	-46.0	
Infra-structure (walls)	10.0	44.0	54.0	39.0	-15.0	
Car Parks Capital Works Programme	195.0	239.0	434.0	75.0	-359.0	
Earlswood Depot/Park Farm Depot	20.0	68.0	88.0	44.0	-44.0	
Public Conveniences	4.0	34.0	38.0	30.0	-8.0	
Cemeteries & Chapel	20.0	40.0	60.0	0.0	-60.0	Project deferred
Allotments	12.0	18.0	30.0	0.0	-30.0	Project deferred
Building Maintenance - Support Cost	50.0	0.0	50.0	50.0	0.0	
Pavilion Replacement - Woodmansterne	0.0	20.0	20.0	20.0	0.0	
Priory Park Maintenance	10.0	203.0	213.0	0.0	-213.0	Project deferred
Strategic Property	1,332.0	4,324.0	5,656.0	677.0	-4,979.0	

Capital Budget Monitoring: Summary by Programme and Project 2021-22

Programme/Project	Original Budget	Carry Forwards	Current Budget	Year End Outturn (Agreed)	Year End Variance (Agreed)	Quarter 3: Explanation of Significant Variances
	£000	£000	£000	£000	£000	
ICT Replacement Programme	425.0	325.0	750.0	400.0	-350.0	Projects delayed, mainly due to covid and re-prioritising IT work. A new IT Strategy is scheduled for approval in March 2022, with revised projects to start in Q1 2022/23.
Investment in Technology Projects	300.0	0.0	300.0	0.0	-300.0	
Disaster Recovery	200.0	0.0	200.0	0.0	-200.0	
Environmental Strategy Delivery	250.0	0.0	250.0	0.0	-250.0	
Corporate Resources	1,175.0	325.0	1,500.0	400.0	-1,100.0	
Great Workplace Programme - Phase 2	250.0	222.0	472.0	20.0	-452.0	Project deferred pending decisions on future hybrid working on the Town Hall site.
Workplace Facilities	10.0	0.0	10.0	10.0	0.0	
Organisational Development	260.0	222.0	482.0	30.0	-452.0	
Organisation Capital Budget	2,767.0	4,871.0	7,638.0	1,107.0	-6,531.0	

Capital Budget Monitoring: Summary by Programme and Project 2021-22

Programme/Project	Original Budget	Carry Forwards	Current Budget	Year End Outturn (Agreed)	Year End Variance (Agreed)	Quarter 3: Explanation of Significant Variances
	£000	£000	£000	£000	£000	
Handy Person Scheme	50.0	0.0	50.0	10.0	-40.0	
Home Improvement Agency SCC Grant	120.0	0.0	120.0	120.0	0.0	
Disabled Facilities Grant	1,134.0	0.0	1,134.0	762.0	-372.0	
Repossession Prevention Fund	30.0	0.0	30.0	0.0	-30.0	
Lee Street Bungalows	190.0	603.3	793.3	494.3	-299.0	
64 Massetts Road	0.0	0.0	0.0	0.0	0.0	
58 Massetts Rd (YMCA East Surrey)	100.0	0.0	100.0	100.0	0.0	
Housing Delivery Programme	10,000.0	10,000.0	20,000.0	0.0	-20,000.0	
Development of Court Lodge Residential Site	0.0	0.0	0.0	0.0	0.0	
Cromwell Road Development 2016	0.0	5,815.2	5,815.2	4,006.0	-1,809.2	Project complete
Unit 1 Pitwood Park Tadworth	71.0	2,277.8	2,348.8	1,320.0	-1,028.8	Project complete
Housing	11,695.0	18,696.3	30,391.3	6,812.3	-23,579.0	
Harlequin - Service Development	100.0	100.0	200.0	86.0	-114.0	
Harlequin Maintenance	40.0	35.9	75.9	0.0	-75.9	No significant further expenditure expected in 2021/22
Leisure & Intervention	140.0	135.9	275.9	86.0	-189.9	
CCTV Rolling Programme	30.0	60.0	90.0	16.0	-74.0	There have been delays to the timing of procurement of replacement equipment.
Community Partnerships	30.0	60.0	90.0	16.0	-74.0	
People Services Capital Budget	11,865.0	18,892.2	30,757.2	6,914.3	-23,842.9	

Capital Budget Monitoring: Summary by Programme and Project 2021-22

Programme/Project	Original Budget	Carry Forwards	Current Budget	Year End Outturn (Agreed)	Year End Variance (Agreed)	Quarter 3: Explanation of Significant Variances
	£000	£000	£000	£000	£000	
Vehicles & Plant Programme	1,914.0	316.5	2,230.5	2,230.5	0.0	
Fleet Vehicle Wash-Bay Replacement	0.0	350.0	350.0	0.0	-350.0	Project deferred
Land Flood Prevention Programme	10.5	11.8	22.3	22.3	0.0	
Play Area Improvement Programme	230.0	0.0	230.0	230.0	0.0	
Parks & Countryside - Infrastructure & Fencing	45.0	23.8	68.8	68.8	0.0	
Air Quality Monitoring Equipment	40.0	0.0	40.0	40.0	0.0	
Contaminated Land - Investigation work	30.0	0.0	30.0	0.0	-30.0	Project deferred
Contribution to Surrey Transit Site	127.0	0.0	127.0	0.0	-127.0	
Neighbourhood Operations	2,396.5	702.1	3,098.6	2,591.6	-507.0	
Pay-on-Exit Car Parking at Central Car Park and Victoria Road	53.9	0.0	53.9	2.0	-51.9	No significant further expenditure expected in 2021/22
Horley Public Realm Improvements - Phase 2 and 3	500.0	100.0	600.0	32.0	-568.0	
Horley Public Realm Improvements - Phase 4	0.0	0.0	0.0	0.0	0.0	
Subway Refurbishment, Horley	0.0	0.0	0.0	26.5	26.5	
Marketfield Way Redevelopment	23,212.0	9,661.2	32,873.2	32,873.2	0.0	
Redhill Public Realm Improvements	30.0	0.0	30.0	30.0	0.0	
Merstham Recreation Ground	700.0	796.0	1,496.0	100.0	-1,396.0	Minimal further expenditure expected in 2021/22
Preston - Parking Improvements	0.0	456.0	456.0	456.0	0.0	
Preston - Landscaping	0.0	0.0	0.0	0.0	0.0	
Place Delivery	24,495.9	11,013.2	35,509.1	33,519.7	-1,989.4	
Vibrant Towns & Villages	100.0	0.0	100.0	0.0	-100.0	No expenditure now expected in 2021/22
Economic Prosperity	100.0	0.0	100.0	0.0	-100.0	
Place Services Capital Budget	26,992.4	11,715.3	38,707.7	36,111.3	-2,596.4	
Commercial Investments Programme	0.0	63,977.1	63,977.1	0.0	-63,977.1	No expenditure now expected in 2021/22
Corporate	0.0	63,977.1	63,977.1	0.0	-63,977.1	
Corporate Capital Budget	0.0	63,977.1	63,977.1	0.0	-63,977.1	
Total Capital Budget	41,624.4	99,455.6	141,080.0	44,132.6	-96,947.4	

Overview and Scrutiny Committee 2021/22

Membership and Attendance

(Note – 8 O&S meetings up to 17 March 2022)

(Note will be updated after 17 March meeting)

Councillor N. Harrison	Chair	7 meetings
Councillor S. Walsh	Vice-Chair	7 meetings
Councillor M. Blacker	Member	6 meetings
Councillor G. Buttironi	Member	6 meetings
Councillor Z. Cooper	Member	7 meetings
Councillor M. Elbourne	Member	7 meetings
Councillor J. Essex	Member	7 meetings
Councillor P. Harp	Member	7 meetings
Councillor A. King	Member	6 meetings
Councillor N. Moses	Member	5 meetings
Councillor S. Parnall	Member	5 meetings
Councillor S. Sinden	Member	7 meetings
Councillor M. Tary	Member	6 meetings
Councillor R. Turner	Member	7 meetings
Councillor C. Whinney	Member	3 meetings

Substitutes at meetings

Councillor R. Absolom	Substitute Member	1 meeting
Councillor J. Baker	Substitute Member	2 meetings



SIGNED OFF BY	Head of Legal and Governance
AUTHOR	Catriona Marchant, Democratic Services Officer
TELEPHONE	Tel: 01737 276066
EMAIL	catriona.marchant@reigate-banstead.gov.uk
TO	Overview and Scrutiny Committee
DATE	Thursday, 17 March 2022
MEMBER	Chair of Overview & Scrutiny, Councillor N. Harrison

KEY DECISION REQUIRED	N
WARDS AFFECTED	(All Wards);

SUBJECT	2021/22 Overview and Scrutiny Annual Report
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RECOMMENDATIONS

- (i) That the Annual Report of the Overview and Scrutiny Committee for this year be noted and recommended to Council.
- (ii) That any additional observations be made to Council on 7 April 2022.

REASONS FOR RECOMMENDATIONS

The Overview and Scrutiny Committee serves as a critical friend to the Council and Executive. Being able to hold an authority's decision-makers to account is important to the successful functioning of local democracy, governance and leadership. Effective scrutiny helps secure the efficient delivery of public services and drives improvements. The Annual Report of the Committee provides a summary of the work of the Committee during 2021/22 to Full Council for approval at its meeting on 7 April 2022.

EXECUTIVE SUMMARY

The Overview and Scrutiny Committee and its Scrutiny Panels examine whether Council services and policies are being delivered in the most efficient and effective way possible, and whether they are meeting the needs of local residents, businesses and users of Council services.

Agenda Item 7

There are strong performance management arrangements in place and the Overview and Scrutiny Committee receives management information quarterly.

The Annual Report of the Committee provides a summary of the work of the Committee in 2021/22 to the Council. This report therefore supports awareness of the role and actions of the Committee by the Council.

The above recommendations are subject to approval by Full Council.

STATUTORY POWERS

1. The requirement for local authorities in England to establish overview and scrutiny committees is set out in sections 9F to 9FI of the Local Government Act 2000, as amended by the Localism Act 2011. The functions of the Committee are set out in the Council's Constitution and in the terms of reference of the Committee.

BACKGROUND

2. This Annual Report 2021/22 of the Overview and Scrutiny Committee sets out the work of the Committee in 2021/22. Membership and attendance information for the year is set out in Annex 1. The Committee's Annual Work Programme 2022/23 is set out in a separate report to the Committee for consideration by Executive in March and approval by Full Council in April.

ANNUAL REPORT

3. This report reflects the work of the Committee during an unprecedented year for the Council, as Members and Officers continued to respond and to plan the recovery work from the COVID-19 global pandemic emergency to support the borough's residents and keep services operating. The Committee scrutinised this fast-changing programme of work through updates to Committee meetings throughout the year.
4. Overview and Scrutiny Committee held a mix of meetings – either in the New Council Chamber, Town Hall, or continued its scrutiny online with virtual Committee meetings. No planned meetings were cancelled, and the full Committee met eight times on 17 June 2021, 15 July 2021, 9 September 2021, 21 October 2021, 9 December 2021, 20 January 2022, 24 February 2022 and 17 March 2022. Four Scrutiny Panels were constituted and completed their work and recommendations in 2021/22: Budget Scrutiny Panel, Commercial Strategy Scrutiny Panel, Hybrid Working Scrutiny Panel and Local Plan Scrutiny Panel.

Holding the Executive to Account

5. Executive Members, the Head of Paid Service, Directors and Officers supported the Committee's scrutiny activities and attended meetings of the Committee throughout the year. Executive Portfolio Holders and Officers attended and supported four Scrutiny Panels.
6. The Committee held the Leader and Executive Members to account through:

The attendance of the Leader, the Deputy Leader and Portfolio Holders at the Committee or its Panels to explain how the Executive proposed to deliver its plans and strategies; Portfolio Holders presenting and reporting on their work and objectives for each of their service areas and responding to questions from the Committee.

Considering a number of proposed Executive decisions and providing commentary and recommendations to the Executive where judged appropriate.

Leader's Updates

7. Councillor Brunt, Leader of the Council, provided briefings on the work of the Council at the Committee meetings in July 2021 and January 2022. This included leadership updates on the COVID-19 emergency responses and the recovery work during 2021. The Leader briefed the Committee on Council initiatives and projects, future challenges and engagement between the Executive and the Overview and Scrutiny Committee.

Executive Member Objectives and Updates

8. Executive Members presented the work and objectives of their service areas to the Committee under the three corporate themes of Organisation, People and Place.

Organisation Executive Updates – 21 October

9. Councillor Schofield, Deputy Leader and Portfolio Holder for Finance and Governance, gave an overview of Finance and Governance service areas. This included updates on Service and Financial Planning, COVID-19 budget impacts, Medium-Term Financial Plan 2022/23 to 2024/25 and Legal and Governance areas.
10. Councillor Archer, Portfolio Holder for Investment and Companies, gave an oversight of the Council's commercial agenda, investments and companies, commercial strategy and other work overseen by the Commercial Ventures Executive Sub-Committee.
11. Councillor Lewanski, Portfolio Holder for Corporate Policy and Resources, provided a briefing on Council's Performance Management, Corporate Policy, ICT, Organisational Development and HR, Legal and Customer Contact areas.

People Executive Member Updates – January 2022

12. In January, the Committee received a briefing from the People Portfolio Holders on the People service areas.
13. Councillor Neame, Portfolio Holder for Housing & Support, gave an overview of the work on the Housing Delivery Strategy, housing support, homelessness as well as the work of Family Support and Money Support teams during the pandemic and the work of Housing Benefits and Fraud.
14. Councillor Sachdeva, Portfolio Holder for Leisure & Culture gave an overview of Leisure Centres and Leisure Strategy as well as the Harlequin as it recovers from the pandemic.

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15. Councillor Ashford, Portfolio Holder for Community Partnerships, gave an update on community and voluntary work as well as an update on the progress of the three Community Centres in Banstead, Woodhatch and Horley.

Place Executive Member Updates – March 2022

(Clerk's note - will be updated after 17 March O&S)

16. In March, the Committee received briefings from the three Place Portfolio Holders on the Place service areas.
17. Councillor Biggs, Portfolio Holder for Planning Policy, provided an update to the Committee, on the Council's work within the Planning Policy and Local Plan, CIL, Transport, Building Control and Place Projects & Delivery.
18. Councillor Humphreys, Portfolio Holder for Economic Prosperity, provided a briefing on the Council's ongoing work to support local businesses with government grants and employment support during a year of lockdown for local businesses, including closure of retail and hospitality, employee furlough schemes and support for self-employed residents.
19. Councillor Bramhall, Portfolio Holder for Neighbourhood Services, gave an update on her portfolio areas which included Environmental Health Licensing, Waste and Recycling, Greenspaces and Fleet and Cleansing services.
20. The Committee welcomed the opportunity to examine in detail the work of Executive Portfolio Holders, to test the relationship of this work to the Council's corporate objectives and to scrutinise the performance of the Council's services.

Annual Community Safety Partnership Scrutiny – 'Crime and Disorder'

21. On 24 February 2022, the Committee held an annual meeting as part of its scrutiny responsibilities under the Crime and Disorder Reduction Act 1998 and the Anti-Social Behaviour, Crime and Policing Act 2014. Councillor Ashford, Portfolio Holder for Community Partnerships, gave an overview of the Council's work with Surrey Police and Surrey County Council over the last year.
22. The Surrey Police Borough Commander for Reigate and Banstead, Inspector Alex Macguire attended as key community safety partners.
23. The Committee questioned the speakers on a wide range of community safety issues such as *to be added after the meeting eg tackling domestic abuse, anti-social behaviour, cannabis community protection notices, domestic abuse, serious organised crime response and explored the current activity areas and priority concerns.*

Performance Monitoring

24. The Committee continued to monitor the Council's performance. This included reviewing the following information:
 - Service Performance Management (quarterly)
 - Key Performance Indicators (KPIs) (quarterly)
 - Revenue and Capital Management (quarterly)

- Budget Monitoring (quarterly)
 - Update on the Corporate Plan 2020-25 (Reigate and Banstead 2025 Annual Report 2020/21).
 - Environmental Sustainability Strategy – Progress Report 2021
25. The quarterly performance reports and KPIs showed that the Council continued to respond well to the pandemic and the recovery work with officers across the organisation redeployed to assist critical services where still required and to continue to work remotely to maintain ‘business as usual’ services for residents. Any comments from the Committee on performance were reported to the Executive for their consideration.
26. More detailed reporting information on the work of Council services was provided via programme dashboards available on the Members’ area of the ModGov intranet.

Advance Questions

27. The Advance Questioning procedure was used to support Member questions on quarterly performance reports as well as advance questions on published reports and presentations in advance of formal Committee meetings (such as Portfolio Holder briefings).
28. The Head of Paid Service, Directors, Monitoring Officer and relevant Heads of Service supported meetings of the Overview and Scrutiny Committee to answer additional questions on the Council’s performance or via written answers.

Strategy and Policy Development

29. The Committee commented on the following draft strategies and policies:
- Medium Term Financial Plan 2021/22 - 2026/27 (through the budget scrutiny process)
 - Commercial Strategy Part 2
 - Capital Investment Strategy 2022/23
 - Homelessness & Rough Sleeping Strategy 2022-2027

Companies’ Performance

30. The Committee received two Companies Performance Update reports into the progress of companies owned and part-owned by the Borough Council.

Calendar of Meetings for 2022/23

31. The Committee received and considered the Calendar of Meetings for 2022/23.

Work of Raven Housing Trust

32. The Committee received a presentation from directors of Raven Housing Trust Directors at their meeting on 9 September 2021. Director of Customers and Partners, Amy Cheswick, and Jo Hills, Director of Assets & Services, gave an update to Members which included service delivery and challenges, performance, future development, joint venture between Raven and RBBC, Regeneration, investment and repairs and its net carbon zero programme.

Community Centres

33. At its meeting on 15 July 2021, the Committee considered the future transformation of the three community centres in Banstead, Woodhatch and Horley. The report to

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the Committee set out the progress made and public surveys that had been carried out. The new multi-use community centres will continue to welcome existing users but plan to offer services for more residents of different age groups. The survey showed there was huge interest from people who wanted a place to meet and connect with others. Members asked a range of questions from learning and development to remit with older people.

Scrutiny Review Panels

34. The Committee constituted four Scrutiny Review Panels this year, as detailed below.

Budget Scrutiny Review Panel (Chair: Councillor N. Harrison)

35. Councillor Brunt, Leader of the Council, and Councillor Schofield, Deputy Leader and Portfolio Holder for Finance and Governance, attended the Budget Scrutiny Panel in December, to support the Panel's scrutiny of the Council's Service and Financial Planning for 2022/23. These councillors also attended the Committee meeting at which the report of the Budget Scrutiny Panel was received and considered, to further support this process, and respond to questions from the Committee.
36. The Budget Scrutiny Review Panel reviewed the Service & Financial Planning (Provisional Budget) 2022/23 report. The Panel undertook a robust review and considered 60 advance questions along with further questions and comments that were raised within the meeting.
37. The Panel recognised and appreciated the significant amount of work that had gone into preparing the service and financial plans for 2022/23 and concluded that the budget proposals were achievable and realistic and based on sound financial practices and reasonable assumptions.
38. The Panel noted the national and local policy context and significant uncertainties at that stage of the budget-setting process. It noted that the Service and Financial Planning 2022/23 report forecast a budget gap of over £700k. The Panel reviewed savings proposals in service delivery: to pause the Medium Grants and Small Grants scheme, to withdraw the taxi voucher scheme and to reduce the Borough News publication to a single issue a year, and asked they be reconsidered. It expressed concerns about recent inflationary pressures with short-term inflation well above the Bank of England 2% target which would put unbudgeted upward pressure on the cost of goods and services and on staff costs/pay demands. It supported initiatives to look at potential future cost savings. The Panel also noted that no substantial additional commercial income from investments was included in the current 2022/23 budget.
39. The Budget Scrutiny Panel report and recommendations was reported to the main Committee at its meeting on 9 December 2021. The Committee debated the findings such as budget savings, taxi vouchers, Medium Grants and Small Grants and Environmental Sustainability funding. The Committee resolved to support the recommendations of the Budget Scrutiny Panel report which went to Executive for consideration at its meeting in December.

40. At Overview and Scrutiny Committee meeting on 20 January 2021, an update for the Committee on the Budget and Capital Programme 2022/23 was given to Members. It was reported to the Committee that the gap of £700k had been closed through a number of further savings initiatives. However, there was still a substantial £1.8m call on reserves, primarily because of the overhang of Covid in some services, especially parking. The Committee was pleased to note that £10k that is spent each year within the taxi voucher scheme would be retained which the Committee had asked the Executive to consider. Members asked questions on inflation and the impact on Council services, income expectation, fuel prices, public consultation, parking income loss, Banstead Commons Conservators and flats recycling. The Committee noted the updated elements of the Budget and provided observations to Executive on 27 January.

Hybrid Working Scrutiny Panel (Chair: Councillor Walsh)

41. The Panel met on 19 August 2021 to discuss the hybrid working plans for the Council as the organisation moved out of the emergency pandemic response to the post-pandemic world of work. The Panel meeting was attended by Councillor Lewanski, Executive Member for Corporate Policy & Resources and lead on Hybrid Working responded to Member questions. Members asked questions and made observations on areas such as Member participation in remote meetings, organisational culture, inclusivity for Members and officers with family or caring responsibilities, environmental sustainability and staff recruitment. The Panel reported back to Overview and Scrutiny Committee meeting on 9 September 2021.

Local Plan Scrutiny Panel (Chair: Councillor Parnall)

42. Members considered and discussed the Climate Change and Sustainable Construction Supplementary Planning Document (SPD) public consultation and feedback. The Panel met on 25 August 2021 and was attended by the Planning Policy Manager and Planning Policy Officer. Members gave feedback on issues such as building regulations, electric vehicle charging points, construction management statements, battery charging and storage facilities to gas boilers and solar panels on roofs. The Panel reported back to Overview and Scrutiny Committee on 9 September 2021.

Commercial Strategy Scrutiny Panel (Chair: Councillor Walsh)

43. This Panel met on 2 November 2021 to support the ongoing development of the Council's Commercial Strategy. The Panel received an overview of the development and work on the Commercial Strategy Part 2 from Portfolio Holder for Investment and Companies, Councillor Archer. Members asked questions on areas from balancing cost base and raising income, learning from best practice and past mistakes to commercial governance and commercial skills and experience. The final strategy was considered at the full Committee on 9 December with the Panel's observations and comments brought to the full Committee.

Call-in of Executive Decisions

44. There were no Call-Ins of Executive Decisions during 2021/22.

Operational Arrangements

45. The Chair and Vice-Chair of the Committee had regular meetings with the Head of Paid Service and Director of People (Mari Roberts-Wood), Director of Place (Luci

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Mould), Interim Head of Finance (Pat Main), and relevant Heads of Service. This focused the planning and delivering of the Committee's work programme. In accordance with the Overview and Scrutiny Committee's Procedure Rules, the Committee's work programme for 2021/22 was discussed with the Leader.

Conclusion

46. The Committee recognises that the Council continues to focus on outcomes for residents and businesses and is responding well to continuing financial pressures and managing its processes in an efficient manner. The work of the Overview and Scrutiny Committee has maintained a streamlined approach in 2021/22 and in developing its annual work programme for the coming year 2022/23 has sought to continue this.
47. The Committee has worked hard on behalf of the Council and community in scrutinising the Council's decision-making process, holding Executive Members to account, and monitoring the Council's performance, as well as contributing to strategic policy development such as the Capital Investment Strategy 2022/23 and the Homelessness & Rough Sleeping Strategy 2022-2027.
48. All this activity, with the support of the Leader and Deputy Leader, adds great value to the Council's processes and assists the Council to uphold a consistently high level of service.

OPTIONS

49. The Committee has the option to support the Annual Report of the Overview and Scrutiny Committee 2021/22 and make any additional observations.
50. The Committee has the option not to support the Annual Report of the Overview and Scrutiny Committee 2021/22. This is not the recommended course of action.

LEGAL IMPLICATIONS

51. There are no immediate legal implications arising from this report. The Overview and Scrutiny Committee is a strategic function of the authority and central to the organisation's corporate governance.

FINANCIAL IMPLICATIONS

52. There are no direct financial implications arising from the annual report.

EQUALITIES IMPLICATIONS

53. 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.

54. 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.

55. The Committee should ensure that it has regard for these duties by considering them through the course of its work. This should include considering:

- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to service and fair representation of all groups within the Borough;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

COMMUNICATION IMPLICATIONS

56. There are no significant communications implications arising from this report.

CONSULTATION

57. In accordance with the Overview and Scrutiny arrangements contained in the Council's constitution, the Committee's Annual Report was discussed with the Chair and Vice-Chair of the Overview and Scrutiny Committee.

ANNEXES

58. Annex 1 – Overview and Scrutiny Committee 2021/22 - Membership and Member Attendance

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SIGNED OFF BY	Head of Legal and Governance
AUTHOR	Catriona Marchant, Democratic Services Officer
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TO	Overview and Scrutiny Committee, Thursday 17 March 2022 Executive - Thursday 24 March 2022 Council – Thursday 7 April 2022
DATE	Thursday 17 March 2022
LEAD MEMBER	Chair of Overview and Scrutiny Committee

KEY DECISION REQUIRED	N
WARDS AFFECTED	(All Wards);

SUBJECT	Overview and Scrutiny Committee: Proposed Work Programme 2022/23
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RECOMMENDATIONS
(i) That the proposed Work Programme for 2022/23 as set out at Annex 1 and detailed in the report be approved.
REASONS FOR RECOMMENDATIONS
To agree a Work Programme for the Overview and Scrutiny Committee for the 2022/23 Municipal Year.
EXECUTIVE SUMMARY
The Overview and Scrutiny Committee proposed annual Work Programme 2022/23 sets out a programme of activity that is in line with the Council's priorities. The Work Programme for the coming year is considered and agreed by the Overview and Scrutiny Committee for consultation with the Executive.

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Following consultation with the Executive and further consultation with the Leader, the Work Programme is submitted for approval by the Council so that it can be agreed before the start of the next Municipal Year.

STATUTORY POWERS

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

BACKGROUND

2. As required by the Constitution, an outline of the Committee's work programme for the year is discussed between the Leader of the Council and the Chair of the Committee with representatives from the Management Team.
3. The Committee's work programme is designed to help it plan its business during the year and is set out in various categories in paragraphs 8 to 23.
4. To provide flexibility (to accommodate matters not contained within the work programme) the following protocol has been established: *"In addition to the Committee's agreed work programme it needs to allow flexibility for additional priority work that emerges during the course of the year. In those circumstances the Committee should be permitted to undertake that piece of work following consultation and agreement with the Chairman of the Committee and appropriate Executive Member and Management Team Manager. In the event that this is not possible a report should be made to the Executive requesting the inclusion of the issue within the work programme"*.
5. The prioritisation of the Work Programme may be adjusted by the Chair during the year to manage the business effectively.
6. An important element of the Committee's work is to ensure that it continues to assist the Council in driving forward the Corporate Plan's key objectives and priorities. The Committee's work programme is therefore designed in a constructive way to link with the Executive's work programme.
7. Annex 1 sets out a summary of the Committee's proposed Work Programme 2022/23 and further details are set out below.

KEY INFORMATION

8. **Policy Framework consultations** – It is proposed that the Work Programme includes Policy Framework consultation documents as required by Policy Framework procedures within the Council’s Constitution. There are no new Policy Framework consultations documents currently in progress, however any that emerge during the course of the year will be reported to the Committee.
9. A plan is prepared administratively which continues to identify all of the strategies/plans that will be reviewed by the Executive. Work is also underway to implement other important strategies such as the Commercial Strategy and Housing Delivery Strategy. Progress will be reported in line with the arrangements set out in those strategies. Where an updated strategy is being prepared, and where the proposed strategy is not significantly different, or where changes have been tested through Member briefings/seminars following consultation with the Chair and Vice-Chair, a formal report will not usually be brought to the Committee.
10. **Work Programme rolled forward from 2021/22** – The Committee is anticipated to complete its work programme in 2021/22, with no matters to roll forward.
11. **Portfolio Holder Objectives** – The Committee has continued to work closely with Executive Members during 2021/22 and has received presentations from Portfolio Holders on a number of the Council’s priority work streams. The Committee proposes to continue this approach in 2022/23.
12. **Leader Updates** – To support effective cooperation of the Committee and the Executive, the Committee receives twice-yearly updates from the Leader of the Council on the Council’s overarching activities and strategic objectives. The Committee proposes to continue this approach in 2022/23.
13. **Performance Management Monitoring Activities** – the Committee has a role to monitor the performance of the Council. Programme and project dashboards are made available each month on the ModernGov intranet library. The monitoring activities have been fulfilled by reporting on the following matters, which the Committee consider appropriate to continue for 2022/23:
 - Quarterly Revenue and Capital budget monitoring forecasts
 - Quarterly Service Performance Management Monitoring
 - Corporate Plan performance (annual basis).
14. **Panels for 2022/23** – In addition to the annual Budget Scrutiny Panel, the Local Plan Scrutiny Panel will meet, if required.
15. **Budget Scrutiny Panel** – The Committee has established an annual Budget Scrutiny Panel. . The Budget Scrutiny Review Panel held one meeting in 2021/22 (1 December 2021) and reviewed the Service and Financial Planning 2022/23 report and supporting documents. A streamlined approach, supported by an advance questioning process, continued to work well and allowed the Panel to conclude its work in one meeting.

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16. It is therefore suggested that the Panel's work in 2022/23 be based on considering the Provisional Budget proposals for 2023/24 (including any updated assumptions within the Medium Term Financial Plan, appropriate revenue projections and a progress report on the Capital Programme projections).
17. **Local Plan Scrutiny Review Panel** – The Local Plan Scrutiny Review Panel met once in 2020/21, to consider the public consultation responses to the draft Supplementary Planning Document on Sustainable Construction. The Council is not currently preparing an update to the Core Strategy or new Local Plan but will need to look at the Horley Business Park Supplementary Planning Document (SPD) at a Local Plan Scrutiny Review Panel.
18. **Externally Focused Overview and Scrutiny work** – The Committee has successfully undertaken scrutiny with and of partner organisations in recent years. The Committee proposes during 2022/23 to consider a range of external challenges with partner organisations, including Banstead Commons Conservators.
19. **Crime and Disorder Scrutiny** – The Committee is the 'crime and disorder' scrutiny committee for the purposes of the Police and Justice Act 2006. This requires the Committee to undertake a scrutiny activity of crime and disorder matters once every 12-month period. The Committee has worked well with partners such as the Reigate and Banstead Borough Commander, Surrey Police and Surrey County Council on developing this work.
20. In 2021/22 the Committee invited the Portfolio Holder for Community Partnerships, along with representatives of the Police and Community Safety Partnership to this meeting (on 24 February 2022) to assist it in its consideration of the topic. Consideration of the Community Safety Plan was therefore undertaken by the Committee, supported by the Portfolio Holder for Community Partnerships. It is proposed that the Committee continue to undertake this activity in 2022/23.
21. **Council Corporate Scrutiny** – the Head of Paid Service, Directors, Leader and Chair of the Overview & Scrutiny Committee considered the balance between effective scrutiny, with the need to protect commercial confidentiality and enable the Council's services to operate competitively.
22. In 2021/22, updates on Council-owned companies were considered by the Committee bi-annually. An update was considered by the Committee in October 2021, and another was considered at its meeting on 17 March 2022.
23. **Call-Ins** – The Committee would also consider matters that have been called in for review. There were no Call-Ins of Executive decision in 2021/22.

OPTIONS

24. The Executive has the option to support the proposed Overview and Scrutiny Work Programme 2022/23 as set out in the report.
25. The Executive has the option not to support the proposed work programme as set out in the report and request it to be reconsidered. This is not recommended as the

Committee would not then have a scrutiny work programme in place for 2022/23 to enable them to carry out effectively their scrutiny of the Executive.

MANAGEMENT TEAM COMMENTS

26. Management Team are supportive of the Work Programme proposed.
27. The work of the Committee is clearly a valuable part of the overall checks and balances needed to ensure that the authority makes decisions that are robust and challenged with the best interests of the community and the delivery of quality services at the heart of this remit.

LEGAL IMPLICATIONS

28. There are no immediate legal implications arising from this report. However, if the proposed Work Programme is not adopted then this will mean that the work of the Council will not have the overview and scrutiny that is a strategic function of the authority and central to the organisation's corporate governance. The Work Programme provides councillors, who are not in decision-making roles, a work plan to set out what and how it wants to hold the Executive publicly to account over the coming year.

FINANCIAL IMPLICATIONS

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

EQUALITIES IMPLICATIONS

30. 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.
31. 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.
32. The Committee should ensure that it has regard for these duties by considering them through the course of its work. This should include considering:

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- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to service and fair representation of all groups within the Borough;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

RESOURCE IMPLICATIONS

33. The main role of the Council in considering the Overview and Scrutiny Committee's Work Programme is to ensure that the work streams are appropriate and not duplicating ongoing work. More importantly the Council must ensure appropriate resources are available to add value to that Work Programme and balance the demands of the Committee against the overall priorities of the Council. Given the proposed work programme, no specific resource implications beyond those planned are anticipated.

CONSULTATION

34. In accordance with the Overview and Scrutiny arrangements contained in the Council's Constitution, the Committee's future work programme was discussed with the Leader and the Chair/Vice-Chair of Overview and Scrutiny.

POLICY FRAMEWORK

35. Policy framework considerations are noted in paragraph 8 and 9.

ANNEX

Annex 1 sets out a summary outline of the proposed O&S Annual Forward Work Programme 2022/23.

Overview and Scrutiny Committee

Annex 1 - Proposed Annual Forward Work Programme 2022/23

What is scrutinised by O&S each year

Topic	How often
Service and Financial Planning Budget Scrutiny Panel	Budget Scrutiny Panel plus scrutiny of Service and Financial Planning reports for the following financial year (December and update in January 2023)
Performance Management Monitoring: <ul style="list-style-type: none"> • Quarterly Revenue and Capital Budget monitoring forecasts (includes Financial Sustainability Plan update) • Quarterly Service Performance Management Monitoring (KPIs) • Reigate and Banstead 2020-25 (Corporate Plan) – Performance Report 2021/22 	Quarterly 16 June – Q4 2021/22 8 Sept - Q1 2022/23 8 Dec - Q2 2022/23 2023 16 March – Q3 2022/23 15 June– Q4 2022/23 1 meeting – June or July
Leader's Update	Twice yearly
Portfolio Holder updates: <ul style="list-style-type: none"> • Organisation – Corporate Policy & Resources, Finance & Governance, Investment & Companies • People: Housing & Support, Leisure & Culture, Community Partnerships • Place: Planning Policy & Place Delivery, Neighbourhood Services, Economic Prosperity, Corporate Policy & Resources 	Three times a year at three separate meetings 13 Oct /19 Jan/16 March 2022
Companies Performance Updates	Twice yearly (partial Exempt)

Environmental Sustainability Strategy update	Annually (Autumn)
Commercial Strategy update	Annually (Winter)
Policy Framework consultations	No new policy consultations in progress
Annual Community Partnership Scrutiny 'crime and disorder scrutiny'	Once a year - February
O&S Annual Forward Work Programme	March
O&S Annual report	March

Scrutiny Panels planned 2022/23

Budget Scrutiny Review Panel	30 November 2022
Local Plan Scrutiny Panel – Horley Business Park SPD	Date tbc

Member Suggestions – additional scrutiny topics - Overview and Scrutiny Committee 2022/23

Work of the Banstead Common Conservators.
Review of how greenspaces across the Borough are managed, such as the SSSI on Reigate Heath.
Work of Raven Housing Trust

O&S Meeting dates 2022/23

Seven O&S Committee meetings a year (plus 1 - Annual Community Safety Partnership Scrutiny) and Budget Scrutiny Panel, and Local Plan Scrutiny Panel (if required).

16 June (Election of Chair/Vice-Chair), 14 July, 8 Sept, 13 Oct, 30 Nov (Budget Scrutiny), 8 Dec, 19 Jan 2023, (23 Feb 2023 - Annual Community Safety Partnership), 16 March 2023

(As at 23 February 2022)