

Agenda

Overview and Scrutiny Committee

Thursday, 8 September 2022 at 7.30 pm

New Council Chamber, Town Hall, Reigate



This meeting will take place in the Town Hall, Castlefield Road, Reigate. Members of the public, Officers and Visiting Members may attend remotely or in person.

All attendees at the meeting have personal responsibility for adhering to any Covid control measures. Attendees are welcome to wear face coverings if they wish.



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

Members:

N. D. Harrison (Chair)

H. Avery

M. S. Blacker

G. Buttironi

M. Elbourne

J. C. S. Essex

G. Hinton

A. King

N. C. Moses

S. Parnall

A. Proudfoot

R. Ritter

M. Tary

R. S. Turner

S. T. Walsh

Substitutes:

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Reigate & Banstead
BOROUGH COUNCIL
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Conservatives:	R. Absalom, J. Baker, Z. Cooper and J. P. King
Residents Group:	G. Adamson and P. Harp J. S. Bray
Green Party:	J. Booton, P. Chandler, V. Chester, S. McKenna, S. Sinden and D. Torra
Liberal Democrats	S. A. Kulka

Mari Roberts-Wood
Managing Director

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 - 12)

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. Quarter 1 2022/23 Performance Report (Pages 13 - 46)

To consider the Council's performance in Quarter 1 2022/23

Including

- (i) To note the Key Performance Indicator Performance for Q1 2022/23 as detailed in the report and Annex 1 and make any observations to the Executive;
- (ii) To note the Budget Monitoring forecasts for Q2 2022/23 as detailed in the report and at Annexes 2 and 3 and make any observations to the Executive;
- (iii) To note the update on the Financial Sustainability Programme (FSP) at Annex 4.

5. Annual Environmental Sustainability Strategy Progress Report (Pages 47 - 74)

To receive the Environmental Sustainability Strategy Annual Progress Report and make any observations to the Executive.

6. Local Plan - Local Development Scheme (Pages 75 - 98)

To consider the Local Plan Local Development Scheme and make any observations to the Executive.

7. Leader's Update

To receive an update from the Leader of the Council, Cllr Mark Brunt.

8. Partner and Shareholder Actions EXEMPT (To Follow)

To consider the Partner and Shareholder Actions and make any observations to the Executive.

Report will follow as an addendum.

9. O&S Work Programme Schedule 2022/23 (Pages 99 - 110)

To consider and agree any changes to the schedule for Overview and Scrutiny Committee's Forward Work Programme 2022/23 and to consider the Action Tracker from the previous meeting.

10. Executive

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

11. Any other urgent business

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

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



Our meetings

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



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

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Minutes of a meeting of the **Overview and Scrutiny Committee** held at the **New Council Chamber - Town Hall, Reigate** on **Thursday, 14 July 2022 at 7.30 pm.**

Present: Councillors H. Avery, M. S. Blacker, G. Buttironi, J. C. S. Essex, G. Hinton, A. King, N. C. Moses, A. Proudfoot, R. Ritter, R. S. Turner, S. T. Walsh (Vice-Chair) and S. A. Kulka (Substitute)

Visiting Member: Councillor T. Schofield

Attended remotely: Councillors M. Tary and T. Schofield

13 Apologies for absence and substitutions

Apologies for absence had been received for Councillor Parnall and Councillor Elbourne who was substituted by Councillor Kulka.

Councillor Tary was joining the meeting remotely and was therefore not permitted to vote.

14 Minutes

A Member requested the following additions to the public minutes of the previous meeting:

Item 6 Quarter 4 Performance Report "A member requested that social rent housing numbers are also separately reported from this year." This was to be added at the end of the first paragraph on page 7 regarding affordable housing.

Item 8 Companies Performance Update "This item was scrutinised more fully in part 2 due to the confidential nature of the parts of the discussion held." This was to be added to the end of the discussion on this item.

Members agreed to these additions and the minutes of the previous meeting held on 16 June 2022 were approved, subject to these additions.

The exempt minute from the previous meeting held on 16 June 2022 was approved.

15 Declarations of interest

There were no declarations of interest.

16 Medium Term Financial Plan 2023/24

Members received a report and update on the Medium-Term Financial Plan 2023/24 to 2027/28 from Councillor Schofield, Deputy Leader and Executive Member for Finance and Governance.

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Overview and Scrutiny Committee, Thursday, 14th July, 2022

The report to the Committee set out the background and context for the budget elements of service and financial planning for 2023/24 onwards. The Executive Member for Finance and Governance pointed out that this draft Medium Term Financial Plan (MTFP) confirmed that local government continues to face challenging financial situations. It has been known for some time that this Council's share of government funding is set to reduce, and new ways will need to be found to make more efficient use of existing resources while at the same time seeking new sustainable income streams, on top of the income losses that have needed to be addressed following the pandemic and the prospect of escalating cost pressures due to inflation.

The draft report provides an early but comprehensive assessment of the key information that will be used for the detailed budget setting for 2023/24 onwards. It was stressed that the draft report provides the framework for the detailed work now underway with officers and Executive Members to develop the actual budget proposals for consideration both by Overview and Scrutiny and the Executive in November 2022.

A Member briefing on the Financial Sustainability Plan would be taking place on 26 July 2022 and Members were encouraged to attend. Councillor Schofield asked for the Committee to note the report and provide any comments which could be taken into account as work on the budget progressed.

Members welcomed the report and had submitted a number of advance questions. The Executive Member for Finance and Governance suggested that perhaps future advance questions could be submitted through the Chair to help avoid duplication.

The Head of Finance gave verbal answers to the advance questions; written answers would be supplied following the meeting and can be found here:

[Document Advance Questions and Answers OS Committee 14 July 2022 | Reigate and Banstead Borough Council \(moderngov.co.uk\)](#)

Additional points were raised during the meeting as set out below.

Capital Receipts Reserves - Members asked where capital receipts reserves are held, as they were not listed in the schedule of earmarked revenue reserves. It was confirmed that the capital reserves on the balance sheet are reported separately to the revenue reserves.

Members asked for a breakdown of capital reserves to be included in the Budget Scrutiny papers in November.

Local Council Tax Support Scheme Review (Page 45) - Members asked when this review would take place. It was explained that the current scheme had not been reviewed for several years. The intention was to review eligibility criteria in conjunction with the proposed council tax policy changes in consultation with stakeholders and preceptors. The outcome would come forward in the autumn for consideration.

Rough Sleepers (Page 33) - Members noted that no government announcements have been made around funding for rough sleepers, although there is significant funding for homelessness prevention. It was confirmed that the final position for the following year is usually confirmed in December.

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Maximising Other Income – setting fees and charges (Page 37) - Members were concerned that raising parking charges may lead to illegal and inconsiderate parking. They also discussed the benefits of ensuring an affordable charge for pre-planning applications. It was confirmed that all fees and charges were under review as part of the Financial Sustainability Programme. Members debated the merits of ensuring that fees cover costs while also considering the impact of fees and charges on low income households.

The Chair thanked the Head of Finance and other officers for the information provided. He concluded that the MTFP was based on a reasonable basis and noted that there is currently a forecast budget gap of £2million. He commented that the ability to address this shortfall would be dependent on several factors to be determined as the year progressed, including the likelihood for recovery of the £1.4million drop in revenue post-COVID, particularly car park income. The Chair requested that the Medium Term Revenue Budget Forecast 2023/24 to 2027/28 on page 76 be updated in the pack for the Budget Scrutiny Panel, together with explanations of changes for each line item, as it was a useful summary.

RESOLVED that the Committee:

- i) Noted the report and raised comments for consideration by the Executive as set out in the minutes and the advance questions and answers.

The meeting adjourned for a five-minute break at 20.39.

17 **Capital Investment Strategy 2023/24**

The meeting restarted at 20.45.

The Committee received a report and briefing from Councillor Schofield, Deputy Leader and Executive Member for Finance and Governance. It presented the latest version of the Council's capital investment strategy which provided a mechanism by which investment and financing plans can be prioritised, ensuring that decisions take account of stewardship, value for money, prudence, sustainability, affordability, and risks. The strategy included details of assets owned and any new assets being invested in and how they are funded.

Members welcomed the report and had submitted a number of advance questions. The Head of Finance gave verbal answers to the advance questions; written answers would be supplied following the meeting and can be found here:

[Document Advance Questions and Answers OS Committee 14 July 2022 | Reigate and Banstead Borough Council \(moderngov.co.uk\)](#)

Additional points were raised during the meeting as set out below.

Question 5.5, Page 114 - Table 2 Significant Assets at March 2022

A Member queried whether Banstead car park and Raffles Bridge car park should appear in the list of assets. The Head of Finance agreed to provide a written response.

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Question 5.6, Page 116 - Table 3 Gross Returns

Members asked for confirmation of the rent income that was received for Beech House before it was vacated. The Head of Finance agreed to provide a written response.

The Chair would raise the comments of the Committee, regarding the Beech House investment at the Commercial Ventures Executive Sub-Committee, the following week.

Question 5.9, Page 124 – Greensand and MRP

A Member asked for an explanation of how RBBC would need to change its MRP policy for Greensand Holding Investment if the government changes the requirements for these entities as per the consultation. Currently no MRP charges are recorded.

The Head of Finance confirmed that any changes would take effect from the date of amendment onwards, which was currently expected to be April 2023.

Members requested a written response to explain the impact for this authority of the current accounting treatment for impairments in comparison to the revised MRP proposals.

Question 5.15, Page 128 – Capital Receipts

Members asked for confirmation that the planned use of capital receipts from the Marketfield Way development was a low risk. It was confirmed that the project is progressing to plan, including the forecast receipt from the advanced sale of the market housing element of the project. Progress is reported separately to Overview and Scrutiny as part of in-year budget monitoring.

Members raised a number of additional questions.

Commercial Strategy and provision of services - Members asked whether it was worthwhile continuing to sell or trade services when it was no longer possible to do so to make a profit. It was confirmed that this was being considered through the Commercial Strategy and Financial Sustainability Programme within the context of local government funding and regulatory frameworks. Although profit could not be made, in some circumstances trading spare capacity presented an opportunity to bolster the Council's in-house capacity. Part of the commercial strategy was to confirm the areas to focus on in this regard.

Financial Sustainability Programme - Members asked whether there was sufficient staff capacity to deliver the programme. The Head of Paid Service explained that the programme was in its early stages and the majority of work to date, such as reviewing fees and charges, was being undertaken by in-house resources; however, it was likely that additional resources would be required to help manage some of the larger pieces of work.

Environmental Sustainability - Members asked for an environmental sustainability section to be added to the strategy in future. The Head of Finance confirmed that this would be included.

Borrowing - Members noted that borrowing could not be used for projects which were solely to generate a return. Members asked whether this applied to current projects

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and how it would affect future projects. It was confirmed that there was no current external borrowing. The Head of Paid Service explained that there are increasing restrictions from the government regarding the use of borrowing; the primary aim for capital investment must be for social benefit. However, it was still acceptable for income generation to be a secondary objective.

Members asked whether hyperlinks could be inserted in future reports to point Members to the supporting tables etc.

In conclusion, the Chair thanked the Head of Finance and officers for the information provided.

RESOLVED that the Committee:

- i) Noted the report and raised comments for consideration by Executive that are set out in the Minutes and the advance questions and answers.

18 O&S Work Programme Schedule 2022/23

Members considered the future work programme for the Committee. The Chair made the following proposals regarding the additional topics for scrutiny:

That the Banstead Common Conservators present at the meeting on 13 October 2022.

That Greenspaces team present at the meeting on 19 January 2023.

That the Leaders Update be postponed from 19 January 2023 to 16 March 2023, which the Leader has agreed to.

An all-Member briefing would be presented by Raven Housing Trust on 22 September 2022 at 6.00pm, which would provide an opportunity for all Members to attend and raise questions. The Chair proposed that this briefing serve as the scrutiny into Raven Housing Trust to avoid duplication.

Members agreed to the Chair's proposals.

The Action Tracker was noted.

RESOLVED that the Committee:

- i) Noted the proposed future work programme of the Committee and the updated Action Tracker.

19 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.

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20 Any other urgent business

There was no urgent business

The meeting finished at 9.43 pm

Agenda Item 4



Signed off by	Head of Corporate Policy, Chief Finance Officer
Author	David Brown, Finance Manager Luke Harvey, Project & Performance Team Leader Ross Tanner, Performance Officer Pat Main, Chief Finance Officer
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To	Overview and Scrutiny Committee, Executive
Date	Overview and Scrutiny Committee, 8 September 2022 Executive, 15 September 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 1 2022/23 Performance Report
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Agenda Item 4

Recommendations
That the Overview and Scrutiny Committee: <ul style="list-style-type: none">(i) Note the Key Performance Indicator Performance for Q1 2022/23 as detailed in the report and Annex 1 and make any observations to the Executive;(ii) Note the Budget Monitoring forecasts for Q2 2022/23 as detailed in the report and at Annexes 2 and 3 and make any observations to the Executive;(iii) Note the update on the Financial Sustainability Programme (FSP) at Annex 4.
That the Executive: <ul style="list-style-type: none">(iv) Note the Key Performance Indicator performance for Q1 2022/23 as detailed in the report and Annex 1;(v) Note the Budget Monitoring forecasts for Q1 2022/23 as detailed in the report and at Annexes 2 and 3;(vi) Note the update on the Financial Sustainability Programme (FSP) at Annex 4.
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 Q1 2022/23, including Key Performance Indicator (KPI) reporting, as well as revenue and capital budget monitoring. It also includes a progress update on the Financial Sustainability Programme.
The Overview and Scrutiny Committee and Executive have the authority to approve the above recommendations.

Statutory Powers
<ol style="list-style-type: none">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 act 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.
7. In November 2021 the Executive approved proposals to pursue a Financial Sustainability Programme to address the forecast Medium Term Financial Plan revenue budget gap. This included a commitment to provide quarterly progress updates on delivery of the Programme.

Key Information

Key Performance Indicators – Q1 2022/23

8. Ten KPIs are reported on in Q1 of 2022/23, the full detail of which is provided in Annex 1.
9. Of the ten KPIs reported on, nine are on target or within agreed tolerance.
10. KPI 10 which tracks the Council's recycling performance in Q4 (reported one quarter in arrears is off target and is outside of its tolerance, resulting in it being red rated. Despite falling short of the 60% target, the Council's cumulative 2021/22 performance of 55.6% is the strongest on record. The continued roll out of the full kerb side recycling service to flats, reduction in contamination and a rationalisation of bring sites is expected to further improve upon the Council's recycling performance.

Revenue Budget Forecast

11. The 2022/23 Original Revenue Budget approved by Council in February 2022 was £19.980m.
12. At 30 June the forecast outturn for Services and Central Budgets is £19.558m against a management budget of £20.062m, including £0.081m of unspent budget carried forward from 2021/22, resulting in an overall forecast net underspend of £0.504m (2.5%).

Table 1: REVENUE BUDGET MONITORING at 30 June 2022	Original Budget £m	In-Year Adjustments £m	Management Budget £m	Forecast Outturn £m	Forecast Year-end Variance £m
Service Budgets	18.022	0.081	18.104	18.097	(0.007)
Central Budgets	1.958	0.000	1.958	1.461	(0.497)
Revenue Budget Forecast at 30 Jun	19.980	0.081	20.062	19.558	(0.504)

Agenda Item 4

Service Budgets

13. The 2022/23 Original Budget for Services approved by Council in February 2022 was £18.022m.
14. At 30 June the full year outturn is forecast to be £18.097m against a Management Budget of £18.104m resulting in an underspend of £0.007m.
15. The key variances are:

Organisation:

- Property & Facilities - £0.617m overspend due to lower forecast rental income due to leases expiring.

Place

- Refuse & Recycling - £0.372m underspend due to increased income from a higher volume of Garden Waste subscriptions.
- Car Parking - £0.309m underspend due to higher than expected income from Pay & Display car parks and lower staff costs.
- Building Control - £0.101m underspend due to projected surplus rather than the loss anticipated when the budget was approved
- Planning Policy & Development Services - £0.099m underspend due to vacancies across the team, partially offset by lower planning income.

Central Budgets

16. The Original Budget for Central budgets approved by Council in February 2022 was £1.958m
17. At 30 June the forecast outturn is £1.461m against a Management Budget of £1.958m resulting in an underspend of £0.497m (25.4%).
18. This overspend is mainly a result of higher net interest receivable on treasury investments than originally expected.

Investment Income

19. Forecast income from property rents at Quarter 1 is £3.942m compared to the £4.316m that was received in 2021/22. This represents 19.6% of the net revenue budget for 2022/23.

Government Funding Distribution

20. Following on from grant distribution arrangements during the COVID-19 pandemic, the Government continues to require local authorities to act as its agent in distributing new funding streams to local residents. The sums distributed during Quarter 1 are summarised at Annex 2, Section 2.1.
21. While some additional administration funding has been provided, administration of these duties remains challenging and places additional demands on capacity in the Revenues, Benefits & Fraud and Finance teams. Also on the service teams that administer the funding streams.

Capital Programme Monitoring

22. At 30 June, the Capital Programme Budget was £67.64m (including £36.98m of approved carry-forward capital allocations from 2021/22).
23. Council approved an additional £0.375m expenditure on Preston Parking Improvements. This will be funded through a Strategic CIL allocation that was approved in Quarter 1.
24. The forecast outturn position is £37.42m which is £30.22m (44.7%) below the approved Programme for the year. The variance is driven by £30.18m slippage and a net underspend of £0.04m.
25. The main reason for the slippage at the end of Quarter 1 was:
 - Housing Delivery Programme (£30.0m 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.

Financial Sustainability Programme (FSP) update

26. Taking into account the forecast funding gap that the Council is facing, the parameters within which it can operate, and building on experience to date, in November 2021 the Executive agreed to pursue a Financial Sustainability Programme.
27. The Medium-Term Financial Plan presented to the Overview and Scrutiny Committee and Executive in July 2022 set out the latest financial forecasts and explained the approach that is being taken with respect of the Programme.
28. The Programme comprises the projects and activities that are being deployed to address the Council's financial sustainability challenges over coming years and is key to overcoming them.
29. An update on Financial Sustainability Programme activity in Quarter 1 of 2022/23 is available at Annex 4.

Options

1. 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.
2. The Executive has two Options:
 - **Option 1:** Note the report and make no observations/comments to the Head of Corporate Policy, Projects and Business Assurance and/or Head of Finance.
 - **Option 2:** Note the report and make any observations/comments to the Head of Corporate Policy, Projects and Business Assurance and/or Head of Finance.

Legal Implications

3. There are no legal implications resulting from this report

Agenda Item 4

Financial Implications
4. There are no additional financial implications arising from this report.
Equalities Implications
5. There are no equalities implications arising from this report.
Communication Implications
6. There are no communication implications arising from this report.
Environmental Sustainability Implications
7. There are no environmental sustainability implications arising from this report.
Risk Management Considerations
8. There are no additional risk management implications arising from this report.
Other Implications
9. There are no other implications arising from this report.
Consultation
10. The report has been reviewed by the Council's Corporate Governance Group.
Policy Framework
11. Robust performance management is integral to measuring the extent to which policy objectives have been achieved.
Background Powers
<i>None</i>

Q1 2022/23 Key Performance Indicators

KPI	Status	Portfolio Holder
<u>KPI 1 – Council Tax Collection</u>	GREEN	Cllr Schofield
<u>KPI 2 – Business Rates Collection</u>	GREEN	Cllr Schofield
<u>KPI 3 – Staff Turnover</u>	GREEN	Cllr Lewanski
<u>KPI 4 – Staff Sickness</u>	GREEN	Cllr Lewanski
<u>KPI 5 – Homelessness Positive Outcomes</u>	GREEN	Cllr Neame
<u>KPI 6 – Housing Completions</u>	GREEN	Cllr Biggs
<u>KPI 7 – Affordable Housing Completions</u>	GREEN	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>	RED	Cllr Bramhall

KPI 1 – The % of Council Tax collected

	TARGET	ACTUAL	STATUS
Q1	29%	29.19%	GREEN
Q2	57%		
Q3	85%		
Q4	98.80%		

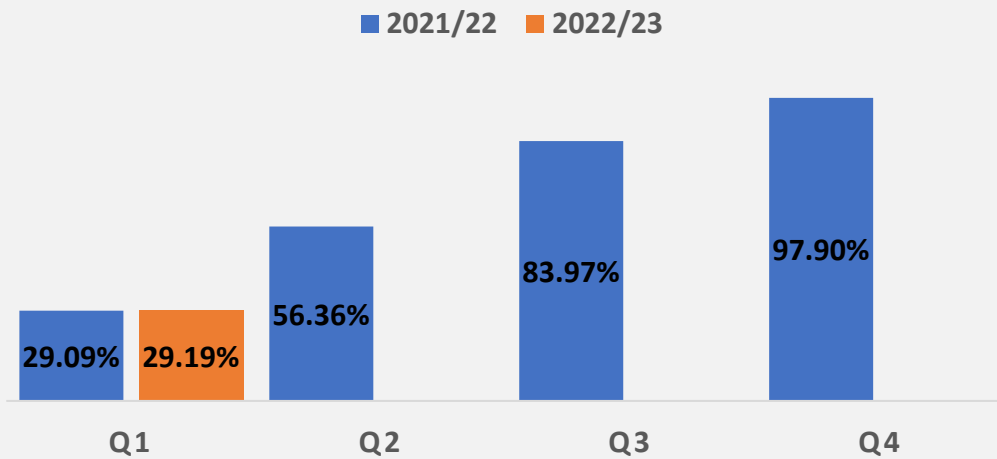
Description

This indicator measures the percentage of Council Tax collected by the Council. The performance reported is cumulative for the year to date. A tolerance of 1% is applied each quarter.

Narrative

The Council has seen a strong start to the 2022/23 financial year. This is a marginal improvement over the Q1 of 2021/22 and is otherwise in-line with results seen in previous financial years. In terms of an update on collection from last year, the Council has now collected 98.16% of Council Tax from 2021/22.

Council Tax collection (as of the end of quarter)



**Please note that the Q4 figure is as reported at of the end of the quarter.*

KPI 2 – The % of Business Rates collected

	TARGET	ACTUAL	STATUS
Q1	31%	34.26%	GREEN
Q2	58%		
Q3	85%		
Q4	99.8%		

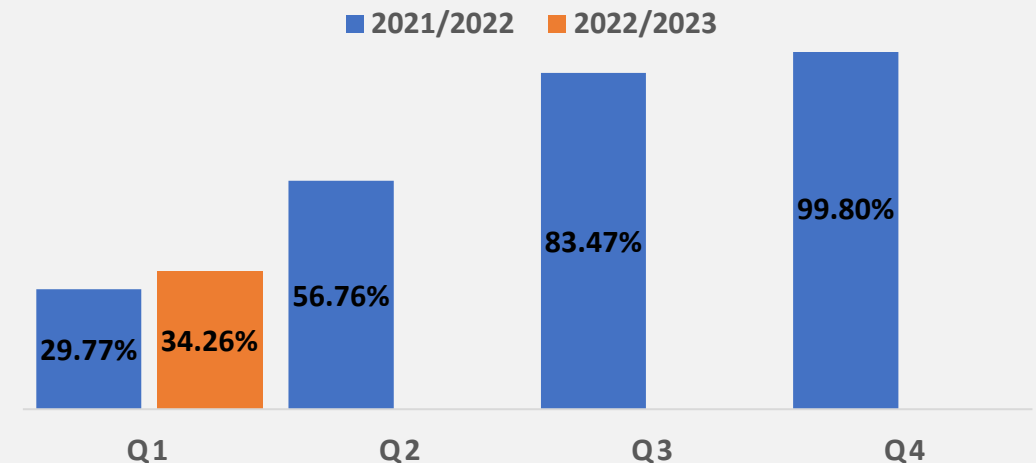
Description

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

As with Council Tax, the Council has also seen strong return for Business Rates collection in Q1, This represents a good result and an improvement over the rates seen at the same period in the previous financial year. In terms of an update on collection from last year, the Council has now collected 99.98% of business rates for 2021/22.

Business Rates collection (as of the end of quarter)



KPI 3 – Staff turnover

	TARGET	ACTUAL	STATUS
Q1	12%	10%	GREEN
Q2	12%		
Q3	12%		
Q4	12%		

Description

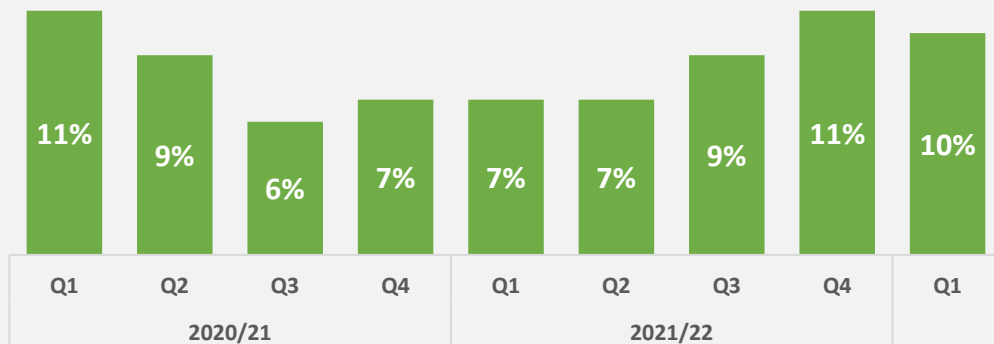
This indicator tracks the percentage of staff that leave the organisation on a voluntary basis. The performance reported is for a cumulative rolling 12 month period.

Narrative

Levels of staff turnover continues to remain within the target range of under 12% per quarter.

Staff Turnover

Target: 12%



KPI 4 – Staff sickness absence

	TARGET	ACTUAL	STATUS
Q1	4 days	3.95 days	GREEN
Q2	4 days		
Q3	4 days		
Q4	4 days		

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

Q1 has seen staff sickness levels move back into the target range with levels back below 4 days.

Staff sickness absence (days)

Target: 4 days



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

	TARGET	ACTUAL	STATUS
Q1	55%	62%	GREEN
Q2			
Q3			
Q4			

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 the approaches that were made in the quarter.

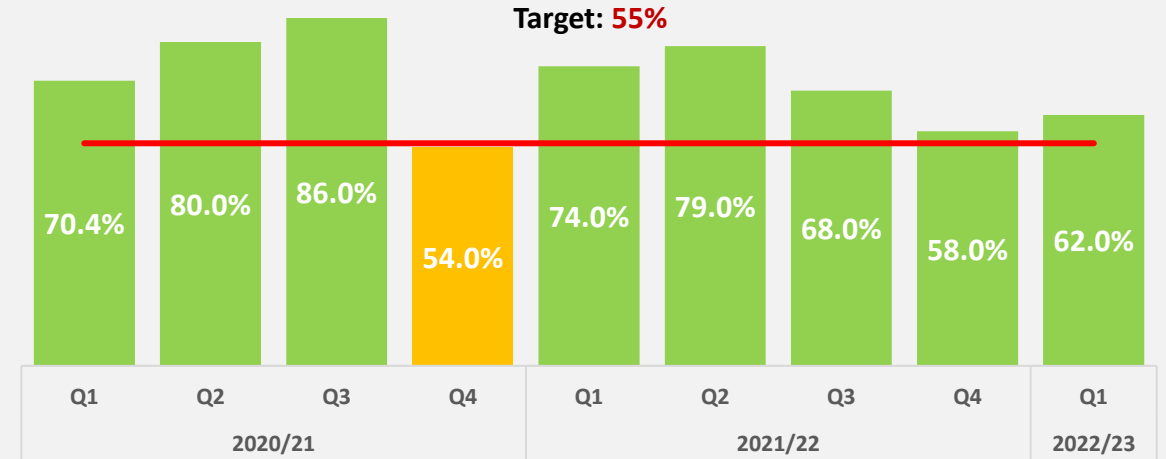
Narrative

In Q1 there were 326 homelessness approaches made to the Council. Of these approaches, there were 123 cases where the support threshold was met.

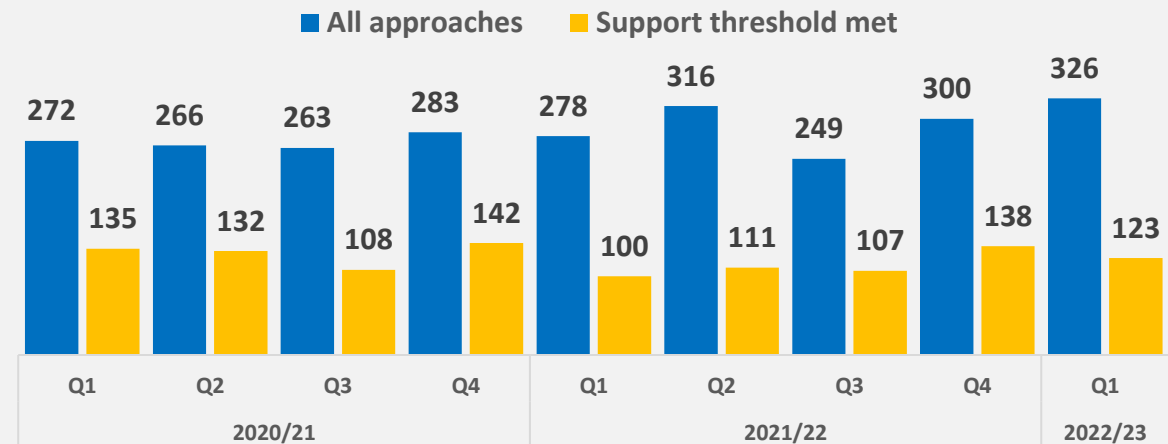
As noted in previous reporting, the homelessness support provided by the Council often straddles multiple quarters as the Housing service works with clients to prevent and relieve homelessness in accordance with the Homelessness Reduction Act. A decrease in positive outcomes (or lower levels of positive outcomes), therefore, is not necessarily indicative of an increase in negative outcomes – rather, it indicates that outcomes are yet to be realised as the support process runs its course.

Additional detail – including on main duty acceptances – is provided overleaf.

Positive homeless prevention relief and outcomes

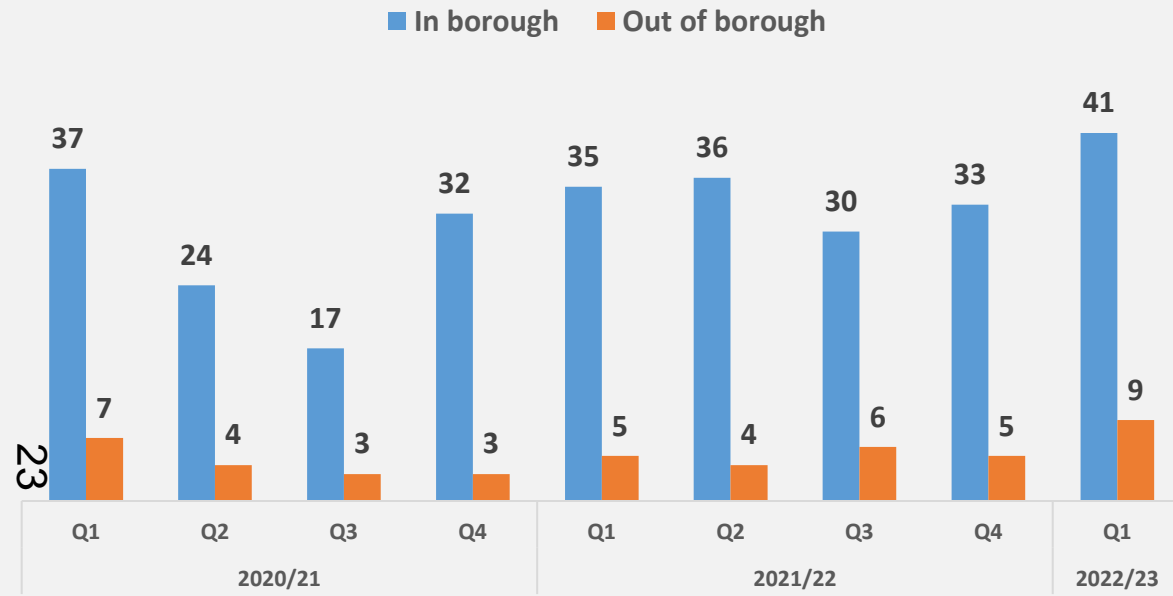


Homeless approaches (contextual)



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

Average number of households in temporary emergency accommodation

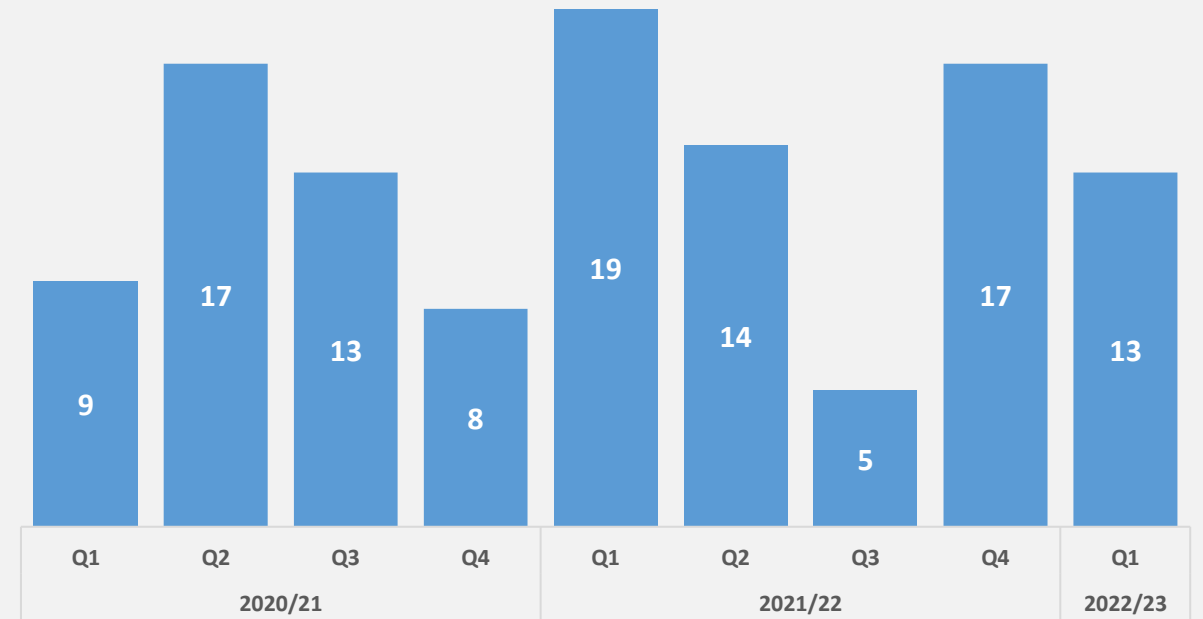


Temporary Emergency Accommodation

Complex single persons continue to make up an increasing share of those placed in temporary emergency accommodation, which has been a key driver of the increases seen in the last bi-annual period.

The Council continues to apply for grant support, such as that from the Department for Levelling Up, Communities and Housing to place and support single persons in temporary emergency accommodation who otherwise would not meet the support threshold. This contributes to the continued higher level of placements seen in recent years.

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 Q1 there were 13 main duty homelessness acceptances, a decrease from the previous quarter but consistent with levels seen over the last 2 years.

KPI 6 – Net housing completions

	TARGET	ACTUAL	STATUS
Q1	115	142	GREEN
Q2	230		
Q3	345		
Q4	460		

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 local plan. Performance reported is cumulative for the year. Given the fluctuations in housing completions throughout the year, a tolerance of 60 applies.

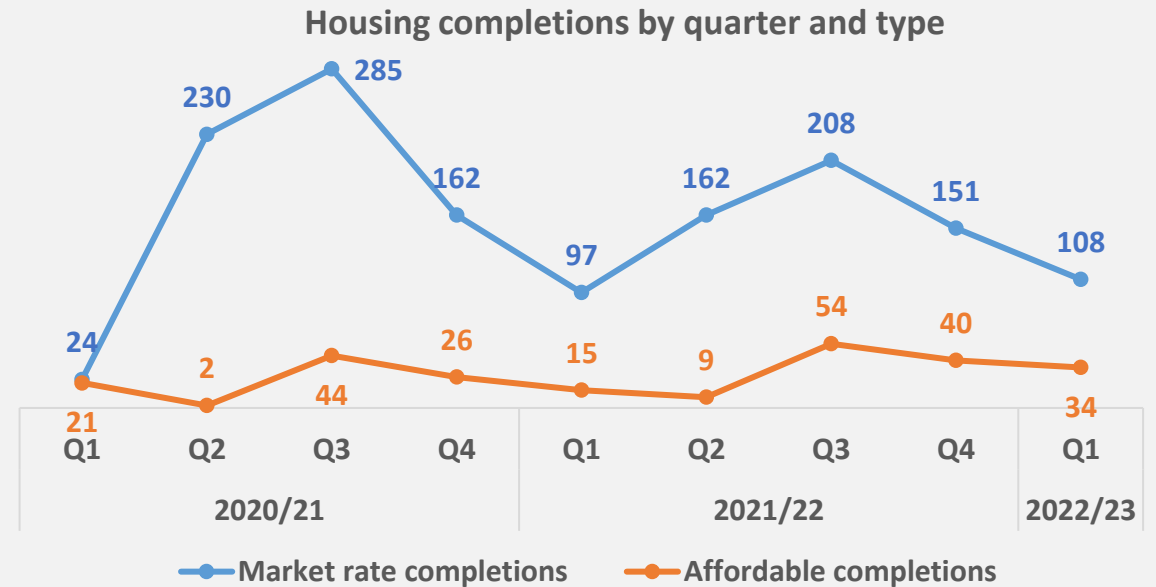
The numbers of units listed as under construction, completed or newly commenced will not necessarily correlate as the Council does not always receive commencement notices from sites.

Narrative

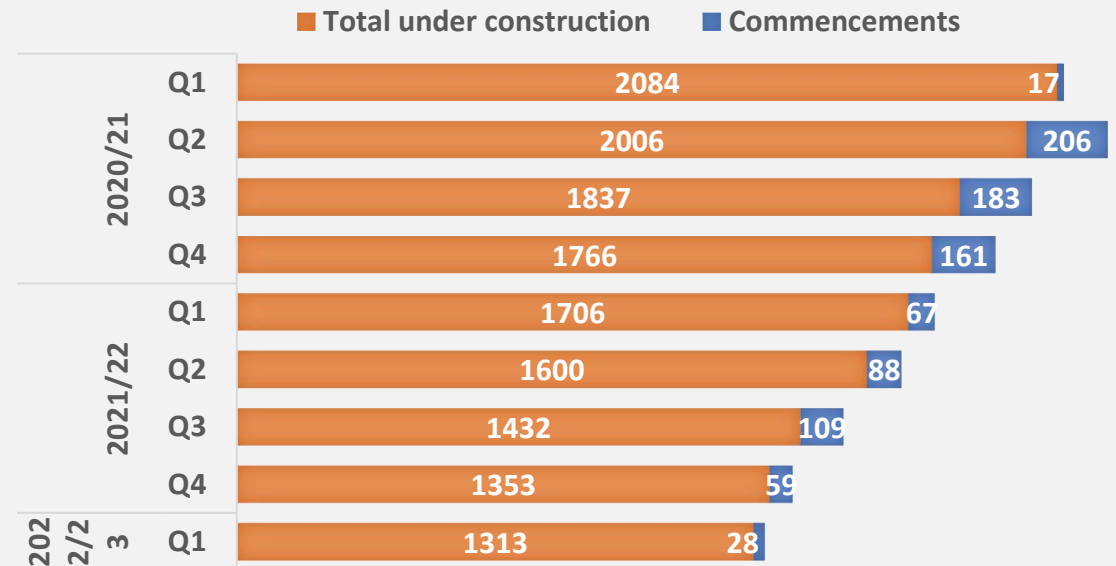
Net housing completions in Q1 of 2022/23 have remained comfortably above target with 142 completions against a target of 115.

The majority of these completions have come from the Horley North-West sector, with other key contributions coming from the Great Tattenhams and the former De Burgh school sites.

At the close of Q1 there were 1,313 dwellings under construction, with a further 28 commencing during the quarter.



Dwellings under construction and commencements



KPI 7 – Net affordable housing completions

	TARGET	ACTUAL	STATUS
Q1	25	34	GREEN
Q2	50		
Q3	75		
Q4	100		

Description

KPI 7 measures the number of net affordable housing completions in the borough. The targets mirror those set in the local plan. The target is derived from the Council's local plan. The local plan does not set an annual target, but instead a total of 1,500 affordable units over the year period. The annual target is therefore set by dividing this total target by the plan period.

Performance reported is cumulative for the year. Given the fluctuations in housing completions, a tolerance of 10 applies each quarter.

Narrative

The Council has seen a good start to the 2022/23 financial year for the delivery of affordable housing in the borough, exceeding the target of 25 and delivering 34 affordable units by the close of Q1.

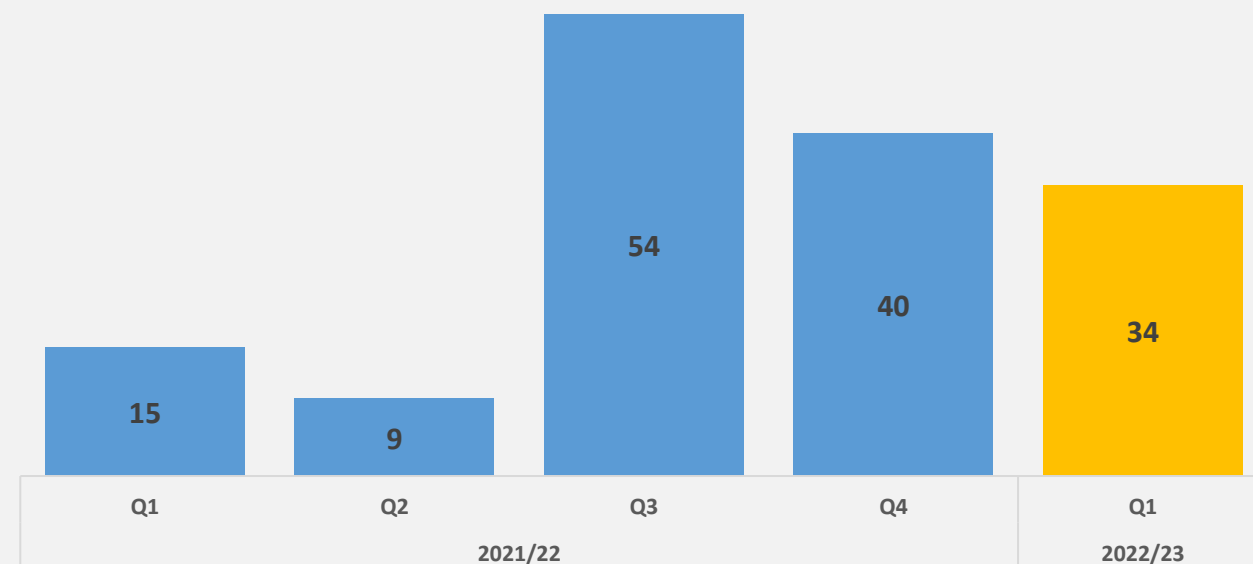
The delivery of this affordable housing in Q1 has largely been attributed to the Horley North-West sector site, with 25 of the units coming from this development alone.

Of the 34 delivered, 17 are for affordable housing for rent (including social and affordable rent) with a further 17 being under shared ownership schemes.

Of the 1,313 dwellings under construction at the end of Q1, 170 are affordable units with a further 23 affordable units commencing construction during Q1.

Affordable completions by tenure (contextual)				
Reporting period		Affordable housing for rent	Shared ownership	Total
2021/22	Q1	1	14	15
	Q2	9	0	9
	Q3	38	16	54
	Q4	37	3	40
2022/23	Q1	17	17	34

Affordable Completions (Quarterly)



KPI 8 – Local Environmental Quality Surveys

	TARGET	ACTUAL	STATUS
Q1	90% of sites at grade B	97%	GREEN
Q2			
Q3			
Q4			

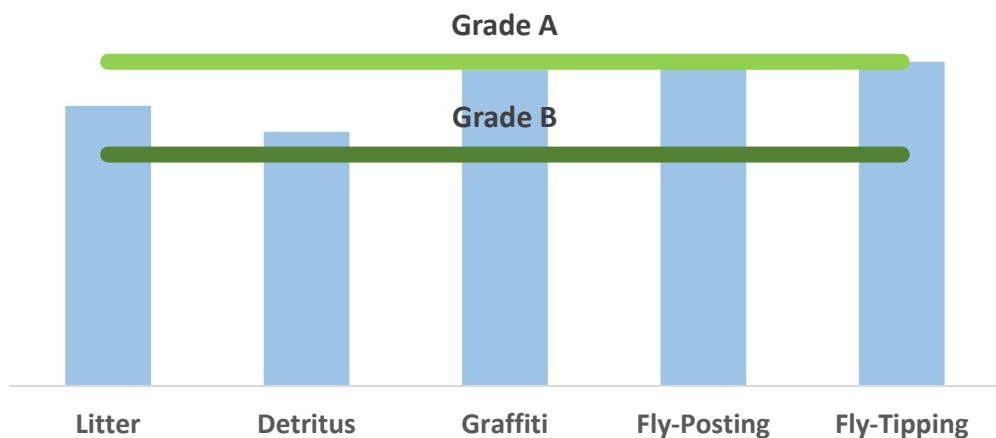
Description

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 several categories. The average of the scores achieved in each category gives an overall score for each site that is surveyed.

Narrative

Of the 184 surveys carried out in Q1, 97% scored at grade B and above. The graph below demonstrates the average site score by category.

LEQ average site scores by category



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

	TARGET	ACTUAL	STATUS
Q1	10	1.062	GREEN
Q2			
Q3			
Q4			

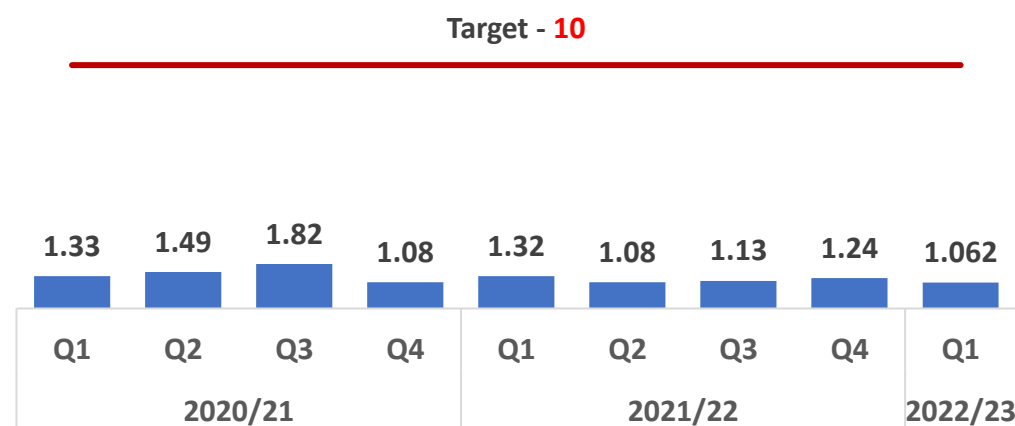
Description

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

The Council has continued to maintain a reliable waste collection service for residents, with just over 1 bin reported as missed per 1,000 collected in Q1.

Number of missed bins per 1,000 collected



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

		TARGET	ACTUAL	STATUS
2020/21	Q3	60%	55.2%	AMBER
	Q4		53.1%	RED
21/22	Q1		56.9%	AMBER
	Q2		58.3%	AMBER
	Q3		54.0%	RED
	Q4		52.4%	RED

Description

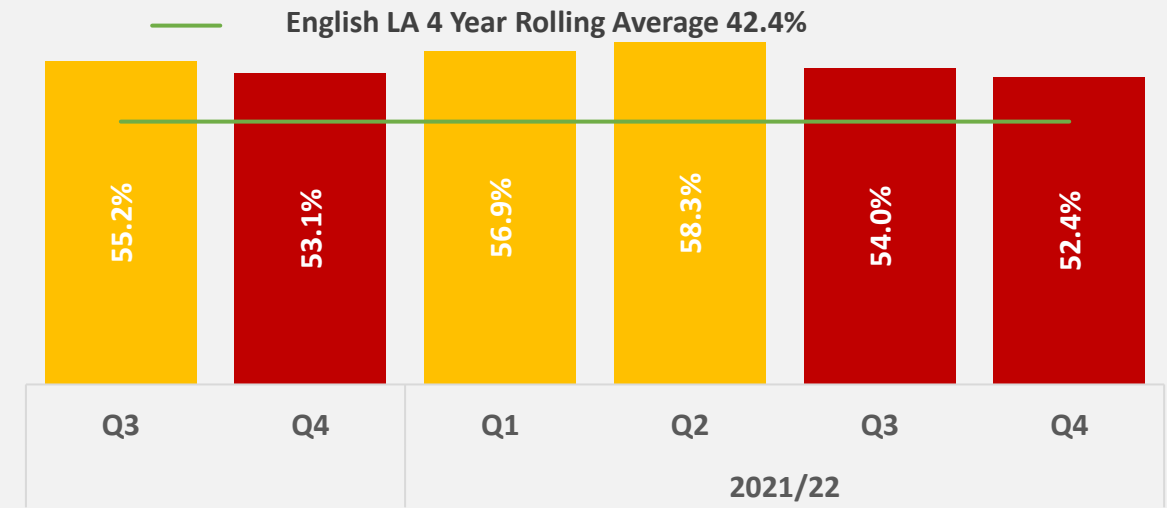
This indicator measures the percentage of household waste collected by the Council that is recycled and composted. Performance is reported one quarter in arrears. The target for this indicator is a stretch target, set in the Joint Waste Management Strategy to which the Council is a signatory, along with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

Narrative

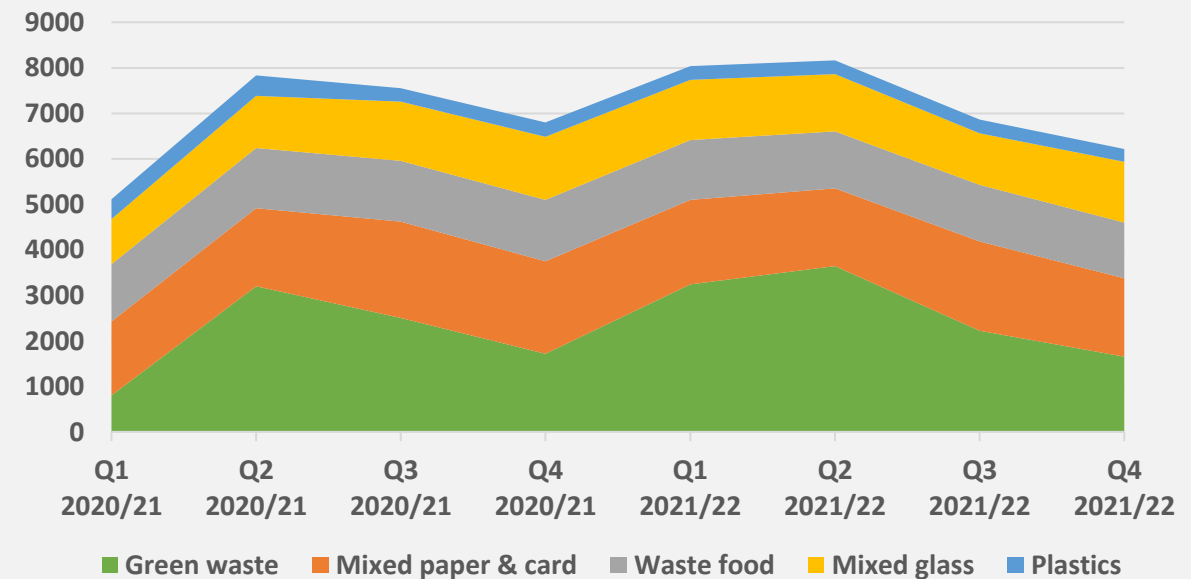
Despite falling short of the 60% target, the performance for Q4 is usual for the end-of-year period, with similar results seen in previous comparator quarters. Despite this, the year's annual recycling performance of 55.6% (Q1-Q4 2021/22) is the Council's strongest performance on record. As can be seen in the graphics overleaf, levels of residual waste per household continues to decline.

The continued roll out to flats, reduction in contamination and a rationalisation of bring sites is expected to further improve upon these results.

The % of household waste that is recycled and composted



Top recycling streams collected by tonnage



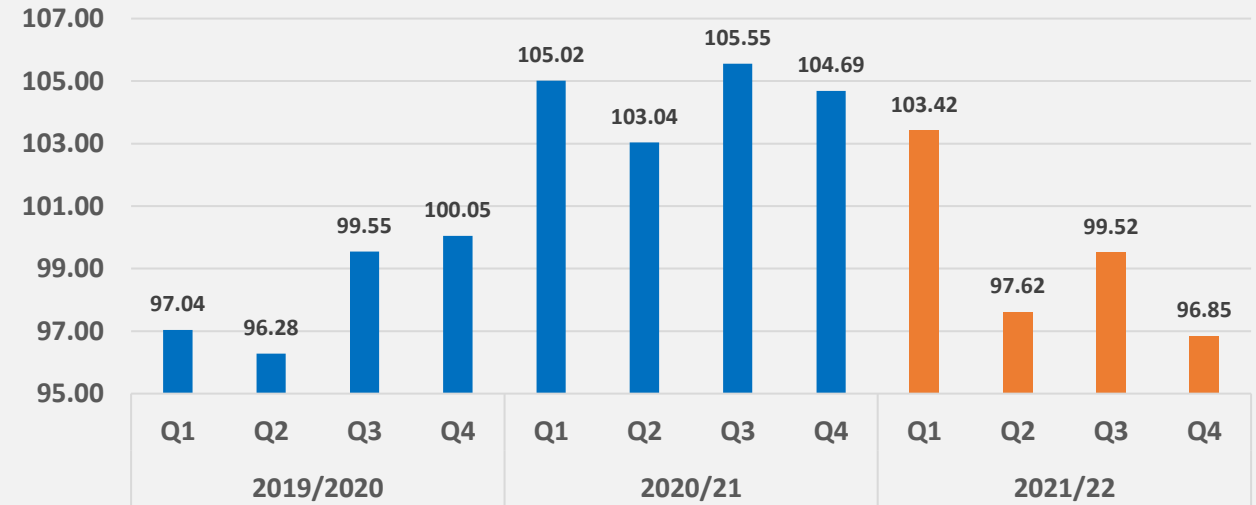
KPI 10 – Recycling (contextual)

Narrative

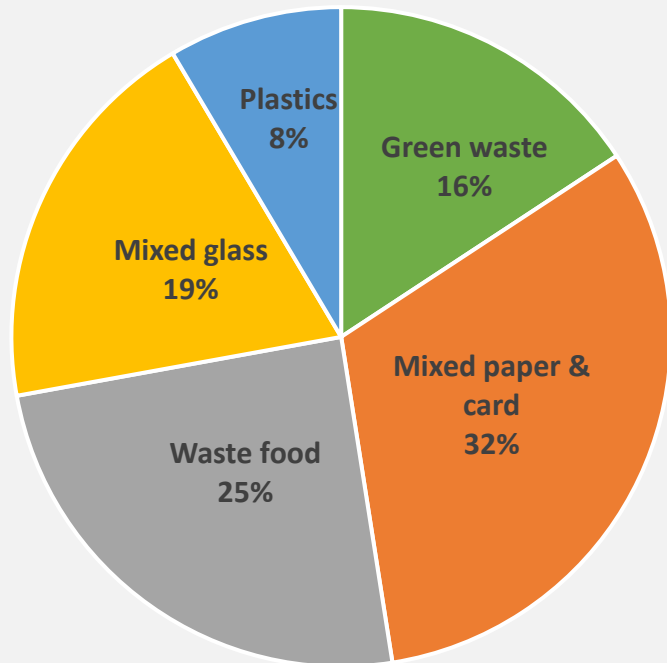
Residual waste per household (kg) continues its decrease to pre-pandemic levels. This may indicate that, as life increasingly returns to 'normal', residents are spending less time at home, therefore having a knock on effect on waste produced and placed in their refuse bins.

The percentage makeup of recycled materials has also remained stable over the last year with green waste seeing a slight uptick during the summer months before decreasing back to lower levels in the winter months. Food waste and mixed paper and card continue to make up the majority of recycling tonnage, representing 57% of all recycling collected in the quarter.

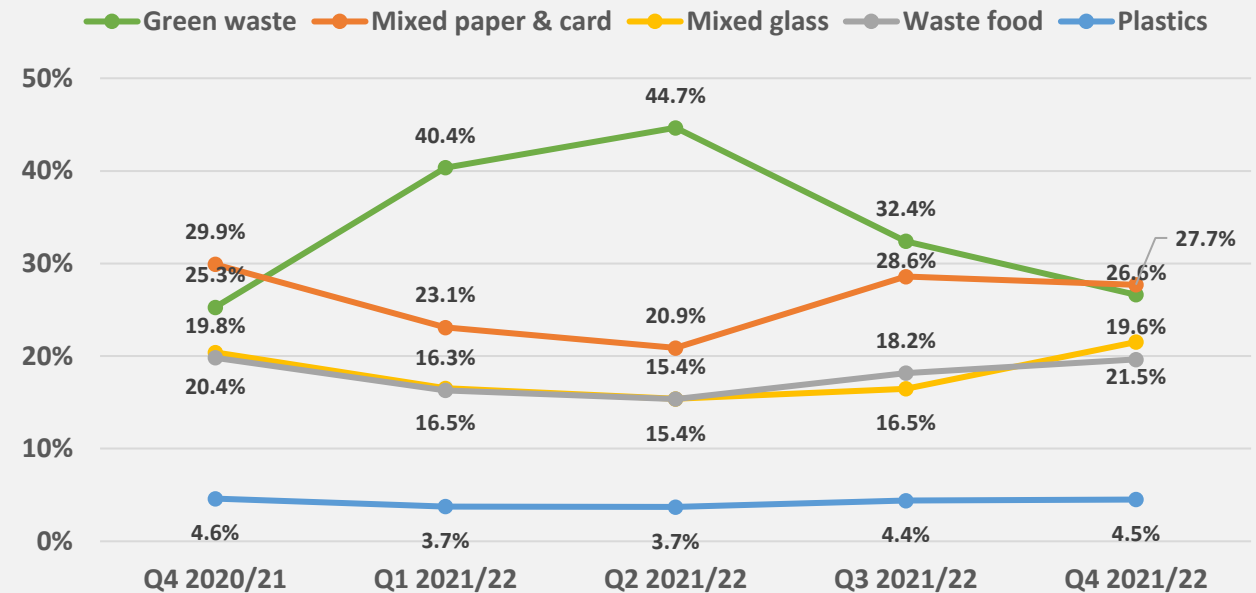
Residual Waste Per Household (kg)



Recycling percentage by material (Q4 21/22)



Material as a % of the total recycling collected



2022/23 Period 3: Revenue Budget Monitoring

Summary

The full year forecast at the end of Quarter 1 for underlying Service budgets is £7k lower than the management budget; the Central budgets are forecast to be £-497k (25.4%) lower than budget, resulting in an overall forecast of £504k (-2.5%) lower than budget.

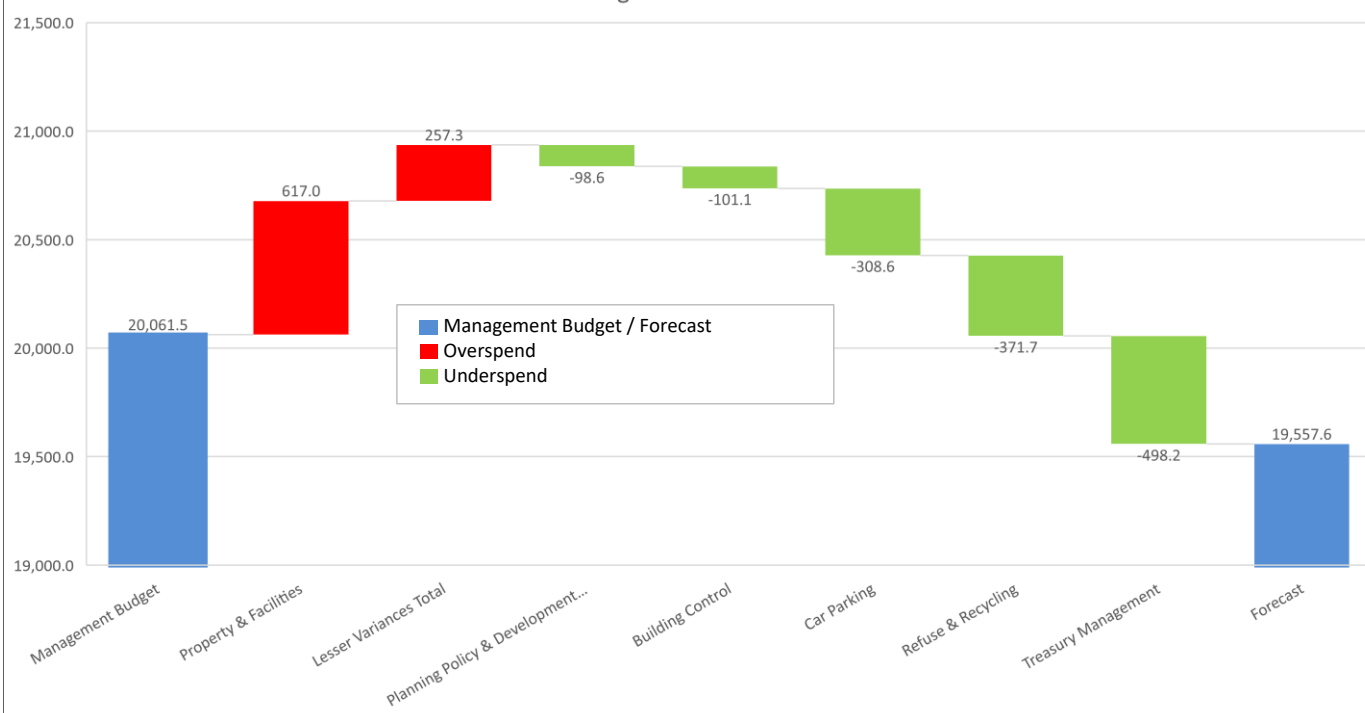
Reconciliation of Original Budget to Management Budget for 2022/23

	£000	£000
Original Budget		19,980
Unspent Budget brought forward from 2021/22	81	
<u>Management Budget</u>		<u>20,062</u>

Headline Revenue Budget Information 2022/23

	£000
Management Budget	20,062
Year End Forecast	19,558
Projected underspend	<u>-504</u> (-2.5% of the budget)

Revenue Budget Outturn Variances £000



Forecast for Services is £7k under budget. Significant variances summarised below:

Property & Facilities: £617k overspend is mostly attributable to lower rental income due to lease expiry and increased utility (gas) costs.

Planning Policy & Development Services: £99k underspend driven by vacancies across the team partially offset by lower Planning Fee income.

Building Control: £101k underspend: service is now forecast to provide a net surplus rather than the small loss budgeted.

Car Parking: £309k underspend driven by higher than expected revenue in Pay & Display parking and lower staff costs.

Refuse & Recycling: £372k underspend primarily due to a higher volume of Garden Waste Subscriptions.

Forecast for Central Budgets is £497k under budget. Significant variances summarised below:

Treasury Management: £498k underspend. Higher than budgeted interest income due both to favourable rates and more funds on deposit.

1. General Fund Reserve		£000	£000
Balance at start of year			3,000.0
Add: Projected underspend	at 31 March 2023		503.9
Anticipated balance at End of Year before Reserves Review/Reallocations*			3,503.9
*Maximum General Fund Balance Required (2022/23 = £3m)		2,997.0	

Responsible Officer	Service	Original Budget £000	Total Variations £000	Management Budget £000	Year End Outturn £000	Year End Variance £000	Commentary
1. Service Budgets							
1a. Organisation							
Catherine Rose	Corporate Policy	236.0	0.0	236.0	236.0	0.0	
	Projects & Business Assurance	212.6	0.0	212.6	212.6	0.0	
Carys Jones	Communications	734.6	0.0	734.6	734.6	0.0	
	Customer Contact	416.8	0.0	416.8	416.8	0.0	
Darren Wray	Information & Communications Technology	1,810.0	0.0	1,810.0	1,854.5	44.5	£32k increased support costs for servers and other minor inflationary contract price rises
Kate Brown	Organisational Development & Human Resources	816.1	0.0	816.1	816.1	0.0	
Joyce Hamilton	Legal Services	824.5	0.0	824.5	903.5	79.0	£44k income reduction, £26k extra cost relating to staff, £6k IKEN software purchase
	Land Charges	-102.1	0.0	-102.1	-102.1	0.0	
	Democratic Services	868.3	0.0	868.3	859.0	(9.3)	Minor Variance
	Electoral Services	502.5	0.0	502.5	462.9	(39.6)	Lower staff related costs partially offset by higher elections costs
	Corporate Support	187.5	0.0	187.5	187.5	0.0	
Pat Main	Finance	1,368.3	0.0	1,368.3	1,410.0	41.7	Increased costs due to use of specialist interim resources
	Property & Facilities	-1,352.8	0.0	-1,352.8	-735.5	617.3	£664k lower rental income due to leases expiring and £38k increase in gas prices, partially offset by £71k additional rental income from Surrey County Council and £17k of cost savings at Horley Library.
	Commercial & Investment	149.3	0.0	149.3	149.3	0.0	
1b. Place							
Simon Bland	Economic Prosperity	282.4	0.0	282.4	282.4	0.0	
Morag Williams	Fleet	1,458.7	0.0	1,458.7	1,546.5	87.8	Increased fuel prices have led to higher overall cost
	Refuse & Recycling	1,165.8	0.0	1,165.8	794.1	(371.7)	£300k higher Garden Waste income due to increased membership, £32k lower cost of replacement bins, £23k saving in Domestic Mixed Recycling due to lower volumes.
	Engineering & Construction	63.2	0.0	63.2	81.2	18.0	Capitalised salary recharge will not take place this year as the team no longer carry out capital works. The ongoing requirement for this budget will be reviewed as part of service & financial planning 2023/24.
	Environmental Health & JET	1,130.8	0.0	1,130.8	1,115.0	(15.8)	Minor Variance
	Environmental Licencing	-190.1	0.0	-190.1	-219.8	37.9	£51k lower income from Annual Vehicle Licensing, £9k lower income from Temporary Events Licencing, partially offset by £24k increased income from Three Year Licences.
	Greenspaces	1,546.9	0.0	1,546.9	1,547.0	0.1	
	Car Parking	-804.1	0.0	-804.1	-1,112.7	(308.6)	£217k higher income from Pay & Display, £92k lower staff costs due to vacancies.
	Street Cleansing	952.7	0.0	952.7	952.7	0.0	
Peter Boarder	Place Delivery	370.9	0.0	370.9	370.9	0.0	
Andrew Benson	Building Control	45.0	0.0	45.0	-56.1	(101.1)	£56k net surplus expected from Building Control Partnership hosted by Tandridge. A £45k net cost had been budgeted.
	Planning Policy & Development Services	673.2	0.0	673.2	574.6	(98.6)	£277k lower staff costs due to 6 vacancies partially offset by £131k lower income in planning fees due to lower volume of applications.

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	426.7	0.0	426.7	426.7	0.0	
	Partnerships	303.1	58.3	361.4	361.4	0.0	
	Community Centres	382.5	10.0	392.5	392.5	0.0	
	Voluntary Sector Support	200.1	13.1	213.2	213.2	0.0	
Richard Robinson	Housing Services	1,026.3	0.0	1,026.3	1,115.3	89.0	Extra Bed & Breakfast accommodation provision has driven higher net costs.
Simon Rosser	Revenues, Benefits & Fraud	805.9	0.0	805.9	805.9	0.0	Net impact of changes in Subsidy currently being reviewed. An update will be provided at Q2.
	Commercial Trading Account - Revenue & Benefits	0.0	0.0	0.0	0.0	0.0	
Duane Kirkland	Supporting People	167.3	0.0	167.3	167.3	0.0	
	Supporting Families	56.4	0.0	56.4	60.7	4.3	Minor Variance
	Harlequin	380.8	0.0	380.8	366.2	(34.6)	£41k income increase driven by additional amateur shows partially offset by £7k lower income from equipment hire.
	Leisure Services	-66.4	0.0	-66.4	-66.4	0.0	
1d. Management Team							
Mari Roberts-Wood	Management Team	933.2	0.0	933.2	933.2	0.0	
Frank Etheridge	Emergency Planning	39.7	0.0	39.7	39.7	0.0	

Total Services	18,022.6	81.4	18,104.0	18,096.7	(7.3)	(0.04%)
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2. Central Budgets

Pat Main	Insurance	465.0	0.0	465.0	465.0	0.0	
	Treasury Management - Interest on Investments	-1,145.0	0.0	-1,145.0	-1,643.2	(498.2)	Higher expected income due to favourable rates and more funds on deposit.
	Treasury Management - Interest on Borrowing	455.0	0.0	455.0	455.0	0.0	
	Treasury Management - Interest on Trust Funds	18.0	0.0	18.0	0.0	(18.0)	
	Minimum Revenue Provision	1,361.0	0.0	1,361.0	1,361.0	0.0	
	Employer Pension Costs	350.0	0.0	350.0	350.0	0.0	
Kate Brown	Apprenticeship Levy	78.0	0.0	78.0	78.0	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	99.2	0.0	99.2	99.2	0.0	
	Preceptor Grants	37.5	0.0	37.5	37.5	0.0	
	External Audit Fees	53.0	0.0	53.0	72.0	19.0	
	Internal Audit	59.0	0.0	59.0	59.6	0.6	

Total Central Items	1,957.5	0.0	1,957.5	1,460.9	(496.6)	(25.37%)
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Grand Total	19,980.1	81.4	20,061.5	19,557.6	(503.9)	(2.51%)
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2022/23 Government Funding Distribution COVID-19	Funding B/Fwd From 21/22 £m	Funding Received In 22/23 £m	Forecast Expenditure £m	Outstanding Recoupments £m
Closed Grants				
Additional Restrictions Grant	(0.281)	-	-	0.281
Omicron Hospitality & Leisure Grant	(0.109)	-	-	0.109
Reopening High Streets / Welcome Back Fund	(0.036)	-	0.036	-
Household Support Fund I	-	(0.004)	-	-
Grants Continuing Beyond 1st April				
Household Support Fund II	-	(0.324)	0.324	-
Household Support Fund III	-	tbc	tbc	-
Council Tax Hardship Grant	(0.254)	-	0.254	-
Environmental Health SLA	(0.120)	(0.062)	0.174	-
Test & Trace - Admin Funding	(0.050)	-	0.050	-
General Funding	(0.036)	-	0.012	-
New Burdens Funding	-	(0.012)	0.012	-
Test & Trace - Mandatory Scheme	(0.013)	-	0.014	-
Sales, Fees & Charges	-	-	-	0.025
Forecast Expenditure and Income 2022/23	(0.899)	(0.402)	0.876	0.415
Forecast Outturn Position 2022/23	(0.010)			

2022/23 Government Funding Distribution COVID Additional Relief Fund	Forecast Expenditure £m	Forecast Funding £m
Covid Additional Relief Fund (CARF)		
Funding Received In 2021/22		(3.514)
NNDR Reliefs Granted During 2021/22	0.040	
Balance Carried Forward Into 2022/23	3.474	
	3.514	(3.514)
Balance Brought Forward From 2021/22		(3.474)
NNDR Reliefs Expected To Be Granted During 2022/23	0.250	
Remaining Balance (To Be Repaid To DLUHC)	3.224	
	3.474	(3.474)

2022/23 Government Funding Distribution	Forecast Expenditure £m	Forecast Funding £m
Council Tax Energy Rebate		
<u>Mandatory Scheme</u>		
Funding Received		(5.153)
£150 Payments To Band A-D Council Tax Payers - Paid To Date	4.070	
£150 Payments To Band A-D Council Tax Payers - Expected Future Payments	1.030	
Forecast Expenditure and Income 2022/23	5.100	(5.153)
Forecast Net Income (Returnable To DLUHC)	(0.053)	
<u>Discretionary Scheme</u>		
Funding Received		(0.332)
Discretionary Payments - Paid To Date	0.000	
Discretionary Payments - Expected Future Payments	0.315	
Forecast Expenditure and Income 2022/23	0.315	(0.332)
Forecast Net Income (Returnable To DLUHC)	(0.017)	
<u>Administrative Costs</u>		
Funding Received*		(0.057)
Software & Processing Costs - Paid To Date	0.011	
Staffing & Administration Costs - Paid To Date	0.028	
Expected Future Costs	0.032	
Forecast Expenditure and Income 2022/23	0.071	(0.057)
Forecast Net Expenditure	0.014	
Forecast Expenditure and Income 2022/23 (All Schemes)	5.486	(5.542)
Forecast Net Income (All Schemes)	(0.056)	
Summary:-		
Surplus Income Returnable To DLUHC	(0.070)	
Potential Cost To Be Borne By RBBC	0.014	

2022/23 Government Funding Distribution Ukrainian Refugees Schemes	Forecast Expenditure £m	Forecast Funding £m
"Ukraine Family Scheme"		
Funding Received (grant determination still awaited)		0.000
Refugee Accommodation Costs	0.005	
Refugee Travel Costs	0.000	
Prepaid Cards	0.000	
Staff Overtime / Additional Hours	0.000	
Staff Travel Costs	0.000	
Expenditure and Income 2022/23	0.005	0.000
Net Expenditure To Date	0.005	
"Homes For Ukraine Scheme"		
Funding Received (grant determination still awaited)		0.000
£350 Sponsorship Payments	0.009	
Refugee Accommodation Costs	0.004	
Refugee Travel Costs	0.000	
Prepaid Cards	0.000	
Staff Overtime / Additional Hours	0.002	
Staff Travel Costs	0.000	
Expenditure and Income 2022/23	0.016	0.000
Net Expenditure To Date	0.016	
Expenditure and Income 2022/23 (All Schemes)	0.021	0.000
Net Expenditure To Date (All Schemes)	0.021	
Summary:-		
Surplus Income Returnable To DLUHC	0.000	
Potential Cost To Be Borne By RBBC	0.021	

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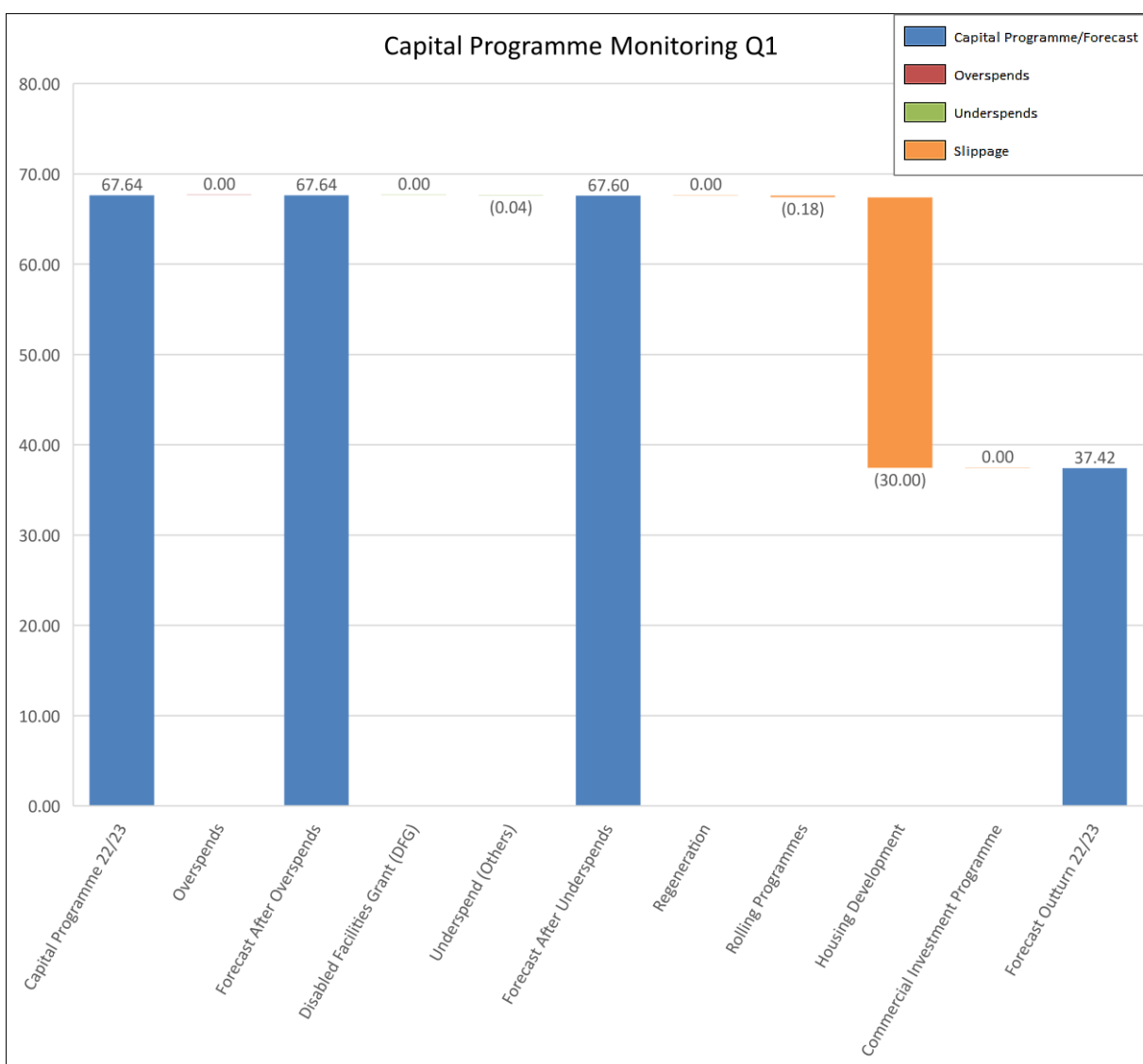
2021/22 Outturn Capital Programme Monitoring Q1

Summary

Full year expenditure forecast against the Capital Programme at the end of Quarter 1 is £37.42m which is £30.22m (45%) below the approved Programme for the year. The variance is predominantly a result of £30.00m slippage on the Housing Delivery Programme.

Headline Capital Budget Information 2022-23

	£m
Current Budget (Section 1):	67.64
Projected Net Overspends	0.00 (or 0 % of Programme)
Projected Net Underspends	(0.04) (or 0 % of Programme)
Projected Slippage	(30.18) (or 45 % of Programme)
Total Capital Expenditure	37.42



Slippage, £30.180m. Significant variances summarised below:

Housing Development	Housing Delivery Programme (£30.000m) - 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.
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Capital ANNEX 3: Section 1

Reconciliation of Capital Programme to Approved Budgets 2022-23

	£m
Original Capital Budget	30.28
Budget approved but not yet released ¹	0.00
	<u>30.28</u>
Additions	
Carry Forwards from previous year	36.98
Budgets released during the year ¹	0.37
Reprofiling of projects	0.00
Other Changes	0.00
Current Capital Budget	<u>67.64</u>

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 2022-23

Programme/Project	Original Budget	Approved Budgets Not Released	Carry Forwards	Released In Year	Current Budget	Year End Outturn	Year End Variance	Scheme Controller	Quarter 1: Explanation of Significant Variances
	£000	£000	£000	£000	£000	£000	£000		
Operational Buildings	110.0	0.0	260.0	0.0	370.0	370.0	0.0	Roger Thompson	
Day Centres Programme	75.0	0.0	34.0	0.0	109.0	109.0	0.0	Roger Thompson	
Existing Pavilions Programme	50.0	0.0	168.0	0.0	218.0	218.0	-0.0	Roger Thompson	
Leisure Centre Maintenance	210.0	0.0	17.0	0.0	227.0	227.0	0.0	Roger Thompson	
Harlequin Property Maintenance	110.0	0.0	205.9	0.0	315.9	315.9	0.0	Roger Thompson	
Tenanted Properties	100.0	0.0	100.0	0.0	200.0	200.0	-0.0	Roger Thompson	
Crown House	75.0	0.0	210.0	0.0	285.0	285.0	0.0	Roger Thompson	
Units 1-5 Redhill Dist Centre Salfords	57.5	0.0	57.0	0.0	114.5	114.5	0.0	Roger Thompson	
Linden House, 51B High Street Reigate	28.8	0.0	28.0	0.0	56.8	56.8	0.0	Roger Thompson	
Unit 61E Albert Road North	200.0	0.0	62.0	0.0	262.0	262.0	0.0	Roger Thompson	
Forum House, Brighton Road Redhill	100.0	0.0	170.0	0.0	270.0	270.0	0.0	Roger Thompson	
Beech House, London Road Reigate	0.0	0.0	3,000.0	0.0	3,000.0	3,000.0	0.0	Roger Thompson	Expenditure subject to Business Case approval.
Regent House, 1-3 Queensway Redhill	100.0	0.0	75.0	0.0	175.0	175.0	0.0	Roger Thompson	
Tenanted Property Assets	76.0	0.0	60.0	0.0	136.0	136.0	0.0	Roger Thompson	
Infra-structure (walls)	60.0	0.0	26.0	0.0	86.0	86.0	0.0	Roger Thompson	
Car Parks Capital Works Programme	190.0	0.0	358.0	0.0	548.0	370.0	-178.0	Roger Thompson	Allocation carried forward from 21/22 will not be spent in full in 22/23. Awaiting outcome of Car Park review.
Earlswood Depot/Park Farm Depot	20.0	0.0	52.0	0.0	72.0	72.0	0.0	Roger Thompson	
Public Conveniences	4.0	0.0	17.0	0.0	21.0	21.0	0.0	Roger Thompson	
Cemeteries & Chapel	20.0	0.0	60.0	0.0	80.0	80.0	0.0	Roger Thompson	
Allotments	12.0	0.0	30.0	0.0	42.0	42.0	0.0	Roger Thompson	
Building Maintenance - Capitalised Staff Costs	28.0	0.0	0.0	0.0	28.0	28.0	0.0	Roger Thompson	
Pavilion Replacement - Woodmansterne	0.0	0.0	20.0	0.0	20.0	20.0	0.0	Roger Thompson	
Priory Park	10.0	0.0	213.0	0.0	223.0	223.0	0.0	Roger Thompson	
Strategic Property	1,636.3	0.0	5,222.9	0.0	6,859.2	6,681.1	-178.0		
ICT Replacement Programme	200.0	0.0	224.0	0.0	424.0	424.0	0.0	Darren Wray	
Environmental Strategy Delivery	0.0	0.0	250.0	0.0	250.0	250.0	0.0	Catherine Rose	
Corporate Resources	200.0	0.0	474.0	0.0	674.0	674.0	0.0		
Great Workplace Programme - Phase 2	250.0	0.0	451.5	0.0	701.5	701.5	0.0	Roger Thompson	
Organisational Development	250.0	0.0	451.5	0.0	701.5	701.5	0.0		
Organisation Capital Budget	2,086.3	0.0	6,148.4	0.0	8,234.7	8,056.6	-178.0		

Capital Budget Monitoring: Summary by Programme and Project 2022-23

Programme/Project	Original Budget	Approved Budgets Not Released	Carry Forwards	Released In Year	Current Budget	Year End Outturn	Year End Variance	Scheme Controller	Quarter 1: Explanation of Significant Variances
	£000	£000	£000	£000	£000	£000	£000		
Handy Person Scheme	50.0	0.0	0.0	0.0	50.0	10.0	-40.0	Katie Jackson	This programme relates to Small Works Assistance - the Handy Person Scheme feeds into the 'Home Improvement Agency' programme (CB01202). The scheme descriptions will be reviewed as part of Q2 budget monitoring to ensure they more accurately reflect the nature of this expenditure.
Home Improvement Agency SCC Grant	120.0	0.0	0.0	0.0	120.0	120.0	0.0	Katie Jackson	This programme also includes 'Handy Person Scheme'; The scheme descriptions will be reviewed as part of Q2 budget monitoring to ensure they more accurately reflect the nature of this expenditure.
Disabled Facilities Grant	1,134.0	0.0	0.0	0.0	1,134.0	1,134.0	0.0	Katie Jackson	
Lee Street Bungalows	0.0	0.0	326.9	0.0	326.9	326.9	0.0	Richard Robinson	
Massetts Road	21.0	0.0	0.0	0.0	21.0	21.0	0.0	Alison Robinson	
Housing Delivery Programme	10,000.0	0.0	20,000.0	0.0	30,000.0	0.0	-30,000.0	Richard Robinson	There are no specific developments planned at this time. Forecasts will be updated when new business cases are developed.
Cromwell Road Development 2016	0.0	0.0	149.6	0.0	149.6	149.6	0.0	Richard Robinson	
Unit 1 Pitwood Park Tadworth	0.0	0.0	42.9	0.0	42.9	42.9	0.0	Richard Robinson	
Housing	11,325.0	0.0	20,519.4	0.0	31,844.4	1,804.4	-30,040.0		
Harlequin - Service Development	100.0	0.0	171.8	0.0	271.8	271.8	0.0	Duane Kirkland	
Leisure & Intervention	100.0	0.0	171.8	0.0	271.8	271.8	0.0		
CCTV Rolling Programme	30.0	0.0	74.6	0.0	104.6	104.6	0.0	Clare Mittelstadt	
Community Partnerships	30.0	0.0	74.6	0.0	104.6	104.6	0.0		
People Services Capital Budget	11,455.0	0.0	20,765.7	0.0	32,220.7	2,180.7	-30,040.0		

Capital Budget Monitoring: Summary by Programme and Project 2022-23

Programme/Project	Original Budget	Approved Budgets Not Released	Carry Forwards	Released In Year	Current Budget	Year End Outturn	Year End Variance	Scheme Controller	Quarter 1: Explanation of Significant Variances
	£000	£000	£000	£000	£000	£000	£000		
Vehicles & Plant Programme	1,056.0	0.0	181.7	0.0	1,237.7	1,237.7	0.0	Lee Wilcox	
Fleet Vehicle Wash-Bay Replacement	0.0	0.0	350.0	0.0	350.0	350.0	0.0	Morag Williams	
Workshop Refurbishment	160.0	0.0	0.0	0.0	160.0	160.0	0.0	Anthony Hathaway	
Land Flood Prevention Programme	10.5	0.0	0.0	0.0	10.5	10.5	0.0	Lee Wilcox	
Play Area Improvement Programme	230.0	0.0	0.0	0.0	230.0	230.0	0.0	Morag Williams	
Parks & Countryside - Infrastructure & Fencing	45.0	0.0	0.0	0.0	45.0	45.0	0.0	Morag Williams	
Air Quality Monitoring Equipment	40.0	0.0	0.0	0.0	40.0	40.0	0.0	Katie Jackson	
Contribution to Surrey Transit Site	0.0	0.0	127.0	0.0	127.0	127.0	0.0	Pat Main	
Neighbourhood Operations	1,541.5	0.0	658.7	0.0	2,200.2	2,200.2	0.0		
Pay-on-Exit Car Parking at Central Car Park and Victoria	0.0	0.0	52.0	0.0	52.0	52.0	0.0	Peter Boarder	
Horley Public Realm Improvements - Phase 4	0.0	0.0	575.1	0.0	575.1	575.1	0.0	Peter Boarder	
Marketfield Way Redevelopment	15,100.0	0.0	6,986.0	0.0	22,086.0	22,086.0	0.0	Peter Boarder	
Redhill Public Realm Improvements	0.0	0.0	30.0	0.0	30.0	30.0	0.0	Peter Boarder	
Merstham Recreation Ground	0.0	0.0	1,419.3	0.0	1,419.3	1,419.3	0.0	Peter Boarder	
Preston - Parking Improvements	0.0	0.0	347.8	374.5	722.3	722.3	0.0	Peter Boarder	A further £374k CIL funds were applied for and authorised by the Head of Planning and CIL Portfolio holder.
Place Delivery	15,100.0	0.0	9,410.2	374.5	24,884.7	24,884.7	0.0		
Vibrant Towns & Villages	100.0	0.0	0.0	0.0	100.0	100.0	0.0	Simon Bland	
Economic Prosperity	100.0	0.0	0.0	0.0	100.0	100.0	0.0		
Place Services Capital Budget	16,741.5	0.0	10,068.9	374.5	27,184.9	27,184.9	0.0		
Corporate Capital Budget	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Total Capital Budget	30,282.7	0.0	36,983.1	374.5	67,640.3	37,422.3	-30,218.0		

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Financial Sustainability Programme: Quarterly Update

As per the proposal within the 2022/23 budget report, our approach to our Financial Sustainability Programme (FSP) is based around four general areas:

- Income generation (that is, pursuing opportunities to generate new income streams, optimising fees and charges and implementing the commercial strategy)
- Use of assets (making effective use of existing assets, including the repurposing and sale of surplus properties)
- Prioritisation of resources (reviewing in year budget forecasts to identify new opportunities for savings and efficiencies, reviewing the level of service provided and focusing resources on priority services, and managing pay costs and making effective use of staff resources)
- Achieving value for money (including pursuing options to share with other Councils to realise efficiency savings and identifying invest to save opportunities, including investment in technology to reduce operational costs)

This progress review should be read in conjunction with the FSP Overview provided to the Overview & Scrutiny Committee and the Executive in July 2022.

Note that quantified financial benefits will not be available until publication of the draft 2023/24 budget report in November 2022.

	Progress	Next Steps	Financial benefits
47 Programme Set Up	<ul style="list-style-type: none"> • FSP Steering Group established (February) • Initial programme brief agreed by Corporate Governance Group (April) • Programme plan and register in development (May) • Programme support officer appointed (June) • S&FP timetable and milestones confirmed • All member briefing held (July) 	<ul style="list-style-type: none"> • Ongoing review of programme resourcing requirements 	<ul style="list-style-type: none"> • Not applicable
Service & Financial Planning	<ul style="list-style-type: none"> • Initial review of budgets and services undertaken by Heads of Service (April/May) • Peer challenge at Management Team Awayday (May) • Portfolio holders briefed and discussion of budget and service options and prioritisation at Executive Awayday (June) • Preparation of service business plans and draft budgets, including growth, savings and fees & charges proposals, for inclusion in the November draft budget report (Ongoing) 	<ul style="list-style-type: none"> • Management Team and Executive Awaydays (September/October) • Finalisation of draft 2023/24 business plans (October) • Preparation of draft 2023/24 budget report (October) • Publication of draft 2023/24 budget (November) • Consultation on draft 2023/24 budget (November to January) 	<ul style="list-style-type: none"> • Draft budget will include proposals for quantified savings, growth and forecast additional income

Standalone projects and activities	<ul style="list-style-type: none"> • Identification and prioritisation of opportunities by Management Team (March/April) • Project and activity scoping (May onwards) • Activities to deliver 'quick wins' being progressed (ongoing) • Development of (outline) project business cases (ongoing). Key milestones to be identified on a project by project basis • Review of existing project management resource capacity (June) 	<ul style="list-style-type: none"> • Recruitment of additional project management resource (August) • Activities to deliver 'quick wins' continue to be progressed by relevant service areas (ongoing) • Projects being progressed through established project management framework (ongoing) 	<ul style="list-style-type: none"> • Small-scale savings anticipated to be realised for 2023/24 from 'quick win' activity work • Financial benefits from projects will be confirmed on a case by case basis although unlikely to be available to inform draft 2023/24 budget
Fees & Charges	<ul style="list-style-type: none"> • Collation of fees and charges register and identification of higher value areas for priority review (May 2022) • 2022/23 increases implemented for some charges in year as appropriate • Budget holders progressing review (ongoing) 	<ul style="list-style-type: none"> • Budget holders continuing to progress review of fees and charges • Additional income from fees and charges uplifts to be included within draft 2023/24 budget (November) 	<ul style="list-style-type: none"> • Majority of fees and charges uplift will be implemented from April 2023; projections will inform income forecasts in final 2023/24 budget.
Vacancy Control Mechanism	<ul style="list-style-type: none"> • New vacancy control mechanism introduced (June 2022) • Senior Officer Panel established to review business cases for recruitment to vacant posts (July 2022) 	<ul style="list-style-type: none"> • Vacancy control mechanism now operational; recruitment to vacant posts being reviewed by senior management on a case by case basis 	<ul style="list-style-type: none"> • Any resultant savings will be factored into 2023/24 budget
Third Party Funding Opportunities	<ul style="list-style-type: none"> • £0.5m secured from health partners towards Council community development and partnerships work • Investment plan submitted in respect of £1m UK Shared Prosperity Fund funding (July) • Council services as well as third parties invited to submit Strategic CIL bids (August) 	<ul style="list-style-type: none"> • Opportunities for further third party funding continue to be explored (ongoing) 	<ul style="list-style-type: none"> • Any savings resulting from use of third party funds instead of Council base budgets will be factored into 2023/24 budget

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Signed off by	Head of Corporate Policy
Author	Dan Woodard, Sustainability Project Officer
Telephone	Tel: 01737 276891
Email	Dan.Woodard@reigate-banstead.gov.uk
To	Overview and Scrutiny Committee Executive
Date	Thursday, 8 September 2022 Thursday, 15 September 2022
Executive Member	Portfolio Holder for Corporate Policy and Resources

Key Decision Required	Y
Wards Affected	(All Wards);

Subject	Environmental Sustainability Strategy: Annual Report
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Recommendations
<p>That the Overview & Scrutiny Committee:</p> <p>(i) Notes the Environmental Sustainability Strategy Annual Progress Report at Annex 1 and makes any observations to the Executive</p> <p>That the Executive:</p> <p>(i) Agrees the Environmental Sustainability Strategy Annual Progress report at Annex 1 for publication on the Council website</p>
Reasons for Recommendations
To enable the Council to publish an update on progress towards delivery of its Environmental Sustainability Strategy.
Executive Summary
This report provides a summary of the Council's progress in delivering its Environmental Sustainability Strategy (the ES Strategy) and Action Plan for the year 2021/22.

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Since the ES Strategy was agreed in 2020, positive progress has been made on actions across all themes within the Strategy, and towards overall targets. This includes areas where the Council is able to take direct action (for example in relation to its own activities, but also other areas where – although it cannot mandate or force action – it can provide a trusted source of information and advice (for example, to residents and businesses).

This covering report summarises key elements of our progress, challenges and next steps, with more detail about specific activities provided at Annex 1.

The Overview & Scrutiny Committee is invited to make observations to the Executive. It is recommended that the Executive approve the information set out in the report and Annex 1 for publication on the Council website.

Executive has authority to approve the above recommendations

Statutory Powers

1. Under the Local Government Act 2000, the Council has a duty to promote the social, economic and environmental wellbeing of its area. The Council also has related statutory duties around environmental health, waste, and planning.
2. The Climate Change Act 2008 and subsequent amendments sets out much of the UK's policy response to climate change; having left the European Union, the new Environment Act was enacted in November 2021 – this provides the new legal framework relating to environmental protection.

Background

3. In response to the growing climate challenge, the Government has set increasingly challenging targets to reduce greenhouse gases over the coming years, cumulating in a target for the country to reach net-zero carbon emissions by 2050.
4. Our own corporate plan, Reigate & Banstead 2025, commits the Council to reducing its own environmental impact, and supporting residents and businesses to do the same.
5. Following on from this commitment, in Summer 2020 the Executive agreed a new Environmental Sustainability Strategy (ES Strategy), with an accompanying Action Plan and performance indicators. This trio of documents sets out a range of measures to deliver a greater degree of sustainability within the Council and the Borough, and outlines that the Council itself will aim to achieve carbon neutrality by 2030 (based on scope 1 and 2 emissions¹).
6. At the county level, Surrey County Council has agreed its own Climate change Strategy and last year developed its first five year Climate Change Delivery Plan. This includes a goal of a 40% reduction in county-level local authority carbon emissions by 2025.
7. While the Council has the most direct control over its own operational emissions, these amount to less than 1% of total emissions in the Borough; it is therefore important that we also support residents and businesses to take steps to tackle

¹ Scope 1 emissions being direct emissions from fuel combustion, ie gas and vehicle fuel; scope 2 emissions being those generated indirectly from purchased electricity

climate change and sustainability issues, and work with partner organisations to make progress. It has to be noted, however, that there remain limits to our powers and sphere of influence, such that achieving national targets will require intervention across all tiers of Government.

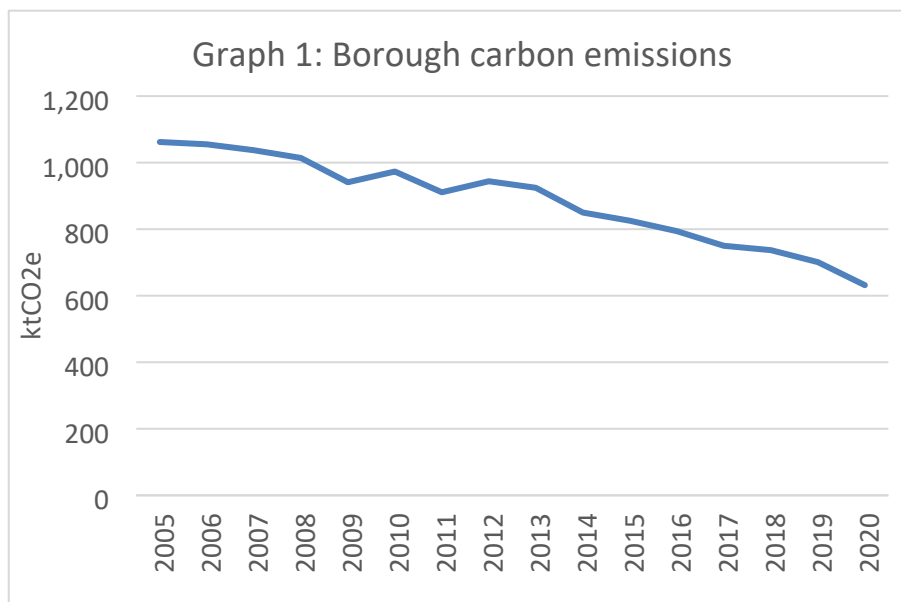
Key Information

Annual reporting

8. A progress report is prepared annually to summarise the work that is being undertaken towards delivery of the ES Strategy. Annex 1 provides an update on all relevant strategy actions and indicators for the year 2021/22.
9. Reflecting feedback from the Overview & Scrutiny Committee last year, the rest of this section of the covering report summarises progress on key priority topics, as well as summarising headline carbon emissions data. These priority topics were:
 - The Council's own assets and buildings
 - The Council's vehicle fleet
 - Rolling out electric vehicle charging infrastructure; and
 - Domestic retrofit
10. Annex 1 provides updates on these and the other workstreams that together comprise the ES Strategy.

Borough Carbon emissions

11. Borough-level carbon emissions continue to decline. Graph 1 below is based on the latest published information from the Department of Business, Energy & Industrial Strategy (BEIS).

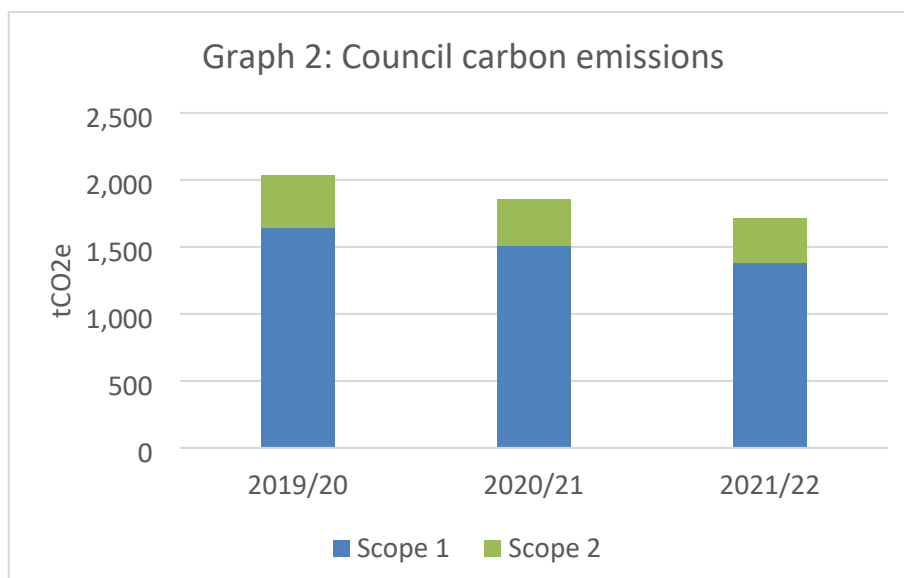


12. Domestic and transport emissions per head of population in Reigate & Banstead remain higher than the national average, although slightly less than the Surrey average.

Council carbon emissions

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13. The Council's operational (scope 1 and scope 2²) carbon emissions are also declining. Graph 2 shows progress since the 2019/20 baseline.



14. In the year 2021/22, the sources of the Council's carbon emissions were as follows:

- Fleet: 55%
- Building heating: 24%
- Electricity: 19%

Transmission and distribution losses account for the remaining 2%.

15. Note that for gas and electricity the data in Graph 1 reflects invoiced kilowatt hours and **does not** take account of the green tariffs and carbon offsetting arrangements that we have in place. As reported last year, in 2021/22 the gas and electricity that the Council purchased continued to be comprised of a combination of renewable energy tariffs (which account for around 1/3 of our energy use) and fossil fuel tariffs (the emissions from which are offset). In practice, this means that - for the energy we use which is not yet purchased as renewable energy (for example, from electricity contracts that have not recently come up for renewal) - our energy management company offsets the carbon emissions at no additional cost to the Council. These offsets are via contributions to specific UN certified emissions-reduction projects. This type of offsetting is an interim measure, and our focus remains to reduce our scope 1 and 2 carbon emissions as much as possible to minimise our reliance on offsetting.

Council assets and buildings

16. Reducing the overall energy usage and carbon emissions from our operational buildings represents an important component in getting to net-zero by 2030. Consultants have therefore been appointed to undertake building audits and work with our Property Team to identify the measures that need to be put in place, and to better understand the carbon savings, capital costs and potential revenue savings that such measures will generate.

² Scope 1 – emissions from direct combustion of fuel (eg diesel, gas); Scope 2 – emissions from the generation of electricity

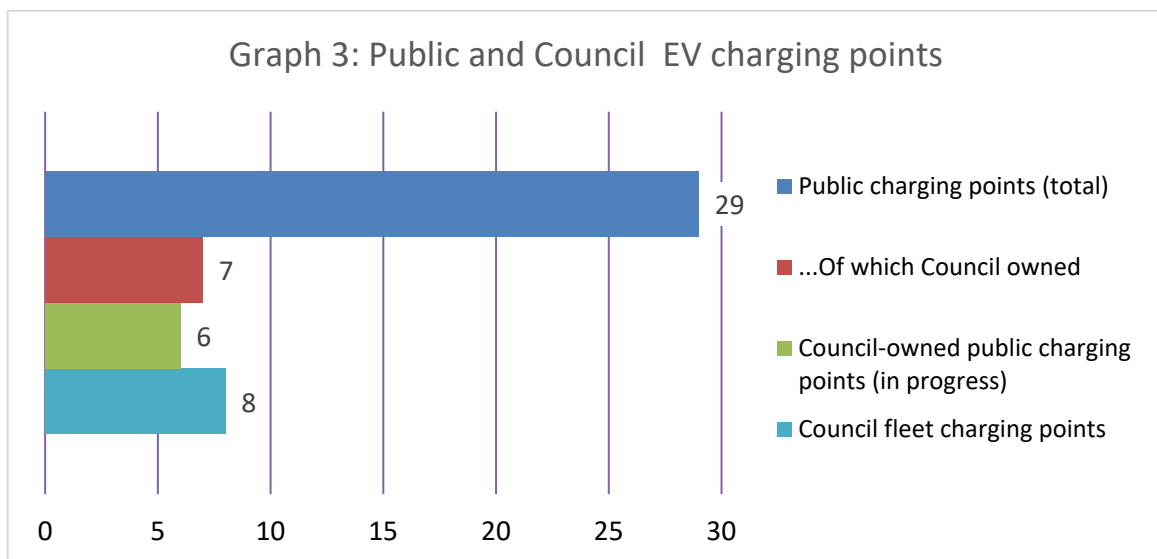
17. This work is still in progress, so outcomes cannot yet be reported, however more information will be provided to members once available.

The Council's vehicle fleet

18. 10% of the Council's vehicle fleet is comprised of electric or hybrid vehicles (13 vehicles in total). In 2021/22, the planned replacement of some vehicles was deferred which may allow for procurement of low carbon replacement vehicles as technology evolves and prices reduce. A trial of an electric refuse collection vehicle was carried out, however this indicated some reliability concerns. More trials are planned however, unfortunately, it remains the case that for the heavier vehicles in our fleet, low carbon replacement vehicles do not yet offer a viable or cost effective alternative.
19. However, technology is evolving quickly. The Transport team continues to explore options for transitioning of vehicles to electric as they come up for replacement as well as considering alternative low carbon fuels and technologies, with a full fleet review undertaken by the Energy Saving Trust in 2021/22 to assist with this process. Work is also underway to gather baseline data in relation to scope 3 transport-related emissions (eg from business travel/staff commuting).

Electric vehicle charging infrastructure

20. Graph 3 shows public and council electric vehicle charging infrastructure in the borough.



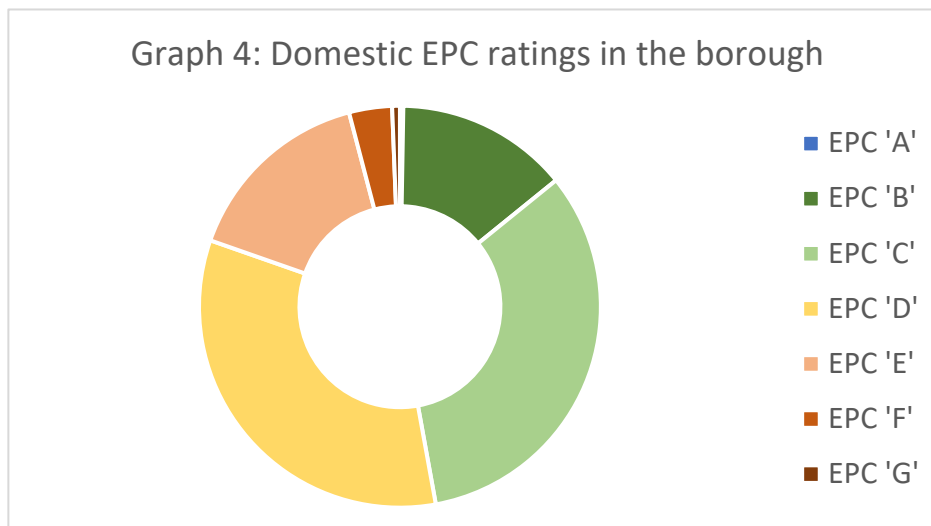
21. Surrey County Council is currently procuring a third party provider to roll out the installation of electric vehicle charging points on-street, and this Council has submitted an Expression of Interest to enter into that agreement to enable the roll out of charging points at Council car parks at scale as well. While the detail remains to be finalised, this model is likely to offer benefits including increased capacity to roll out charging points, securing economies of scale, and the ability to cross subsidise between installation locations ensuring that it is not just the most commercially viable sites that see charging points installed.

Domestic retrofit

22. Domestic carbon emissions make up around a third of the borough's total carbon emissions. Whilst these lie outside the direct control of the Council, the Executive last year agreed to make two additions to the ES Strategy action plan in relation to

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domestic retrofit, the first in relation to energy efficiency measures and the second in relation to renewable energy measures. While Reigate & Banstead Borough has a greater percentage of homes performing at an acceptable standard (EPC rating C or above), Graph 4 (based on data from the Department of Levelling Up, Housing and Communities) illustrates how the majority of homes still fall below this standard.



23. In consultation with the cross party member steering group, it was agreed that Council activity in relation to domestic retrofit should focus on the following:
- Increasing residents' access to grants
 - Increasing residents' knowledge of retrofit
 - Securing easy wins for residents
 - Working with social housing partners; and
 - Partnership working on skills and supply chain
24. 2021/22 has seen:
- 90 low income households in hard to heat homes benefitting from the Green Homes Grant LAD1 scheme, saving around 120 tCO₂e per year, plus 27 additional low income households to benefit from the Green Homes Grant LAD2 scheme
 - 157 properties progressing with solar panel installation as a result of the Solar Together scheme, with 117 of these implemented (a total of 1,497 solar panels and 88 batteries)
 - Over £1.4m of funding secured from the Social Housing Decarbonisation Fund to delivery upgrades to 92 homes (26 of which are in Reigate & Banstead). Raven Housing Trust remains committed to leading the way on social housing retrofit with its ambitious net-zero carbon programme.
 - Promotion of energy efficiency and renewable energy advice via a range of communication channels including print, web, and social media
 - Ongoing work with East Surrey College including in relation to construction skills.

Communications, engagement and training

25. Communications, engagement and training are key elements of our ES work.

26. Our communications and engagement activity targets a range of audiences including councillors, staff, residents and businesses. In 2021/22 we have used a range of communications tactics (print, web, email, social media posts, face to face) to promote updates, advice, grant opportunities, encourage behaviour change and to signpost to trusted third parties.
27. 2021/22 also saw us undertake our first resident sustainability survey – this will be used as a means of measuring progress when it comes to awareness and behaviour change, gaining feedback and helping us target future activities.
28. In 2021/22 the Council was also certified as a Carbon Literate organisation, gaining the Bronze award. Over the course of the year, 20 officers (including senior managers) gained carbon literacy certification, and since the end of the reporting year, training has also been undertaken by 14 councillors.
29. Finally, it was reported in January that the campaign group Climate Emergency UK had ranked the Council 15 out of 181 district and borough councils for its strategy and action plan³.

Challenges and next steps

30. Annex 1 provides more information about some of the challenges faced with respect of particular elements of the ES Strategy Action Plan. These include:
 - a. Data availability
 - b. The availability of financial resources (particularly when it comes to tackling borough-level carbon emissions), and the Council's own financial sustainability challenges
 - c. The complexity and competitive nature of Government funding and grants regimes, and a lack of clarity when it comes to overall national strategy and the role of lower tier authorities
 - d. Capacity within services across the Council to deliver on particular strategy elements given competing priorities.
31. The Sustainability Team will continue to work with services across the Council and other partners to make progress on Strategy delivery and address the above challenges. This will focus on delivery of relevant actions within the published action plan, and include (subject to resourcing):
 - a. Ongoing investigation of fleet replacement options and other opportunities to reduce carbon emissions from our vehicle fleet
 - b. Development of a programme of works to reduce carbon emissions from our operational buildings
 - c. Further work to understand the Council's indirect and supply chain emissions
 - d. Development of a tree strategy for council owned land
 - e. Promotion of the forthcoming Sustainable Warmth Fund and other domestic retrofit opportunities, particularly for low income households and linking into other Council activity to tackle fuel poverty

³ Although it should be noted that officers have some reservations about the ranking methodology used.

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- f. Ongoing work with SCC as the electric vehicle charging point procurement exercise progresses
- g. Work to promote active travel (walking and cycling) within local communities
- h. Support for small and medium businesses to understand what they need to do to reduce their own carbon emissions
- i. A new member sustainability champion scheme, to be launched this Autumn.

Options

32. The following options have been identified for the Executive:
- Option 1: Agree the ES Strategy Progress Update at Annex 1. This option is recommended as it enables us to publish a formal report on progress, ensuring transparency in relation to our continuing activity to lead local action to tackle climate change and other sustainability issues
 - Option 2: Do not agree the ES Strategy Progress Update for publication. This option is not recommended as it is important that we publicly report our progress on a topic that is of increasing local interest.

Legal Implications

33. There are no direct legal implications arising from this report. Any future statutory obligations arising from the Environment Act 2021 or other legislation or policy will be considered either separately or as part of a future ES Strategy annual report.

Financial Implications

34. The 2022/23 revenue budget includes funds for the implementation of the ES Strategy and currently comprises £20,000 for strategy promotion, communications, training etc and funding for one permanent Sustainability Project Officer
35. In addition, funding from the Environmental Sustainability Reserve is currently being used to fund one part time fixed term Sustainability Project Officer as well as contributing to the cost of other sustainability workstreams.
36. The approved Capital Programme includes an initial £0.250m allocation for investment in capital assets that support delivery of the ES strategy.
37. For many of the Council's ES initiatives, costs will be funded within the relevant Council department budgets (for example Fleet, Facilities etc), with the above sustainability budgets serving to provide 'top up' funding.
38. External funding opportunities are pursued wherever possible (either by the Council alone or working in partnership). In 2021/22 this has included via the Green Homes Grant Local Authority Delivery Fund, the Social Housing Decarbonisation Fund, the Local Authority Treescapes Fund, the UK100 Local Climate Engagement Programme and Surrey County Council's Empty Homes (gainshare) fund. Several streams of future activity have also been included in the Council's UK Shared Prosperity Fund Investment Plan which has been submitted to Government for approval.

39. Where additional funding requirements are identified, these will be pursued following established Council procedures. In some cases, there may be opportunities for savings and efficiencies related to investment in sustainability measures (for example savings on fuel bills from investment in energy efficiency or renewable heat measures or low carbon fleet solutions); it can also be expected that the costs associated with a business as usual approach will continue to increase over time (eg fossil fuel prices, taxes on polluting vehicles) which will likely enhance the business cases for such investment.
40. Statutory obligations may emerge for local councils via the 2021 Environment Act or other Government interventions which may introduce additional financial burdens on the Council, however the scope and potential financial implication of such additional obligations is currently unknown.

Equalities Implications

41. We have a statutory duty to consider equalities implications in all of our decisions.
42. Opportunities exist for sustainability activity to deliver linked benefits for the most vulnerable members of our communities, for example energy efficiency measures can result in savings on energy bills, activity to raise awareness and plan for climate change (adaptation) benefits those most vulnerable to the impacts of that climate change
43. This report does not recommend any specific decisions in relation to our sustainability activity; however it is confirmed that, when the Annual Report is published this will be done in accordance with Accessibility standards.

Communication Implications

44. In terms of the direct communications implications of this report, the progress reported in Annex 1 will be published on the Council website, supported with some associated communications activity, summarising (for a variety of audiences) key elements of our progress so far.
45. A briefing for members is being held on 13th September to update on key progress.

Environmental Sustainability Implications

46. Overall, implementation of the ES Strategy will have a positive environmental impact across the borough as well as contributing to national and global sustainability and climate objectives. It will continue to be important that the full range of potential environmental impacts of activities within the Strategy are considered in order to avoid or mitigate any unnecessary negative environmental consequences.
47. Work continues to improve the Council's access to appropriate data so that the direct impact of our activities can be monitored and reported on.

Risk Management Considerations

48. No specific risk management considerations have been identified in relation to the content of this report. Although outside the reporting period it is worth noting that a new strategic risk was raised in Quarter 1 of 2022/23 relating to climate change

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impact, that is, the negative impacts that may result from a changing climate and the additional demands this may place on the Council. Information on this risk will be provided quarterly to the Audit Committee.

Consultation

49. This report has been discussed with members of the Executive. The Overview & Scrutiny Committee is invited to provide observations to the Executive – given the timing of meetings, these will be reported verbally.

Policy Framework

50. This report and its recommendations align with the commitments outlined in Reigate & Banstead 2025 and the adopted Environmental Sustainability Strategy.

Background Powers

1. Reigate & Banstead 2025 (Corporate Plan 2020 – 2025) - https://www.reigate-banstead.gov.uk/info/20205/plans_and_policies/280/reigate_and_banstead_2025
2. Reigate & Banstead Environmental Sustainability Strategy - https://www.reigate-banstead.gov.uk/downloads/download/2064/environmental_sustainability_strategy_2020
3. Reigate & Banstead Environmental Sustainability Action Plan - https://www.reigate-banstead.gov.uk/downloads/download/2064/environmental_sustainability_strategy_2020
4. Reigate & Banstead Environmental Sustainability Performance Indicators - https://www.reigate-banstead.gov.uk/downloads/download/2064/environmental_sustainability_strategy_2020

Annex 1: 2021/22 Progress on ES Strategy Actions and Indicators

Energy & Carbon: Energy Minimisation

Reduce operational energy consumption through fabric improvements and installing energy efficient equipment and fittings

2021/22 Actions:

- Implement measures identified as part of the Display Energy Certificates (DEC) recommendation report for key three assets (i.e. Harlequin Theatre, Town Hall and Earlswood Depot) as part of scheduled renewal/upgrade programme (ongoing action)
- Use whole life cycle analysis as a decision tool during plant renewal programme upgrades and maintenance programmes (ongoing action)
- Improve loft insulation and wall insulation with a focus on top three key assets as part of scheduled renewal/upgrade programme (ongoing action)
- Continue to install LEDs throughout the Council assets on top 10 assets or in conjunction with any scheduled renewal/upgrade programme (ongoing action)
- Introduce variable speed drives (VSD) for fans, pumps and compressors as part of scheduled renewal/upgrade programmes where viable (ongoing action)
- Investigate and where appropriate implement opportunities to reduce energy consumption from the Council's leased assets, subject to lease agreements (ongoing action)
- Undertake life-cycle cost analysis of installing zoning control mechanisms and/or retrofit PIR sensors and/or timers on key Council assets

Progress:

- A rolling programme of mechanical and electrical works includes ongoing work to update building Display Energy Certificates (DECs), energy efficiency requirements in all tender documents and all reactive & routine maintenance covers a phased renewal of LED lighting
- Tender awarded to external consultants in February 2022 to undertake work supporting the council to achieve net zero carbon in relation to its own operations by 2030, including verification of our baseline carbon footprint; undertaking building audits to determine opportunities to reduce energy consumption from our operational buildings, use low carbon alternatives and install renewable electricity generation; mapping trajectory scenarios to 2030; identifying indirect and direct downstream and upstream emissions (scope 3). This work is ongoing.
- Carbon footprints have been calculated for our baseline year of 2019/20 and for 2020/21 and 2021/22 in relation to our operations (scope 1 and 2).

Challenges:

- Progress on the Council's assets was initially slowed due to Covid 19. The ongoing work with consultants is enabling a better understanding of the work required to get to net zero.
- Due to the ending of our contract with the previous gas supplier at short notice in autumn 2021, data for gas consumption for October / November is unavailable as we were on temporary contracts until the new contract was confirmed in April 2022. Estimates have been made for this usage looking at gas consumption for October / November in previous years. This may result in slight over-reporting but by small amounts.

Next Steps:

- Building audits will inform a detailed programme of works and funding bids to Council's capital programme and third party sources. This will in due course supersede the list of energy efficiency measures identified in the original ES action plan.
- Continue conversations with Property team / external consultants in relation to future programme of work, in particular identifying opportunities for carbon saving through fast payback initiatives on our buildings as well as longer term investment needs
- Continue to implement energy efficiency measures, including as part of the return to work / hybrid working programme.

Indicators

Carbon footprint for council's operations (scope 1 and 2)	2019/20:	2,069.00 tCO ₂ e			
	2020/21:	1,884.51 tCO ₂ e			
	2021/22:	1,744.95 tCO ₂ e			
Operational energy use (kWh) for each of the key Council assets		Town Hall	Depot	Harlequin	Other sites
	2019/20:	Electricity: 503,558 kWh Gas: 617,867 kWh	Electricity: 194,944 kWh Gas: 309,209 kWh	Electricity: 356,777 kWh Gas: 1,123,246 kWh	Electricity: 505,841 kWh Gas: 45,023 kWh

	2020/21:	Electricity: 384,977 kWh Gas: 558,949 kWh	Electricity: 222,691 kWh Gas: 312,913 kWh	Electricity: 267,727 kWh Gas: 616,962 kWh	Electricity: 602,280 kWh Gas: 548,103 kWh
	2021/22:	Electricity: 360,444 kWh Gas: 590,066 kWh	Electricity: 207,654 kWh Gas: 256,144 kWh	Electricity: 314,301 kWh Gas: 848,060 kWh	Electricity: 686,959 kWh Gas: 543,023 kWh

Promote behaviour changes to reduce operational energy consumption

2021/22 Actions:

- Work with partner organisations, residents, businesses and communities throughout the borough to encourage and facilitate the retrofit of homes to become more energy efficient (ongoing action)
- Create an awareness campaign to encourage staff to reduce energy consumption. Provide tips on the intranet and through poster display in key locations
- Investigate opportunities to run an annual low energy consumption award open to residents/businesses across the borough
- Set up a mechanism to monitor and display energy consumption across the different Council's assets on a monthly basis

Progress:

- Green Homes Grant Local Authority Delivery (LAD) phase 1 completed with 111 measures installed in 90 properties within the borough (15% of the total Surrey project). CO2 savings 120 tonnes/year. Total value of works £840,446. 27 properties have applied under the current LAD phase 2 with 5 measures per property
- RBBC led the only successful bid in Surrey for Social Housing Decarbonisation Fund (on behalf of Raven Housing Trust in Reigate & Banstead and Accent Housing in Surrey Heath borough):
 - £1,435,245.83 grant awarded (Raven Housing Trust £541k, Accent Housing £894k)
 - 92 homes (Raven 26, Accent 66,)
 - £4.9m is the total project cost once match funding added from the Housing Trusts
- Raven Housing Trust remains committed to leading the way in the social housing sector with its net zero carbon retrofit programme.
- Communications aimed at the wider borough have been undertaken, including:
 - Social media campaigns (The Big Green Week, COP26)
 - A focused 'New Year's Resolution' campaign aimed at residents that included a one-page document in electronic and printed formats that highlights quick / easy / cheap wins for reducing energy consumption
 - A 2-page spread in the Autumn Borough News newsletter focused on sustainability issues and what the council is doing in this area
- A number of pages have been created on our internal communication platform (The Knowledge) raising awareness around environmental sustainability and how staff can reduce their impact and support the council's ambitions in this area.
- Options being explored via Energy Audits study to improve energy monitoring and control mechanisms across our operational buildings as well as associated behavioural change initiatives.
- Webpages updated with relevant information on finance/grants and additional tips on how to reduce energy consumption whilst also saving money
- Sustainable Business Award included within the RBBC Annual Business Awards
- Businesses have been given advice encouraged to apply for Low Carbon South East Funding through, for example a learning lunch meeting at the Town Hall with local SME's and Climate Action Reigate and Redhill.

Challenges:

- The Council has limited powers to mandate action in this area across the borough as a whole, however reducing domestic emissions is a crucial step if the borough is to become net zero by 2050; we have therefore identified a number of workstreams to assist residents and businesses to access funding, information and support
- Short application and delivery timescales associated with Government Funding opportunities has limited the progress that can be achieved on domestic retrofit

Next Steps:

- Continue to engage with Action Surrey, the Greater South East Energy Hub, other Surrey authorities and other partners to secure additional funding for, and implement, domestic energy efficiency retrofit, including with social housing providers via future rounds of the Social Housing Decarbonisation fund, and by promoting other Government support and funding initiatives, including the Boiler Upgrade Scheme, and Sustainable Warmth Fund.

- Keep sustainability pages on The Knowledge up to date
- Work with local schools to find out where we can add value and advise.

Indicators

Web pages reviewed at least annually	2020/21:	New web pages and content created
	2021/22:	Web pages regularly reviewed and updates
Homes in the borough that have been retrofitted via schemes and projects promoted by the Council	2020/21:	0
	2021/22:	207 (LAD1 and Solar Together)
Annual borough CO2 estimates (within the scope of local authority influence) (BEIS)	2018:	586.2 ktCO2e
	2019:	556.8 ktCO2e
	2020:	510.4 ktCO2e

Energy & Carbon: Renewable Energy

Promote the use of renewable energy through on/off-site generation and renewable tariff procurement

2021/22 Actions:

- Investigate the potential for the installation of photovoltaic panels and solar storage on Council operated assets (e.g. Earlswood Depot) and land; implement where economically and technically viable
- Investigate and where appropriate implement opportunities to generate renewable energy from leased assets, subject to lease agreements
- Work with partner organisation, residents, businesses and communities to encourage and facilitate the retrofit of homes with low carbon technologies (ongoing action)

Progress:

- Tender awarded to external consultants in February 2022 to undertake work supporting the council to achieve net zero carbon in relation to its own operations by 2030, including verification of our baseline carbon footprint; undertaking building audits to determine opportunities to reduce energy consumption, use low carbon alternatives and install renewable electricity generation; mapping trajectory scenarios to 2030; identifying indirect and direct downstream and upstream emissions (scope 3). This project is ongoing.
- The Council's half-hourly (HH) electricity meters (one third of the Council's total energy supply) continues to be on a green tariff with Brook Green. Both gas and electricity has been offset as part of the service provided by our energy contract management company, making the councils energy supply carbon neutral.
- Worked with SCC to promote the Surrey wide Solar Together scheme. By March 2022, this collective purchasing scheme for solar PV had installed 1,497 panels and 88 batteries on 117 privately owned properties (73% of the planned work in the borough), amounting to 539 KW of generation capacity.
- Promotion of the Boiler Upgrade Scheme (for heat pump grants) included social media, Borough E-news and on RBBC website.

Challenges:

- Progress on the Council's assets was initially slowed due to Covid 19, but the ongoing work with consultants is enabling a better understanding of the work required to get to net zero
- Not all council energy contracts have come up for renewal yet; so will need to wait until expiry of current contracts before moving to green tariff.
 - Non-half-hourly (NHH): 01/10/22
 - Gas: 01/04/23

Next Steps:

- Keep web-content up to date
- Building audits will inform a detailed programme of works and Capital Programme growth proposals and third party sources. This will include in relation to renewable energy opportunities
- Continue conversations with Property team / external consultants in relation to future programme of work, identifying opportunities for carbon saving on our buildings
- Move Council energy contracts to green tariff at contract renewal date where financially viable

Indicators

Web pages reviewed at least annually	2020/21:	New web pages and content created
	2021/22:	Web pages regularly reviewed and updates

Percentage of renewable energy (Council)		Renewable electricity	Non-renewable electricity	Non-renewable gas
	2020/21:	Approx. 33%	Approx. 13%	Approx. 54%
	2021/22:	Approx. 33%	Approx. 13%	Approx. 54%
Solar installations in borough (BEIS)	2019:	1,895		
	2020:	1,901		
	2021:	Not yet published		

Energy & Carbon: Low Carbon Transport

Reduce carbon emissions associated with transport through minimising travel and reliance on personal car

2021/22 Actions:

- Use planning conditions and S106 agreements to secure car club provisions at new large-scale developments (ongoing activity)
- Engage with Local Transport Authority (Surrey County Council (SCC)) and private transport provider to improve frequency/reliance of public transport to increase overall uptake of public transport (ongoing activity)
- Liaise with Surrey County Council to investigate the suitability of expanding the network of car clubs and increasing the number of electric vehicles available across the Borough

Progress:

- Development Management Plan (DMP) encourages initiatives such as carpooling and car clubs; these opportunities are further explained in the Climate Change and Sustainable Construction Supplementary Planning Document (SPD) adopted in September 2021 and included in the Sustainability Checklist
- Ongoing engagement with Surrey County Council on their Local Transport Plan (LTP) 4 which has a strong focus on sustainable transport
- Information included on sustainability webpages on car sharing and personal car use

Challenges:

- Appears to be limited uptake of car clubs in resident survey results; this could be due in part to lingering concerns over Covid19

Next Steps:

- Keep web-content up to date
- Continue to engage with SCC on wider sustainable transport initiatives

Indicators

Web pages reviewed at least annually	2020/21:	New web pages and content created
	2021/22:	Web pages regularly reviewed and updates
Up to date planning policy and guidance in place	2020/21:	Policy up to date and guidance in development
	2021/22:	Planning guidance on sustainable construction adopted by council in September 2021
Uptake of car-pooling amongst residents	2020/21:	Not available
	2021/22:	2022 survey of 1079 borough residents shows less than 2% have used main 4 car club schemes
Levels of public transport usage and/or investment	2020/21:	Not available
	2021/22:	2022 survey of 1079 borough residents shows that for travelling to work, school and/or shops, 37% use train and 19% use bus. Census 2021 data awaited.

Improve the uptake of electric vehicles across the Borough

2021/22 Actions:

- Continue to transition the Council's fleet to be fully electric (ongoing activity), measures to include:
 - Procuring fully electric cars, vans and other vehicles
 - Procuring electric sit on mowers
 - Procuring electric refuse lorries. Alternatively, existing vehicles could be retrofitted with an electric motor

- Ensure that the provision of electric vehicle charging points are secured for new developments as per the DMP TAP 1 'Access, parking and servicing' policy and SCC's 'Vehicular and Cycle Parking Guidance' January 2018 and Office for Low Emissions Vehicles (OLEV) (when implemented) (ongoing activity)
- Update/upgrade existing charging points (e.g. Wray Lane) when it needs replacing (ongoing activity)
- Install charging points in Council's car parks and across the Council's owned assets (ongoing activity)
- Work with SCC to implement their 'Electrical Vehicle Strategy' (ongoing activity)
- Work with local business networks such as the Local Enterprise Partnership (LEP) to encourage private landowners to invest in charging infrastructure for visitors and staff

Progress:

- Provision for EV in the DMP for all new development to incorporate electric vehicle (EV) charging points, also included in the Climate Change and Sustainable Construction SPD adopted in September 2021 and Sustainability Checklist
 - 127 deliverable planning permissions (583 net dwellings) were granted in the 2021/22 financial year. Out of those 127 permissions, 85 permissions (totalling 402 net additional dwellings) had a provision of electric vehicle charging points secured by a planning condition.
- Groundworks have been completed for the installation of 6 charge points in Banstead Car Park, which are due to go live later this year; £23k SCC funding secured towards additional charging points in Horley
- We have submitted an expression of interest with SCC in relation to their procurement of a county-wide concession agreement with a private chargepoint operator; this model of operation balances risk and ensures roll-out of chargepoints on street and council car parks to meet increasing demand
- Energy Saving Trust (EST) has delivered a report which identifies priority locations for chargers in both on-street and council car park locations, which has been shared with SCC; residents encouraged to submit suggested priority locations for charging points via SCC mapping tool
- Five licenses have been made available for electric hackney carriages, of which one has been taken up
- Current low-carbon fleet has 13 low-carbon vehicles:
 - Mayoral car – 1 hybrid electric car
 - Parking team – electric 2 cars; 2 electric vans
 - Green Spaces 1 electric van
 - Pool – 3 hybrid cars; 3 electric cars
 - Stores – 1 electric forklift
- EST started a full fleet review in January 2022, which makes recommendations around which vehicles can be replaced with battery electric equivalents. In the meantime, some vehicle replacements have been deferred which may allow for low carbon replacements to be procured as technology improves.
- Work continues to encourage fully electric taxis via the Council's licencing policies and procedures

Challenges:

- The SCC procurement process is taking longer than initially expected, yet still presents the most viable option for rolling out electric vehicle chargepoints at the pace and scale required to meet demand
- Despite having been made available, electric hackney carriage licence opportunities have not all yet been taken up, the reasons for this are not understood although it may be due to a lack of charging infrastructure
- While replacement of diesel and petrol vehicles with low carbon alternatives represents good opportunities for reducing carbon, the capital expenditure for both vehicles and required charging infrastructure is high. This will have to be taken into account when considering future investment opportunities given the Council's budget challenges

Next Steps:

- Await outcome of SCC procurement of concession agreement while exploring opportunities for further chargepoints on our own car parks where viable
- Continue to explore ways to increase the uptake of hackney carriage licences for electric taxis including any barriers that may need addressing
- Further electric bin lorry trial scheduled, and other alternative fuels being explored; continuing to explore options due to concerns around performance
- We are currently working through the findings of the EST report to determine how the fleet replacement strategy can contribute to delivery of our net zero target by the coming years

Indicators

Number of public EV charging points available in the	2020/21:	29 as of July 2021 (7 publicly accessible charge points owned by RBBC)
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borough (Zapmap)	2021/22:	29 as of July 2022 (7 publicly accessible charge points owned by RBBC)
Number of licensed plug-in electric vehicles licensed within the borough (DVLA)	Q1 2021:	521 battery electric vehicles; 535 hybrid electric vehicles
	Q1 2022:	1,068 battery electric vehicles; 914 hybrid electric vehicles
Number of on-street charging points available in borough (SCC responsibility)	2020/21:	0
	2021/22:	0
Number of low-carbon hackney carriages licenced in the borough	2020/21:	0
	2021/22:	1
Proportion of Council fleet that is electric	2020/21:	10%
	2021/22:	10%

Encourage the uptake of walking and cycling

2021/22 Actions:

- Collaborate with Surrey CC to develop a Local Cycling and Walking Infrastructure Plan (LCWIP) and implement pedestrian and cycling-friendly measures (ongoing activity)
- Liaise with community rail partnerships to investigate the number of cycle spaces available at key railway stations within the Borough and where viable promote the installation of further spaces
- Investigate measures for incentivising Council employees to walk, cycle, or use other lower emission modes of travel for their commute
- Install additional cycle parking spaces at key Council assets and across the Borough in strategic locations

Progress:

- Information included on webpages around cycle routes in the borough, as well as information about the location of cycle storage, cycle hire, and cycle routes within the borough
- The Reigate and Banstead LCWIP stage 1 was complete and signed off/endorsed by Surrey County Council and RBBC in March 2022; stage 2 feasibility design work will commence on the priority cycle and walking corridors in 2022/22
- Ongoing engagement with Surrey CC on LTP4

Challenges:

- Surrey CC has very limited data on performance indicators

Next Steps:

- Continue to work with Surrey CC on LCWIP development and implementation; options being explored for joint active travel behaviour change programme.

Indicators

Proportion of residents walking / cycling	2020/21:	Not available
	2021/22:	2022 survey of 1079 borough residents shows that for travelling to work, school and/or shops, 65% walk and 12% use a bike. Census 2021 data awaited.

Low Impact Consumption: Waste Reduction

Reduce waste through avoiding it in the first place and promoting reuse opportunities

2021/22 Actions:

- Continue to locate clothes and textile banks in strategic locations across the Borough prioritising the re-use of the items collected (ongoing activity)
- Work with cafes, restaurants and takeaways to reduce their single-use plastic (SUP) consumption i.e. targeting zero Styrofoam, preferring compostable options and gradually moving towards reusable take-away box scheme (ongoing activity)
- Eliminate single use plastic (SUP) within the Council's operated assets (ongoing action)
- Continue to purchase IT equipment from a specific brand and stick to the same models to allow for the use of spare parts from units which no longer work to be used in other units to prolong their life (ongoing action)

- Investigate the potential remanufacturing options for furniture when renewing furniture (ongoing action)
- Signpost to or facilitate borrowing and renting one-off purchases (e.g. DIY, gardening equipment etc.) e.g. through incorporation of available services on the Council's sustainability page
- Investigate the potential to subscribe to a scheme to donate unwanted furniture

Progress:

- Information on waste reduction included on webpages, including information about the water refill network and borrowing/renting equipment
- The Harlequin is a water refill station (locatable on the Water Refill app), supporting the public to refill water bottles and reduce plastic waste
- The Council is a high performer in terms of the quantities of textiles it collects; 35 recycling 'bring banks' in the borough with 350 tonnes of textiles sent to reuse and recycling during 2021/22
- Currently one third of IT stock is decommissioned each year (after 4-5 years in use); equipment is cleared of data, WEE tested and recycled by a third-party company. Approximately 440 'specific brand' (HP) laptops in use, all with low power rating. Four physical servers run more than 90 virtual servers, delivering 90% of the council's requirements (virtual servers = lower impact than full server room)

Challenges:

- Due to limited progress, a baseline has not yet been established for SUPs, nor a mechanism to measure reductions, both within the council and for businesses across the borough
- No suitable mechanism currently exists for measuring total waste generated by council offices and facilities

Next Steps:

- Keep webpage content up to date and promote recycling through communications activity
- Continue work to support businesses with SUP reduction and promote the water refill network within the borough
- Continue conversations with services across the Council to reduce our own use of SUPs
- Conversations with IT suggest sustainability measures have been taken as far as practical at present; continue to explore opportunities as part of ongoing ICT investment programme

Indicators

Total municipal household waste collected at borough level	2019/20:	52,766 tonnes
	2020/21:	55,251 tonnes
	2021/22:	55,903 tonnes
Web pages reviewed at least annually	2020/21:	Web pages and content created
	2021/22:	Web pages regularly reviewed and updated
Total waste generated by Council	2020/21:	Data currently unavailable
	2021/22:	Data currently unavailable

Facilitate recycling to maximise value of non-avoidable waste

2021/22 Actions:

- Continue to roll out recycling to all flats within the borough to improve the recyclable waste collection service provided compared to the service historically delivered (paper and card only) (ongoing activity)
- Continue to compile and report recycling rate for the Borough collections to disseminate performance to residents and encourage positive behaviour change (ongoing activity)
- Work with Surrey Environment Partnership (SEP) in exploring the potential for implementation of services to reuse or recycle difficult products: e.g. nappies, sanitary pads, paint (ongoing activity)
- Subscribe to Nespresso coffee capsules close-loop recycling scheme
- Provide adequately labelled bins within centralised areas across the office and posters to encourage recycling and avoid cross-contamination
- Monthly progress reports (Council wide) displayed in strategic location across the offices (subject to data availability)

- Continue to develop the Council's waste and recycling service taking into account the requirements introduced by the 2021 Environment Act and associated secondary legislation (ongoing)

Progress:

- There has been a continued provision of aperture and locked bins for flats via funding from the Surrey Environment Partnership (SEP) and recycling centres to reduce contamination of recycling; in quarter 2 the council achieved its highest ever recycling rate of 58%. Over 90% of households within the borough have access to the full recycling service.
- Communication on recycling continues to be provided by RBBC Communications team, supported by SEP, and separately by SEP at flats in relation to mixed recycling, but also now on food waste avoidance and recycling; the annual user guide was provided to all properties in November 2021
- Clearly labelled recycling bins exist across council office locations

Challenges:

- The rollout of the full recycling service to flats was suspended due to Covid19; the outstanding 500 properties from the phase 2 flats rollout were however completed in July 2021, and a further 75 properties converted since, while all new build flats and houses have been provided with the full recycling service
- Recycling in green spaces continues to be difficult due to contamination arising from location of bins
- The Council will need to ensure it has appropriate resources to deliver additional recycling service provision stemming from newly introduced legislation (2021 Environment Act and associated secondary legislation) – further detail is awaited from Government.
- SCC is due to review its waste disposal contracts soon, which may also have implications for the Council
- The return to work and models of hybrid working continue to evolve, making it difficult to determine which recycling measures are appropriate / relevant for council buildings. Coffee pod machine was not operational during monitoring year.

Next Steps:

- Continue to explore solutions for encouraging recycling in green spaces, e.g. signage around taking waste home to recycle, working with cafes on closed-loop recycling schemes, etc.
- Look at promoting options beyond SEP (such as Terracycle)
- Await proposals from DEFRA and SCC around waste (including commercial waste) to inform future Council activity in relation to recycling
- Continue work in exploring and implementing recycling options as part of the hybrid working model

Indicators

Proportion of household waste recycled (borough-level)	2019/20:	54.3%
	2020/21:	53.2%
	2021/22:	55.6%

Promote anaerobic digestion and composting

2021/22 Actions:

- Work with SEP to investigate preferable options for the disposal of organic waste and improve communication to residents around food waste with the aim of increasing the volume of food waste collected across the borough (ongoing action)
- Investigate the viability of providing commercial food waste collection services across the borough following the release of the UK Gov waste consultation in 2020
- Work with Surrey Environment Partnership to investigate the potential for establishing waste cooking oil collection for businesses and residents within the borough to produce biodiesel

Progress:

- Outline proposals were consulted on by Defra in June 2021, but there has been no confirmed details on requirements for commercial recycling. Recycling from businesses during 2021/22 has returned to just below pre Covid19 levels, however there are early signs of cost of living impact starting to show through reduced output
- Communication has been delivered by SEP to flats in relation food waste avoidance and recycling

Challenges:

- Action in this area is dependent on the final outputs from Defra's Waste Strategy and SCC waste contract review

Next Steps:

- Review commercial and food waste recycling when the Waste Strategy is finalised and further information from SCC about future waste contract arrangements

Indicators

Proportion of household waste composted or anaerobically digested (borough level)	2019/20:	28.1%
	2020/21:	25.1%
	2021/22:	28.7%

Encourage waste treatment locally to minimise transport emissions

2021/22 Actions:

- Endeavour to keep waste streams treated as locally as possible or at least within the UK/Europe (ongoing action)

Progress:

- Many of the waste streams are currently processed locally and within the UK, as detailed [here](#)

Challenges

- None identified

Next Steps:

- Continue to work to ensure waste and recycling is treated as locally as possible

Indicators

Proportion of waste collected treated within the UK	2020/21:	98% of the borough's recyclable waste processed in the UK
	2021/22:	98% of the borough's recyclable waste processed in the UK

Low Impact Consumption: Water Efficiency

Reduce potable water consumption through a combination of efficiency and potable water substitution measures

2021/22 Actions:

- Work in partnership with Sutton & East Surrey Water (SESW) to provide residents with easy to use water saving measures to install, e.g. hippo cistern displacer; flow restrictors; garden water butts (ongoing action)
- Engage with SESW to support them where possible in achieving their industry wide leak reduction targets (ongoing action)
- Investigate the installation of low flow fixtures and fittings for sanitaryware (including toilets, wash hand basins, showers and kitchen taps) for key Council assets (Harlequin, Town Hall and Earlswood) as part of any upgrade works (ongoing action)
- Consider rainwater harvesting or greywater recycling as part of any key upgrades undertaken by the Council to their assets (ongoing action)
- Request as part of the planning requirements to incorporate greywater recycling and/or rainwater harvesting measures for all major planning applications

Progress:

- Webpages include water efficiency advice, funding opportunities ('Every Drop' fund), water-saving visits, water calculator, etc. Also education outreach opportunities via 'flow-zone.co.uk' website (also on the Council's webpages)
- Efficiency measures on council owned and operated properties are being undertaken on planned and refurbishment works as and when they arise
- Provisions for water efficiency included in the Climate Change & Sustainability SPD adopted in September 2021, referenced in checklist
- Water saving devices have been procured free-of-charge from SESW which will be provided to residents through public-facing engagement events

Challenges:

- Progress on the Council's sites impacted due to competing demands on capacity
- Due to billing cycles and estimates (rather than readings) on water meters, figures for water consumption will only be of real value once a longer-term trend is available; minus figures represent balance adjustments due to over-estimates

Next Steps:

- Keep website content up to date
- Continue to work with SESW to reduce water consumption across the borough
- Continue work with the Property team to identify opportunities to reduce water consumption within operational buildings to inform ongoing maintenance and upgrade programme

Indicators					
Water consumption per capita (SESW supply area)	2019/20:	143.3 litres per property per day (SESW supply area)			
	2020/21:	163.4 litres per property per day (SESW supply area)			
	2021/22:	151.5 litres per property per day (SESW supply area)			
Web pages reviewed at least annually	2020/21:	Web pages and content created			
	2021/22:	Web pages regularly reviewed and updated			
Water consumption at council level		Town Hall	Depot	Harlequin	Other sites
	2020/21:	3,108 M ³	3,305 M ³	12,182 M ³	36,621 M ³
	2021/22:	1,385 M ³	2,690 M ³	-235 M ³	15,696 M ³

Low Impact Consumption: Responsible Sourcing

Maximise the use of materials and products that are produced responsibly (i.e. environmentally and socially)

2021/22 Actions:

- Prefer products that incorporate recycled content for key purchases (e.g. furniture, stationery, paper, paint) (ongoing action)
- Encourage developers of major projects, through the use of planning guidance, to incorporate materials with recycled content. This could be tracked as part of a relevant section in a sustainability statement to be submitted as part of the planning process
- Encourage developers to procure 100% FSC or PEFC certified timber or timber-based products (i.e. shuttering, carcassing, plywood, raised access floor, worktop, partitions etc.)
- Introduce consideration of material toxicity as part of the procurement process (i.e. ITT and PQQ questions)
- Switch to cleaning products that do not contain toxic ingredients and preferably use recycled containers

Progress:

- Office supplies provided by Lyreco for Town Hall, Earlswood Depot, Harlequin Theatre and community centres. Paper used is Lyreco's own brand (Eco Label, 90gsm)
- Provisions for the use of recycled and FSC/PEFC certified timber in new developments included in the Climate Change & Sustainability SPD adopted in September 2021, referenced in checklist

Challenges:

- The return to work and models of hybrid working continue to evolve, making it difficult to determine which sustainability measures are appropriate / relevant for council buildings
- Global supply chain issues mean that environmentally friendly options for office products are having to be substituted for items that are not environmentally friendly; however, our carbon footprint (scope 3) for office supplies is low (0.14t CO₂e) due to streamlined ordering processes reducing deliveries and packaging

Next Steps:

- Continue to work directly with Lyreco to transition to low social/environmental impact solutions
- Continue work in exploring and implementing sustainability options as part of the hybrid working model
- Incorporate sustainability provisions within the ongoing procurement strategy review (see below)

Indicators

Proportion of council-procured goods that have recycled content / FSC or PEFC	2019/20:	34% of office products are environmentally friendly			
	2020/21:	50% of office products are environmentally friendly			
	2021/22:	34% of office products are environmentally friendly			
Proportion of borough-level developments with procured goods that have recycled content / FSC or PEFC	2020/21:	Data currently unavailable			
	2021/22:	Data currently unavailable			

Encouraging healthy food products manufactured under adequate social and environmental standards

2021/22 Actions:

- Include healthier options within the vending machines located in assets operated by the Council (ongoing action)

Progress:

- Some provisions at the town hall have ethical/environmental standards (such as Fairtrade)

Challenges:

- The return to work and models of hybrid working continue to evolve, making it difficult to determine which sustainability measures are appropriate / relevant for council buildings

Next Steps:

- Continue work in exploring and implementing sustainability options as part of the hybrid working model

Indicators

Proportion of Fairtrade / healthy products procured	2020/21:	Data currently unavailable
	2021/22:	Town hall – hot chocolate (Cadbury) and sugar (Tate & Lyle) is Fairtrade; tea is Rain Forest Alliance & Ethical Tea Partnership (Yorkshire Tea)

Natural Environment: Ecological Enhancement

Improve tree cover across the borough

Increase the area of soft landscape valuable to wildlife across the Borough

Increase the amount of native species that attract pollinators

2021/22 Actions:

- Increase tree cover within the borough (ongoing action):
 - Plant more trees with a focus on those with a native/wildlife value
 - Improve management of existing woodland in council ownership to promote healthy regeneration and new tree growth
 - Review the grant/funding options available and if possible, establish a partnership with the Woodland Trust to help implement any tree planting on land identified as suitable
 - Any trees that have to be uprooted to accommodate new developments to be relocated elsewhere in the Borough
 - Integrate tree planting initiatives as part of the Council's 'Green Infrastructure Strategy Action Plan' for restoring habitats at Council-owned strategic countryside assets where environmentally appropriate
 - Explore options for, and support, community tree planting initiatives
 - Investigate options for providing local carbon offsetting for third parties through tree planting or other measures
- Identify areas of disused land which can be utilised for greening projects and implement projects where appropriate (viable and deliverable) (ongoing action)
- Encourage developers to increase soft landscape area as part of their proposals through provision of planning guidance or advice. Consider the introduction of an urban greening factor and biodiversity net-gain metric to facilitate monitoring it
- Investigate the potential to install green roofs / walls on council assets and implement projects where appropriate (viable and deliverable)
- Plant pollinator friendly species in areas managed by the Council e.g. by managing a series of verges as 'late-cut' verges allowing the flowers to set seed before being cut or introducing pollinator-friendly seed mixes in areas of grassland around new developments (ongoing action)
- Encourage developers to incorporate native/pollinator-friendly species through provision of planning guidance and advice and consider new local plan policy to formalise requirements

Progress:

- Greenspaces team continues to manage Council owned land to ensure it is healthy and sustainable and able to store carbon. This includes not only managing and veteran trees but also other habitats that store high levels of carbon, including heathland.
-
- 73 trees planted by the council within the borough on council land over the financial year 2021-2022;
- Ongoing work with community groups – 606 trees were planted in four schemes with partners in our community tree planting network in autumn 2021 and spring 2022.

- Submitted a consortium bid via Surrey CC to the DEFRA Local Authority Treescapes Fund for the second year running
- Discussions in progress with Greenspaces team to develop a tree planting strategy
- Ongoing conversations with Surrey CC (which has set a 1.2million trees by 2030 target), Surrey Wildlife Trust, Woodland Trust & CPRE around green infrastructure and tree planting across the borough
- The council's Planning Team is currently working on an update to the Green Infrastructure Strategy and further planning guidance on biodiversity
- 10 square metres of soft landscaping created / improved by the council over the financial year 2021-2022, in addition to ongoing positive land management practices
- Communities are being supported to explore the potential of sites for green infrastructure networks and hedgerow renewal in their local areas, working with local tree wardens, the Tree Council and Wildlife Trust
- 3,824 square metres of pollinator and/or native species planting by the council over the financial year 2021-2022. Some grass areas of council-owned land left to form natural wild meadows over summer months, leaving cutting to late summer to prevent the growth of any scrubs and dominant vegetation

Challenges:

- Difficulty in attaining data on planting associated with new developments
- Competing demands on capacity within Greenspaces team

Next Steps:

- Continue to support local community groups to bring forward tree planting initiatives on council land and continue discussions with Greenspaces team, Surrey CC & charities about other opportunities relating to planting, soft landscaping and green infrastructure
- Await outcome of Treescapes Fund bid and implement proposals if successful
- Deliver the council's Tree Planting Strategy and accompanying Action Plan
- Progress update to Green Infrastructure Strategy and new planning guidance on biodiversity
- Develop mechanisms to support Biodiversity Net Gain in new developments and Local Nature Recovery Networks outlined in 2021 Environment Act by December 2023
- Explore viability of a project linking up various projects (e.g. community projects, partner projects, council projects) as part of updated Green Infrastructure Strategy
- Biodiversity planning guidance to be prepared by the council's Planning team
- SCC is due to take back maintenance of the highways from April 2023, meaning cessation of RBBC verge mowing operations
- Continue to allow some grass areas of council-owned land to form natural wild meadows over summer months
- Summer 2022 communications campaign 'GoWildRB' aimed at encouraging residents (particularly young people) to appreciate the biodiversity in our borough and learn how to support it

Indicators

Tree canopy cover percentage (Forestry Commission)	2020/21:	Data not available
	2021/22:	<i>Note incomplete borough coverage, and based on pre-2019 wards</i> Banstead Village: 27% Redhill East: 21.7% South Park & Woodhatch: 18.7% Merstham: 28.3% Reigate Central: 27.7% Horley West: 16.3% Reigate Hill: 34.7% Meadvale & St John's: 37% Horley Central: 24.7% Redhill West: 18.3% Earlswood & Whitebushes: 25.7% Horley East: 29.3%
Number of trees planted on new developments	2020/21:	Data currently unavailable
	2021/22:	Data currently unavailable
Number of new trees planted on Council land	2020/21:	181
	2021/22:	73
Area of soft landscape created as part of new developments	2020/21:	Data currently unavailable
	2021/22:	Data currently unavailable
Area of new planting by the Council	2020/21:	3,906sqm of pollinator and/or native species
	2021/22:	3,824sqm of pollinator and/or native species
Area of planting as part of new developments	2020/21:	Data currently unavailable

	2021/22:	Data currently unavailable
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Natural Environment: Sustainable Drainage Systems

Mimic the natural water cycle to reduce surface water run off

2021/22 Actions:

- Collaborate with Surrey County Council as part of their 'Surrey Local Flood Risk Management Strategy - Objective Action Plan, February 2017' to increase the uptake of SuDS on infrastructure projects (ongoing action)
- Minimise hard impermeable surfaces, alternatively install or retrofit permeable surfaces across the Council's owned assets as part of planned renewal and upgrades e.g. the use of permeable paving at Council owned and run car parks (ongoing)
- Install or retrofit soft SuDS (sustainable drainage systems) as part of planned renewal and upgrades across the Council's owned assets e.g. bioretention area, swales etc.(ongoing)
- Request through planning advice and guidance that newly created hard surfaces (e.g. pavement, internal roads, carpark etc.) are permeable
- Update planning requirements via planning advice or guidance to set requirements around achieving greenfield run off rates and ensuring that surface water run-off is managed close to its source

Progress:

- Measures included in relation to sustainable drainage in the Climate Change and Sustainable Construction SPD and Sustainability Checklist, adopted in September 2021
- 127 deliverable planning permissions (583 net dwellings) were granted in the 2021/22 financial year; out of those 127 permissions, 13 permissions (totalling 242 net additional dwellings) had a provision of SuDS secured by a planning condition
- Greenspaces team has explored areas and not currently identify any suitable for retrofit of soft SuDS; to be a planning consideration with new developments or regeneration projects
- Collaboration with SCC as the lead flood risk management authority in relation to their investigative works into flooding issues in two catchment areas: Tadworth and Nork and Tattenhams; several flood alleviation measures in these catchments are being pursued by Surrey, and the Council continues to work closely with them on this

Challenges:

- Data currently unavailable for area of permeable surfaces in new developments

Next Steps:

- Continue to provide advice in relation to sustainable drainage on developments taking place on Council land and secure provision of SuDs on relevant planning decisions. General SuDS advice is mainly provided by SCC.

Indicators

Area of permeable surfaces created in new developments	2020/21:	Data currently unavailable
	2021/22:	Data currently unavailable
Area of permeable surfaces created by the Council	2020/21:	0
	2021/22:	0

Natural Environment: Environmental impact and pollution prevention

Limit negative impacts to the wider environment i.e. air, water, ground, habitat loss

2021/22 Actions:

- Work alongside SCC to investigate the suitability of implementing measures to limit unnecessary acceleration and deceleration and reduce engine idling (ongoing action)
- Continue to minimise the use of glyphosate (ongoing action) by employing the use of hand removal in public spaces such as playgrounds, schools and town centres; investigating the use of hot foam or steam as alternatives; liaising with other authorities who have already implemented measures to go glyphosate free

Progress:

- Continued engagement with SCC in relation to Local Transport Plan 4

- The Greenspaces team have reduced their use of glyphosate as far as possible; currently exploring other means of weed control (such as hand-removal) and only using glyphosate as a last resort

Challenges:

- Signage for switching off engines has been trialled previously with limited success (no discernible drop in air pollutants). Switching off engine may produce more pollution on older models.

Next Steps:

- Continue to work with SCC to reduce polluting behaviour by drivers
- Continue to explore ways to reduce the amount of glyphosate used

Indicators

Annual air quality results (3 year rolling average) for Nitrogen Dioxide (µg/m3)		North of borough	Centre of borough	South of borough
	2020:	Banstead Background: 14.4 Banstead Drift Bridge: 25.7 Hooley Background: 13.9 Hooley A23: 52.4	Reigate Background: 15.0 Reigate High St: 33.8 Redhill Background: 14.9 Redhill Marketfield Way: 28.3	Horley A23 Brighton Road: 39.4 Horley The Crescent: 22.7
	2021:	Banstead Background: 13.1 Banstead Drift Bridge: 24.2 Hooley Background: 12.4 Hooley A23: 46.8	Reigate Background: 13.7 Reigate High St: 31 Redhill Background: 13.7 Redhill Marketfield Way: 26.9	Horley A23 Brighton Road: 36.0 Horley The Crescent: 18.7
Annual amount of glyphosate used	2020/21:	699 litres		
	2021/22:	697 litres		

Effective Implementation: Communications

Provide informative accessible material for staff, residents and businesses on how to reduce energy and increase renewable energy at the Borough level and explain what the Council is doing itself

2021/22 Actions:

- The Sustainability Team will undertake work to engage council staff further, including:
 - Providing guidance around 'green working' to support council employees in tackling sustainability at work, covering issues such as:
 - Commuting using active transport (including how to access to Cycle to Work scheme, etc.)
 - Saving energy (working from home and in the office)
 - Reducing waste through less printing, etc.
 - Developing and delivering a staff survey to determine awareness / attitude / behaviours
- Maintain, review and regularly update the Council's sustainability webpages to provide a suite of information about the three ES Strategy schemes and action that residents, businesses and communities can take (Ongoing)
- Plan, create and deliver a survey in 2021 for a cross-section of residents within the borough, to gather information relating to awareness, attitudes and behaviours in relation to sustainability; run the survey annually to track progress and change across a consistent set of questions (ongoing)

Progress:

- Extensive communication with the wider borough carried out, including:
 - Social media activity based around national awareness days and events. This included Earth Day (April 2021), No Mow May (May 2021), World Environment Day (June 2021), Volunteers Week; Great Big Green Week (September 2021); COP26 (November 2021).
 - 'Mini-campaigns' including the Solar Together group buying scheme, New Year's Resolutions for the Planet (January 2022), encouraging action among residents, and in relation to our Community Tree Planting guide.
 - Publication of our 'Ready reckoner' – a one-page document in electronic and printed formats that highlight quick / easy / cheap wins for tackling carbon emissions and other environmental issues

- A 2-page spread in the Autumn Borough News newsletter focused on sustainability issues and what the council is doing in this area
- Social media promotion of partner and other service area campaigns and content, including in relation to waste & recycling and active travel
- In total our social media posts had a total reach of 65,381, and our sustainability web homepage received 1,667 visits
- A number of pages have been created on our internal communication platform (The Knowledge) raising awareness around environmental sustainability and how staff can reduce their impact and support the council's ambitions in this area
- Resident survey delivered in March 2022 completed by over a thousand residents within the borough on a broad range of sustainability issues looking at current behaviours and barriers to change
- Training in Carbon Literacy has been delivered to 10 officers and 10 managers, leading to the council being awarded Carbon Literate Organisation status - bronze

Challenges:

- Staff survey not yet undertaken pending outcome of internal communications and staff engagement review

Next Steps:

- Deliver more online communications including summer 2022 'GoWildRB' biodiversity campaign and autumn energy saving campaign
- Deliver face-to-face engagement activities within the borough at events and within community centres, giving advice to residents on sustainability measures and providing documentation (Ready Reckoner advice leaflet) and third-party freebies (e.g. water-saving devices from SESW) where appropriate
- Continue to engage with staff through internal communications and training; develop staff survey
- Keep web-content up to date
- Keep sustainability pages on The Knowledge up to date
- Continue the roll-out of Carbon Literacy training to staff and members

Indicators

Response rate for employee survey sustainability questions & progress on metrics (to be determined)	2020/21:	Data not available
	2021/22:	Data not available
Web pages reviewed at least annually	2020/21:	New web pages and content created
	2021/22:	Web pages regularly reviewed and updates
Progress in relation to specific sustainability questions	2020/21:	Not applicable
	2021/22:	Survey of 1079 borough residents completed in March 2022 covering broad range of sustainability topics

Effective Implementation: Partnership Working

Work with partner agencies to identify shared objectives and opportunities for cooperation

021/22 Actions:

- Communication and coordination with other public sector agencies, and relevant private and/or voluntary/community sector elements to address joint environmental sustainability objectives (ongoing action)

Progress:

- Ongoing collaboration has taken place across various aspects of the action plan, including work with:
 - Surrey CC, and working with other districts and boroughs:
 - Funding Bids (e.g. Treescapes Fund, Green Homes Grant)
 - Studies (e.g. tree cover and heat networks)
 - Policy (e.g. LTP4, LCWIP, Greener Futures Delivery Plan)
 - Social Housing Trusts (Raven, Accent) on Social Housing Decarbonisation Fund; contact with other RPs to encourage considering future SHDF bids
 - Greater South East Energy Hub
 - Advisory services (e.g. Action Surrey on Green Homes Grant, Energy Saving Trust on fleet and electric vehicles)
 - Charities (e.g. Surrey Wildlife Trust on green infrastructure, Woodland Trust and Tree Council on planting and planning)
 - Businesses (e.g. via the Sustainable Business Network, SES Water on water consumption reduction)
 - Town and Parish Councils (alignment of priorities and activities and sharing best practice)

- Community groups (on tree planting, energy efficiency, etc.)
- East Surrey College (on how we might support and help communicate their plans to grow provision in environmental construction and transport)

Challenges:

- None identified

Next Steps:

- Continue to collaborate with public and private sector partners and community groups, including: engagement with schools on sustainability opportunities, both on school premises and in delivering presentations to children. Capacity build local groups for example connecting Climate Action Reigate and Redhill with similar groups around the county around domestic energy advice.

Effective Implementation: Planning

Update planning documents and planning application submission documents requirements to drive the low carbon agenda

2021/22 Actions:

- Introduce templates to standardise the information received in relation to energy and sustainability for use by planning applicants. Update planning validation checklist requiring the submission of these completed template documents as part of the planning application process
- Provide more in-depth training to planning staff to interpret and review planning application energy and sustainability statements to better identify where improvements can be made

Progress:

- Climate Change and Sustainable Construction Supplementary Planning Document (SPD) adopted in September 2021, includes Sustainability Checklist template

Challenges:

- Process for effectively gathering information in relation to energy and sustainability metrics from planning applications for monitoring purposes not yet established

Next Steps:

- Continue to work with Planning Team to gather information on energy and sustainability in planning applications

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Signed off by	Director of Place
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To	Overview and Scrutiny Committee, Executive, Full Council
Date	Thursday 8 th September 2022
Executive Member	Portfolio Holder for Planning Policy and Place Delivery

Key Decision Required	Yes
Wards Affected	(All Wards);
Subject	Local Plan - Local Development Scheme

Recommendations
<p>That the Overview and Scrutiny Committee notes the contents of this report and makes any observations to the Executive.</p> <p>The recommendations for Executive and Full Council are:</p> <p>i). Agree and publish the new Local Development Scheme and thereby commence work on a new local plan</p> <p>ii). Approve the allocation of funding from the Corporate Plan Delivery Plan Reserve to fund 2022/23 expenditure.</p> <p>iii). Agree to consider budget growth proposals, as part of service & financial planning 2023/24, to establish a budget for preparation of a new Local Plan</p>
Reasons for Recommendations

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To establish a timetable and budget for the delivery of a new Local Plan to ensure that the Council has an up to date local plan from July 2027 for the determination of planning applications.

Executive Summary

The Local Plan Core Strategy is scheduled to run until July 2027. As the local planning authority, the Council is required to maintain an up to date Local Plan to help meet needs, protect the local environment and ensure that the infrastructure needed is delivered in a timely way.

Local Plans and the accompanying Policies Map typically take 5 years to prepare and examine and should last a minimum of 15 years from the date of adoption. This report seeks permission and funding to develop a new local plan for Reigate and Banstead to ensure that the Council has a plan in place from July 2027.

Not having an up to date local plan from July 2027 could result in the application of the 'presumption in favour of new development' which would likely result in a more sporadic/less joined up approach to new development in the borough, costly legal challenges and undermine bids to raise external funding for infrastructure and other national initiatives.

Due to the time to prepare, financial commitment and long term ease of use, the preferred approach to a new Local Plan is to include strategic, development management and site allocation policies in a single plan.

Appendix 1 of this report contains a draft Local Development Scheme (or project plan) for the preparation of a new local plan along with an initial risks log.

The proposals in this report cannot be accommodated within existing service budgets therefore a budget to fund additional specialist advice, bespoke software, engagement, and legal support along with the cost of a 'fair wind' examination will have to be established as part of service & financial planning for 2023/24 onwards. Budget estimates are based on the assumption that the current Planning Policy Team will be undertaking most of the work.

**Recommendations (i) and (iii) are subject to approval by Full Council.
Recommendation (ii) can be approved by Executive.**

Statutory Powers

1. As the local planning authority, the Council is required to determine planning applications in accordance with its Local Planning Policies.
2. The Planning and Compulsory Purchase Act 2004 (as amended) sets the context for Local Planning Authorities to maintain an up to date local plan.
3. Localism Act 2011 introduced a requirement for a Duty to Co-operate, a legal test that requires cooperation between local planning authorities and other public bodies to maximise the effectiveness of policies for strategic matters in Local Plans.
4. The Town and Country Planning (Local Plans) (England) Regulations 2012 (as amended) define the regulations on local plan preparation.
5. A Local Development Scheme is required under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended).

Background

6. The Local Plan Core Strategy is scheduled to run until July 2027. As the local planning authority, the Council is required to maintain an up to date Local Plan. Local Plans take many years to prepare and examine.

Key Information

7. The Core Strategy and Development Management Plan run until 2027, and so are approaching the end of their lives. The Council is required to have an up to date local plan in place to determine future planning applications. Not having an up to date local plan could result in 'the presumption in favour' of new development applying. This would result in increasing and costly legal challenges, reliance on the National Planning Policy Framework and Planning Practice Guidance, undermine council bids for external funding and growing concerns among local communities as local considerations are increasingly left out of the decision making process in the interests of national objectives.
8. Developing a new local plan is a complex process that typically takes 5 years from start to finish provided no show-stoppers are identified, particularly at the public examination.
9. The first step is the agreement of a Local Development Scheme (LDS) (Project Plan) and budget by Council. The LDS (Draft contained in Appendix 1) sets out the different stages in the process, evidence requirements and risk management considerations. Indicative estimates suggest that a new local plan with a straightforward examination would cost c.£797,900. However, costs can escalate should key issues be identified at examination such as at Tandridge where the examination has already lasted two years. Here and at Guildford, the local plan costs have exceeded £3 million.
10. Cost estimates for each year of a new local plan through to adoption are as follows:
Year 1 2022-2023 £170,000 (specialist support)
Year 2 2023-2024 £257,800 (specialist support, software and consultation)
Year 3 2024-2025 £122,300 (specialist support, software and consultation)
Year 4 2025-2026 £82,800 (specialist/legal support, software and consultation)
Year 5 2026-2027 £165,000 (Examination, post examination consultation, adoption)
Total: £797,900. Inclusion of a 15% contingency will result in a total budget requirement of £918,000.
11. As officers will be seeking to procure specialist support to assist in the delivery of the plan and are required to work closely with stakeholders and neighbouring authorities under the Duty to Co-operate, it is vital that the LDS is agreed at the earliest opportunity so that work can progress, indeed the publication of the LDS will mark the start of the process.
12. Whilst most work will be undertaken in house by the Planning Policy Team working with colleagues and members across the council, specialist support will be needed

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to assist officers on more technical areas. These include the sustainability appraisal, viability testing, elements of the housing needs assessment and landscape analysis. Software support will be needed for the engagement/ data storage of the programme. Due to the technical requirements of plan making a bespoke system will be required to support the timely delivery of the different stages of the plan.

New Plan Programme

13. The initial work will be focused on procurement of specialists, evidence preparation, having an agreed sustainability appraisal scope and developing an Issues and Options document for consultation. As part of the Member engagement, it is envisaged that a working group (Development Management Advisory Group (DMAG) or similar) would be working with officers on reviewing the work being undertaken and the content of the Issues and Options consultation document and the emerging evidence base. Agreement to consult would be reviewed by Overview and Scrutiny and subject to Executive approval. Indicative timetabling suggests that the Issues and Options consultation could take place in autumn 2023. Evidence submitted for examination should be up to date.
14. Once the Issues and Options consultation has been undertaken, further work will be progressed on the consultation statement, emerging evidence base, and the preparation of a Regulation 18 Preferred Options Local Plan. This would follow the same iterative process described with the Issues and Options with consultation potentially scheduled for Autumn 2024. Whilst a Preferred Options Local Plan is not strictly required under the regulations it helps to de-risk the project by providing an opportunity to undertake further evidence gathering and adapting approaches.
15. This process would then be repeated for the Regulation 19 Pre-submission Local Plan where consultation could be scheduled for early summer 2025. This would be followed in early 2026 by the submission version of the Local Plan and would need to be approved by full Council. It would then be submitted along with the evidence base and the consultation responses for examination (Regulation 22). With a fair wind, the examination, further Inspector modifications consultation, inspector's report, and Council adoption is possible by July 2027. The Plan would need to have a life expectancy of 15 years from the date of adoption.

A single plan

16. One area to consider in the new Local Plan is whether to have a single local plan or a separate Core Strategy and a separate Development Management Plan as is the current position. A single plan is the now favoured approach as it is more cost effective than preparing and examining two separate plans and provides the opportunity to update a number of policies in the Development Management Plan. Furthermore, the Levelling-up and Regeneration Bill includes proposals to rely on the National Planning Policy Guidance for a number of policy areas including flooding, green belt, natural and historic conservation and climate change rather than replicating them in local plans, the extent to which it will affect this plan should become clear over the next couple of years.

Housing

17. The final housing number is likely to be the main area of contention with a new Local Plan, together with how and where this will be delivered. It is very likely that new housing allocations will need to be identified through urban capacity studies and further assessment of the Borough's rural areas. The starting point will be the nationally set housing number (currently 1,119 homes per year) but through the borough's constraints – flooding, landscape and greenbelt this could be challenged but will need to be supported by a very strong evidence base where every possible housing site has been assessed.

Engagement

18. Community engagement will be a critical element in preparing a new plan and officers are currently assessing a number of new engagement and spatial analytic tools that have recently been developed that could support the work. Elements of this will be identified in an updated Statement of Community Involvement. There will be extensive Member engagement including policy workshops and working groups.

Risk

19. Preparing a local plan has many areas of risk. Potential key risks include legislative changes such as the Levelling-up and Regeneration Bill and updates to the National Planning Policy Framework, changes to local government structures, resource availability and the changing political landscape. Details of the risk management considerations are contained in Annex 2 of the draft Local Development Scheme. However, we are fortunate that we have a number of neighbours ahead of us with their new local plans which we can learn from their examination experience which could help reduce some of the risk to ourselves. However not having an up to date local plan could result in new development taking place with little or no say from members and the communities they represent.

Local Plan Review

20. As the local planning authority, the Council is required to complete a review of the local plan no later than 5 years from the adoption date of the plan (and every 5 years thereafter) to ensure that the policies are up to date and consistent with national policy, regardless of a new plan in preparation.
21. Both the Core Strategy and Development Management Plan will need to be reviewed by their fifth anniversaries in July and September 2024 respectively and this process will likely take place in tandem with work on the new plan. The reviews would need to be agreed by Full Council.

Options

22. Adopt the Local Development Scheme and budget to support the timely delivery of a new local plan in accordance with the Planning and Compulsory Purchase Act 2004 (as amended). This is the option is recommended.
23. Adopt the Local Development Scheme but not the programme budget. This would mean work could start on the project but is not recommended as work would be delayed extending beyond 2027 potentially resulting in the 'presumption in favour' being applied to planning applications until a new Plan was in place.

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24. Not adopt the Local Development Scheme and budget. This is not recommended as it would likely result in the 'presumption in favour' being applied to planning applications from 2027 and the potential risk of Government managing future plan delivery i.e. special measures.

Legal Implications

25. It is a statutory requirement to have an up to date Local Plan in place. Approval of the LDS and commencement of workstreams for a new plan will ensure an appropriate transition once the existing Local Plan period comes to an end in 2027.
26. With any Local Plan there are legal and procedural requirements to be followed and there is a high risk of legal challenge. Counsel advice may be sought at appropriate times throughout the process to help de-risk this.

Financial Implications

27. Indicative costs for each year of the project are included in the body of this report; inclusion of a 15% contingency will result in a total revenue budget requirement of £918,000 from 2022/23 to 2026/27.
28. In terms of financial risks, a 15% contingency has been included to manage cost inflation risks. It also acknowledges the risks that changing national requirements or demands from national stakeholders may require additional work to be outsourced during the delivery of the project.
29. The costs for a future examination in public are based the expectation of a straightforward examination. However, there is a risk that some examinations may take longer and require significant additional resourcing.
30. There is not currently any provision for this expenditure in the approved Revenue Budget for 2022/3 or Medium Term Financial Plan forecasts.

2022/23 Forecast Expenditure - £170,000

31. The costs that will be incurred during 2022/23 cannot be accommodated within the service's existing approved budget and will therefore require a call on the Corporate Plan Delivery Fund.

Forecast Expenditure 2023/24 Onwards

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Forecast additional costs	0.258	0.122	0.083	0.165

32. As these costs cannot be accommodated within existing service budgets, Executive will be required to consider budget growth proposals, as part of service & financial planning 2023/24, in order to establish a budget for preparation of a new Local Plan. If the proposals are adopted they will then be included in the budget reported to Council for approval in February 2023.

Equalities Implications

33. Whilst this report itself does not have equalities implications, the delivery process of a new local plan and future contents could have implications and will be subject to an equalities impact assessment.

Communication Implications

34. A new local plan requires significant engagement with local communities. Initial discussions on a communications plan are underway with Planning Policy and the Corporate Communications Team. Multiple platforms will be used to engage with local communities which will require bespoke materials being produced. Lines to take will be agreed with the Comms Team, Head of Planning and the Portfolio Holder for Planning Policy. There will be a minimum of three rounds of consultation prior to submission of the Plan to the Planning Inspectorate. FAQs will be prepared to address different situations. Members will be offered a briefing prior to each consultation.

Environmental Sustainability Implications

35. Since the publication of the Core Strategy and Development Management Plan, the Environment Bill was enacted in 2021 which has introduced a number of new requirements and significant changes have been made to the Building Regulations in 2022 which have made our current Local Plan policies outdated. Furthermore, the Council has adopted its own Environmental Sustainability Strategy and Action Plan (2020).
36. A new local plan provides the opportunity to strengthen existing sustainability policies and make them consistent with national policy whilst developing stronger linkages with the Council's own Environmental Sustainability Strategy. All policies will need to be tested through a Sustainability Appraisal/ Strategic Environmental Assessment.

Risk Management Considerations

37. Risk management considerations, their impacts and mitigation are contained in Appendix 1 The draft Local Development Scheme Annex 2.

Other Implications

38. Delivering a new local plan and its evidence base will place significant demands on the planning policy team and will be the team's primary objective. Other than the mandatory monitoring, CIL and planning consultation work, any additional demands would require additional capacity.

Consultation

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39. This report has been to Leaders with an agreement to progress the Local Development Scheme through to Full Council. No external consultation is required at this stage of the Local Plan making process but both member and external consultation will be embedded into the future work programme.

Policy Framework

40. Adoption of a new Local Development Scheme would support the delivery of a new Local Plan. A new local plan would take account of the latest national policies including the National Planning Policy Framework and Planning Practice Guidance. Locally it would provide the means to update and strengthen policy linkages with the latest corporate plan and other corporate strategies.

Background Powers

1. Corporate Plan 2025 - https://www.reigate-banstead.gov.uk/info/20205/plans_and_policies/280/reigate_and_banstead_2025
2. Reigate and Banstead Local Plan Core Strategy adopted 2014 Reviewed 2019
https://www.reigate-banstead.gov.uk/info/20088/planning_policy/1101/development_plan/2
3. Reigate and Banstead Development Management Plan 2019
https://www.reigate-banstead.gov.uk/info/20088/planning_policy/1101/development_plan/3
4. Reigate and Banstead Policies Map
https://www.reigate-banstead.gov.uk/info/20088/planning_policy/1101/development_plan/4
5. Reigate and Banstead Statement of Community Involvement
https://www.reigate-banstead.gov.uk/info/20088/planning_policy/1105/community_involvement_in_planning
6. Planning and Compulsory Purchase Act 2004 (as amended)
<https://www.legislation.gov.uk/ukpga/2004/5/contents>
7. National Planning Policy Framework 2021
<https://www.gov.uk/government/publications/national-planning-policy-framework--2>
8. Planning Practice Guidance

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<https://www.gov.uk/guidance/plan-making#statutory-duty-and-the-role-of-plans>

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September 2022

Reigate & Banstead Borough Council

Local Development Scheme

June 2022

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1. Introduction

- 1.1 The Planning and Compulsory Purchase Act 2004 (as amended by the Planning Act 2008 and the Localism Act 2011) requires a Local Planning Authority to prepare and maintain a Local Development Scheme (LDS). The LDS must set out the scope, and timetable for production/review, of Local Plan documents¹.
- 1.2 The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended in 2017) also requires local planning authorities to complete a review of Local Plan documents every five years, starting from the date of their adoption, to determine whether they require updating.
- 1.3 This LDS supersedes the last version that was agreed in June 2019.
- 1.4 Following changes in legislation in 2011 and 2012² there is no longer a requirement for Local Planning Authorities to specify the timetables for producing other planning policy documents (such as Supplementary Planning Documents (SPD), the Community Infrastructure Levy (CIL) and the Statement of Community Involvement (SCI)) in the LDS.
- 1.5 This LDS was approved by the Council on XXXXX and is brought into immediate effect. A glossary of terms is provided at Annex 1.

2. Policy context

Legislation

- 2.1 The Planning and Compulsory Purchase Act 2004: This Act introduced requirements for the preparation of planning policy documents across England and Wales. This included requirements for Local Planning authorities to prepare Development Plan Documents (DPDs), a Statement of Community Involvement, and a Local Development Scheme
- 2.2 The Localism Act 2011: This Act introduced further changes to the planning system, including the abolition of regional spatial strategies, the introduction of a new duty to cooperate on local authorities, and new arrangements for neighbourhood planning.
- 2.3 The Town and Country Planning (Local Planning)(England) Regulations 2012 (as amended): These regulations prescribe the form and content of a Local Plan documents and the Policies Map, and set out the procedural arrangements for preparing Local Plans. As above, these regulations also prescribe that local planning authorities must review local development documents, including Local Plan documents and the SCI, within five years of their adoption to determine whether they require updating.

¹ Known in the legislation as Development Plan Documents (DPDs)

² The Localism Act 2011 and the Town and Country Planning (Local Planning)(England) Regulations 2012

- 2.4 All legislation is available to view at <http://www.legislation.gov.uk>.

National policy and guidance

- 2.5 National Planning Policy Framework (NPPF): The NPPF was published in July 2021. It requires that local authorities plan positively to meet the development needs of their area; and that each local authority should produce a Local Plan for its area. Local Plans should be based around a presumption in favour of sustainable development and should set out strategic priorities for the area which should look ahead over a minimum of 15 years from adoption. The NPPF requires that plans are kept up-to-date, are based on joint working to address larger than local issues, and should provide a practical and deliverable framework within which decisions on planning applications can be made.
- 2.6 National Planning Practice Guidance (NPPG): The NPPG provides more detail about how the NPPF should be applied in practice. It provides more information about the process for preparing Local Plans, including evidence gathering, sustainability appraisal and public consultation.
- 2.7 The NPPF and NPPG are available online at <http://planningguidance.planningportal.gov.uk>.

The current Development Plan for Reigate & Banstead

- 2.8 Legislation and national planning policy require that decisions on planning applications are made in accordance with the Development Plan for a local area, unless material considerations indicate otherwise. The Development Plan in Reigate & Banstead currently comprises:
- a. The Core Strategy: The Reigate & Banstead Core Strategy was adopted on 3 July 2014. It sets the overarching framework for planning and development in the borough until 2027, including the scale and location of growth. The Core Strategy was subject to review under Regulation 10A of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) which concluded that none of the policies within it required updating or modification. This review was adopted by the full Council at its meeting on 2 July 2019. The Core Strategy is available on the Council's website at www.reigate-banstead.gov.uk/corestrategy.
 - b. The Development Management Plan (DMP) was adopted 26 September 2019. It includes site allocations and detailed policies for implementing the Core Strategy. The DMP and accompanying policies map can be found at: https://www.reigate-banstead.gov.uk/info/20088/planning_policy/1101/development_plan/3

- c. Minerals and Waste Planning Documents: Minerals and waste plans covering the borough are prepared by Surrey County Council as the Waste and Minerals Planning Authority for the County, including this borough and form part of the Development Plan for the borough. The Surrey Minerals and Waste Development Framework comprises the following documents:
 - (i) Surrey Waste Local Plan (2020)
 - (ii) Surrey Minerals Plan Core Strategy and Primary Aggregates Development Plan Document (2011)
 - (iii) Aggregates Recycling Joint Development Plan Document (2013).

2.9 These are available at <https://www.surreycc.gov.uk/land-planning-and-development/minerals-and-waste>

Supplementary Planning Documents and Guidance

- 2.10 The Council has adopted a range of Supplementary Planning Documents (SPD) and Supplementary Planning Guidance (SPG) to provide supporting information and additional detail on the implementation of policies included within adopted Development Plan documents. Whilst not part of the borough's Development Plan, SPD and SPG are material considerations in the determination of planning applications.
- 2.11 The Council's adopted SPD and SPG are available on the Council's website at <http://www.reigate-banstead.gov.uk/planningpolicy>.

Background evidence

- 2.12 Local Plans are prepared drawing on a wide range of technical evidence, to ensure that future planning policies and decisions are based on robust and up-to-date evidence and information.
- 2.13 Assessment of the implications of Local Plan documents is also required, including Sustainability Appraisal (SA), Strategic Environmental Assessment (SEA) and Habitats Regulations Assessment (HRA), and Plan Viability. Evidence and regulatory appraisal documents are available on the Council's website at <http://www.reigate-banstead.gov.uk/planningpolicy>.

3. New planning policy documents

3.1 The following section provides a summary of the work planned on Local Plan documents. The key priorities are the preparation and adoption of an updated Local Plan. Timetables for the preparation of new/updated SPDs will be made available on the Council's website where such documents are proposed.

3.2 New Local Plan

3.3 The current Local Plan Core Strategy and Development Management Plan (DMP) plan period ends in 2027. A new local plan is therefore proposed to be prepared covering the period 2024 - 2042 which will incorporate both strategic and development management policies including site allocations.

3.4

Overview	
Geographical area	Borough-wide
Description of content	Strategic policies and detailed policies including development site allocations.
Chain of conformity	National Planning Policy Framework
Type of document	Development Plan Document
Priority	High
Timetable and key milestones	
Preparatory work	Until June 2023
Regulation 18 Issues and Options consultation	September to November 2023
Regulation 18 Preferred Options consultation	September to October 2024
Regulation 19 publication	September to October 2025
Submission	August 2026
Examination	August 2026 to February 2027
Adoption	July 2027
Working arrangements	
Organisational lead	Director of Place
Political management	Executive Member for Planning Policy and Place Delivery Development Management Advisory Group Overview and Scrutiny LDF Committee
Internal resources	Officers: Planning Policy team; Other Council officers, including from Development Management, Place Making, Economic Prosperity, Corporate Policy and Property. Members: All members input into plan preparation process. Financial: staff costs, costs associated with public consultation, printing and the examination process (Planning Inspector and Programme Officer)
External resources	External consultants as required Stakeholder and community groups Developers and landowners Duty to Cooperate bodies

	Infrastructure providers
Stakeholder involvement	<p>Informal engagement with partners and stakeholders during preparatory work, including those organisations that fall within the scope of the General and Specific Consultation bodies, and Prescribed Bodies for the Duty to Cooperate.</p> <p>Public consultation on Issues and Options and Preferred Options, including a range of consultation methods as described in the Statement of Community Involvement. Statutory publication consultation on issues of soundness and legal compliance, and involvement at Examination stage.</p>
Evidence	
Key pieces of evidence:	Housing Needs Assessment, Gypsy and Traveller Needs Assessment, Employment Needs Assessment; Housing and Economic Land Availability Assessment (HELAA); Green Belt Assessment; Infrastructure Delivery Plan; Sustainability Appraisal; Habitats Regulations Assessment; Plan Viability.

3.5 Policies Map

Overview	
Geographical area	Borough-wide
Description of content	Map illustrating geographically the application of policies within the adopted Development Plan, including local and national policy designations and local and county development allocations.
Chain of conformity	Any Development Plan Document
Type of document	Local Development Document
Priority	High
Timetable and key milestones	
Preparatory work	To be progressed on the same timetable as the new Local Plan and updated as required to incorporate any changes.
Regulation 18 consultation	
Regulation 19 consultation	
Submission	
Examination	
Adoption	
Working arrangements	
Organisational lead	Director of Place
Political management	Executive Member for Planning Policy and Place Delivery
Internal resources	Officers: Planning Policy team Financial: Costs associated with printing and online interactive mapping.
External resources	External companies may be required to undertake printing of policies map and preparation of interactive online map.
Stakeholder involvement	Stakeholder engagement undertaken as part of preparation

	of associated Development Plan documents (over this period, primarily the DMP).
Evidence	
Key pieces of evidence:	n/a

4. Risk assessment

- 4.1 It is important to identify the risks that could affect the work programme set out in this LDS and consider how the risks may be minimised and mitigated. Identified risks are set out in Annex 2.

5. Monitoring and Review

- 5.1 The Council compiles an Authority Monitoring Report (AMR). Amongst other things this monitors progress against the milestones set out in the LDS. The AMR will identify whether milestones have been met, and if not, the reasons for this, and any proposed actions resulting from delays. It will also outline whether there has been any new technical information, changes to legislation/guidance, or other unforeseen circumstances that may warrant amendments to the LDS. The AMR will also monitor
- a. Policies in adopted plans to identify whether they are being successfully implemented
 - b. Progress towards the delivery of development targets in adopted plans
 - c. The delivery of allocated sites.
- 5.2 Where policies are not being implemented, development targets are not being met or allocated sites not being delivered, the AMR will identify management actions and / or contingency measures.
- 5.3 The latest AMR is available to view on the Council's website at <http://www.reigate-banstead.gov.uk/planningpolicy>.

6.0 Infrastructure Funding Statement

- 6.1 The Council's Infrastructure Funding Statement is prepared annually and sets out the developer contributions received, allocated and spent by the Local Authority, through CIL or section 106 obligations. The statement sets out the projects, or types of infrastructure, that have been allocated funds to deliver infrastructure. This is published in December each year and can be found at: [Annual Infrastructure Funding Statement | Plan Monitoring | Reigate and Banstead \(reigate-banstead.gov.uk\)](http://www.reigate-banstead.gov.uk)

7.0 Further information

- 7.1 For further information about this document, or about the preparation of Local Plan documents in Reigate & Banstead, please contact:

Email: ldf@reigate-banstead.gov.uk
Post: Planning Policy Team, Reigate & Banstead Borough Council,
Town Hall, Castlefield Road, Reigate, Surrey RH2 0SH
Tel: 01737 276178

7.2 If you wish to be added to our consultation database, to receive notifications about relevant consultations, please email the Planning Policy Team at the above email address or complete our Planning Policy mailing list [online form](#).

Annex 1: Glossary

Abbreviation	Term	Definition
AMR	Authority's Monitoring Report	Previously known as Annual Monitoring Report. Monitors progress in preparing Local Plan documents, and assesses the extent to which planning policies are being implemented successfully. Also updates monitoring information for key subject areas including housing, the economy and the environment.
CIL	Community Infrastructure Levy	Sets the financial contributions to be paid on new development in the borough, to fund a wide range of infrastructure to support development.
DP	Development Plan	Legislation requires decision making on planning applications to be made in accordance with the Development Plan unless material considerations indicate otherwise. Comprises DPDs and saved 'old-style' Local Plan policies
DPD	Development Plan Document	Local Development Documents that have Development Plan Status, and are subject to independent examination.
LDD	Local Development Document	A range of different types of planning policy documents, including DPDs, SPDs, the SCI and the LDS.
LDF	Local Development Framework	An overarching term for the suite of Local Development Documents prepared by a local authority.
LDS	Local Development Scheme	A three year project plan setting out the programme for the production of planning policy documents.
LP	Local Plan	The Development Plan Documents that together comprise the Development Plan for a local authority area.
NPPF	National Planning Policy Framework	Document setting out the Government's planning policies for England and how these are expected to be applied
NPPG/PPG	(National) Planning Policy Guidance	Additional guidance provided by Government about how the NPPF should be implemented.
SA	Sustainability Appraisal	Assesses the social, environmental and economic impact of policy options and proposed plans and projects to inform decision making.
SCI	Statement of Community Involvement	Document setting out who, how and when the Council will involve communities and other stakeholders in the preparation and review of planning policy documents and on planning applications.
SEA	Strategic Environmental Assessment	Assessment of the environmental impact of plans and programmes, required under European legislation.
SPD	Supplementary Planning Document	Document providing supporting information and additional detail on how Local Plan policies should be implemented.

Annex 2: Risk Management

Risk	Likelihood	Impact	Possible consequences and mitigation
National policy changes	High	Medium	<p><u>Possible consequences:</u> Further changes to legislation/national policy and guidance may place different requirements on local authorities. The impact of these will be greater where they relate to strategic or cross-boundary issues such as housing needs. Such changes may require evidence to be reviewed and/or the content of any emerging plans to be adapted in response.</p> <p><u>Mitigation:</u> Emerging national legislation/policy will be closely monitored. Officers will carefully review and respond to Government consultations where these are likely to have implications for local plan making and, where relevant and necessary, will seek to engage with, relevant Government departments (such as the Department for Levelling Up, Homes and Communities) and the Planning Inspectorate. Local Plan documents will be based on best information available at the time. Where possible and appropriate, flexibility will be built into evidence, external consultancy projects and draft policies to help minimise the impact of possible changes.</p>
Changes in local political control/leadership	Medium	Medium	<p><u>Possible consequences:</u> Changes political control or leadership could filter down into changes in corporate priorities which may have implications for the direction of travel for Local Plan documents. Political uncertainties may also result in delays in obtaining the necessary political approvals for consultation, submission or adoption of Local Plan documents.</p> <p><u>Mitigation:</u> Officers will work closely with the Leader & relevant Portfolio Holder, and other members through existing established advisory groups, to ensure that there is broad political understanding of the context, constraints and direction of travel for emerging Local Plan documents. Wider member engagement events may be held on important topics to assist with understanding and identify key issues or policy changes.</p>
Staffing and resources	Medium	High	<p><u>Possible consequences:</u> The ongoing reduction in real terms of Council resources and budgets could impact on the delivery of the projects identified. The effects of this on the preparation of Local Plan documents could be direct (through pressures on planning policy staffing levels or budget) or indirect (through pressures on resources of other teams, which may affect their ability to support preparation). There are also separate risks in relation to staff retention and recruitment: the departure of members of staff from the team has the potential to disrupt work on Local Plan documents, particularly if there are delays in recruiting suitable replacements.</p> <p><u>Mitigation:</u> At the macro level, the Council continues to mitigate overall budgetary pressures and should avoid significant unexpected resourcing changes or pressures. Robust and realistic budgeting will be undertaken as part of the project management of Local Plan documents to ensure that likely costs and resource implications are fully understood at the outset. Staff retention will be carefully monitored. The use of external consultants in the preparation of Local Plan documents will be tailored to reflect any pressures which may arise (e.g. a greater reliance of consultancy may be necessary if there is a sudden, prolonged staffing pressure or may be reduced – through preparing more evidence in-house should a budgetary pressure arise). As a last resort, document preparation timetables may be adjusted.</p>
Resourcing of external agencies	High	Medium	<p><u>Possible consequences:</u> Spending cuts may also impact on Government agencies/bodies, including the Planning Inspectorate or statutory consultees such as National Highways or the Environment Agency. If these</p>

			<p>organisations have insufficient resources to respond to consultations or input into evidence in a timely manner, delays to document production timetables may result.</p> <p><u>Mitigation:</u> Officers will work closely, and maintain positive working relationships with, external agencies and will approach them as early as reasonably practicable where their input is required. This will provide the maximum possible time for possible resourcing risks to be identified and addressed. Flexibility will be built into the project management where input of external agencies is required. Officers will keep PINS informed about any timetable alterations</p>
High levels of public interest/high volume of consultation responses	High	Medium	<p><u>Possible consequences:</u> This risk would place pressures on staff and other resources due to the need to respond to enquiries, process, summarise and consider representations.</p> <p><u>Mitigation:</u> Where controversial topics are involved, high volumes of responses are to a degree unavoidable, particularly as the Council is tasked with ensuring that consultation reaches all those persons/organisations that may have an interest. Officers will work closely with the Council's Communications Team when issues that are likely to generate a high level of interest are consulted upon to put in place an appropriate strategy for communications. Procedures and consultation measures will seek to ensure that consultation responses can be processed as efficiently as possible including the potential use of coding algorithms. Additional time may need to be programmed into project plans to allow for the proper analysis of representations.</p>
Local Plan found not to be 'sound' or legally compliant	Low	High	<p><u>Possible consequences:</u> Matters of 'soundness' can generally be reconciled through modifications to the plan by the Inspector; however, this would potentially give rise to delays whilst additional evidence is prepared or consultation undertaken. Failings in the legal compliance of the preparation of the document would be more significant and would result in the need to revert back to earlier steps in the preparation process to correct deficiencies.</p> <p><u>Mitigation:</u> Officers will put in place procedures to ensure that all Local Plan documents are legally compliant and that all relevant statutory procedures/obligations associated with their preparation are satisfied, particularly in respect of Duty to Cooperate, Sustainability Appraisal, Habitats Regulations and public consultation. Appropriate working arrangements will be established with Duty to Cooperate bodies and these will be maintained throughout the preparation of Local Plan documents. Officers will seek to ensure that all evidence is robust and that an appropriate strategy is put forward in the Plan to minimise the risk of the document being found unsound. Early advice will be sought from PINS to ensure that soundness issues can be addressed promptly should they be identified.</p>
Evidence base becomes dated	Medium	Medium	<p><u>Possible consequences:</u> External factors may lead to the Council's evidence base becoming out of date. Additional delays to document preparation timetables as the result of other risk factors may also result in evidence documents becoming out of date.</p> <p><u>Mitigation:</u> Officers will monitor circumstances and national policy to ensure that, where changes can be anticipated, these are built into the preparation or evidence or the specification for external commissions. If unanticipated changes or delays render evidence dated, Officers will prepare or commission updated evidence studies where necessary and as quickly as possible.</p>
Joint working with neighbouring authorities	Medium	High	<p><u>Possible consequences:</u> Joint working with neighbouring authorities is a statutory requirement of the Localism Act (the Duty to Cooperate) and the requirements contained in the 2021 NPPF. Reaching common ground on challenging strategic issues such as unmet housing needs is not always straightforward and achieving the</p>

			<p>necessary officer and political sign up may take time resulting in delays. Different local authorities are at different stages in the plan making process which can also present challenges.</p> <p><u>Mitigation:</u> Appropriate working arrangements will be established with Duty to Cooperate bodies and these will be maintained throughout the preparation of Local Plan documents. Officers will continue to work closely with neighbouring authorities to share plan development timetables and will maintain positive working relationships. Officers will work closely with the Leader & relevant Portfolio Holder to ensure appropriate political engagement.</p>
Legal challenge	Medium	High	<p><u>Possible consequences:</u> External parties may seek to legally challenge all or part of Local Plan documents. Even an unsuccessful challenge would introduce risk of significant delay to formal adoption, along with associated cost in resisting such a challenge through the Courts.</p> <p><u>Mitigation:</u> Officers will put in place procedures to ensure that all Local Plan documents are legally compliant and that all relevant statutory procedures/obligations associated with their preparation are satisfied, particularly in respect of Duty to Cooperate, Sustainability Appraisal, Habitats Regulations and public consultation. Close working with the Council's Legal team will be maintained throughout the preparation process and external legal advice (Counsel opinion) may also be sought should specific issues arise. Officers will also maintain a close dialogue with PINS to ensure procedures are satisfied.</p>

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Reigate and Banstead Borough Council Overview and Scrutiny Committee Work Programme



Published:

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
8 September 2022								
<i>David Brown, Finance Manager, Luke Harvey, Project & Performance Team Leader, Pat Main, Chief Finance Officer</i>	Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate Policy and Resources	Head of Corporate Policy, Interim Head of Finance	Quarter 1 2022/23 performance report To receive an update on performance in Q1 2022/23.	8 Sep 2022	15 Sep 2022		Open	
<i>Head of Corporate Policy, Dan Woodard, Sustainability Project Officer Catherine Rose, Head of Corporate Policy</i>	Portfolio Holder for Corporate Policy and Resources	Head of Corporate Policy	Environmental Sustainability Strategy: Annual Report To provide members with an update about progress towards delivery of the Council's Environmental Sustainability Strategy	8 Sep 2022	15 Sep 2022		Open	KEY

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Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
<i>Andrew Benson, Head of Planning, Ian Dunsford, Planning Policy Manager</i>	Portfolio Holder for Planning Policy and Place Delivery	Director of Place	Local Plan - Local Development Scheme To agree initiation and timetable for a new Local Plan.	8 Sep 2022	15 Sep 2022	22 Sep 2022	Open	KEY
<i>Marie Crabtree, Democratic Services Officer</i>	Leader of the Council	Head of Paid Service	Leader's Update Six-monthly update from the Leader to Overview and Scrutiny Committee	8 Sep 2022			Open	
13 October 2022								
<i>Marie Crabtree, Democratic Services Officer</i>	Portfolio Holder for Neighbourhood Services	Head of Neighbourhood Operations	Review of the Work of the Banstead Common Conservators Review of the work of the Banstead Common Conservators. Focus of the review to be on the services required and delivered, and not costs arrangements. The aim of the review is to see how improvements can be made to services.	13 Oct 2022			Open	
<i>Kirsty Jane Hill, Democratic Services Officer</i>	Portfolio Holder for Investment and Companies	Commercial and Investment Director	Companies Performance Update - Autumn 2022 To consider an update on the performance of Council				Part exempt	

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
			companies.					
<i>Duane Kirkland, Head of Wellbeing and Intervention</i>	Portfolio Holder for Leisure and Culture	Head of Paid Service, Head of Legal and Governance, Interim Head of Finance	Leisure and Culture Strategy To consider the Leisure and Culture Strategy.				Open	KEY
<i>Marie Crabtree, Democratic Services Officer</i>	Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate Policy and Resources, Portfolio Holder for Investment and Companies	Commercial and Investment Director, Director of People, Director of Place, Interim Head of Finance	Organisation Portfolio Holder Updates Updates from Executive Members in Corporate Policy & Resources, Finance & Governance, Investment & Companies	13 Oct 2022			Open	
<i>Marie Crabtree, Democratic Services Officer</i>	Deputy Leader and Portfolio Holder for Finance and Governance	Interim Head of Finance	Constitution of Budget Scrutiny Panel To establish the Budget Scrutiny Panel to review Service & Financial Plans 2023/24	13 Oct 2022			Open	

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Agenda Item 9

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
8 December 2022								
<i>Tom Borer, Policy Officer, Catherine Rose, Head of Corporate Policy</i>	Portfolio Holder for Investment and Companies	Head of Corporate Policy	<p>Commercial Strategy: Progress Update</p> <p>To provide members with a progress update about work aligned with the Council's commercial strategy and objectives</p>	8 Dec 2022	15 Dec 2022		Part exempt - commercially sensitive information	
<i>David Brown, Finance Manager, Luke Harvey, Project & Performance Team Leader, Pat Main, Chief Finance Officer</i>	Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate Policy and Resources	Head of Corporate Policy, Interim Head of Finance	<p>Quarter 2 2022/23 performance report</p> <p>To receive an update on Q2 2022/23 performance</p>	8 Dec 2022	15 Dec 2022		Open	
<i>Marie Crabtree, Democratic Services Officer</i>	Deputy Leader and Portfolio Holder for Finance and Governance	Interim Head of Finance	<p>Observations on Budget Proposals - Budget Scrutiny Panel Report</p> <p>Report from the Budget Scrutiny Panel - observations on the Budget Proposals (Service and Financial Planning 2023/24)</p>	8 Dec 2022			Open	

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
19 January 2023								
<i>Marie Crabtree, Democratic Services Officer</i>	Portfolio Holder for Community Partnerships, Portfolio Holder for Housing and Support, Portfolio Holder for Leisure and Culture	Director of People, Head of Community Partnerships, Head of Wellbeing and Intervention	People Portfolio Holders Update Update from Executive Members of Housing & Support, Leisure & Culture, Community Partnerships	19 Jan 2023			Open	
<i>Marie Crabtree, Democratic Services Officer</i>	Leader of the Council	Head of Legal and Governance	Calendar of Meetings 2023/24 Calendar of meetings 2023/24	19 Jan 2023			Open	
<i>Marie Crabtree, Democratic Services Officer</i>	Portfolio Holder for Neighbourhood Services	Head of Neighbourhood Operations	Review the Work of the Green Spaces Team To review the work of the Green Spaces Team in regard to the Countryside spaces in the Borough, and delivery of the Green Spaces work programme. The aim of the review is to see how improvements can be made to services.	19 Jan 2023			Open	

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
23 February 2023								
<i>Marie Crabtree, Democratic Services Officer</i>	Portfolio Holder for Community Partnerships	Director of People, Head of Community Partnerships	Annual Community Partnership Scrutiny Annual "crime and disorder" scrutiny - Community Partnership	23 Feb 2023			Open	
16 March 2023								
<i>David Brown, Finance Manager, Luke Harvey, Project & Performance Team Leader, Pat Main, Chief Finance Officer</i>	Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate Policy and Resources	Head of Corporate Policy, Interim Head of Finance	Quarter 3 2022/23 performance report To receive an update on Q3 2022/23 performance	16 Mar 2023	23 Mar 2023		Open	
<i>Marie Crabtree, Democratic Services Officer</i>	Leader of the Council	Chief Executive	Leader's Update (March 2023) Six-monthly update from the Leader to Overview and Scrutiny Committee	19 Jan 2023			Open	
<i>Marie Crabtree, Democratic Services Officer</i>	Portfolio Holder for Economic Prosperity, Portfolio Holder for Neighbourhood Services,	Director of Place, Head of Economic Prosperity, Head of Neighbourhood Operations, Head of Planning	Place Portfolio holders Update Update from Executive Members of Planning, Policy & Place Delivery, Neighbourhood Services, Economic Prosperity	16 Mar 2023			Open	

Report Author(s)	Lead Member(s)	Officer sign off	Subject	O&S	Executive	Council	Open / Exempt	Key
	Portfolio Holder for Planning Policy and Place Delivery							
<i>Marie Crabtree, Democratic Services Officer</i>	Councillor Nick Harrison	Head of Legal and Governance	Overview and Scrutiny Annual Report 2022/23 Annual report from the Overview and Scrutiny Committee 2022/23	16 Mar 2023			Open	
<i>Marie Crabtree, Democratic Services Officer</i>	Councillor Nick Harrison	Head of Legal and Governance	Overview and Scrutiny Annual Work Programme 2023/24 Overview and Scrutiny's Forward Work Programme for the year ahead 2023/24	16 Mar 2023			Open	

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Address: Town Hall, Castlefield Road, Reigate, Surrey RH2 0SH

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Action tracker - Overview and Scrutiny Committee 2022/23

Meeting 2021/22	Subject and request	Action	Who	Status	Completed
16 June 2022	Item 6 Quarter 4 Performance Report 2021/22	Homelessness - Members asked whether the figures for homelessness could be compared to the previous year in order to predict a final figure for the end of this year. (Taking into account fluctuations)	Request to officers	Complete	<i>Response emailed to Members on 5 July 2022. Copy of response in Mod.Gov Library, link provided below.</i>
16 June 2022	Item 6 Quarter 4 Performance Report 2021/22	Affordable Housing and affordable housing completions – Members asked how many of the affordable housing completions are socially rented and how many are affordable rented. Members also asked whether the KPI was green rated based on over delivering on the number of homes in one particular year, which might cause other problems in the medium to long term.	Request to officers	Complete	<i>Response emailed to Members on 5 July 2022. Copy of response in Mod.Gov Library, link provided below.</i>
16 June 2022	Item 6 Quarter 4 Performance Report 2021/22	Street cleansing – Members enquired why street cleansing had incurred a £6k additional spend on postage. The Head of Finance would investigate and provide a written answer after the meeting.	Request to officers	Complete	<i>Response emailed to Members on 5 July 2022. Copy of response in Mod.Gov Library, link provided below.</i>
16 June 2022	Item 8 Companies Performance Update Spring 2022	Greensand - Point 19 on page 5 states “the loan and accrued interest are impaired in the Council’s accounts to reflect the risk of credit loss.” Members asked for the amount of the loan and accrued interest.	Request to officers	Complete	<i>Response emailed to Members on 5 July 2022. Copy of response in Mod.Gov Library, link provided below.</i>

16 June 2022	Item 8 Companies Performance Update Spring 2022	Horley Business Park - An update on the progress of Horley Business Park including a timeline was requested by Members.	Request to officers	Complete	<i>Response emailed to Members on 5 July 2022. Copy of response in Mod.Gov Library, link provided below.</i>
16 June 2022	Item 9 Reigate & Banstead 2025 Annual Report 2021/22	Clear and Effective Communication – Members asked whether communication from residents was received via email, phone calls or letters.	Request to officers	Complete	<i>Response emailed to Members on 5 July 2022. Copy of response in Mod.Gov Library, link provided below.</i>
14 July 2022	Item 5 Capital Investment Strategy 2023/24	Table 2 Significant Assets at March 2022 (page 114) - A Member queried whether Banstead car park and Reffels Bridge car park should appear in the list of assets.	Request to officers	Complete	<i>Response emailed to Members on 12 August 2022. Copy of response in Mod.Gov Library, link provided below.</i>
14 July 2022	Item 5 Capital Investment Strategy 2023/24	Table 3 Gross Returns (page 116) - Members asked for confirmation of the rent income that was received for Beech House before it was vacated.	Request to officers	Complete	<i>Response emailed to Members on 12 August 2022. Copy of response in Mod.Gov Library, link provided below.</i>
14 July 2022	Item 5 Capital Investment Strategy 2023/24	Greensand and MRP (page 124) - Members requested a written response to explain the impact for this authority of the current accounting treatment for impairments in comparison to the revised MRP proposals.	Request to officers	Complete	<i>Response emailed to Members on 12 August 2022. Copy of response in Mod.Gov Library, link provided below.</i>

Written answers from 16 June can be found here - [Document Written Answers from OSC 16 June 2022 | Reigate and Banstead Borough Council \(moderngov.co.uk\)](#)

Written answers from 14 July can be found here - [Document Written Answers from OSC 14 July 2022 | Reigate and Banstead Borough Council \(moderngov.co.uk\)](#)

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