

# Agenda

## Overview and Scrutiny Committee

Thursday, 16 March 2023 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

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



## Substitutes:

**Conservatives:** R. Absalom, J. Baker, Z. Cooper and J. P. King

**Residents Group:** G. Adamson, J. S. Bray and P. Harp

**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. Minutes** (Pages 7 - 14)

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

**2. Apologies for absence and substitutions**

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

**3. Declarations of interest**

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

**4. Leisure and Culture Strategy** (Pages 15 - 40)

To consider the draft Leisure & Culture Strategy and make any observations to the Executive.

**5. Community Infrastructure Levy SIP2 Assessment Process** (Pages 41 - 60)

To consider the Community Infrastructure Levy Strategic Infrastructure Programme 2 Assessment Process including:

- i. To note the approach taken by officers in the assessment of funding bids for the Community Infrastructure Levy Strategic Infrastructure Programme 2023-2027;
- ii. To make any observations to Executive on 23rd March 2023 when the proposed funding allocations for Strategic Infrastructure Programme 2023-2027 is scheduled to be presented for agreement.

**6. Place Portfolio Holders Briefing** (Pages 61 - 108)

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

**7. Quarter 3 2022/23 performance report** (Pages 109 - 150)

To consider Council performance in the third quarter of 2022/23 in regard to Key Performance Indicators, Revenue and Capital Budget Monitoring and Risk Management.

- (i) To note the Key Performance Indicators performance for Q3 2022/23 as detailed in the report and in Annex 1 and make any observations to the Executive;
- (ii) To note the Key Performance Indicators to be reported on in 2023/24 as detailed in Annex 1.1 and make any observations to the Executive; and
- (iii) To note the Budget Monitoring forecasts for Q3 2022/23 as detailed in the report and at Annexes 2 and 3 and the progress update on the Financial Sustainability Programme at Annex 4 and make any observations to the Executive.

**8. Overview and Scrutiny Annual Report 2022/23** (Pages 151 - 162)

To consider and approve the Overview and Scrutiny Annual Report 2022/23 for recommendation to Council on 30 March 2023.

**9. Overview and Scrutiny Annual Work Programme 2023/24** (Pages 163 - 174)

- i) To receive and approve the proposed Overview and Scrutiny Annual Work Programme 2023/24.
- ii) To consider the Action Tracker.

**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, 23 February 2023 at 7.30 pm.**

**Present:** Councillors N. D. Harrison (Chair); H. Avery, M. S. Blacker, M. Elbourne, J. C. S. Essex, A. King, N. C. Moses, S. Parnall, A. Proudfoot, R. Ritter, M. Tary, R. S. Turner, S. T. Walsh (Vice-Chair) and P. Harp (Substitute)

**Visiting Members present:** Councillor R. Ashford

### **62 Minutes**

**RESOLVED** that the minutes of the meeting held on 19 January 2023 be approved and signed.

### **63 Apologies for absence and substitutions**

Apologies were received from Councillor Hinton with Councillor Harp substituting.

Apologies were also received from Mari Roberts-Wood, Managing Director, with Frank Etheridge, Strategic Head of Neighbourhood Services, representing the Management Team.

### **64 Declarations of interest**

There were no declarations of interest.

### **65 Annual Community Safety Partnership Scrutiny 2022**

The Chair welcomed Councillor Ashford, Executive Portfolio Holder for Community Partnerships, Borough Commander Inspector Alex Maguire, and Michelle Blunsom, CEO of East Surrey Domestic Abuse Services, to the meeting.

The Committee received a presentation on policing in the borough from Surrey Police Borough Commander for Reigate and Banstead, Inspector Alex Maguire, focussing mainly on the work concerning domestic abuse, protecting the most vulnerable from harm, empowering communities to feel safe and tackling anti-social behaviour.

The presentation used was an updated version of that published in the agenda pack, in order to show the most up to date figures. The presentation used at the meeting can be found here:

[Document Follow Up Questions from OSC 23 February 2023 | Reigate and Banstead Borough Council \(modern.gov.co.uk\)](#)

# Agenda Item 1

**Overview and Scrutiny Committee, Thursday, 23rd February, 2023**

Members asked questions and discussed the following issues:

**Domestic Abuse** – Members commented that resources had been committed to tackling domestic abuse and asked what return was expected on the resources. It was confirmed that ideally the solved rate would be increased to 15% and that increases in successful prosecution at court, cautions issued, and the number of victims engaging with other services, would also be measures of success.

Members asked what contribution is made towards decreasing the rate of domestic abuse and harm. It was confirmed that specific periods of time had been identified for higher incidences of domestic abuse and that the Police increase their activities during this time period. A holistic approach is offered through partner working with East Surrey Domestic Abuse Services (ESDAS).

Members observed that the number of domestic abuse cases resulting in prosecution is significantly lower than the number of cases reported and asked what is the outcome of violent domestic abuse cases that are not solved. It was reported that although a criminal justice finalisation was not always the outcome, every domestic abuse investigation would involve work engaging with victims and signposting them to support agencies.

Members asked how domestic abuse cases which are subsequently withdrawn are reported. Such cases would still be recorded as an offence and each case would be reviewed by the CPS who would consider whether there was sufficient evidence to charge, and even without the victim's support, CPS would consider whether they could proceed with a prosecution.

**Protecting the Most Vulnerable from Harm** – Members asked how many offenders move to another area following the issue of a Community Protection Notice. In the last 12 months, 40 Criminal Protection Warnings (CPW) and 6 Community Protection Notices (CPN) had been issued. One person had received a CPW and CPN for Redhill and had later received a CPW for Reigate, due to their actions in Reigate. However, after being issued with a CPW, a person will subsequently be arrested and fined every time they enter the specified area and this usually prohibits them from doing so; it has been noticed that many of the people receiving CPWs and CPNs in an area, usually decide to do other things, such as move away or stay at home, but do not return to that area.

Members asked whether the drug activity tackled by Operation Potion related to the whole of Tadworth or just certain areas within Tadworth. It was confirmed that the problems were worse in the Long Walk area. A survey of anti-social behaviour had been carried out with residents on that estate. Operation Potion had targeted drug dealers who were using serious violence against each other, which had been escalating and putting other people at risk. Two of the most serious offenders had received prison sentences. CPNs and CPWs had been successfully utilised in this operation.

**Violent Non-Domestic Abuse** – Members observed that the crime figures published on Police UK website varied significantly from the crime figures in the presentation. The Borough Commander was aware of the differences in reporting and informed that Committee that the Surrey Police Performance Team was looking into the issue. It was thought that the difference in reporting figures arose from differences in classification of offences, with Police UK including a larger number of offences in their groupings, for example text messages and school fights.



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**Empowering Communities to Feel Safe** – Members asked whether there could be a more frequent Police presence at Priory Park and Redhill town centre to act as a deterrent, rather than having to resort to dispersal orders. It was explained that there is a challenging demand for officers and whilst officers do patrol these areas, a constant presence could not be maintained. A bid had been submitted for the use of a Proactive Team consisting of a Sergeant and six officers to increase the number of patrols carried out in problem areas. The Police also work with JET and the YMCA street pastors in these areas.

Members asked for further explanation about bidding for teams. It was explained that a new Proactive Team had been established in East Surrey consisting of a sergeant and six officers, specialists in stop and search and targeting disorderly behaviour. As this resource belongs to the whole of East Surrey, areas must bid for their time at a tasking and coordination group held fortnightly.

Members then asked if there is a need to bid for extra resources, does this indicate that the resources to follow up dispersal orders are not currently in place. It was confirmed that bidding for the extra resources was in addition to resources already in place. If a dispersal order was in place, officers would already be in attendance to deal with it.

Members further asked how often the Proactive Team has been used in Reigate and Banstead. It was confirmed that Reigate and Banstead uses the Proactive Team more than most other areas.

Members asked for information about the roles of volunteers and special officers, and the plans to employ 200 new Police officers. It was reported that the special constables are an invaluable resource and are used regularly, being involved in the policing of problem areas. There are also a number of volunteers in place, taking on some of the other roles which enables officers' time to be used more effectively, which works well across the force. The Borough Commander was unaware of the specific numbers of new officers expected but commented on the challenges faced by Surrey police in retaining officers due in some part to location, as Surrey is an expensive place to live and is close to the Metropolitan police area, which attracts experienced officers. These issues are being addressed with retention packages. Although recruitment is taking place, the number of officers leaving leads to the total numbers remaining broadly the same, however, several further intakes of new officers are expected in May and July.

A Police Officer had previously been present on Banstead High Street regularly, talking to shopkeepers. This Police Officer had left and now shoplifting was increasing. Members asked whether a weekly liaison could begin again on Banstead High Street and whether a more regular Police presence could be implemented to deter vehicles parking on the pavements in Nork Way and Banstead High Street which causes an obstruction for disabled and elderly residents. It was confirmed that a new Neighbourhood Specialist Officer, PC Logan, would be in place soon, focusing on Banstead High Street and would tackle the problems mentioned. A second Neighbourhood Specialist Officer, PC Fielder, was expected in the next month to work in the Merstham area.

Members asked for details on the number of Neighbourhood Police Officers in comparison to several years ago. The Borough Commander felt that there were fewer neighbourhood officers now than there had been several years ago but explained that additional specialist teams had been created within the Police force. One of the

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priorities in Reigate and Banstead is to ensure that the response teams are fully resourced.

Members commented that the crime solved rate for Surrey Police was significantly lower than it had been seven or eight years previously and asked for the reasons behind this. It was confirmed that the crime solved rate was lower, but in the last few years, the senior team had been addressing this by implementing some of the different specialist teams, such as the domestic abuse team and burglary teams, and the different models put in place to try to improve those solve rates.

Members requested information on the number of Police officers by departments in comparison to previous years. A written response would be provided after the meeting.

Members asked whether the “detection rate” was the same as the “solved rate”. It was confirmed that this was the same; detection rate was the previous terminology which had recently been replaced by solved rate.

Members asked at what stage policing would be at the resource level that the public would be happy with. The Borough Commander would like to have a Neighbourhood Officer on every ward.

The Chair reminded members of the committee that there is a representative on the Police panel and questions could be submitted through that member on high-level aspects of policing.

The Committee received a presentation on the work of the Community Safety Partnerships from Councillor Ashford, Executive Portfolio Holder for Community Partnerships.

Priorities for the Community Safety Partnership are empowering communities to feel safe, protecting the most vulnerable from harm, responding to domestic abuse and tackling anti-social behaviour.

Work over the last year in empowering communities to feel safe included community engagement through events, campaigns, listening events, targeted talks.

Work on protecting the most vulnerable from harm included Surrey Fire and Rescue Safe and Well visits in residents’ homes, adjustments to the Safe and Well form to make it more relevant to local residents, Serious Organised Crime Joint Action Group (JAG) where intelligence is shared, bringing a public health approach to crime prevention, Healthy Communities grants such as youth mentoring in schools, a local football programme and raising awareness of drug and alcohol risks with young people and parents.

Work on responding to domestic abuse included a learning event to share insight from a local domestic homicide review, development of a Surrey-wide strategy on Violence Against Women and Girls, delivery of the Identification and Referral to Improve Safety (IRIS) programme with GPs, and learning from domestic homicide reviews.

Work on tackling anti-social behaviour included multi-agency meetings and work with the Joint Enforcement Team.

Attention was drawn to Serious Violence Duty, a new public health duty created by the Home Office in January 2023. This is to ensure that partners in relevant services are

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working together to share data, intelligence, and knowledge, to understand and address the root causes of serious violence. The Community Safety Partnership will be working with the Office for Police Crime Commissioner and Surrey County Council to establish a needs assessment, develop a strategy, and implement and review a plan.

The Executive Portfolio Holder for Community Partnerships thanked the Community Partnerships team for all their work.

Members asked questions and discussed the following issues:

**Anti-Social Behaviour** – Members asked how multi-agency referrals are made, whether several agencies need to report information before the case is investigated and what role councillors can play in referring cases. It was confirmed that a case could be based on one individual's experience of anti-social behaviour in a location; complaints did not have to reach a certain threshold or a certain number of reports. The role for councillors would be to signpost residents depending on their circumstances, to contact the Council, via the website, and lodge a concern around anti-social behaviour. The Anti-Social Behaviour Officer would review the concern and if appropriate they would refer it to the multi-agency meetings.

Members asked what the Community Safety Partnership is doing in conjunction with the police and other agencies to tackle increasing incidences of anti-social behaviour in Redhill town centre and asked whether youth agencies could carry out preventative work. The Borough Commander confirmed that the Police are dealing with the problem through education and enforcement; dealing with the offenders and also visiting colleges, schools and youth groups, involving youth workers and the YMCA to discourage involvement in crime. It was added that if town centres and young people were found to be part of the Serious Violence Duty needs assessment, part of the funding could possibly be used in this area.

Members asked whether the Anti-Social Behaviour Officer works in conjunction with the Police. It was confirmed that the Anti-Social Behaviour Officer is an office-based case worker with specialist knowledge in the field of anti-social behaviour, who assists the Police with case-building and using the right material to tackle anti-social behaviour.

Members further asked whether the Anti-Social Behaviour Officer was engaged before or after Community Protection Warnings (CPW) or Community Protection Notices (CPN) are issued. It was confirmed that the Anti-Social Behaviour Officer's advice and recommendation for actions is sought before a CPW or CPN is issued to enable early intervention. The CPWs and CPNs can be issued by the Police and the ASB Officer.

Members commented that car cruising is increasing and noted that other boroughs have implemented cruising public safety orders to combat this. Members asked whether this approach has been considered for use in Reigate and Banstead. It was confirmed that obtaining a public space protection order is a lengthy, involved process and that other tactical options were available to address the problem, such as Operation Hubcap, with Police Officers targeting specific areas and issuing ASB letters for driving, prohibiting the drivers from returning to those areas.

**Serious Violence Duty** – Members asked what this would mean to the Council and its residents. Councillor Ashford explained that the duty itself does not put a definition around serious violence. The Home Office intends for different geographies across the

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country to undertake a needs assessment, to provide data and insight to understand the spikes or issues in the local area. The conclusions from the assessment will form a strategy and a plan as to what services should be invested in locally, meaning that the plan can be tailored to the needs of residents rather than having a national policy.

**Domestic Abuse** – Members noted the Surrey wide strategy on violence against women, but questioned what support is offered to men and transgender people. It was confirmed that the impact of violence towards women is very significant, consequently there is a targeted strategy for violence against women and girls, but there are also services locally responding to domestic abuse of male victims and other people that sit outside either gender.

The Committee received a presentation on the work of the East Surrey Domestic Abuse Services (ESDAS) from Michelle Blunsom, CEO of ESDAS.

Members asked questions and discussed the following issues:

Members asked whether there was an increase in the 16- to 24-year-old age group seeking help and asked what work needs to be carried out to further engage with this age group. It was confirmed that domestic abuse occurs across all age groups but that the growth in social media has led to an increase in abuse in this age bracket, with issues such as intimate images, the use of pornography, and the understanding of consent. Approximately £1million funding had been secured from central government to implement a public health campaign starting in March 2023 and running for two years, to train teachers in effective delivery of sex education.

Members asked what the Council could do to help ESDAS in delivering their service. It was confirmed that councillors should continue with what they are already doing and were asked to highlight campaigns to their residents.

Members asked what could be done to address social media platforms that use algorithms to target vulnerable young adults with harmful content, for example regarding eating disorders. It was reported that a consultation period was underway on the Internet Safety Bill, but that it did not contain all the measures required.

The Chair of Overview & Scrutiny Committee thanked Inspector Maguire, Michelle Blunsom, and Councillor Ashford for their presentations.

## **66 Overview and Scrutiny Committee Work Programme Schedule 2022/23**

The Committee received the Overview & Scrutiny Forward Work Programme.

Committee members were asked to submit their suggestions for additional topics for scrutiny for the 2023/24 forward work programme to the Chair or Vice-Chair as soon as possible.

It was confirmed that the Review of the work of the Greenspaces Team, which had been postponed due to the vacancy for a Countryside Manager, would be added to the forward work programme for 2023/24 and would be discussed as early as possible, subject to the recruitment of a new Countryside Manager.

Members questioned whether there would be details of a plan and a financial strategy within the Leisure and Culture Strategy which would be presented at the March Overview & Scrutiny Committee meeting. It was confirmed by the Chair that the

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Leisure & Culture Strategy would be a high-level strategy document and that Overview & Scrutiny Committee would have the opportunity to make recommendations to Executive and would be able to request a further report once the strategy had been out in place.

Although Community Infrastructure Levy recommendations would not be received by Overview & Scrutiny Committee, once the recommendations have been published, Committee members would have the opportunity to approach Executive Members and to attend the Executive meeting to discuss the recommendations.

It was agreed that the Leisure & Culture Strategy and the CIL SIP Assessment Process should appear early on the agenda for the March meeting.

It was noted that one action remained open from the Overview & Scrutiny Committee meeting on 12 October 2022, and the Chair requested that full responses are provided by officers in a more timely fashion.

It was agreed that three items on the action tracker relating to Commercial Assets and Asset (Re)development should remain open as full responses had not yet been received.

**RESOLVED** that the Committee noted the Overview & Scrutiny Forward Work Programme and the Action Tracker.

### 67 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 Rule.

### 68 Any other urgent business

There was no urgent business.

The meeting finished at 10.16 pm

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# Agenda Item 4



<b>Signed off by</b>	Head of Leisure and Intervention
<b>Author</b>	Catherine Rose, Head of Corporate Policy, Projects and Performance Luke Harvey, Project & Performance Team Leader
<b>Telephone</b>	Tel: 01737 276519
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<b>To</b>	Overview & Scrutiny Committee Executive
<b>Date</b>	Thursday 16 March 2023 Thursday 23 March 2023
<b>Executive Member</b>	Portfolio Holder for Leisure and Culture

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

<b>Subject</b>	Leisure and Culture Strategy
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<b>Recommendations</b>
<p><b>Overview &amp; Scrutiny Committee:</b></p> <p>(i) That the Committee notes the report and the Leisure &amp; Culture Strategy and provides any observations for consideration by the Executive</p> <p><b>Executive:</b></p> <p>(i) That the Executive approves the Leisure &amp; Culture Strategy</p>
<b>Reasons for Recommendations</b>
<p>Having an approved Leisure &amp; Culture Strategy will ensure that the Council is setting a clear statement of its intentions with regard to its Leisure and Culture services and will inform the development of detailed delivery / action plans to achieve identified priorities and outcomes.</p>

# Agenda Item 4

## Executive Summary

The Council's Corporate Plan includes an objective for the Council to provide leisure, cultural and wellbeing services that are accessible to - and meet the needs of - communities and visitors. To achieve this, it explains that the Council will review and develop its leisure and cultural services over the life of the plan.

The Leisure & Culture Strategy (at Annex 1) has been prepared to help ensure that the Council's leisure and cultural services remain fit for the future and reflect the changing landscape within which we operate (impacted as it is by new technologies, the pandemic and current economic challenges).

It sets out an overall vision for leisure and cultural services in the borough and defines objectives which capture activity across a range of Council and externally provided services, including relating to participation, service provision and accessibility, working in partnership and funding council services. It also articulates the outcomes associated with each objective.

The Strategy will be supported by the development of more detailed delivery / action plans, which will explain in more detail how the outcomes will be achieved and how key decisions (such as around future arrangements for managing the Council leisure centres) will be taken. Progress against Strategy outcomes will be reviewed and reported annually.

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

## Statutory Powers

1. There are no statutory requirements for Councils to provide leisure (sports) or cultural services, however a great many Councils do so because of the direct benefit of these services to resident wellbeing. The provision of such services therefore aligns with the duties set out in the Local Government Act 2000 to promote the social (as well as economic and environmental) wellbeing of the Council area.
2. It should be noted that there is a statutory duty on Councils to provide allotments where the Council believes there is a demand for these<sup>1</sup>. The proposed Strategy identifies that the allotments the Council provides make a contribution to its leisure offer for residents.

## Background

### Reigate & Banstead 2025

3. The Council's Corporate Plan, Reigate & Banstead 2025, includes an objective in relation to Leisure and Wellbeing, specifically, to:  
*Provide leisure, cultural and wellbeing services that are accessible to, and meet the needs of, communities and visitors.*
4. To achieve this objective, it explains that we will 'review and develop our leisure services offer in the borough', and 'review the cultural opportunities that we provide for residents and visitors, including at the Harlequin Theatre'.

<sup>1</sup> Smallholdings and Allotments Act 1908



5. As noted above, with the exception of allotments, there is no statutory duty on local authorities to provide leisure & cultural services. However, the benefits of doing so are widely recognised as including:
- Supporting residents' physical health (and thereby having the potential to reduce impact on national / public health services)
  - Supporting residents' mental health (linked to physical activity, exposure to nature and engagement in cultural services)
  - Contributing to stronger community cohesion (be that geographically defined communities or communities defined by shared backgrounds, interests or values); and
  - Economic benefits associated with spending (of residents and / or visitors), employment and investment in the local area.

### **The services we currently provide**

6. The Council currently provides a range of services that provide leisure and cultural opportunities for residents in, and visitors to, the borough. This includes:
- Three leisure centres (Horley, Tadworth and Donyngs (Redhill)), that we own and that are operated for us on behalf of Greenwich Leisure Limited (GLL) trading as 'Better'
  - The Harlequin Theatre and Cinema in Redhill
  - Three Community Centres (Banstead, Woodhatch and Horley) which offer a wide range of free or low cost leisure and cultural activities
  - Numerous parks and greenspaces, which provide a range of informal and formal sports provision, play areas, skate parks etc and also host other cultural and leisure events.
  - Allotments
  - Leisure activities targeting young people, including holiday activities, Surrey Youth Games and Star for the Night
7. In addition to these, we work collaboratively in partnerships with other organisations in the public, private and not-for-profit sectors to ensure that other leisure and cultural opportunities are available for our residents.

### **Key Information**

#### **Strategy scope and definitions**

8. There is no one single definition of 'leisure' or of 'culture'. For the purposes of the Strategy, and drawing on definitions used by external bodies, 'leisure' is defined as activities that provide enjoyment - what people chose to do with their free time, with a particular focus on those activities that are done with the main purpose of enjoyment and personal enrichment. 'Culture' is defined as a particular type of leisure activity, that encompasses activities that express the cultural aspects of life, including art and historical collections and exhibitions, music, dance, literature, and theatre.
9. These definitions cut across a range of Council service areas. As such, the Strategy is not limited to the work of the Leisure & Intervention Service and Leisure & Culture

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Executive Portfolio. It includes objectives that include the work of other service areas, including (but not limited to) the Greenspaces Team and Community Centres Team.

10. The Council is not the only provider of leisure and cultural services within the borough. As well as information about how the Council will provide services in the future, the Strategy therefore also explains how we will work in partnership to expand the overall offer for the benefit of borough residents and visitors.

## **Evidence base**

11. A range of evidence has informed the development of the Strategy, and, in particular, the identification of objectives and outcomes. This has included:
  - Contextual data from external third party sources about the demographic and activity characteristics of our populations
  - Information about usage of the services the Council currently provides
  - External feedback on Council services, primarily via the LGA
  - Planning policy research including the draft playing pitch and sports facility studies commissioned to inform the forthcoming local plan review
12. The Strategy recognises an opportunity to further develop the Council's evidence base and therefore includes as an outcome a greater understanding of the needs of our residents and visitors, and how these are likely to change. This information will help inform future service planning.

## **Document structure**

13. The proposed Leisure & Culture Strategy is included at Annex 1, and for conciseness its content will not be replicated in this covering report. However, in summary, key aspects of the document to note are as follows:
  - The overarching vision for leisure & cultural provision across the borough, which extends beyond the direct remit of the Council to encompass how resident and visitor needs are met 'in the round'.
  - Four objectives, covering participation, service provision and accessibility, working in partnership and funding council services
  - A range of outcomes for each objective, which will inform the development of service delivery / action plans. Strategy success will be measured against these outcomes.

## **Future service delivery models**

14. Members will be aware that the Council currently outsources the running of our Leisure Centres to GLL, and runs the Harlequin Theatre 'in house'. The Strategy is not prescriptive about future service delivery models as these will need to be considered on a case-by-case basis and require options assessments and business cases; but care has been taken to ensure that the Strategy objectives and outcomes will be able to help inform the Council's assessment of the most appropriate delivery mechanisms for all our leisure and cultural services in the future.

## **Strategy implementation**

# Agenda Item 4

15. As it is a high level strategy, Annex 1 does not include detailed operational or financial information, rather it is intended to guide the development of detailed implementation plans that together will deliver on the identified outcomes.
16. As the Strategy touches on the activity of various service areas, these plans may take different forms. They may be stand-alone, or may form part of by wider service delivery or business plans. Developed in consultation with relevant Executive member, implementation plans will identify actions, roles and responsibilities, delivery partners and funding mechanisms as appropriate as well as – where relevant – specific performance indicators. Examples of activities currently being scoped include:
  - Communications, marketing and signposting activities
  - Support packages for target groups such as care-leavers
  - Mapping of third party provision and relationship building with external providers
  - Increasing the use of council assets (including the Harlequin and our Greenspaces) for cultural and/or commercial activities
  - Reviewing built assets to ensure they remain fit for purpose
  - Determining the most appropriate future delivery model for our leisure centres
  - Arts development and partnerships with health providers
  - Promoting the borough as an attractive place for film/TV production
17. Progress with strategy implementation will be reviewed and reported annually, including via Portfolio Holder updates to the Overview & Scrutiny Committee.

## Options

18. The options available to the Executive are as follows:
  - Option 1: Approve the Leisure & Culture Strategy at Annex 1. This option is recommended. Having an up-to-date strategy in place will ensure clarity and transparency about what the Council is seeking to achieve through its leisure and culture activity and provide a clear framework for the development of service delivery / action plans.
  - Option 2: Request amendments to the Leisure & Culture Strategy at Annex 1 before it is approved. This option is not recommended. The strategy as presented has been subject to internal consultation with Executive members and service heads and the Overview & Scrutiny Committee; further delay may constrain or limit the ability of the Council to progress its activity in this area for the benefit of residents and visitors.
  - Option 3: Do not approve the Leisure & Culture Strategy. This option is not recommended. The Corporate Plan commits the Council to reviewing how it provides these services, and the strategy sets a clear framework for future activity. Further delay may constrain or limit the ability of the Council to progress its activity in this area for the benefit of residents and visitors.

## Legal Implications

# Agenda Item 4

19. No legal implications have been identified as arising directly from the production or approval of this Strategy.
20. Legal and procurement advice will be sought in relation to the re-tendering of existing delivery contracts as appropriate.

## Financial Implications

21. The 2023/24 revenue budget for Harlequin Theatre operating costs is set out in the table below.

	<b>£000</b>
Employee Costs	681.7
Supplies & Services	476.9
Income	(777.8)
Net Operating Cost	380.8

The approved budget for 2023/24 is based on the Theatre generating an additional £0.100 million net income.

22. The 2023/24 revenue budget for Leisure Services is set out in the table below.

	<b>£000</b>
Employee Costs	166.4
Supplies & Services	53.9
Income	(286.7)
Net Operating Cost	(66.5)

The approved budget for 2023/24 is based on the service delivering £0.083 million net savings and additional income.

23. No financial implications have been identified as arising directly from the production or approval of this Strategy.
24. The Strategy includes an objective specifically in relation to securing the financial sustainability of the Council's leisure and cultural services. This includes an increased focus on income generation to cover the costs of the services we provide. The Strategy also recognises that the Council will need to prioritise its resources to areas of most need and on initiatives and services that have the greatest impact and may wish to explore the introduction of new or innovative delivery models. The opportunity has also been identified for the increased use of external funding to benefit providers in the borough (including but not limited to the Council).
25. Progress on delivery against income targets will be reported in the usual way via the Council's quarterly financial reporting procedures.

26. The financial implications of individual projects and activities arising from more detailed delivery / action plans will also be assessed in the usual way, via options appraisals, the production of business cases and (as necessary) funding bids either 'in year' or as part of the annual service and financial planning process. This will include any future delivery partner procurement activity.

## **Equalities Implications**

27. Under the Equality Act 2010 decision-makers have a duty to have due regard to the need to eliminate unlawful discrimination, harassment, victimisation and other prohibited conduct; and advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not share it. This duty applies to all decisions made in the course of exercising the Council's public functions.
28. The proposed Leisure & Culture Strategy has, as its central vision, leisure and cultural services that are accessible to all. This includes those with protected characteristics and other vulnerabilities. The Strategy includes (under the second objective) a commitment to review and design services to , ensure they are delivered to increase accessibility, participation and inclusivity, with a view to achieving a leisure and cultural landscape in the borough that promotes and celebrates equality, the borough's diversity of people and cultures and their rich history.
29. As such, overall, the Strategy will have a positive impact on advancing equality of opportunity and good community relations. Individual projects and activities identified to secure the delivery of strategy outcomes will need to take into account the Council's equality duties: in the event that potential negative equality impacts are identified, controls and mitigation will be put in place to avoid or reduce these.

## **Communication Implications**

30. The Strategy highlights the role of the Council in promoting its own services but also helping increase levels of participation in leisure and cultural activity amongst residents and visitors more generally.
31. Communications activity via a range of channels will be an important element of this and will build on the work that is already undertaken by relevant services in consultation with the Council's communications team. The Harlequin Theatre retains its own marketing resource. The Council's communications team will be consulted as part of the process of developing detailed delivery / action plans and budgets.

## **Environmental Sustainability Implications**

32. The proposed Leisure & Culture Strategy identifies that the Council's leisure and cultural assets and services have a key role to play in achieving the Council's environmental sustainability objectives, and explains that environmental considerations will be at the forefront of decision making as the strategy is delivered. This will include the environmental sustainability of relevant built assets and products procured, but could (for example) also include the role of leisure & cultural activity in raising awareness about the environment and climate change.
33. Environmental considerations associated with individual actions arising from detailed delivery / action plans will be considered as part of the project

# Agenda Item 4

management, procurement and decision making processes in the usual way and in consultation with the Council's Sustainability Team.

## **Risk Management Considerations**

34. No risk management implications have been identified. Service level risks will continue to be assessed and as necessary escalated via the usual quarterly review and reporting processes and procedures as set out in the corporate Risk Management Strategy and Methodology.

## **Other Implications**

35. No other implications directly arising from the agreement of the Leisure & Cultural Strategy have been identified. Specific implications arising from the more detailed service delivery / action plans will be dealt with in accordance with established policies and procedures, including (as necessary) the Council's adopted project management framework and established service & financial planning processes.

## **Consultation**

36. In developing the Strategy consultation has been carried out within the relevant service areas, with Heads of Service across the Council and with Executive members. This paper and the accompanying Annex will be considered by the Overview & Scrutiny Committee prior to being brought forward to the Executive.
37. Proposals for service budgets and income targets for 2023/24 were prepared and consulted on in the usual way.
38. The Strategy itself includes outcomes in relation to securing a greater understanding of resident and visitor needs, understanding resident and customer satisfaction, the removal of barriers to participation and close partnership working, all of which will be secured via a combination of customer insight, joint working, consultation and engagement with a range of different stakeholders.

## **Policy Framework**

39. The production of a Leisure & Culture Strategy is consistent with the Council's corporate plan for the period 2020 to 2025. Delivery of the Strategy will be a key consideration in the development of relevant delivery / action plans to ensure that residents and visitors continue to be able to access high quality leisure and culture services.

## **Background Powers**

1. Corporate Plan 2025 - <https://www.reigate-banstead.gov.uk/rbbc2025>

# Reigate & Banstead Borough Council

## Leisure & culture strategy

## Foreword

*Introduction by Cllr Sachdeva*



## Our vision

**A borough with an inclusive and vibrant leisure and culture offering that is accessible to all, where everyone can participate in meaningful activities that enrich their lives, promote wellbeing and foster a sense of belonging**

### Introduction

This strategy sets out our vision for leisure and culture in the borough. Leisure and culture play a vital role in making Reigate & Banstead borough a prosperous, healthy and attractive place to live. Helping our residents lead healthy, active and fulfilling lives is a top priority for the Council, as set out in our corporate plan (Reigate & Banstead 2025).<sup>1</sup>

As a public body, the Council plays a unique role in the leisure and culture sector within our borough. We provide quality, diverse and accessible services. This includes include parks and countryside, sports pitches, allotments, the Harlequin Theatre and Cinema and three leisure centres.

Whilst wide ranging, at their core our leisure and culture services support people to lead healthy and active lives, and participate in their local communities, and are therefore integral to the delivery of the vision set out above.

We recognise, however, that the Council can only do so much, particularly as we hold few statutory responsibilities to provide leisure and cultural services. As well as sustainably delivering our own services, we must also play the crucial role of enabling, supporting and promoting the borough's leisure and cultural life. Through partnerships with other providers, we are able to achieve far more for our residents. Collaboration fosters a strong sense of community ownership, helping to promote a sustainable and resilient leisure and culture sector that meets the needs of our communities well into the future.

We are adopting this new strategy from a position of strength. Our services are well used, highly valued by residents and visitors and are at the heart of our communities. We have built strong relationships with voluntary and community sector organisations, as well as local sports and arts and cultural organisations, and are able to capitalise on these partnerships to enrich the borough's leisure and cultural offering.

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<sup>1</sup> Available here: [https://www.reigate-banstead.gov.uk/info/20205/plans\\_and\\_policies/280/reigate\\_and\\_banstead\\_2025](https://www.reigate-banstead.gov.uk/info/20205/plans_and_policies/280/reigate_and_banstead_2025)

Despite our current strong position, we face a number of challenges and, as a result, there is much for us to do. The Covid-19 pandemic had a significant impact on the leisure and culture industry, whilst the current period of economic difficulty continues to threaten its ongoing viability.

The Council is itself in a period of financial challenge due to the current adverse economic conditions as well as the difficult local government funding context. We must be financially efficient and self-sustaining, ensuring that we achieve the best possible value from our services and spending whilst continuing to deliver on our residents' priorities and corporate plan objectives.

Despite these challenges, we are committed to providing a high-quality and appropriate range of leisure and culture services, recognising that in some instances these may need to be delivered differently in the future to ensure their ongoing viability and in balance with other corporate objectives.

We therefore see our role as complementing that of the private and voluntary sectors – we will use our resources and assets to deliver services that our residents value, but which the private or voluntary sectors are unable to deliver at an affordable price, or at all. A mixed economy of leisure and cultural service providers is key to enabling the leisure and cultural sector in our borough to thrive.

## About our strategy

The leisure and culture strategy provides a strategic framework for the achievement of our vision and objectives. It sets out the wider context, including the challenges and opportunities we face as a borough and our role as a local authority in the leisure and cultural sector.

This strategy sets out an expansive definition of leisure and culture. We recognise that leisure and cultural opportunities transcend organisational structures and boundaries. The strategy extends across a number of service areas, many of which do not sit within the leisure and culture portfolio, and also recognises the importance of external partnership and collaboration.

## What do we mean by leisure and culture?

Leisure refers to activities that provide enjoyment. It is what people choose to do with their free time. This definition includes a wide variety of activities, though particularly focuses on those activities that are done with the primary intention of enjoyment and the enrichment of life, such as physical exercise.

Culture describes the collective patterns of behaviour of groups of people. It exists in physical, material forms as well as within collective memories and consciousness that evolve over time. In the context of our strategy, culture may be thought of as a particular type of leisure activity and is similarly wide in scope. Various areas of human activity focus on expressing the cultural aspects of our lives. These include, but are not limited to, arts and historical collections and exhibitions, music, food and drink, dance, literature, the theatre, spiritual or religious activities, as well as secular rituals and ceremonies.

## Benefits of supporting local leisure and cultural services

### Physical health

Health and wellbeing outcomes of individuals and communities are influenced by the complex interaction between individual characteristics, lifestyle choices and behaviours, as well as the physical, social and economic environment. Taken together these factors are known as the 'wider determinants' of health.

Leisure and cultural activities help influence health outcomes by affording opportunities for people to be active and heighten their physical and mental health.

It is well established, for instance, that regular physical activity significantly improves healthy life expectancy and lowers the risk of early death.<sup>1</sup> To stay healthy, people should be active daily and should do at least 150 minutes of moderate intensity activity per week. However, on this measure, 18% of the borough's adult population are classed as physically inactive; the figure for children is 49%.<sup>2</sup>

Even relatively small increases in physical activity result in marked health benefits. A daily brisk walk, for example, significantly reduces the risk of heart disease, strokes and diabetes as well as other cardiovascular conditions.

## **Mental health**

Physical activity also boosts mental health, with research showing that regular physical exercise improves self-esteem, mood, sleep quality and energy, as well as reducing the risk of stress, anxiety, clinical depression, dementia and Alzheimer's disease.<sup>3</sup> Physical activity has also been shown to reduce loneliness and social isolation, as well as improving social functioning.<sup>4</sup>

As we age the benefits of regular physical exercise become more acute. For instance, muscular strength, bone health and the ability to balance are all developed and maintained through physical exercise and activity. They underpin physical function and help maintain independence and reduce the risk of falls.<sup>5</sup> Older people are also especially vulnerable to loneliness and social isolation, which can have a serious effect on health.

There is also a growing evidence base that demonstrates the effectiveness of cultural services in promoting health and wellbeing.<sup>6</sup> Attending a theatre production, watching a film or visiting an art gallery result in marked benefits on an individual's wellbeing and feelings of personal fulfilment.

## **Community and economic benefits**

Leisure and cultural opportunities also promote community understanding and cohesion, combat isolation, foster a sense of belonging and attachment to place. Indeed, culture may be viewed as the glue that brings and keeps our communities together. It helps create welcoming, distinctive and attractive places and communities, builds trust, cohesiveness and, ultimately, improves the health and wellbeing of participants.

The economic benefits of leisure and culture are also significant. Indeed, leisure and culture drives spending, employment and investment in local areas. A critical mass of cultural excellence also has significant place shaping benefits, with an area becoming known for its cultural output. This, in turn, helps drive further investment and other economic benefits.

Leisure and culture activities are therefore integral to the lives of our residents and the vibrancy of our communities. They help make the borough a healthy and prosperous place to live.

## Our role and objectives

### Where we are now

The Council recognises the importance of leisure and cultural opportunities to the health and wellbeing of our residents and life in the borough. That's why we maintain a diverse range of leisure and cultural services and facilities.

Our services and facilities are vital community assets and form an important part of the fabric of our towns and villages. They are well used and highly valued by our residents and visitors, allowing them to engage in a wide variety of activities that enrich their lives, help them stay healthy and provide enjoyment. They are affordable and accessible, with many subsidised. This subsidy helps to drive participation and engagement and also helps us to achieve positive outcomes for our residents and communities.

Our services include:

- **Leisure centres** – we own three leisure centres within the borough (in Tadworth, Redhill and Horley), operated on our behalf by an external organisation. Each centre provides a range of sports and fitness facilities, including gyms, heated swimming pools and space for exercise classes. In 2022 our three centres had over 1 million combined visits.
- **The Harlequin Theatre and Cinema** – serves as a cultural hub and provides a rich programme of arts and entertainment in the heart of Redhill, as well as hireable meeting and conferencing facilities. The venue also hosts important civic and municipal occasions.
- **Community centres** – our three in-house centres in Banstead, Horley and Woodhatch serve as focal points for our communities and play an important role in their health and wellbeing. The centres offer a wide range of free or low-cost activities across five core themes: arts and leisure, children's activities, fitness and exercise, welfare and technological support. They also provide valuable hire space for community use, allowing local civic and community groups to operate.
- **Parks and greenspaces** – the Council owns and maintains more than 70 parks and greenspaces within the borough, as well as over 1,250 hectares of countryside. Our parks and greenspaces help people stay active by affording them the opportunity to take exercise outdoors, which has clear physical and mental health benefits. Our parks and greenspaces are also used for cultural events and activities, including

outdoor cinema, theatre and food and drink festivals. Our urban parks help drive footfall to our towns and support the local visitor economy.

- **Outdoor activities** – there are over 40 Council maintained outdoor activity areas in the borough, including children’s playgrounds, tennis courts, bookable sports pitches, skate parks and a BMX track.
- **Allotments** – we manage over 1,200 allotments in the borough. Tending an allotment has clear benefits for physical and mental wellbeing, whilst also providing a source of fresh, seasonal fruit and vegetables.
- **Leisure activities** – there is an established link between being physically active as a child and health outcomes later in life. Given this, the Council’s in-house leisure team ensure that there are a wide range of sporting opportunities available for young people in the borough. These activities utilise our extensive leisure and cultural asset base and include holiday activities (R&BE Active), the Surrey Youth Games and Star for a Night, amongst several others.
- **Partnerships** – we work collaboratively with a number of other aligned organisations to advance the health and wellbeing of our residents. For instance, we host an Arts Officer for Health post, funded by NHS Surrey Heartlands, that will work to use cultural services to improve health outcomes.

We also work in partnership with local organisations and other local authorities in the delivery of two Wellbeing Prescription services in the borough. These services help people lead healthier lives by providing advice and signposting to services that will support their health and wellbeing.

Some of our key leisure and cultural assets, whilst owned by the Council, are managed by community groups with the Council’s support. This includes the historically significant Banstead Commons and Reigate Caves. We also work closely with local residents and groups in the management of our greenspaces, including Reigate Heath and Earlswood and Redhill Commons.

## Challenges

The ongoing sustainability of the Council's leisure and cultural services are key to supporting the health of our residents and communities.

However, the industry has recently faced a period of prolonged challenge. The Covid-19 pandemic upended normal life and had a significant impact on the sector, with many facilities required to close as part of the emergency public health response. The lost income, coupled with the high fixed costs of operating facilities such as leisure centres, left many operators in a tough financial position. The Council stepped in to support the operator of our three centres, meaning that when restrictions were lifted they swiftly reopened for the benefit of the borough.

Whilst the sector has generally recovered strongly, the current high inflationary environment and cost of living crisis has created new challenges to overcome. For instance, energy prices have dramatically increased, impacting the financial viability of leisure centres as high users of energy. Many of our residents will also now have reduced levels of disposable income, in turn reducing the money they have to spend on leisure and cultural activities.

The pandemic also substantially changed behaviours and preferences, many of which remain. For example, online exercise classes soared in popularity, whilst parks and greenspaces offered solace and a new arena for exploration and structured and unstructured exercise. Wider societal trends also point to people becoming increasingly health conscious, though services and facilities must accommodate changing needs and wants to remain relevant.

As well as these structural, industry wide challenges, our society also faces a number of health and wellbeing issues that, as we have seen, leisure and cultural services can help address.

In Reigate & Banstead, for instance:

- 18% of adults and 49% of children and young people are physically inactive.<sup>7</sup>
- Just 45% of the adult population walk at least three times per week,<sup>8</sup> whilst just 5% of the adult population cycle at least three times per week.<sup>9</sup>
- 61% of adults are classified as being overweight or obese.<sup>10</sup>
- 29% of children are overweight or obese at year 6.<sup>11</sup>

- Just 44% of adults do at least 2 activities per week that develops or maintain muscle strength.<sup>12</sup>
- 28% of the borough's population report feeling lonely at least some of the time.<sup>13</sup>
- It was estimated in 2017 that 15,155 of the borough's population aged over 16 has a common mental health problem, such as anxiety, stress and depression.<sup>14</sup>
- According to the 2021 census, 18% of the borough's population is aged over 65. By 2043 the number of residents aged over 65 is forecast to grow by 45%, compared to the 2020 baseline.<sup>15</sup>

## The role of the Council

As a local authority, we play a pivotal role in the leisure and cultural life within Reigate and Banstead. Our corporate plan (Reigate & Banstead 2025) commits us to using our leisure and cultural services and assets to support our residents to improve their health and wellbeing, whilst also committing to provide services that are accessible and meet peoples' needs.

The Covid-19 pandemic and the current adverse economic conditions have had a significant impact on the leisure and cultural sector, in some instances threatening its ongoing economic viability.

Our role, however, requires us to look beyond a purely financial motive and to also focus on the health and wellbeing of our residents. Our services are diverse in their range and scale, and we are uniquely placed to support our residents to lead healthy and active lives. We provide services and facilities that our residents rely on and which the private sector invariably does not deliver.

However, the Council is currently facing a period of sustained financial challenge due to the current adverse economic conditions as well as the difficult local government funding context. We must be financially efficient and self-sustaining, ensuring that we achieve the best possible value for money from our services and spending whilst continuing to deliver on our residents' priorities and wider corporate plan objectives.

As such, while we have no desire to limit or reduce the leisure and cultural offer in our borough, we must look at how we can do things differently to continue to achieve good outcomes for our residents and communities and to help tackle the challenges we collectively face.



We also recognise that the Council can and should only do so much, particularly as we hold few statutory responsibilities to provide leisure and cultural services and receive no government funding to do so. We see our role as complementing the services delivered by the private and voluntary sectors. We will therefore use our resources and assets to deliver services that our residents value, but which the private or voluntary sectors are unable to deliver at an affordable price, or at all.

A mixed economy of leisure and cultural service providers is key to achieving a sustainable sector within the borough. We see ourselves as having a key role in fostering this mixed economy.

We will therefore continue to develop partnerships and work collaboratively with leisure and culture organisations in the borough, supporting them to enrich the borough's leisure and cultural life. We will do so through using our unique role, position and connection with our residents, supporting and promoting local organisations and helping them to thrive. Partnerships and collaboration allow us to achieve far more for our residents, whilst fostering a strong sense of community ownership and helping to promote a resilient and sustainable sector that delivers on community need well into the future.

## Our objectives

In pursuit of our vision for this strategy we have set ourselves four core objectives. Our objectives should be viewed together as they interrelate and mutually reinforce one another. Each objective is supported by a series of outcomes that we will seek to achieve through our service delivery and partnership activities, and which we will use to inform our more detailed business plans.

### Objective 1: Inspire and encourage residents to lead healthy and active lives

Being active leads to improved health outcomes, including preventing poor physical and mental health. We will continue to provide and promote a vibrant range of services and opportunities that support our residents to lead healthy and active lives, whilst also promoting other opportunities delivered by our partners. We recognise that health outcomes are often unequal and so we will use our services to help reduce health inequalities through targeting particular groups where evidence and insight suggests this is appropriate and will be effective.

#### Outcomes:

- Increased levels of participation in leisure and cultural activity across the borough, utilising our leisure assets and services to drive participation.
- Elevated prominence and use of the Harlequin Theatre and Cinema, with the venue and its programme of events creating an enduring affinity for the arts among patrons.
- Increased and wider use of our parks and greenspaces for leisure and cultural activity, as well as for play and sport.
- Greater resident awareness of the Council's leisure and cultural services as well as the benefits of being active.

### Objective 2: Provide sustainable services that are accessible to, and meet the needs of, our communities and visitors

We are committed to putting the needs of our residents and visitors at the heart of what we do. Behaviours and preferences continually shift, and we must embrace change to remain relevant and to provide the services that people value. We will review and design services to ensure that they are delivered in a sustainable way, and that they meet current and future needs and increase accessibility, participation and inclusivity. We will explore implementing new delivery models where doing so will result in clear benefits.

### Outcomes:

- A greater understanding of the needs of our residents and visitors and how these are likely to change, using this insight to ensure that Council services are delivered at levels appropriate to need and demand and within the budget available.
- A well-balanced leisure and cultural asset base that is fit for purpose and receives appropriate levels of investment and ongoing maintenance.
- High levels of resident and customer satisfaction with our services, those delivered through our assets and with those provided on the Council's behalf.
- The removal of barriers to participation so that everyone in the borough can access a full range of facilities and information to help them lead a healthy and active life.
- A leisure and cultural landscape that promotes and celebrates equality, the borough's diversity of people and cultures, communities and places, as well as its rich history.

### **Objective 3: Act as a leisure and cultural facilitator and convenor, drawing together and promoting the borough's rich array of activity and helping it to thrive**

We are proud of the high-quality services that we provide. However, our services are only part of the picture. We see ourselves as playing a vital supporting and enabling role within the borough's leisure and cultural life. This means that we will use our assets, resources and programmes to support and promote external organisations and community groups. Our partnerships will help foster community ownership and will sow the seeds for a rich leisure and culture landscape within the borough. This will also have significant place-making benefits, with the borough and our communities known for their leisure and cultural offering and output, and with the Council recognised as supporting this.

### Outcomes:

- A sustainable, mixed economy of providers of leisure and cultural activity that work together and with the Council to heighten activity and participation.
- Our assets used to deliver events and services by organisations aligned with our leisure and culture objectives.
- Close partnership with external leisure and cultural organisations and community groups to help them thrive and grow.
- A borough-wide leisure and culture map that helps residents discover activities and services that support their health and wellbeing.

#### **Objective 4: Achieving a financially sustainable leisure and culture service**

Our financial challenges arising from the current economic situation and the difficult local government funding context require us to increase income, achieve savings and to be responsible with our finances. We recognise that many of our services would not be viable in the highly competitive marketplace without subsidy, notwithstanding their significant benefits for our residents and communities. Whilst the Council's role as a public body requires us to look beyond profit and to focus on the health and wellbeing of our residents, we are not immune to economic pressures. We will therefore pursue a balanced approach to our leisure and culture services, with a focus on driving maximum value from our spending and income generation opportunities, whilst still supporting and delivering initiatives that are less commercially viable to benefit our residents.

#### **Outcomes:**

- Income generated covering the costs of services we provide.
- The prioritisation of our resources in areas of most need and on initiatives and services that have the greatest impact.
- Increased use of external grant funding to support the delivery of Council services, as well as those provided by the voluntary and community sector.
- Increased commercial events and bookings using Council assets to help subsidise the delivery of non-commercial initiatives.
- Where appropriate, the introduction of new, innovative delivery models for services that save money and/or increase income.

## Commitments

In accordance with our corporate plan (Reigate & Banstead 2025), we recognise that in delivering services, it's not just about what we do, but also about how we do it.

In achieving our leisure and culture objectives, we commit to:

- **Clear and effective communication** – we will use our communications resources and assets to raise awareness of the leisure and cultural opportunities we provide, as well as those provided by our partners. Raising awareness of leisure and cultural opportunities will support the sector and help it to flourish.
- **Putting residents and other customers at the heart of what we do** – our services will only be viable and sustainable if they reflect resident and customer need. We will therefore ensure that the needs of our residents and customers are at the heart of our decision-making through ensuring that we consult and engage, as well as use robust data to inform our decisions. We will use our leisure and cultural services to promote and further equality, diversity and inclusion.
- **Environmental responsibility** – our leisure and cultural assets and services have a key role to play in achieving the Council's environmental sustainability objectives. When investing in facilities or designing services we will ensure that environmental considerations are at the forefront of decision-making and positively contribute to reducing the Council's impact on the environment.
- **Partnership working** – we cannot deliver our vision alone. We will continue to develop effective and supportive partnerships with local leisure and cultural groups, which will enhance leisure and cultural opportunities in the borough.
- **Responsible use of data** – we will use insight from data to design and deliver our services in the most efficient and effective way.
- **Financial efficiency** – being financially efficient is crucial to achieving sustainable and economically viable leisure and cultural services. We will ensure we maximise our income and the value for money from our expenditure. We will achieve savings in a balanced and proportionate way while maintaining the services that benefit our residents.

## Implementing our strategy

Our strategy defines our vision for leisure and culture in the borough, as well as what we are aiming to achieve in the delivery of our services. Whilst the strategy sets out these high-level aspirations, it will be underpinned by detailed implementation plans that together will show how we will deliver on our identified outcomes.

The implementation of the strategy is wider than the Leisure and Culture portfolio and will involve multiple service areas. The plans for its implementation may take several different forms. They may be stand alone or may form part of wider service delivery or business plans. Developed in consultation with relevant Executive members, implementation plans will identify actions, roles and responsibilities, delivery partners and funding mechanisms as appropriate as well as – where relevant – specific performance indicators.

We will report on our performance and progress annually.

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<b>To</b>	Overview and Scrutiny Committee
<b>Date</b>	Thursday, 16 March 2023
<b>Executive Member</b>	Cllr Richard Biggs

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

<b>Subject</b>	Community Infrastructure Levy - Strategic Infrastructure Programme Assessment Process
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<b>Recommendations</b>
<p><b>That Overview and Scrutiny Committee:</b></p> <ul style="list-style-type: none"> <li>(i) <b>Note the approach taken by officers in the assessment of funding bids for the Community Infrastructure Levy Strategic Infrastructure Programme 2023-2027; and</b></li> <li>(ii) <b>Makes any observations for Executive on 23rd March 2023 when the proposed funding allocations for Strategic Infrastructure Programme 2023-2027 is scheduled to be presented for agreement.</b></li> </ul>
<b>Reasons for Recommendations</b>
<p>The Committee is requested to consider the project appraisal criteria to ensure that the process undertaken is robust and provide any observations to the Executive to assist with their consideration of the proposed Strategic Infrastructure Programme 2023-2027.</p>
<b>Executive Summary</b>
<p>Monies raised from the Community Infrastructure Levy (CIL) is designed to support the delivery of new infrastructure. 80% of the funding raised in the borough must be used to support Strategic Infrastructure Programme (SIP) the rest is spent on Local projects (15%) and Administration (5%). Currently there is approximately £10 million of Community</p>

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Infrastructure Levy monies available to support the delivery of strategic infrastructure projects. This fund continues to grow at approximately £2 million per annum as a result of new development in the Borough. The first SIP ran from 2017 – 2022. SIP2 will run from 2023 to 2027.

In summer 2022 a lessons learnt exercise was undertaken into the first SIP and infrastructure providers were invited to submit bids for strategic CIL monies.

75 bids have been received and assessed using an updated assessment methodology agreed with legal, finance and planning officers. Overview and Scrutiny have requested to review the SIP bid assessment methodology to provide assurances to Executive

**Overview & Scrutiny Committee has authority to approve the recommendations.**

## Statutory Powers

1. Part 11 of Planning Act 2008 introduced the Community Infrastructure Levy to speed up the developer contributions process and support the delivery of infrastructure. In 2010 The Community Infrastructure Levy Regulations were introduced and have subsequently been amended eight times. Following independent examination, Reigate & Banstead became a CIL charging authority in 2016. Under the terms of the Act and Regulations 80% of the funding raised has to be spent on the provision, improvement, replacement, operation, or maintenance of public infrastructure needed to support development or growth. CIL can be used to provide new infrastructure or to repair or update existing infrastructure, to support development or growth.

## Background

2. The Council has been collecting the Community Infrastructure Levy (CIL) since 2016. There are three elements to the way CIL can be spent – 80% is spent on strategic infrastructure projects, 15% on local projects and 5% on the administration of CIL. Any administration monies not spent in a year are returned to the CIL strategic infrastructure programme funding pot. This money is ringfenced by the CIL regulations.
3. From 2020 an Annual Infrastructure Funding Statements (AIFS) has been published annually (previously CIL and S106 were reported as part of the Annual Monitoring Report). These reports detail the amount of funding raised from developers and where it has been spent. These reports can be found at: [https://www.reigate-banstead.gov.uk/info/20088/planning\\_policy/1102/plan\\_monitoring/9](https://www.reigate-banstead.gov.uk/info/20088/planning_policy/1102/plan_monitoring/9)
4. Aside from Salfords and Sidlow and Horley, where Local CIL is administered by the Parish and Town Councils, the prioritisation of projects to fund from Local CIL is undertaken following review by Members at four panels representing the remainder of the borough on a quarterly basis. Strategic CIL funding is allocated on the basis of the Strategic Infrastructure Plan, agreed by the Council's Executive every five years.
5. Strategic CIL projects for SIP2 were required to bid for at least £10,000, subject to available funding. According to the CIL regulations, CIL strategic funding has to be spent on infrastructure projects that will help support new development.

## Key Information

### Lessons Learnt Exercise from SIP1

6. The Strategic Infrastructure Programme 2017-2022 was the first occasion when there was a call for bids to be funded from CIL since the CIL was introduced to the Borough in 2016. Seven of the fifteen SIP(1) projects have subsequently been delivered in the SIP(1) funding period. Some projects were not delivered because of changes to the infrastructure providers' priorities or where match funding was not secured, or the project could not be delivered because of the restrictions of the Covid Pandemic. This has meant that the current Strategic CIL fund has approximately £10.4 million available to spend which is expected to rise to £18.2 million through to the end of 2027 as development projects are progressed.
7. To inform the SIP2 process, a lessons learnt exercise was undertaken on the 2017 bid assessment methodology (Contained in Annex 1). Of particular concern from the first SIP was the number of projects which were not delivered within the SIP period, in particular because the other funding required was not forthcoming. Consideration was therefore given to whether the bid assessment methodology could be updated to secure more SIP projects being delivered. The original assessment process had funding allocated to projects where delivery still had issues to address including organisational delivery priorities and resourcing. These matters were further accentuated by the effects of covid.
8. The original assessment process included weighting for match funding and value for money. Whilst these are important considerations in the assessment process, the updated bid assessment methodology has given more weight to project delivery certainty. One of the reasons for this is that at times of high inflation, it is more important that the CIL funding collected is quickly used or there is a risk that schemes will require additional funding to be delivered.
9. Consideration is given to the relative benefits for the Borough of a project with a large CIL request compared to the benefits of a number of smaller projects. The SIP(1) bid assessment criteria was amended for SIP(2) by agreement at Leaders and Group Leaders meetings in July 2022. An updated methodology was prepared in collaboration with Planning, Place, Finance and Legal. The agreed bid assessment approach is contained within Annex 2 of this report.

### Bid Process

10. Following an email to potential bidders, and publicity on the Council's intranet, Members weekly bulletin and on the Council's website, and pre-bidding meetings with infrastructure providers, a call for bids was undertaken over 8 weeks in August and September 2022 which was accompanied by guidance on how to complete and submit a bid. Support was made available to answer any bidder's questions on completing the bid.
11. In 2017, 37 bids were received, and 15 projects approved for funding. In 2022 75 bids were received ranging in value from £10,000 to £4.9 million. This included Parish, Town, Borough Council and County Council bids.
12. In terms of geographic distribution of the bids Fig 1 below highlights the locations with most being around Redhill and Horley where most development has been taking place.

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**Figure 1 Bids received by area**

<b>Geographic Area</b>	<b>Number of bids received (and as a % of all bids received)</b>
Borough-wide (multiple locations)	10 (13.3 %)
Banstead	2 (2.7%)
Burgh Heath	1 (1.3%)
Chipstead	1 (1.3%)
Earlswood	8 (10.7%)
Horley	14 (18.7%)
Merstham	3 (4%)
Merstham / Redhill	3 (4%)
Redhill	16 (21.3%)
Redhill / Reigate	1 (1.3%)
Reigate	9 (12%)
Salfords & Sidlow	3 (4%)
Tadworth	2 (2.7%)
Walton-on-the-Hill	1 (1.3%)
Smallfield, Tandridge (outside of borough)	1 (1.3%)
<b>Total</b>	<b>75 (100%)</b>

13. The assessment methodology has subsequently been applied and a list of projects recommended for funding is being reported to the 23 March Executive Committee for its approval. An overview of the draft results of the assessment is provided below in Figure 2 demonstrating how the approach has enabled a good proportion of projects to be funded, when considering the oversubscription of submitted projects compared to funds available.

**Figure 2 Bid Assessment Process**



14. In terms of the infrastructure types the bids related to, Figure 3 contains a list of the key infrastructure types of each project bid proposals.

**Figure 3 Bids received by types of Infrastructure**

Type of Infrastructure (where the project involves more than one type of infrastructure, the <u>key</u> type of infrastructure)	Number of bids received (and as a % of all bids received)
Active transport - pedestrian and cyclist infrastructure	4 (5.3%)
Biodiversity and tree planting	1 (1.3%) withdrawn by bidder
Cemeteries and crematoria	0
Community and cultural facilities	15 (20%)
Digital infrastructure	2 (2.7%)
Education facilities	9 (12%)
Electric car charging facilities	1 (1.3%)
Emergency Services	0
Flood risk reduction schemes	3 (4%)
Healthcare	6 (8.4%)
Highways - Strategic road network	2 (2.7%)
Highways - Local road network	0 Listed as an infrastructure type for 7 project bids, although not as the key infrastructure type

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Leisure centres	2 (2.7%)
Off-street parking including public car parks	1 (1.3%)
Open space sports and recreation including pavilions	15 (20%)
Open space, green infrastructure and allotments	1 (1.3%)
Public realm improvements	3 (4%)
Public transport	3 (4%)
Security and anti-crime infrastructure	1 (1.3%)
Sustainability and Climate change	5 (6.7%)
Waste and recycling collection and management facilities	1 (1.3%)
<b>Total</b>	<b>75 (100%)</b>

15. Given the assessment of projects has been undertaken in accordance with a criteria based scoring system, it is not appropriate to consider the detail of each project individually, hence the focus of this report is on the assessment process. However in terms of projects being proposed for funding Figure 4 provides a summary breakdown.

**Figure 4 Bid outcomes summary**

<b>RBBC bids to fund</b>	<b>RBBC bids NOT to fund</b>	<b>SCC bids to fund</b>	<b>SCC bids NOT to fund</b>	<b>Other organisations bids to fund</b>	<b>Other organisations bids NOT to fund</b>
£7,524,652	£1,015,500	£4,984,000	£9,295,339	£3,,836,409	£25,346,358
Total CIL funding (£) that RBBC bid for = £8,514,501		Total CIL funding (£) that SCC bid for = £14,279,339		Total CIL funding (£) that other organisations bid for = £29,131,439	

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<p><b>20 of the 24 bids</b> submitted by RBBC are to be included in SIP(2)  <i>(This includes the joint RBBC/SCC bid 22 for Horley subway, and two "either / or" option bids for refurbishment of the borough's tennis courts)</i></p> <p>Which is <b>83% of RBBC's bids</b> and <b>88% of the funding bid for by RBBC</b></p>	<p><b>13 of the 15 bids</b> submitted by SCC are to be included in SIP(2)  <i>(plus also the joint RBBC / SCC bid)</i></p> <p>Which is <b>87% of SCC's bids</b> and <b>35% of the funding bid for by SCC</b></p>	<p><b>18 of the 36 bids</b> submitted by "other organisations" (including S&amp;S Parish Council's 1 bid; and 3.5 of the four Horley TC bids)</p> <p>Which is <b>50% of "other organisations" bids</b> and <b>13% of the funding bid for by "other organisations"</b></p>
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### Next Steps

16. The Overview and Scrutiny Committee is being asked to consider the methodology, the process and framework for the decisions and provide any observations on the approach being used in the SIP2 Bid assessment process.

### Legal Implications

17. The submission and assessment process has followed the requirements of the Community Infrastructure Levy Regulations 2010 as amended and there are no legal implications.

### Financial Implications

18. The assessment criteria have been devised so as to be fair and equal to all bidders. The allocation of funding will be to the betterment of successful bidders but without detriment to unsuccessful bidders.

### Equalities Implications

19. The SIP funding bid assessment process is designed to support development of the area, including planned development in the Local Plan Core Strategy 2012 and Development Management Plan 2019.

### Communication Implications

20. The Council's Communications Team has been involved since the project commenced in July 2022, with spreading the message about the opportunity to bid for strategic CIL funding to RBBC's officers and councillors through the Council's intranet (the Knowledge), and the weekly Members Bulletins (ReMember), as well as directly to external infrastructure providers and organisations through our website and initial emails sent in in July 2022.
21. All bidders will be advised of the outcome by email following the Executive meeting. Following this, wider communications will be considered in light of the pre-election period.

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22. Allocation and spending of strategic CIL funding, as well as other developer contributions, is publicised each year through the statutory publication of the Council's Annual Infrastructure Funding Statement on its website. You can access the AIFS using this link along with wider promotion via the Council's communications channels including a media release, website, Borough e-news and social media.
23. CIL award news, when officially published, generates significant engagement and reaction from residents on social media.

## **Environmental Sustainability Implications**

24. The SIP funding bid assessment process is designed to support development of the borough, both planned development in the Local Plan Core Strategy 2012 and Development Management Plan 2019 and any windfall development. The bids were also assessed in relation to their contribution to the Council's Environmental Sustainability Strategy and Action Plan 2020, amongst other Council strategies. Several the proposed SIP projects would contribute directly to both borough carbon reduction targets, with others delivering other environmental sustainability and climate adaptation benefits.

## **Risk Management Considerations**

25. There are two identified risks to consider. The first is the risk of complaint from a bidder whose scheme was not awarded funding. This has been addressed by transparent assessment and decision making process and communicating reasoning to unsuccessful applicants.
26. The second risk is associated with reputational harm where a scheme with SIP2 allocated funding is delayed or not delivered. This will be managed by regular engagement with successful bidders.

## **Other Implications**

27. 31. Staffing/Human Resources

The transfer of funding will be recorded using the CIL administration budget. The Council projects that will benefit from SIP2 may have some resource issues, but it is anticipated that these will be covered by existing budgets.

## **Consultation**

28. No public consultation is required for the SIP bid assessment methodology but the presentation of this report to Overview and Scrutiny ensures that the process is open.

## **Policy Framework**

29. A number of key objectives set out in the corporate plan and the local plan have informed the assessment and selection of bids. These include supporting our communities, improving leisure and wellbeing, supporting our town centres and



economic prosperity, and reducing our environmental impacts. Policy INF1 Infrastructure in the Development Management Plan sets the local planning context.

## Background Papers

1. Corporate Plan 2025 - [https://www.reigate-banstead.gov.uk/info/20205/plans and policies/280/reigate and banstead 2025](https://www.reigate-banstead.gov.uk/info/20205/plans_and_policies/280/reigate_and_banstead_2025)
2. [Local Plan Core Strategy 2012-2027 Reviewed 2019](#)
3. [Development Management Plan 2019](#)
4. [Community Infrastructure Levy Charging Schedule 2016](#)
5. [Spending Community Infrastructure Levy Funds](#)
6. [Planning Act 2008](#)
7. [Community Infrastructure Levy Regulations 2010 \(As amended\)](#)

## Annexes

1. Strategic Infrastructure Programme 1 Lessons Learnt
2. Strategic Infrastructure Programme 2 Assessment Criteria

## ANNEX 1

### SIP(2) Assessment Criteria - Lessons learnt from SIP(1) Assessment Criteria

The assessment criteria for SIP(2) are broadly the same assessment criteria as were agreed in Oct 2016 for the first SIP, although with the percentage weighting removed (to give more equal weight to value for money / match funding, supporting development, benefit to the borough, and deliverability, for reasons set out below).

**Table 2** below, is the SIP(1) Appraisal Criteria used for evaluating bids, along with the following narrative, agreed in October 2016 :

*“The Appraisal Criteria emphasises supporting areas experiencing significant development / growth (30 per cent) but also those projects which offer wider community benefits (20 per cent).*

*Consideration of value for money (20 per cent) will include the reasonableness of total project costs and the necessity for CIL funding (as opposed to other funding streams).*

*The inclusion of a match funding criteria (20 per cent) recognises the role of CIL as gap funding, and will maximise the benefit that CIL can achieve for the borough.”*

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**Table 2 – Project Appraisal Criteria for SIP(1) 2017-2022 (agreed by SPAG)**

*Projects scored (1-5) against each of the criteria, with scores weighted as stated.*

*The rationale for the weighting is as follows:*

<b>Project appraisal criteria</b>	<b>Weighting</b>
<p><b>Supporting growth:</b> Assessment of the extent to which the project would support growth and/or development in the borough taking account of:</p> <ul style="list-style-type: none"> <li>- how the project relates to areas of significant growth/regeneration</li> <li>- whether the project would enable or unlock specific key development sites or growth opportunities</li> <li>- the fit of the project with specific policies or objectives in the Local Plan</li> <li>- the fit with existing infrastructure needs identified within the Council's Infrastructure Delivery Plan or other infrastructure planning documents</li> </ul>	30%
<p><b>Benefit to our residents and businesses:</b> Assessment of the overall benefit of the project to communities of the borough taking account of:</p> <ul style="list-style-type: none"> <li>- the likely scale/significance of benefit (e.g. borough-wide or specific groups)</li> <li>- fit with priorities in the Council's Five Year Plan</li> <li>- evidence of public or business support for the project</li> </ul>	20%
<p><b>Match funding:</b> Assessment of</p> <ul style="list-style-type: none"> <li>- the extent to which other funding would be secured/leveraged in alongside CIL funding</li> <li>- the proportional contribution of CIL to total project costs</li> </ul>	20%
<p><b>Value for money:</b> Consideration of</p> <ul style="list-style-type: none"> <li>- project costs compared to benchmark costs</li> <li>- the costs of the project (in particular the amount of CIL funding sought) against potential benefits and outcomes for the borough.</li> <li>- alternative funding sources available and the need for CIL funding</li> <li>- the added value which CIL could bring to the scheme</li> </ul>	20%
<p><b>Deliverability:</b> Assessment of the feasibility of the scheme and likelihood of timely delivery taking account of:</p> <ul style="list-style-type: none"> <li>- stage of project development</li> <li>- identified risks to project delivery</li> <li>- status of funding</li> <li>- the plan for sustaining the benefit /operation of the project in to the long-term</li> </ul>	10%

In drawing up the assessment criteria in late 2016 for the Council's first SIP, it was considered that "*whilst deliverability is important, the lesser emphasis on deliverability at the bidding stage (10 per cent) reflects the fact that further evidence to demonstrate deliverability will be sought from providers before money is released for a particular project.*"

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Based on experience from the first SIP (including project delivery), and likely information available, the weighting of assessment criteria has been re-balanced to change its emphasis from “match funding” and “the extent to which other funding would be secured by allocation of CIL funding” and “the proportional contribution of CIL to total project costs”, towards greater emphasis on the project’s “deliverability” and “supporting the borough’s development” and the benefits to the borough through support of the Council’s priorities (through its Corporate Plan and accompanying Strategies).

One of the main issues that has been re-considered is the weighting given in assessment of third party match funding and value for money criteria, given lessons learnt from the first SIP.

The first SIP projects which were scored high for “value for money” and “match funding” relied on other (sometimes 3<sup>rd</sup> party) funding sources to be delivered, some of which has not been forthcoming and so the project has not been able to be delivered. The 40 per cent weighting which was given to each project bid for “match funding” and “value for money” (20 per cent each) in the first SIP assessment round weighs disproportionately against “deliverability” (given maximum of 10 per cent weighting). This is particularly important at a time when public funding is under great pressure relative to need.

In hindsight, particularly given the need for certainty of funding streams for the project delivery organisation and of infrastructure being provided to support develop for RBBC, it is considered ineffective to allocate strategic CIL funds to a project that brings with it lots of match funding (so scored high on “Value for Money”) if that match funding is not forthcoming in the SIP 5-year period (match funding and value for money was weighted 40 per cent in the first SIP).

On reflection, the emphasis in SIP(1) on “match funding” and some of the assessment criteria for “Value for Money” versus “Deliverability” played a part in resulting in less than half of the SIP(1) projects (6 of the 15) being delivered within the SIP timeframe 2017-22, mostly because of lack of the required match funding (with a few due to changes in the bidding organisations priorities). Particularly in the current economic climate, giving greater weighting to “match funding” and “value for money” (namely the assessment criteria of “project costs compared to benchmark costs”, and “alternative funding sources available and the need for CIL”) is no longer considered a suitable assessment criteria weighting.

For SIP2, evidence of the project delivery progress and dates will be required to be submitted by successful bidders by way of quarterly project delivery updates. A Spending Agreement will only be entered into, and CIL funding released at an appropriate time in the project’s delivery, and subject to sufficient strategic CIL funding being available.

There is a need to balance certainty of delivery against flexibility of the SIP, if annual review of the SIP shows that a project on the SIP cannot be delivered to anticipated timescales. Annual reviews of the SIP will include the potential to “re-allocate” funding from projects

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whose delivery timescales change to after the current SIP period, to re-allocate to other projects that were shortlisted.

In interest of value for money, it is desirable to spend the strategic CIL funding collected but unspent and unallocated at the end of the first SIP period of 2022, which is **£9,406,388.14**. At a time of considerable inflation of construction materials and labour costs, it is suitable to allocate this funding to projects which could be delivered in the earlier years of SIP2. Further strategic CIL funding collected from developments from 2022 predicted at **approximately £2 million per annum** (planned and “windfall” developments, based on the Planning Policy Team’s monitoring) would be used to fund delivery of SIP project bids in the later years of the SIP.

In order to address these issues, the Assessment Criteria will be re-balanced, with greater importance attached to deliverability and committed funding than they were in SIP1. Bids received for the second SIP (SIP(2)) funding period will be assessed by CIL Team officers based on the agreed Assessment Criteria (set out in **Table 1**).

The 2017 SIP also factored in qualitative considerations:

1. Could the project provide a ‘quick win’ in terms of deliverability, the amount of CIL requested and potential impact?
2. Conversely, if a project’s CIL ‘ask’ is a large proportion of the total anticipated funding available, how does the potential impact of the project compare to the potential cumulative impact of other smaller projects?
3. Does a project complement (or could it be combined with) another proposal?  
NOTE: the CIL Portfolio Holder has requested, on the basis of experience of the first SIP, that project bids are NOT combined in the second SIP, i.e. SIP(2).
4. Would other funding sources be available to support a project, in the absence of CIL?
5. Is a project’s CIL request too large for the amount of funding available?  
If so, would an allocation up to the ‘ask’ prevent support being allocated to other good projects, which require less CIL support?
6. Does a project require feasibility work that could be funded from a non-CIL source?  
NOTE: it has since been clarified that CIL ought not to be used to fund initial feasibility of infrastructure projects, as if found not to be feasible, no infrastructure will have been provided for the CIL spent.

A similar qualitative commentary will be made for each SIP(2) bid where relevant, and presented for consideration and finalising of SIP(2). This will help to provide a qualitative overview of the relative benefits of each project bid.

As a result of lessons learnt from the Council’s first SIP, project bids to be included in the Councils’ SIP 2023-28 will not be grouped, but each will be assessed and scored separately on their own merits, even when submitted by the same infrastructure provider or on the same site

### **Reigate & Banstead Borough Council's second Community Infrastructure Levy (CIL) Strategic Infrastructure Programme (SIP2) 2023 to 2027**

#### **Screening Qualification Criteria and Assessment Criteria for Project Applications for funding allocation in SIP(2)**

##### **Introduction**

National legislation and guidance concerning CIL spending is very board-brush, giving CIL “charging authorities”, such as RBBC, considerable freedom to decide how to spend the “strategic” portion (at least 80% of the total CIL collected across the borough) of the CIL receipts that it collects.

CIL Regulations specify that charging authorities must apply the strategic CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. The strategic CIL can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure if needed to support development. We can also use the “strategic” CIL portion collected to fund infrastructure located outside of the borough, where to do so would support the borough’s development. Infrastructure is defined in the CIL Regulations as the “relevant infrastructure” types or projects listed on the Council’s “infrastructure list” in its “annual infrastructure funding statement” (*see list at the end of this report*).

This flexibility gives us the opportunity to choose what infrastructure we need to support both planned (in our Local Development Plan) and other “windfall” development across the borough.

As required, we publish a report annually on our website of CIL income received, allocated and spent, in our annual infrastructure funding statement. Whilst we have considerable flexibility in spending the “strategic” CIL portion, the process we use to decide how to allocate our CIL funding should be transparent to infrastructure providers who might benefit from the CIL, to developers who pay the CIL, and to the borough’s communities.

##### **Process**

Decision-making criteria will enable Council’s Principal Policy Development Officer and the Community Infrastructure Levy Officer to “screen” and to provide a quantitative and qualitative assessment of project bids for strategic CIL funding.

This will ensure that the evaluation of proposals is robust, consistent and transparent, which is particularly important given the interest in SIP(2) at a time of considerable inflation of pressure on public funding. This quantitative scoring will be considered alongside qualitative

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commentary in drawing up the SIP.

## The Project Bid Evaluation Process will consist of the following 3 stages:

### **Stage 1 – Checking and inputting information**

Once all bids have been read, and **the information provided** input into a single **screening & assessment spreadsheet**. If needed, telephone discussions will be held with project bidders to obtain clarification on any parts of the bids, including requesting any further evidence documentation needed to fully assess the bid.

**Stage 2 - Screening** of project proposals using Qualification Criteria (section 3 of the bidding form) to determine whether submitted projects are eligible for consideration under SIP(2).

**Stage 3** - For bids meeting the Qualification Criteria, a full **Assessment** will be undertaken using “project assessment criteria” to ensure consistency and transparency.

The 2 officers assessing the bids will present the draft Assessment Scoring for each project along with any commentary for each bid assessed, to the Head of Planning and the Policy Manager with responsibility for CIL for any feedback before the Council’s second SIP (SIP(2) is drawn up.

NOTE: These 4 officers involved in the assessment of project bids all have responsibility for CIL and are not involved in any project bid submissions from other RBBC Services.

The Council’s second SIP (SIP(2) will then be recommended to the Executive for its agreement.

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### **Stage 2 - Screening for meeting Qualification Criteria**

Officers will determine whether submitted projects are eligible for CIL funding from strategic CIL, that is, that they meet statutory requirement for funding infrastructure, as well as the Council’s stated requirements from the Application Form for considering bids for strategic CIL funding.

Each SIP bid will be screened to ensure all parts of the application form have been completed, and for compliance with **Qualification Criteria (Section 3 of the SIP(2) bidding form)**

**The following 4 criteria will be used to screen project bids:**

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- i) That the project would involve the provision, improvement, replacement, operation or maintenance of a type (or types) of infrastructure<sup>i</sup> on the Council's Infrastructure List in its annual infrastructure funding statement (IFS)
- ii) That evidence has been provided that the project would support the development of the borough of Reigate & Banstead.
- iii) That the evidence provided confirms that the project can be delivered within the five year period 2023-27
- iv) That the project bid is for at least £10,000 of CIL funding (as lower value projects *needing less CIL funding are potentially more suitable for Local CIL funding*)

Project bids not meeting these Qualification Criteria and requirements will not be considered further.

All bidders will be advised of the outcome of their bids before the SIP2 is made public on the Council's committee webpages.

Additionally, (from the SIP2 Application webpage) -

Religious organisations and groups can apply if the infrastructure to be provided or improved is open to all and the project clearly benefits the wider community.

The CIL should not be used to promote more followers to any religion.

and

Any funding bids made by schools should not be to support the core curriculum or anything concerned with meeting their statutory duties.

## Stage 3 – Project Assessment of Qualifying bids

### Project Assessment Criteria for SIP(2) 2023-2027

The criteria set out in **Table 1** below will be used as the Project Assessment criteria for SIP(2).

Projects will be scored (1-5) against each of the criteria, using specific questions from the Funding Application Form, as well as considering the response to all questions on the Form as a whole, along with any supporting documents submitted.

**Table 1 - Project Assessment Criteria for SIP(2) 2023-2027**

	Project Assessment Criteria SIP(2) 2023 - 2027	Score 0 - 5
1. Supporting development in the borough		Score out of 20 =

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Assessment of the extent to which the project bid would support development in the borough taking account of:		
a	Relationship of the project bid to regeneration areas and other priority areas for development (Borough's Local Plan Core Strategy 2014 Policy CS6 "Allocation of land for development" <sup>ii</sup> )	
b	Degree to which the project bid would support specific allocated development sites	
c	Degree to which the project bid would support the infrastructure needs identified in the Council's Infrastructure Delivery Strategy (DMP Annex 6)	
d	How well would the project bid fit with specific Local Plan policies ( <i>list policies</i> )?	
<b>2. Benefit to borough; its environment, economy and communities</b> Assessment of the overall benefit of the project to communities of the borough taking account of:		<b>Score out of 20 =</b>
a	The likely scale and significance of benefit (including borough-wide, and specific geographic areas / communities, and / or groups of people)	
b	Supporting the priorities and objectives in the Council's Five Year Plan 2020-25 ( <i>consider flexibly for projects to be delivered 2026 &amp; 2027</i> )	
c	Supporting other R&B Borough Council Strategies (such as its "Playing Pitch and Outdoor Sports Facilities Study "Stage D" Report 2022"; "Environmental Sustainability Strategy 2020"; "Green infrastructure Strategy 2017"; "Economic Development Framework 2021-26"); and "R&B Local Cycling and Walking Infrastructure Plan 2022"	
d	Evidence of community, public and / or business support for the project bid	
<b>3. Deliverability</b>		<b>Score out</b>



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Assessment of the feasibility of the scheme and likelihood of timely delivery taking account of:		of 20 =
a	Stage of project development within the organisation - including feasibility and obtaining any internal authorisation needed	
b	If other landowner consents; legal and other consents; planning permissions, and / or public consultations are needed, have these been obtained, sought, neither.	
c	<p>Stage in obtaining any match funding needed -</p> <ul style="list-style-type: none"> <li>- <i>Project bid already has the other funding it needs, or it does not need other funding sources = Score 5</i></li> <li>- <i>Project bid has other funding sources needed formally committed = Score 4</i></li> <li>- <i>Evidence of other funding sources needed having been applied for = Score 2</i></li> <li>- <i>Stated intention to bid for or apply for other funding needed = Score 1</i></li> <li>- <i>No information provided on any bids made for other funding needed nor sources of other funding needed = 0</i></li> </ul>	
d	Plans for project management and monitoring and for sustaining the operation of the project and its benefits in the medium term, including maintenance needs	
<b>4. Value for Money and Match Funding</b> Assessment of the “value for money” and the other public and private funding “match funding” that the CIL could lever in for the project “adding value” to the CIL spending, taking account of:		<b>Score out of 15 =</b>
A	<p>Percentage of the project cost sought from CIL funding (specify both maximum and minimum if a range of funding sort.. and take mid-point %)</p> <p><i>Lower percentage of CIL funding needed scoring</i></p>	

# Agenda Item 5

	<p><i>higher, representing greater value for money from match funding</i></p> <p><i>100% - Score 0</i></p> <p><i>80 – 99% = Score 1</i></p> <p><i>61 – 80% - Score 2</i></p> <p><i>41 – 60% = Score 3</i></p> <p><i>21 – 40% = Score 4</i></p> <p><i>1-20% = Score 5</i></p>	
b	<p>Need for CIL funding – Does the project need CIL funding to be delivered?</p> <p>Yes (5) / No ... and if “No” .. then the “<u>Added Value / Additional Benefit</u>” to the project which CIL would bring to the scheme in <u>scope / quality / timing</u> ..</p> <p>.. score 4, 3, 2, 1, or 0 (if no evidenced benefits from CIL)</p>	
c	<p>The amount of CIL funding sought against likely benefits and outcomes for the borough’s environment, economy and / or communities</p>	
<p><b>TOTAL SCORE</b> Out of 75 =</p>		<b>X</b>

## Scoring narrative

**5 – Excellent** Satisfies the requirement and demonstrates exceptional evidence. Evidence provided identifies factors that will offer potential added value.

**4 – Good** Satisfies the requirement with minor additional benefits. Above average evidence demonstrated by the bidder.

**3 – Acceptable** Satisfies the requirement. Bidder demonstrated evidence.

**2 - Minor Reservations** Some minor reservations of the bidder’s submitted evidence, with limited evidence to support the response.

**1 – Major Reservations / Non-compliant** Major reservations of the bidder’s evidence, with little or no evidence to support the response.

**0 - Unacceptable/Non-compliant** Does not meet the requirement. Does not comply and / or insufficient information provided, with little or no evidence to support the response.

In addition to the scoring of bids, qualitative commentary will also be provided for each project bid where relevant and presented to the head of Planning and Planning Policy Manager for consideration and finalising of SIP(2). Provision of commentary will help to provide a qualitative overview of the relative benefits of each project bid.

## **Additional Qualitative considerations provided as commentary :**

1. Would the project provide a 'quick win' in terms of deliverability taking account of strategic CIL already collected, the amount of CIL requested, and potential impact of the project?
2. Is the project's CIL request too large for the amount of funding available and the anticipated delivery the year CIL would be required?
3. If the project bid is for a large amount of the total anticipated funding available in the 5-year SIP period, how does the potential impact of the project compare to the potential cumulative impact of many other smaller projects, and would allocation of the required amount of CIL prevent support being allocated to other high-scoring projects, which require less CIL funding?

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i

Highways and transport - Strategic road network  
Highways - Local road network  
Public transport  
Active transport - Pedestrian and cyclist infrastructure  
Off-street parking including public car parks  
Electric car charging facilities  
Education facilities  
Healthcare  
Emergency Services  
Community and cultural facilities  
Digital infrastructure  
Security and anti-crime infrastructure  
Public realm improvements  
Leisure centres  
Open space sports and recreation including pavilions  
Open space, green infrastructure and allotments  
Biodiversity and tree planting  
Cemeteries and crematoria  
Sustainability and Climate change  
Flood risk reduction schemes  
Waste and recycling collection and management facilities  
More than one: list which infrastructure types

ii

Sustainable locations in the urban area that are:

- The key urban development areas and regeneration areas of: - **Scores 5**
  - Redhill town centre
  - Horley town centre
  - Horley North East and North West sectors
  - Preston regeneration area

# Agenda Item 5

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- Merstham regeneration area
- Other regeneration areas as identified by the Council and its partners
- The built up areas of Redhill, Reigate, Horley and Banstead (including Reigate & Banstead Town centres) - **Scores 4**
- Other sites in the urban area and sustainable urban extension sites allocated in the Development Management Plan (DMP). - **Scores 3**
- Anywhere else in the borough – **Scores 1**
- Outside the borough – **Scores 0**

# Place Portfolio Presentations

## Overview and Scrutiny Committee

16 March 2023

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# Economic Prosperity Portfolio Update

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Agenda Item 6

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



Helping  
businesses start,  
develop and grow

## Our Objectives

*“To drive the continued economic prosperity of the borough, facilitate improved business infrastructure, and confirm the borough’s reputation as a great place to do business.”*

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

### Reigate & Banstead 2025, Corporate Plan





# Business Support

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

- 51 Business Support Grants - c£51k allocated (2022/3). £500k milestone reached in 2022 with more than 500 businesses benefiting from the BSG programme since it was launched
- Entrepreneur Academy 2022/3 - 18 enrolled on the programme.
- 10 Learning Lunches and business networking activities delivered including a joint event with Surrey Hills Enterprises

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



**Entrepreneur Academy**

**CLASS OF  
2022**



# Skills & Employment

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

- Reigate & Banstead Works - revamped site with new content, careers and self-employment blogs.
- Start Reigate & Banstead - almost 1,700 new students signed up in September through their local school or sixth form college.
- East Surrey Youth Hub - supported 300 young people over 2 years helping 175 customers to gain employment.
- Worked with the new Light development in Redhill to promote local work placement and employment opportunities.

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# Town Centres

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

- Commissioned 4 new town centre promotional videos with Welcome Back funding plus associated #ShopLocal campaign
- Town Centre Visitor Analysis platform funded through Welcome Back is providing valuable data for us and Business Guilds on how visitors use our towns and the impact of town centre events.

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We manage the Redhill market contract and are supporting a new quarterly Vegan Market in the town

- New waste and recycling bins identified as a need during the Town Improvement Fund (TIF) audit were installed in Redhill town centre.



# Communications

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

- Economic Prosperity social media accounts and LinkedIn Business Group – a total of 2,014 followers across the @RBBCbusiness channels (Instagram & Twitter) and LinkedIn Business Group.
- 67 Regular #SupportLocalBusiness campaigns on social media
- Monthly Business e-Bulletin. Circulated to c2,500 subscribers per month with a high (40%) open rate.
- Produced a suite of local business case studies celebrating growth and success
- Reigate & Banstead Business Awards 2022 - raised £2,400 for Age Concern Banstead and YMCA East Surrey
- Launched a new video outlining the importance of understanding, recognising and tackling unconscious bias in your business.



# Communications continued ...



# Partnership Working

**Priority: Working with colleagues and partners across the wider economic area to make the borough a more attractive location for residents and visitors to live, work and spend time; and to secure investment, promote the borough, deliver business floorspace and business infrastructure**

- Leading the Shared East Surrey Economic Development project
- Managing the UK Shared Prosperity Fund Investment plan for the borough
- Board membership of Gatwick Diamond Business and Orbital South Colleges
- Supporting the four Town Centre Management Groups
- Working with Surrey Hills Enterprises



# Proud to make a difference

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“Your team has changed my life from the day I started the Entrepreneur Academy! The best council ever!”

“The team at Reigate & Banstead Council are so incredibly supportive. The confidence this instils is incredible!”

“The council introduced me to other local businesses in my field and encouraged collaboration and the sharing of knowledge and contacts. It was a very positive experience.”

Agenda Item 6

# Priorities for 2023/4

- Leading on the shared East Surrey Economic Development project delivery plan
- Overseeing the delivery of the UKSPF Investment Plan (Year 2)
- Completing the re-tendering of the Redhill market contract
- Exploring what more we can do to improve our town centres (e.g. with our revenue reserves and the CIL process) and how we can further use our Visitor Analysis Project data
- Growing our programme of events and networking with a view to targeting key sections of the business community
- Continuing to develop the RB-Works employment and skills website
- Growing our communications & social media capabilities



# Planning Policy, Transport, CIL and Building Control

Agenda Item 6

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- **Playing Pitch Study**
  - Playing Pitch Study - Undertaken following extensive consultation with sports bodies, organisations and local clubs
  - Includes outdoor playing pitch facilities as well as indoor sports
  - Identifies what future need for new facilities is
  - Evidence base for which to formulate new policies in Local Plan or Leisure & Cultural Strategy and inform planning decisions
- **Surrey Hills AONB Review**
  - Natural England is consulting on review of the Surrey Hills Area of Outstanding Natural Beauty
  - Have worked with Surrey Hills AONB Board to provide evidence in support of the review



- **A23 Design Code**
  - Pilot developed following successful grant funding from DHLUC
  - Design Codes being pushed by Government so opportunity for trial with assistance from and feedback to DHLUC
  - Complements SCC's own Healthy Streets Design Code
  - Focuses on Redhill to Horley A23 corridor
- **Digital Twin**
  - Second aspect of Design Code work involved creation of a digital twin
  - 3D model of the corridor enabling potential new developments to be mapped to appreciate their impact



REIGATE & BANSTEAD BOROUGH COUNCIL

### A23 GREAT STREET

DESIGN CODE (DRAFT)

MARCH 2023

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



# Community Infrastructure Levy CIL

- £12 million has now been secured from development since 2016
- Infrastructure Funding Statement published
- £809k spent on infrastructure projects in 2022
- Range of Local CIL infrastructure provided
- New Strategic Infrastructure Programme (SIP) prepared

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Table 1: Community Infrastructure Levy (CIL) collected since 1 April 2016

Year (1 April – 31 March)	Amount of CIL funding collected
2016 to 17	£ 187,561.37
2017 to 18	£ 965,418.45
2018 to 19	£ 2,230,662.70
2019 to 20	£ 3,466,176.19
2020 to 21	£ 2,068,955.98
2021 to 22 (The reported year)	<b>£ 2,993,352.93</b>
<b>Total CIL collected 1 April 2016 – 31 March 2021</b>	<b>£ 11,912,127.62</b>

Figure 13: CW45 – BMX pump track and shelter at Sandcross Lane Skate Park, Woodhatch.



Figure 11: NW11 – Replacement of two wooden bus shelters on Banstead High Street.



Figure 2: NE55 - "Lest We Forget" memorial bench at Merstham War Memorial





# Transport

## ➤ LCWIP

- Local Cycling and Walking Infrastructure Plan completed with SCC and Atkins.
- Identifies a number of routes to be delivered over the next 10 years
- Developed in accordance with the latest Department for Transport guidance and in collaboration with local communities, special interest groups
- Will be used to inform infrastructure plans and support future funding bids to government and other sources DfT funding opportunities



Agenda Item 6

SURREY COUNTY COUNCIL AND REIGATE & BANSTEAD BOROUGH COUNCIL

## Reigate and Banstead Local Cycling and Walking Infrastructure Plan

30 June 2022



# Transport

- Gatwick Northern Runway DCO
- Have been involved in a number of technical working groups to assess plans by Gatwick Airport for their Northern Runway Project
- DCO process will intensify over 2023 with submission to the Planning Inspectorate in Spring and a range of impact reports, S106 and Statement of Common Ground to be prepared thereafter together with attendance at examination hearings.
- RBBC position has been to challenge assumptions and minimise negative impacts to benefit of the Borough and local communities



# Local Plan 2027

- New Local Plan commenced with adoption of Local Development Scheme in October 2022
- Local Plan launch event held in January 2023 to inform Residents, developers and other stakeholders
- Procurement of assessments commenced to start compiling evidence base

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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

Agenda Item 6

# Southern Building Control Partnership

- Active role as Board and Management Team representatives to oversee performance and budgetary matters
- Have undertaken a review of the Inter Authority Agreement and prepared a new business plan following 5 years since inception
- Significant cost savings and increased income generation has seen dramatic economic improvement since start of Partnership
- 2021/22 saw first positive financial return from the Partnership. Challenging outlook for sector with increased regulatory burdens from Grenfell and Building Safety Review





# What's next

- NPPF amendments – await changes following recent consultation plus any other planning changes via Levelling Up and Regeneration Act
- Local Plan – gathering evidence and identifying issues and options for consultation
- Gatwick DCO Submission and Examination
- Implementation of new CIL SIP
- Biodiversity Net Gain – Implement guidance and processes to respond to BNG requirements coming in force from November 2023





# Place Delivery

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March 2023

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BOROUGH COUNCIL  
Banstead | Horley | Redhill | Reigate

Agenda Item 6

# Place Delivery

## Focus of service

- Place Delivery works with internal and external partners to deliver the Council's corporate priority place shaping projects and programmes, with a focus on four key areas:
  - **Development projects** including housing and mixed use schemes
  - **Estate based regeneration** in key areas of need within our Borough
  - **Town Centre regeneration** with a focus in Redhill and Horley
  - **New neighbourhoods** and infrastructure improvements in Horley
- The Service has made substantial progress this year in delivering a range of capital projects and programmes to meet key corporate priorities in our Five Year Plan

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### AFFORDABLE HOMES

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

### TOWN CENTRES

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

### SHAPING OUR PLACES

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

### CLEAN & GREEN

Invest in parks, recreational facilities and countryside in Council ownership, promote biodiversity and encourage greater use of our green spaces...through the provision of new facilities, activities and events

# Development Projects

## Progress this year



### The Rise (Marketfield Way)

- Construction of the development has neared completion
- The Council has let additional space to The Light and to Loungers
- The Council has taken partial possession of some of the commercial space including the cinema/leisure unit and units 1 and 4
- Access was granted to Tesco in February, who have now completed their fit out and opened their store
- Access was granted to Loungers in January who have commenced their fit out and are due to open on 14<sup>th</sup> March
- Access was granted to The Light who have commenced their fit out with a planned opening in June
- Leases with a further two tenants have been advanced and are nearing completion
- All pre occupation planning conditions have been discharged
- Good progress has been made with commercial tenants in creating opportunities for local employment

# Development Projects

## Progress this year



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## Wheatley Court (Cromwell Rd)

- Following practical completion in February 2022 the Council made the decision to retain Wheatley Court and let it entirely as affordable housing
- Mount Green Housing Association was appointed as the Council's Managing Agent
- A Local Lettings Plan has been adopted to create a sustainable and balanced community at Wheatley Court
- All 32 flats have now been successfully let to people on affordable rents
- All flats and communal areas have been inspected, as part of the end of defects stage, with remedial works implemented
- All Homes England grant funding has been drawn down
- The scheme had been awarded the LABC award for best large South Eastern affordable housing development



# Development Projects

## Progress this year

### Octavia Cottages (Lee Street)

- In September 2022 we achieved Practical Completion of Octavia Cottages – on time and on budget
- Octavia Cottages is a small development of four 1 bed bungalows
- The homes are directly managed by the Council and have been let to people as move on accommodation
- Transform Housing & Support supports the residents to reach their goals and to live independently
- The scheme was audited by Homes England with no concerns raised



Agenda Item 6

# Development Projects

## Progress this year

### Temporary and Emergency Accommodation

- In October Executive agreed funding to provide temporary and emergency housing accommodation
- The service has undertaken searches for properties, instructed solicitors and coordinated surveys

### Horley Community Centre

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- As the development lead the service has:
  - Commissioned architects to workup initial proposals of how the building could be improved
  - Commissioned a building and condition survey
  - Made an application to the Strategic Infrastructure Levy for circa £1.3m
  - Made an application to DCLG and secured £35,000 towards the provision of a Changing Places facility

# Development Projects

## Look Ahead - 2023 / 2024

### The Rise (Marketfield Way)

- Practical completion April 2023 and handover of the development to RBBC
- Handover of residential part to Kooky in April 2023 and payment of capital payment to Council
- Kooky complete their fit out and flat lettings start from early Summer 2023
- Opening of The Light's cinema/leisure premises in June 2023
- Completion of lettings with at least a further two commercial tenants with ground floor units fitted out and occupied
- Agreement on final account with Vinci

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# Development Projects

## Look Ahead - 2023 / 2024

### Temporary and Emergency Accommodation

- Complete on the acquisition of at least four residential units to provide temporary accommodation
- Obtain Executive approval for the provision of Afghan/Ukrainian settlement programme
- Find additional properties to provide accommodation
- Instruct lawyers and complete purchase of units
- Undertake all necessary survey work

### Horley Community Centre

- Based on outcome of funding bids work to help agree and to develop and agree the full scope and business case
- Subject to the above help to facilitate the start up of the project



# Doing Development Even Better

## Progress this year and focus next year (PROCESSES)

### This year

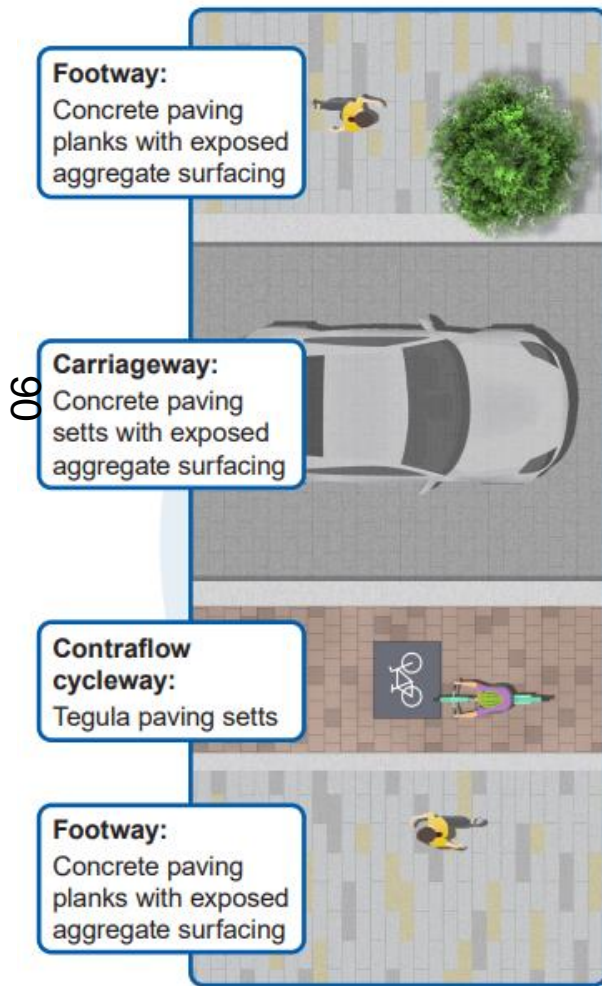
- The team have been providing input into the setting up of a Joint Venture with Raven Housing Trust
- The team have led on commencing work on reviewing the potential sites with a view to forming a short, medium and longer term Development Pipeline
- The team have utilised their development expertise by contributing to early conversations and due diligence regarding site based opportunities
- The team have led on conversations with public sector partners including One Public Estate and form part of the Surrey Strategic Estate Network

### Next Year

- Building on last years work we will help to lead on the preparation of a Council development strategy
- We will identify sites to progress to future planning
- We will go out to tender for a car parking study
- We will explore and put in place appropriate arrangements with private and public sector partners to provide alternative delivery mechanisms

# Town Centres: Horley

## Progress this year



- The Service has continued its engagement and consultation with residents, businesses and stakeholders regarding all of the projects that form part of the Delivering Change in Horley Programme
- The Service has made funding applications for Strategic Community Infrastructure Levy funding for improvements to the High Street, Subway, Central Car Park and for wayfinding
- The RIBA stage 3 design for improvements to the High Street has been substantially completed
- SCC's Cabinet has agreed, as part of its Surrey Infrastructure Programme, to provide match funding towards for the delivery of works to the High Street and the subway
- The service has reached agreement with Network Rail with regard to the scope of works required to improve drainage in the subway
- We have submitted plans to Network Rail for the phase 2 of works in the subway and appointed an artist to prepare design concepts
- We have prepared proposals for improvements to Central Car Park and we have tendered out for a supplier who will install additional power and the provision of electric charge points

# Town Centres: Horley

## Future focus for 2023/24

- We will finalise the stage 3 design following the feedback from local residents and businesses
- Once the stage 3 design and a collaboration agreement is in place between RBBC and SCC, the County will take the lead role in bringing forward the High Street and Subway improvements in 2023/24, with support from Place Delivery
- We will complete the detailed design for the Central Car Park and appoint contractors to implement the works, including the provision of electric charge points

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# Shaping our places: Westvale Park & Preston

## Focus for 2022/23

### Westvale Park

- We will work with the Consortium to ensure that good progress to bring forward the delivery of the neighbourhood centre
  - Work with stakeholders to bring forward the faith sites if required
  - Work with the Consortium to bring forward the allotment sites
  - Work to ensure that progress is made in the construction of the neighbourhood hall and that it is built to a satisfactory standard
- NS
- Agree who the neighbourhood hall is transferred to and agree future management and maintenance arrangements
  - We will work to ensure that the first phase of the Riverside Green Chain and further other play areas are provided to a good quality and transferred to the Council
  - We will work with local people on a public art project within Westvale
  - Work to improve communications with local residents

### Preston

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

# Clean & Green : Merstham Rec

## Progress This Year

### Merstham Rec

- We have completed the detailed design for Merstham Rec
  - Submitted our planning application and responded to stakeholders comments
  - Been awarded circa £440,000 of funding from SCC for increased attenuation on site to reduce local flooding
  - We have submitted a Strategic Infrastructure Levy application for circa £750,000 for the improvements
- 63 Following an initial expression of interest to the National Lottery, we have been working up further supporting information to support a bid for £500,000.





# Clean & Green

## Focus for 2023/24

### Merstham Rec

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

### Horley Outdoor Sports and Recreation Facilities

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- We will complete initial ecological, agronomist, tree and topographical surveys in Horley
- We will consult with local people and stakeholders about the location for improvements and ideas
- We will decide on the favoured option (s) and progress initial ideas

# Neighbourhood Operations

Refuse, Recycling & Cleansing  
Regulatory Services  
Fleet Management  
Greenspaces

## Portfolio Updates

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# Place Team

## Clean and green spaces

- 96. Provide high quality neighbourhood services to ensure that the borough continues to be clean and attractive and local people have access to the services and facilities they need



# Refuse, Recycling & Cleansing – What We Do

- Collect recycling & waste from 65000 households (including 6700 tonnes of paper, 7200 tonnes of Mixed Recycling & 5000 tonnes of Food).
- Garden waste tonnage has increased to 10,000 tonnes
- Provide assisted collections for 600 elderly or disabled residents.
- Collect garden waste approx. 26700 homes.
- Collect from 600 trade waste customers
- Collect recycling from 23 Bring Sites around the borough, 340 tonnes textiles, 450 tonnes of DMR & 500 tonnes of paper.
- 97 • Sweep & litter pick in almost 500 miles of road within the Borough.
- Support local community litter picking groups.
- Work with Place Team colleagues to support new developments with waste collections and cleansing duties, e.g. Marketfield Way development etc
- Support Economic Prosperity colleagues to improve the appeal of Town centres



# Some of the things we achieved in 2022

- Completed replacement of refuse collection vehicles for improved reliability and resilience
- Record income for Bulky waste collections
- Started the 3<sup>rd</sup> phase of flats recycling rollout to 5800 properties
- Responded to Waste & Resources Strategy Consultation.
- Yearly recycling rate 56 %. Highest ever achieved .
- Recycling income realised is above forecast.



# The Outlook For 2023

- Waste & Resources strategy confirmed and impact on service clarified.
- Volatile recycle commodity markets and cost of living increases impacting on volumes and income from recycling.
- Continue our Fleet Replacement programme to provide required resilience to our service delivery.
- Supporting the Council's Environmental Sustainability Strategy, our new vehicles have electric bin lifters reducing fuel consumption by 12%.
- Continue our flats recycling and bring site review projects
- Restructure and modernise the delivery of the Cleansing team .
- Potential for a large scale roll out of Solar powered compacting bins
- Re launch 'no rubbish excuses' anti litter campaign
- Focus on the appeal of town centres
- Investigate the potential for expansion of GW and TW business

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Agenda Item 6



# Regulatory Services - Joint Enforcement Team

- Back to pre-pandemic levels of patrols in town centres, parks & open spaces 6 days a week with increased visibility.
- Attending drug/weapon searches, fly tipping and vehicle enforcement days with police.
- Responding to reports of ASB, abandoned vehicles, fly tipping, graffiti and fly posting with appropriate enforcement actions undertaken.
- Dealing with unauthorised traveller encampments and tents/vehicles on council land.
- Liaising with other enforcement departments within council and partner agencies with crossover issues.
- Placing CCTV to catch and fine fly tippers at Council bring sites.

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Agenda Item 6

# Regulatory Services - Parking

- Return of on street parking to Surrey County Council
- Concentrating on Council owned and managed car parks
- Change of shift patterns to cover earlier and later parking controls.
- Delivering spaces within Borough car parks for charging points.
- Electric vehicles have replaced older diesel vehicles and now form the majority of the fleet.

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Agenda Item 6

# Regulatory Services - Environmental Health

- Enforce standards of food hygiene in all food businesses, normally inspecting around 300 premises each year.
- Investigate complaints about environmental protection issues such as noise, smoke, dust, odour and air quality.
- Enforce standards in private sector housing, licence certain houses in multiple occupation (HMO's) and administer funding for Disabled Facilities Grants.
- Deal with a range of public health matters, such as pests, filthy and verminous premises and public health funerals.
- 102 • Enforce standards of health and safety at work in commercial premises.
- Provide Corporate health & safety advice to the whole Council.





# Regulatory Services - Licensing

- Protection of the travelling public – licensing vehicles, drivers and operators. 16 refusals (including one operator) 2 revocations and 3 suspensions in last 12 months.
- Continued assistance and guidance with new and changing legislation eg animal welfare, and investigation and enforcement relating to licensing, permits and registrations.
- Reviews; procedures following lifting COVID restrictions; policies eg gambling, hackney carriage fares and licensing fees

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Agenda Item 6

# Fleet Management – What We Do

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





# Fleet Management – In 2023

- Working to reduce the Carbon emitted by the Councils fleet of HGV's, vans, cars and plant inline with the Councils Environmental Sustainability strategy
- Working with our colleagues to investigate and trial alternative fuelled vehicles and increase the number of such vehicle on our fleet.



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Agenda Item 6

# Greenspaces & Engineers

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

- Grounds maintenance
- Play area provision & maintenance
- Allotments
- Bereavement services
- Volunteer co-ordination
- Sports pitch provision
- Banner sites
- Sponsorship
- Trees & woodland management
- Countryside management
- Engineering





# Greenspaces & Engineers

## 2022/23 Achievements

- Retained highest ever ratings for In-Bloom Awards, with 9 awarded in total.
- Developed a draft management plan for Earlswood Common and associated areas, and received a successful response to the user survey (620 responses). Completion expected by mid-2023.
- Strengthened arboriculture resources to deal with Ash Dieback- recruited a second climber to increase team's capacity.
- CIL projects delivered in partnership with Development Management and Planning Policy teams such as path resurfacing at Lady Neville Park Banstead and Brook Road Merstham play area and installation of a new inclusive, sensory play equipment at Priory Park.
- Replacement of Lady Neville Park play area, which includes the use of recycled ocean plastic in its design.

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# Greenspaces & Engineers

## 2023/24 Outlook

- Development and implementation of a Greenspaces strategy to ensure resources aligned with the achievement of the Council's objectives.
- Supporting the delivery of Merstham Recreation Ground regeneration project with the Place Delivery team.
- Working with SCC on drainage and flood prevention schemes, and continuing to maintain watercourses.
- A pipeline of CIL and S106 projects to be delivered, such as the upgrade of Preston Park skate park and installation of three outdoor gyms.
- Replacement of play areas at Woodhatch Park, Ifold Road Recreation Ground and Howards Close.



# Agenda Item 7



<b>Signed off by</b>	Head of Corporate Policy, Projects and Performance, Chief Finance Officer
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<b>To</b>	Overview and Scrutiny Committee Executive Committee Council
<b>Date</b>	Thursday, 16 March 2023 Thursday, 23 March 2023 Thursday, 30 March 2023
<b>Executive Member</b>	Deputy Leader and Portfolio Holder for Finance and Governance, Portfolio Holder for Corporate Policy, and Resources

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

<b>Subject</b>	Quarter 3 2022/23 performance report
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<b>Recommendations</b>	
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## **That the Overview and Scrutiny Committee:**

- (i) Note the Key Performance Indicators performance for Q3 2022/23 as detailed in the report and in Annex 1 and make any observations to the Executive;**
- (ii) Note the Key Performance Indicators to be reported on in 2023/24 as detailed in Annex 1.1 and make any observations to the Executive; and**
- (iii) Note the Budget Monitoring forecasts for Q3 2022/23 as detailed in the report and at Annexes 2 and 3 and the progress update on the Financial Sustainability Programme at Annex 4 and make any observations to the Executive.**

## **That the Executive:**

- (i) Note the Key Performance Indicator performance for Q3 2022/23 as detailed in the report and Annex 1;**
- (ii) Approve the Key Performance Indicators to be reported on in 2023/24 as detailed in Annex 1.1; and**
- (iii) Note the Budget Monitoring forecasts for Q3 2022/23 as detailed in the report and at Annexes 2 and 3 and the progress update on the Financial Sustainability Programme at Annex 4.**

## **That Council:**

- (iv) Approve the recommended £4.46m increase in the Capital Programme for investment in housing and parking assets, funded from Section 106 and Strategic Community Infrastructure Levy resources, that were approved during the quarter.**

## **Reasons for Recommendations**

For the Council's performance to be reviewed and to ensure that appropriate KPI reporting and budget monitoring arrangements are in place.

## **Executive Summary**

This report provides an overview of the Council's performance for Q3 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 & Scrutiny Committee, Executive and Council have the authority to approve their respective recommendations.**

## **Statutory Powers**

1. Following the abolition of Best Value Performance Indicators (BVPI) in 2008 and the National Indicator Set (NIS) in 2010, there is no statutorily imposed framework for local authorities to manage performance.

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2. The Local Government Act 1972 requires the Council to set the associated annual budget as part of proper financial management. This monitoring report is part of that process.
3. The Chief Finance Officer has a key role to play in fulfilling the requirements of the statutory duty under the Local Government Act 2003 to keep the authority's finances under review during the year and take action if there is evidence that financial pressures will result in a budget overspend or if there is a shortfall in income.

## Background

4. Each quarter the Overview and Scrutiny Committee and Executive receive an update on the Council's performance. The report provides an overview of KPI as well as budgetary performance.
5. KPIs are corporate performance measures and are set in order to demonstrate performance against key corporate objectives.
6. In Q3 of each year, KPIs for the year ahead are also set via this report.
7. Quarterly budget monitoring is a key financial control mechanism that demonstrates that the Council is fulfilling its responsibilities for managing public funds.

## Key Information

### Key Performance Indicators – Q3 2022/23

8. Ten KPIs are reported on in Q3 2022/23, the full detail of which is provided in Annex 1.
9. Of the ten KPIs reported on, eight are within target or within the agreed tolerance. Two indicators are off target and outside of their tolerance and are therefore red rated.
10. The two KPIs that are off target (KPI 3 and KPI 10) are the same as those off target and discussed in Q2 reporting. Although these performance indicators continue to remain outside of target and tolerance, there are no new causes of concern arising from these. A detailed description of these KPIs as of Q3 reporting is noted below:
11. KPI 3 – Staff Turnover. Levels of staff turnover have remained in excess of target in Q3, with turnover at 18% as of the end of Q3. A combination of lower than usual turnover during the pandemic and a particularly buoyant labour market have led to a release of pent-up demand for a move in job. A cross-section of exit interviews have noted that 'career change' was a leading cause amongst those seeking new employment. This increase in turnover is being managed, with workloads carefully monitored and balanced with resources redeployed if and where required.
12. KPI 10 – Recycling. Please note that this measure is reported one quarter in arrears, with Q2 performance reported in Q3. Performance for Q2 has been comparable to those seen in previous years, with recycling levels for Q2 in both 2021/22 and 2022/23 sitting around 54%, which is below target and outside of tolerance. Q2 saw a particularly dry summer (drought) which has had an impact on garden waste tonnage collected, with collection levels lower than would be expected with normal weather conditions. Additional decreases in paper and food tonnages respectively have also impacted on the total rates.



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## Key Performance Indicators – 2023/24

13. Annex 1.1 sets out the KPIs to be reported on in 2023/24.
14. The 10 KPIs reported on in 2022/23 will continue through into the next year with contextual updates to properly reflect the situation as of the start of the new year. Wording and contextual measures for these KPIs have been reviewed and updated respectively with the associated Heads of Services.
15. These KPIs have are considered to be reflective of the Councils’ corporate objectives and as such have been agreed to continue through to next year with minor contextual updates and additions.
16. Key updates to these KPIs include:
  - Confirmation of KPI 12’s (Complaints) reported indicator as: “Number of accepted Stage 1 complaints”. Additionally, the contextual measures have also been updated and confirmed with Head of Service.
  - There have also been minor updates to the wording and contextual measures reported in 2023/24s KPIs to reflect the position of the Council at the start of the financial year.

## Revenue Budget Forecast

17. The 2022/23 Original Revenue Budget approved by Council in February 2022 was £19.980m.
18. At 30 September the forecast outturn for Services and Central Budgets is £19.113m 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 £1.530m (7.6%).

<b>Table 1: REVENUE BUDGET MONITORING at 30 December 2022</b>	<b>Original Budget £m</b>	<b>In-Year Adjustments £m</b>	<b>Management Budget £m</b>	<b>Forecast Outturn £m</b>	<b>Forecast Year-end Variance £m</b>
Service Budgets	18.022	(0.043)	17.980	17.355	(0.625)
Central Budgets	1.958	0.124	2.082	1.177	(0.905)
<b>Revenue Budget Forecast at 30 December</b>	<b>19.980</b>	<b>0.081</b>	<b>20.062</b>	<b>18.532</b>	<b>(1.530)</b>

19. The total forecast outturn of £18.532m is £0.581m lower than the previous forecast at 30 Sep. The significant movements are :
  - Treasury Management - £0.234m lower forecast due to reduced borrowing requirement and improved interest rates;
  - Supporting Families - £0.200m lower forecast as the backdated Surrey County Council funding contribution was higher than originally forecast;
  - Commercial & Investment team - £0.149m lower forecast as this budget is unlikely to be used in full in 2022/23;
  - Waste & Recycling - £0.133m lower forecast as increased income is now expected from the sale of waste containers and increased commercial waste volumes;



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- Revenues, Benefits & Fraud - £0.169m higher forecast due to lower Housing Benefit receipts and higher software and staff costs;
- Human Resources - £0.141m higher forecast due to increased use of temporary resources.

20. The outturn forecast includes a number of pressures and opportunities that have been taken into account when setting the 2023/24 revenue budget. The most significant include:

- Waste & Recycling - £0.300m extra income from Garden Waste collections;
- Car Parking - £0.217m extra income from increased charges and demand.

Other examples are detailed at Annex 2

## Service Budgets

21. The 2022/23 Original Budget for Services approved by Council in February 2022 was £18.022m.

22. At 30 December the full year outturn is forecast to be £17.355m against a Management Budget of £17.980m resulting in an underspend of £0.625m (3.5%).

23. The key variances are:

Organisation:

- Property & Facilities Energy Costs - £0.339m overspend due to higher costs of electricity and gas;
- Property & Facilities - £0.139m overspend due to lower than budgeted rental income and higher rates costs;
- Legal Services - £0.117m underspend due to vacancies.

Place

- Refuse & Recycling - £0.628m underspend due to increased income from a higher volume of garden waste subscriptions & lower waste disposal costs;
- Car Parking - £0.306m underspend due to higher than expected income from pay & display car parks;
- Building Control - £0.102m underspend due to a projected surplus rather than the loss that was anticipated when the budget was approved

People

- Revenues, Benefits & Fraud - £0.633m overspend due to net impact of lower subsidy and higher Housing Benefit costs partially offset by lower net staff costs and higher fees & charges income;
- Harlequin - £111k underspend driven by higher income from amateur shows and lower staff costs due to vacancies.

24. Further detail is provided at Annex 2.

## Central Budgets

25. The Original Budget for Central budgets approved by Council in February 2022 was £1.958m

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26. At 30 September the forecast outturn is £1.117m against a Management Budget of £2.082m resulting in an underspend of £0.905m (43.5%).
27. This underspend is mainly a result of higher net interest receivable on treasury investments than originally expected. Further detail is provided at Annex 2.

## **Investment Income**

28. Forecast income from property rents at Quarter 3 is £4.251m compared to the £4.316m that was received in 2021/22. This represents 21.3% of the net revenue budget for 2022/23.

## **Government Funding Distribution**

29. 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 up to Quarter 3 are summarised at Annex 2, Section 2.1.
30. While some additional administration funding has been provided, coordination 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**

31. At 30 December, the Capital Programme Budget was £72.10m, including £36.98m of approved carry-forward capital allocations from 2021/22
32. The forecast outturn position is £31.99m which is £40.11m (56%) below the approved Programme for the year. The variance is driven by £39.86m slippage and a net underspend of £0.25m.
33. The main reasons for the slippage at the end of Quarter 3 were:
  - 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;
  - Beech House (£3.0m slippage) with expenditure now expected in 2023/24, subject to business case approval; and
  - Merstham Recreation Ground (£1.36m) slippage with construction expenditure now expected in 2023/24.
34. The forecast also includes the latest position for the Marketfield Way Development (The Rise). The Programme is scheduled to be complete during 2023/24; at that stage the final outturn position will be confirmed and reported to Executive.

## **In-Year Capital Programme Approvals**

35. Council is asked to approve an increase of £4.46m in the Capital Programme to reflect planned investment in housing and parking assets, funded from Section 106 and Strategic Community Infrastructure Levy (CIL) resources, that were approved during the quarter:

- £4.00m for purchasing Temporary & Emergency accommodation;
- £0.36m for contributions to works at Stirling House and Mitchell Court;
- £0.10m for works at New Pond Farm; and
- £0.375m expenditure on Preston parking improvements.

36. Further detail is provided at Annex 3.

## Financial Sustainability Programme (FSP) Update

37. 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.
38. 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. These forecasts were updated in November 2022 as part of budget-setting for 2023/24.
39. 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.
40. An update on Financial Sustainability Programme activity in Quarter 3 of 2022/23 is available at Annex 4.

## Options

41. 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.
42. 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 Chief Finance Officer.
  - **Option 2:** Note the report and make any observations/comments to the Head of Corporate Policy, Projects and Business Assurance and/or Chief Finance Officer.
43. The Council has two options:
- **Option 1:** Approve the recommended additions to the Capital Programme
  - **Option 2:** Not approve the recommended additions; this would prevent the planned investment from proceeding.

## Legal Implications

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

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<b>Financial Implications</b>
45. There are no additional financial implications arising from this report.
<b>Equalities Implications</b>
46. There are no equalities implications arising from this report.
<b>Communication Implications</b>
47. There are no communications implications arising from this report.
<b>Environmental Sustainability Implications</b>
48. There are no environmental sustainability implications arising from this report.
<b>Risk Management Considerations</b>
49. There are no risk management implications arising from this report.
<b>Consultation</b>
50. The report has been reviewed by the Council's Corporate Governance Group. There are no other consultation implications arising from this report.
<b>Policy Framework</b>
51. Robust performance management is integral to measuring the extent to which policy objectives have been achieved.
<b>Background Powers</b>
None

## ANNEXES

- 1 KPI Dashboard Q3 2022/23
- 1.1 2023/24 Key Performance Indicators
- 2 Q3 2022/23 Revenue Budget Monitoring
- 3 Q3 2022/23 Capital Budget Monitoring
- 4 FSP Update Q3

## Q3 2022/23 Key Performance Indicators

KPI	Status	Portfolio Holder
<a href="#"><u>KPI 1 – Council Tax Collection</u></a>	AMBER	Cllr Schofield
<a href="#"><u>KPI 2 – Business Rates Collection</u></a>	AMBER	Cllr Schofield
<a href="#"><u>KPI 3 – Staff Turnover</u></a>	RED	Cllr Lewanski
<a href="#"><u>KPI 4 – Staff Sickness</u></a>	GREEN	Cllr Lewanski
<a href="#"><u>KPI 5 – Homelessness Positive Outcomes</u></a>	GREEN	Cllr Neame
<a href="#"><u>KPI 6 – Housing Completions</u></a>	GREEN	Cllr Biggs
<a href="#"><u>KPI 7 – Affordable Housing Completions</u></a>	GREEN	Cllr Biggs
<a href="#"><u>KPI 8 – Local Environmental Quality Surveys</u></a>	GREEN	Cllr Bramhall
<a href="#"><u>KPI 9 – Missed Bins</u></a>	GREEN	Cllr Bramhall
<a href="#"><u>KPI 10 – Recycling</u></a>	RED	Cllr Bramhall

## KPI 1 – The % of Council Tax collected

	TARGET	ACTUAL	STATUS
Q1	29%	29.19%	GREEN
Q2	57%	56.67%	AMBER
Q3	85%	84%	AMBER
Q4	98.80%		

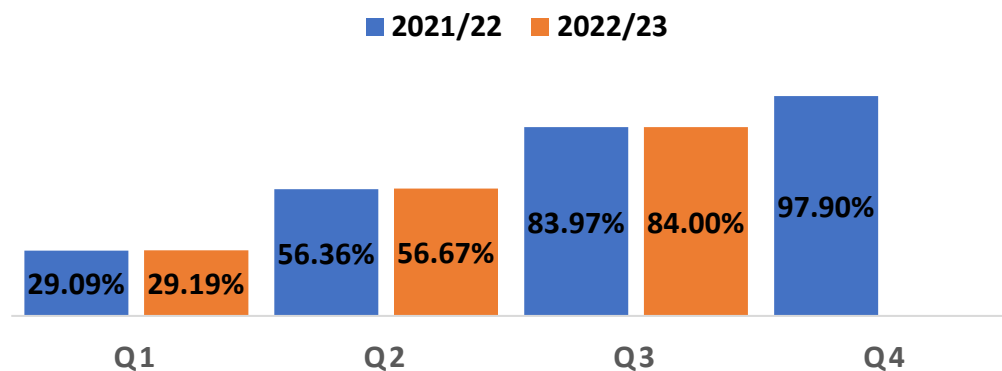
### Description

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 collection rates remain just outside of target in Q3 but they remain within tolerance levels. The long term impacts of the Covid-19 pandemic in the form of the debt backlog from the closure of the Magistrates Court, continue to impact on collection and have contributed to this quarter's performance. Additional resourcing and increased summonses are being issued and are expected to improve performance.

### Council tax collection (as of quarter end)



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

## KPI 2 – The % of Business Rates collected

	TARGET	ACTUAL	STATUS
Q1	31%	34.26%	GREEN
Q2	58%	59.78%	GREEN
Q3	85%	84.85%	AMBER
Q4	99.8%		

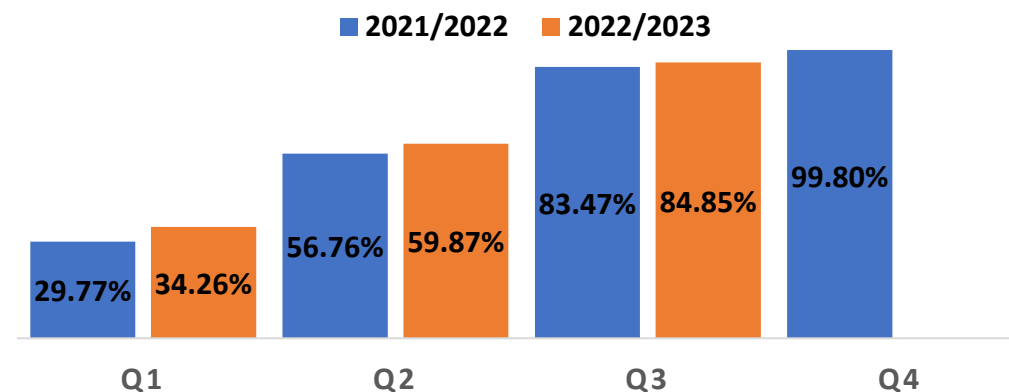
### Description

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

The Council's collection of Business Rates has dipped just below target in Q3, although levels remain comfortably within tolerances. At the close of Q3, the Council has seen a collection rate of 84.85%. While below target, this does represent an improvement over performance in Q3 of the previous financial year. It is expected that this minor dip in Q3 will not impact on final performance collection rates in Q4.

### Business rates collection



## KPI 3 – Staff turnover

	TARGET	ACTUAL	STATUS
Q1	12%	10%	GREEN
Q2	12%	16%	RED
Q3	12%	18%	RED
Q4	12%		

### Description

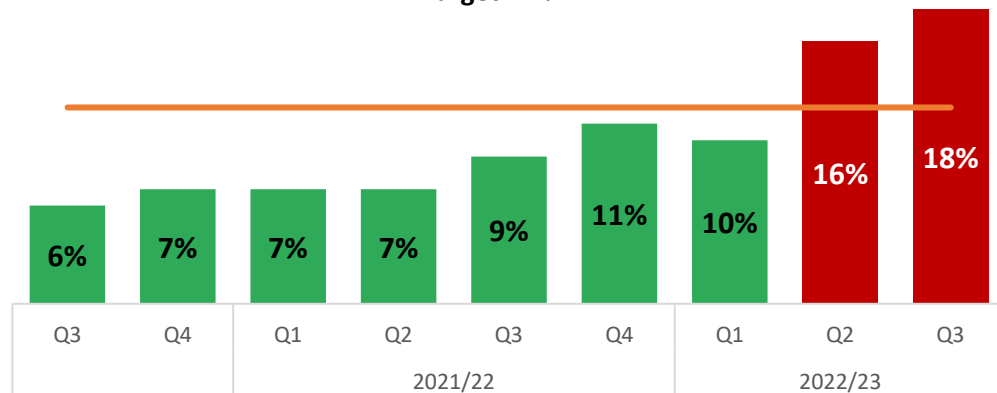
This indicator tracks the percentage of staff that leave the organisation on a voluntary basis. The performance reported is for a cumulative rolling 12 month period.

### Narrative

Levels of staff turnover have remained in excess of target in Q3, with levels up 2% to a total of 18% at end of quarter. A combination of low turnover during the pandemic and a buoyant labour market have led to a release of the pent-up demand for a move in job. This has led to these higher levels of staff turnover, with a cross-section of exit interviews noting 'career change' as a leading cause amongst leavers.

### Staff turnover

Target: 12%



## KPI 4 – Staff sickness absence

	TARGET	ACTUAL	STATUS
Q1	4 days	3.95 days	GREEN
Q2	4 days	3.22 days	GREEN
Q3	4 days	3.21 days	GREEN
Q4	4 days		

### Description

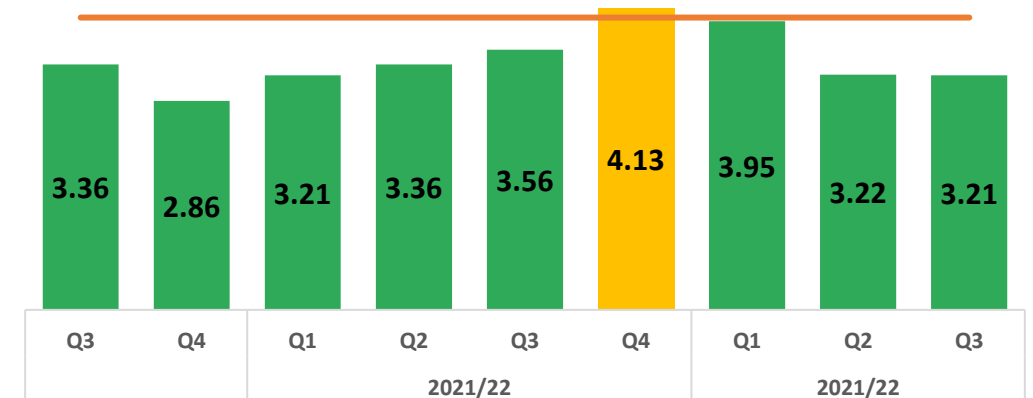
This indicator tracks the average duration of short term sickness absence per employee. The performance reported at the end of each quarter is for a cumulative rolling 12 month period. The indicator measures all non Covid-19 short term sickness absence.

### Narrative

Q3 has seen staff sickness levels remain within target range, with overall levels remaining stable over the last two quarters.

### 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		63%	GREEN
Q3		72%	GREEN
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

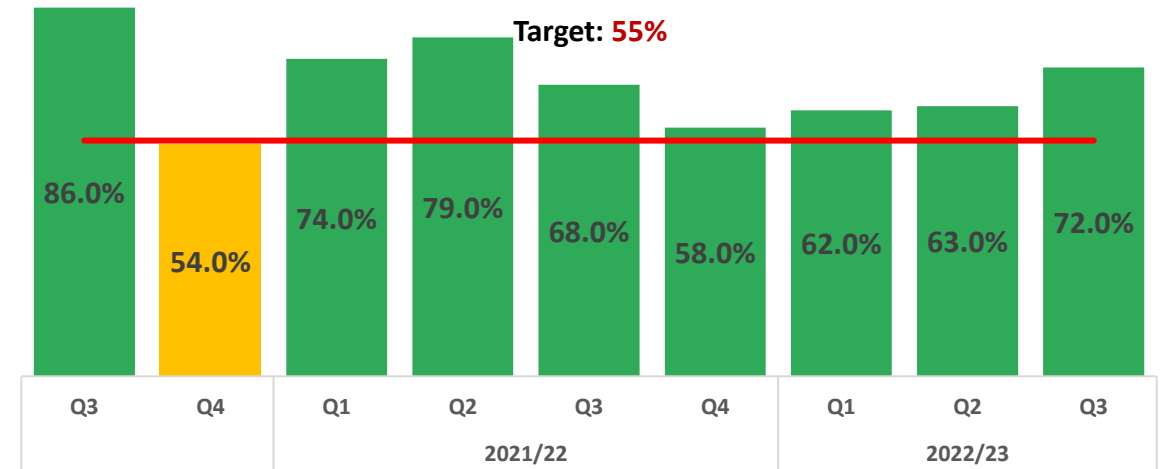
In Q3 there were 314 homelessness approaches made to the Council. Of these approaches, there were 125 cases where the support threshold was met. While levels for approach's are down, they remain consistent with levels (≈300-400 per quarter) seen across the 2022/23 quarters to date.

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’.

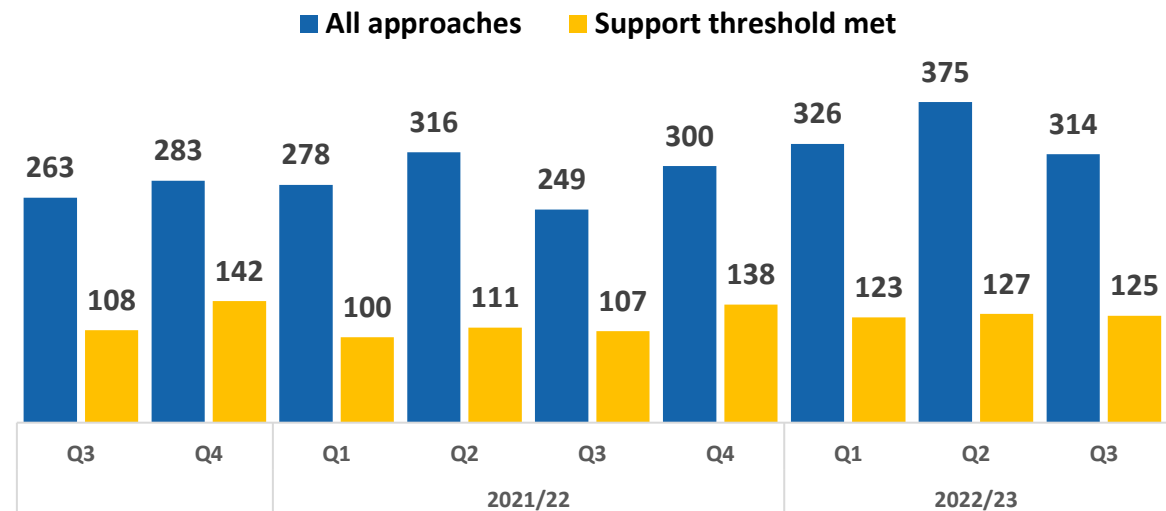
Given the present challenging economic conditions and general uncertainty facing the UK economy, predicting levels is a difficult prospect due to the inherent uncertainty. However, trends of both quantity and greater complexity are expected to continue into the foreseeable future. Despite this increase, the Council has continued to remain within target range for relief and outcomes and continues a successful run.

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

## Positive homeless prevention relief and outcomes



## Homeless approaches (contextual)

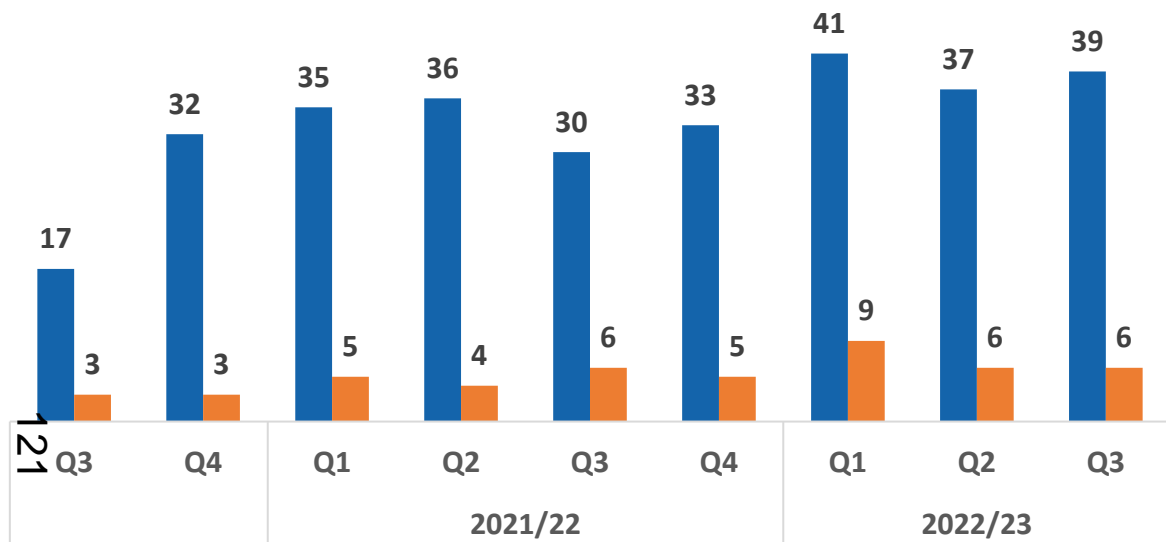




# KPI 5 – The % of positive homelessness prevention and relief outcomes (continued)

## Average number of households in emergency accommodation

■ In borough ■ Out of borough

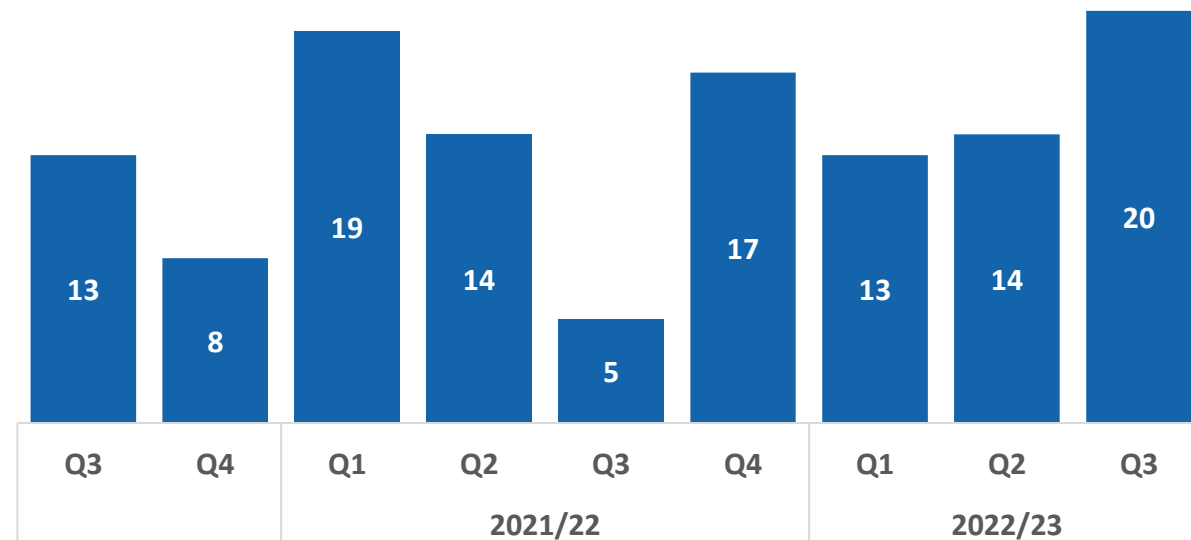


### Temporary Emergency Accommodation

Complex single persons continue to make up an increasing share of those placed in temporary emergency accommodation. Q3 has seen levels remain consistent with those of previous quarters for both 'in' and 'out of borough' households for emergency accommodation, with levels remaining relatively high when compared to previous years.

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 also 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 Q3 there were 20 main duty homelessness acceptances, a further increase from levels in Q2 and the highest levels seen in the last 3 years.

In recent years, the borough is seeing elevated levels of applications and options to prevent homelessness are becoming harder to secure.

## KPI 6 – Net housing completions

	TARGET	ACTUAL	STATUS
Q1	115	142	GREEN
Q2	230	252	GREEN
Q3	345	465	GREEN
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 or newly commenced may be subject to change between quarters as the Council does not always receive notice or receive delayed notice from sites.

### Narrative

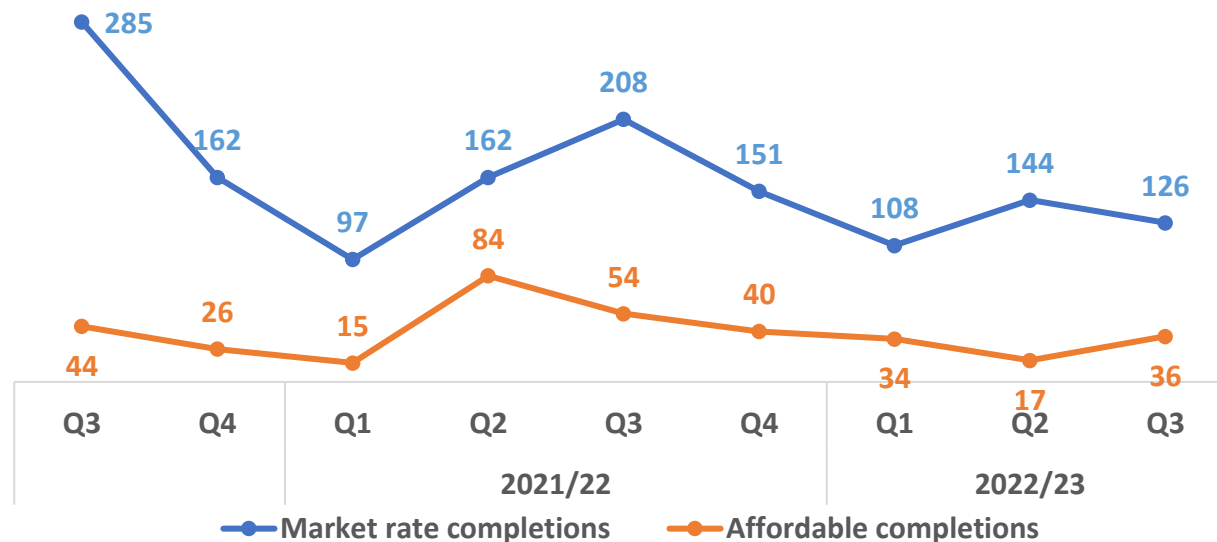
Net housing completions in Quarter 3 have continued to remain well within target levels, with a cumulative 501 completions against a target of 345, effectively meeting the Q4 annual cumulative target as well.

Over the course of Q3 268 dwellings saw completion, with 232 units at market rate and the remaining 36 being affordable units.

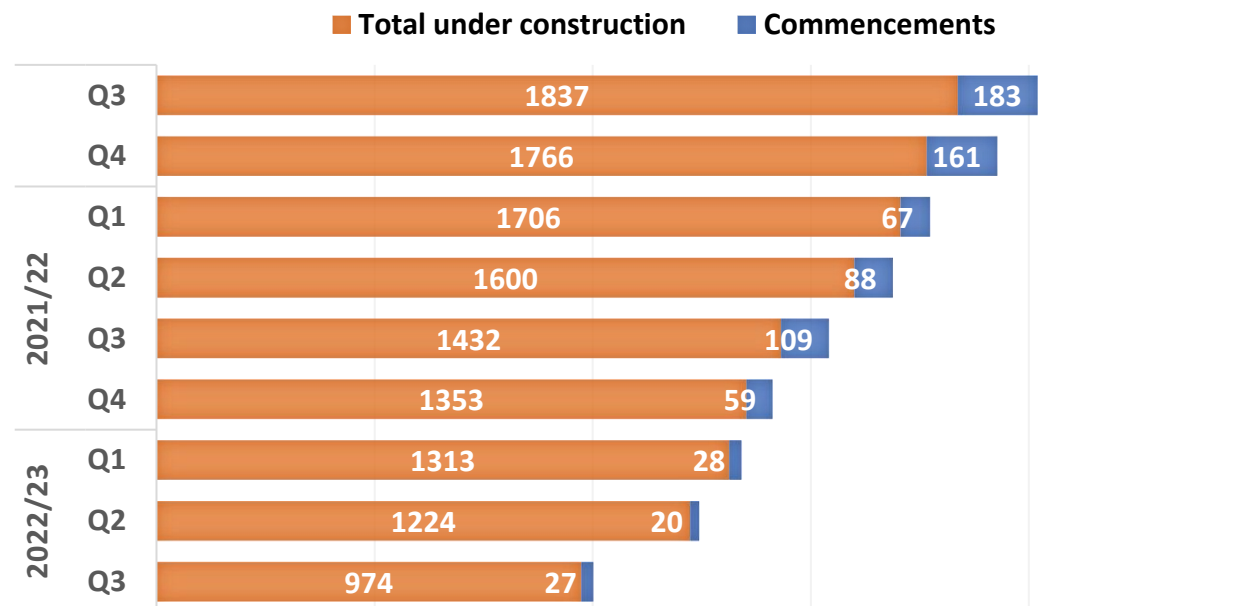
The majority of these completions have come from the Horley North-West sector, with other key contributions coming from large sites such as Quarryside Business Park and Aquila House.

At the close of the quarter there were 974 dwellings under construction, with a further 27 commencing construction in quarter; both down from their respective levels in Q2.

### Housing completions by quarter and type



### Dwellings under construction and commencements



## KPI 7 – Net affordable housing completions

	TARGET	ACTUAL	STATUS
Q1	25	34	GREEN
Q2	50	51	GREEN
Q3	75	87	GREEN
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

Positive performance in the delivery of affordable housing in the borough has continued in this quarter, meeting the target of 75 for the delivery of 87 total affordable units by end of quarter. The majority of these stemming from the Horley NWS development site.

Of the 974 dwellings under construction at the end of Q3, 117 of these are affordable units. Additionally a further 12 new affordable dwellings saw commencement in quarter.

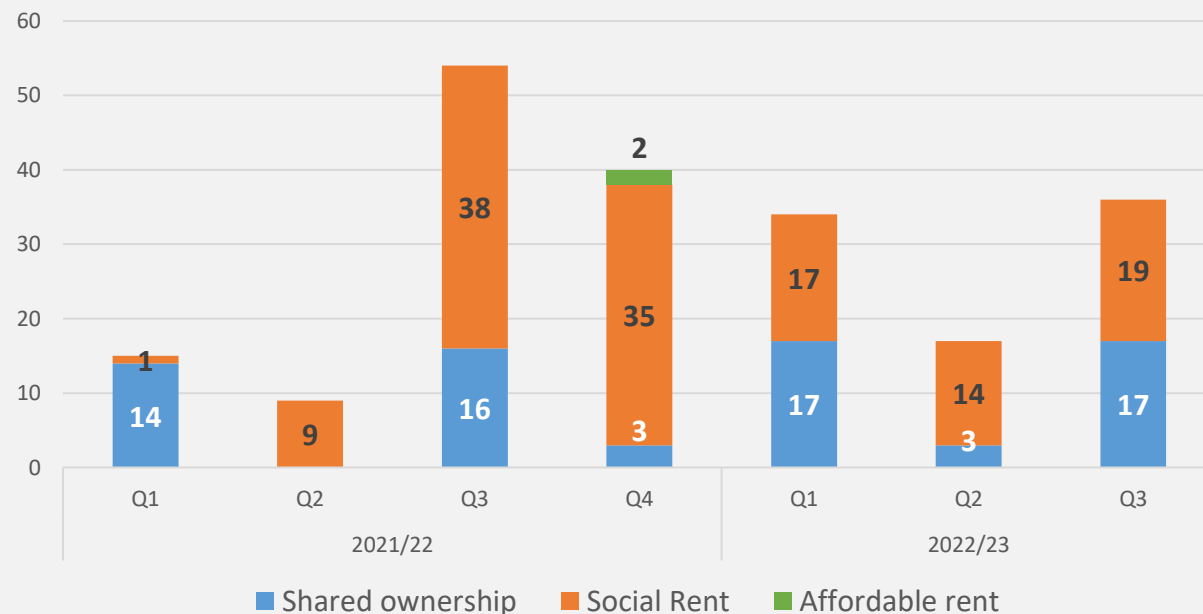
Of the 36 affordable units delivered in quarter, 19 are for social rent with a further 17 being made available under shared ownership schemes; none this quarter have been completed for affordable rent.

*Social Rent Accommodation being where the Council expects rent to be charged in accordance with the relevant guidance with 'National Rent Scheme' at the time of the application.*

*Affordable Rented Accommodation being where the Council encourages affordable rented accommodation to be provided in line with monthly 'living rent' levels; not in excess of the Local Housing Allowance or 80% of the market rent, whichever is the lowest.*

*Shared ownership homes are offered by housing associations, local councils, and other organisations where ownership of the property is split, with residents paying shares to the other owning party.*

Affordable Housing (Quarterly)



## KPI 8 – Local Environmental Quality Surveys

	TARGET	ACTUAL	STATUS
Q1	90% of sites at grade B	97%	GREEN
Q2		100%	GREEN
Q3		96%	GREEN
Q4			

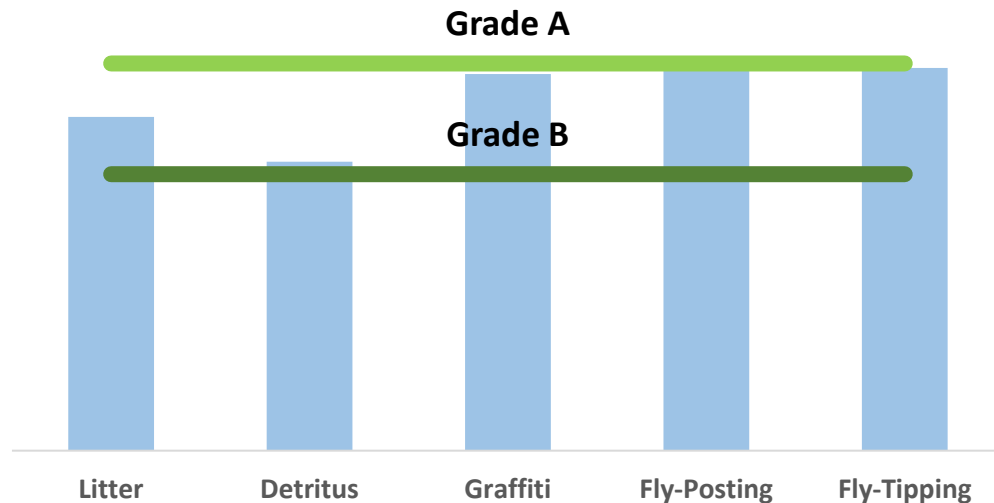
### Description

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 133 surveys carried out in Quarter 3, all sites saw an average score well above grade B. The graph below details 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		1.141	GREEN
Q3		0.940	GREEN
Q4			

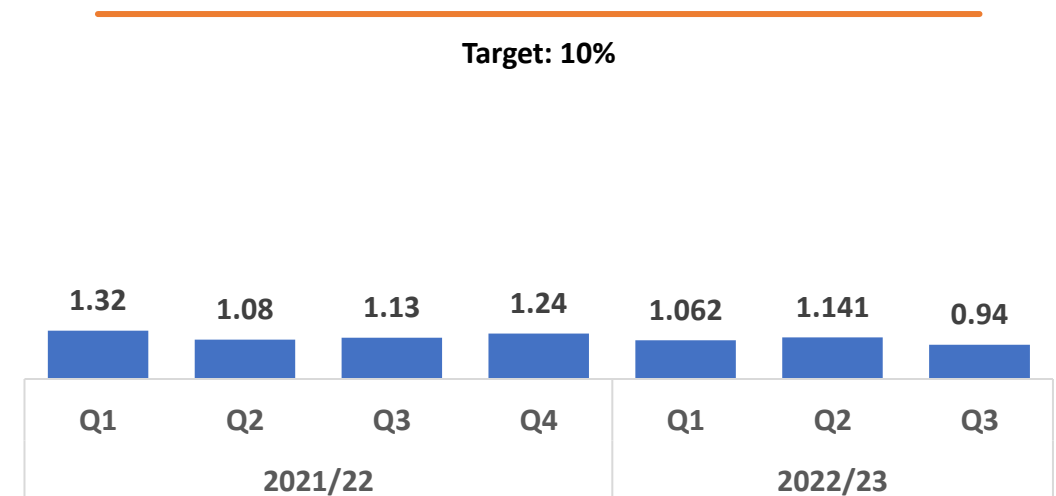
### Description

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 the lowest reported number of missed bin on record, down to below 1 per 1,000 collected in the Q3 reporting period.

### Number of missed bins per 1,000 collected



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

		TARGET	ACTUAL	STATUS
21/22	Q2	60%	58.3%	AMBER
	Q3		54.0%	RED
	Q4		52.4%	RED
22/23	Q1	60%	55.8%	AMBER
	Q2		53.9%	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 goal, 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.

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## Narrative

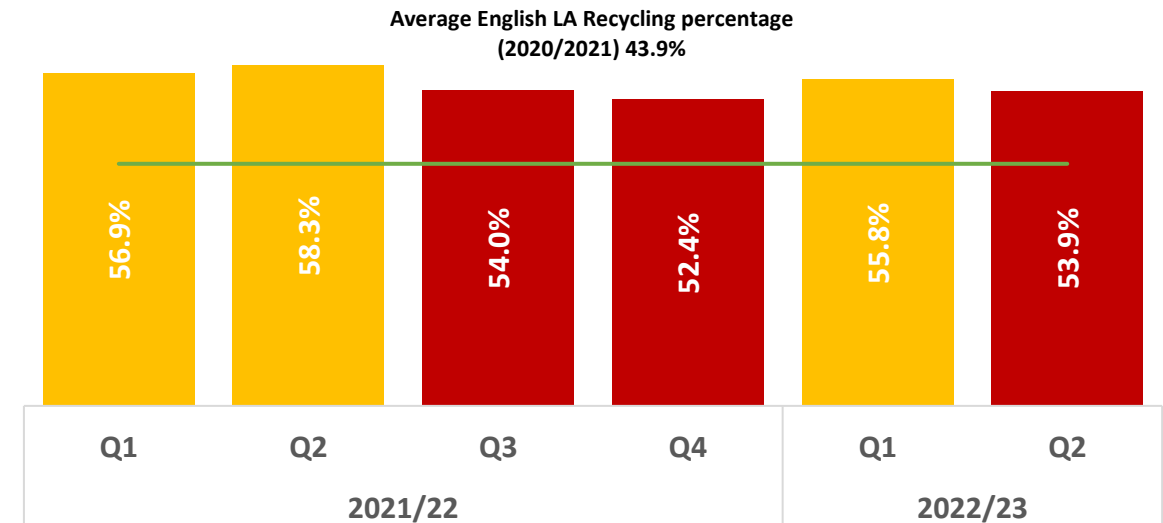
Performance for Quarter 2 has been comparable to those seen in the previous year, with recycling levels in both 2021/22 and 2022/23 around 54%, which is below target and outside of tolerance.

Q2 was a particularly dry summer period (drought) which has had an impact on garden waste tonnage collected, with levels lower than would be expected with normal weather conditions. Additional decreases in paper and food tonnages respectively have also impacted on the total rates.

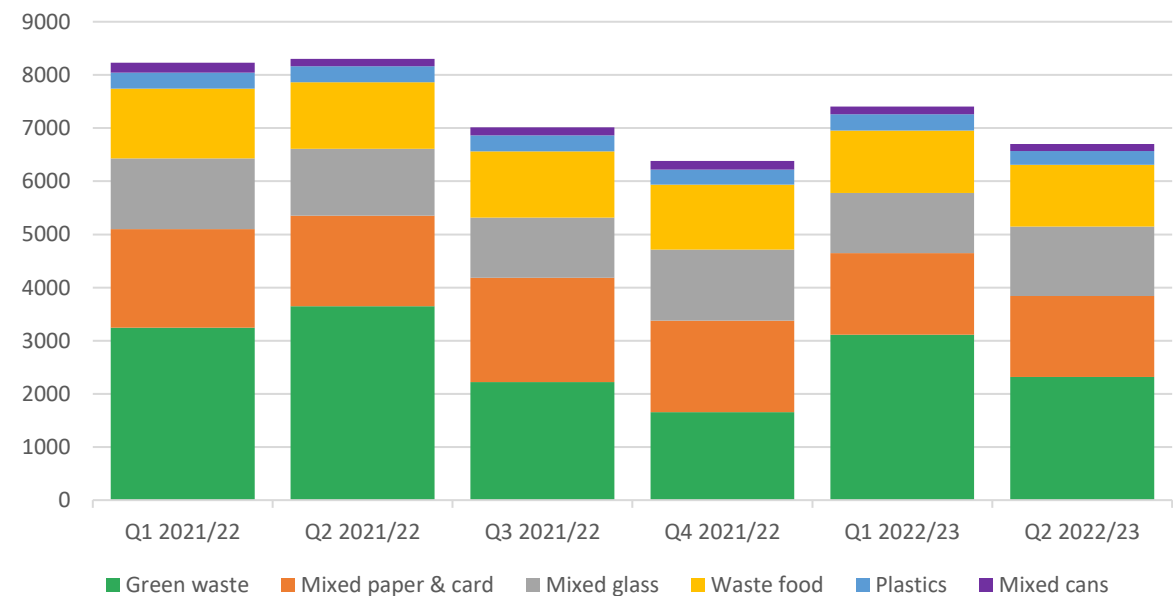
The continued roll out to flats, reduction in contamination and a rationalisation of bring sites is expected to further improve upon these results. Likewise, RBBC is supporting the Surrey Environment Partnership with a campaign informing and encouraging residents on their recycling habits. Additionally, the council is conducting internal research and review into waste collection and practices to identify further improvement activities to improve on this measure.

The graphics overleaf detail levels of residual waste per household, which have continued to remain low following the pandemic, and further analysis of waste and recycling tonnages.

## The % of household waste that is recycled and composted



## Top recycling streams collected by tonnage



# KPI 10 – Recycling (contextual)

## Narrative

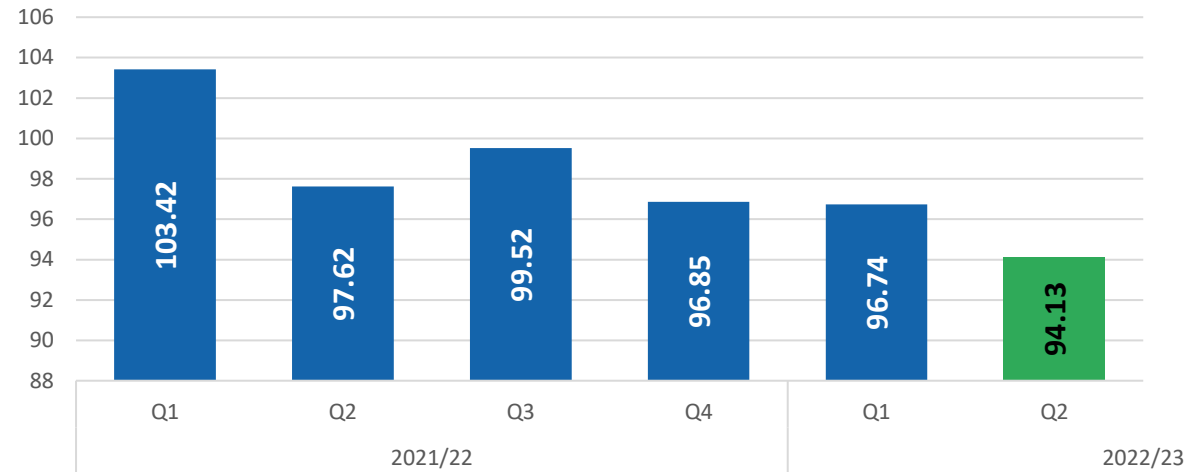
In Q2, the residual waste per household (Kg) has continued its steady rate of decline down to 94.13. Rationale behind this decrease is under review, although overall reductions in household consumption, economic uncertainty and a greater number of residents travelling for work/recreation post pandemic have contributed to spreading the waste creation outside of the borough have all contribute towards this negative trend.

Changes in tonnage collected by quarter are also presented below. As of latest reporting, total tonnage collected is down by approximately 1,500 tonnes from the baseline point in Q1 2021/22, with the previously noted drought contributing heavily.

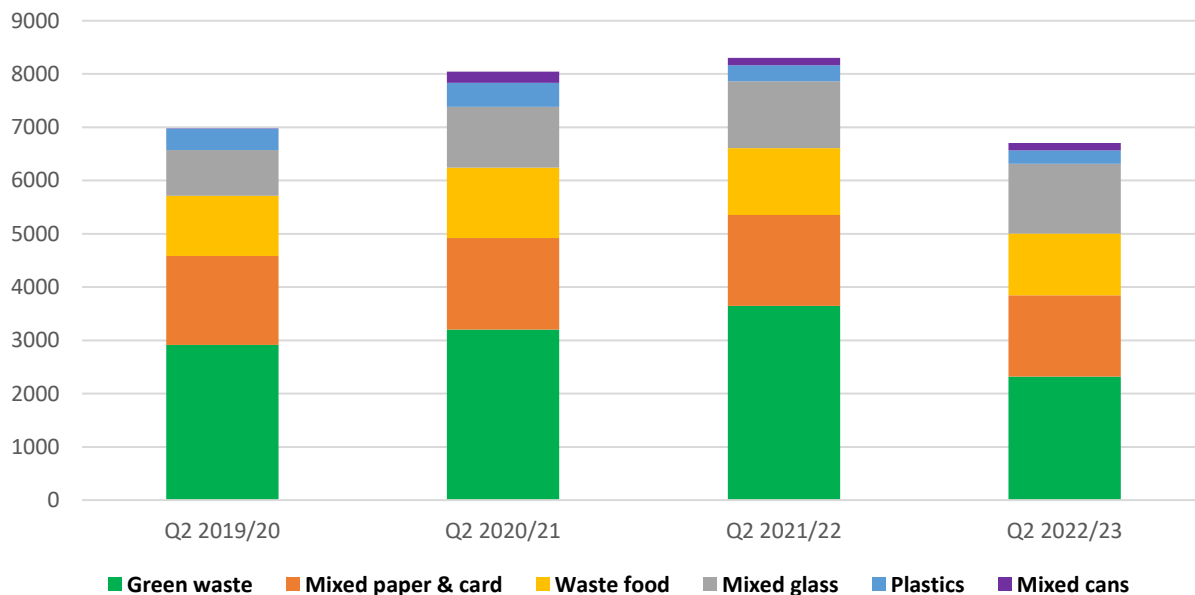
The percentage makeup of recycled materials remain largely consistent in Q2, with green waste the most obviously impacted, with levels down to around 35%, which is unusual for the summer collection period especially when compared with levels in the previous year.

Despite this green waste, mixed glass and mixed paper and card continue to dominate the makeup of recycling tonnage, constituting 77% of all recycling collected the quarter.

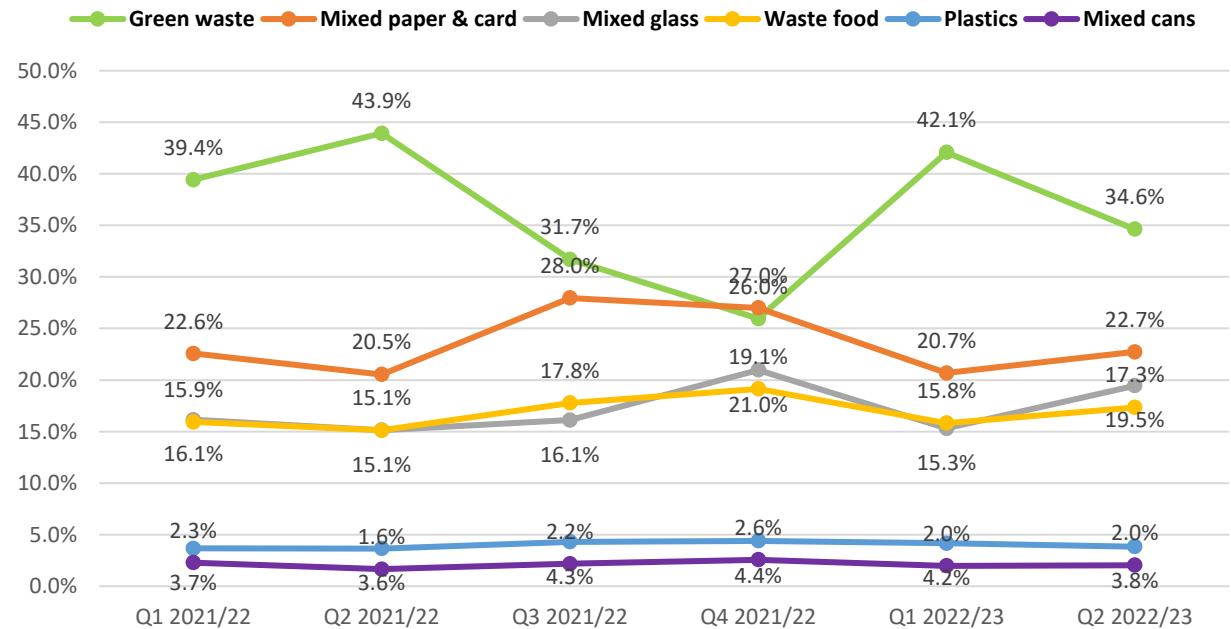
## Residual Waste Per Household (Kg)



## Recycling Tonnage Collected (Q2 2019-2023)



## Material as a % of the total recycling collected (Contextual)



## Performance management 2023/24

### Draft KPIs:

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

### Contextual indicators:

Ref.	Description	Comment
	Intervention service performance	Cllr Sachdeva
	Fraud performance	Cllr Schofield

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2022/23 Period 9: Revenue Budget Monitoring

Summary

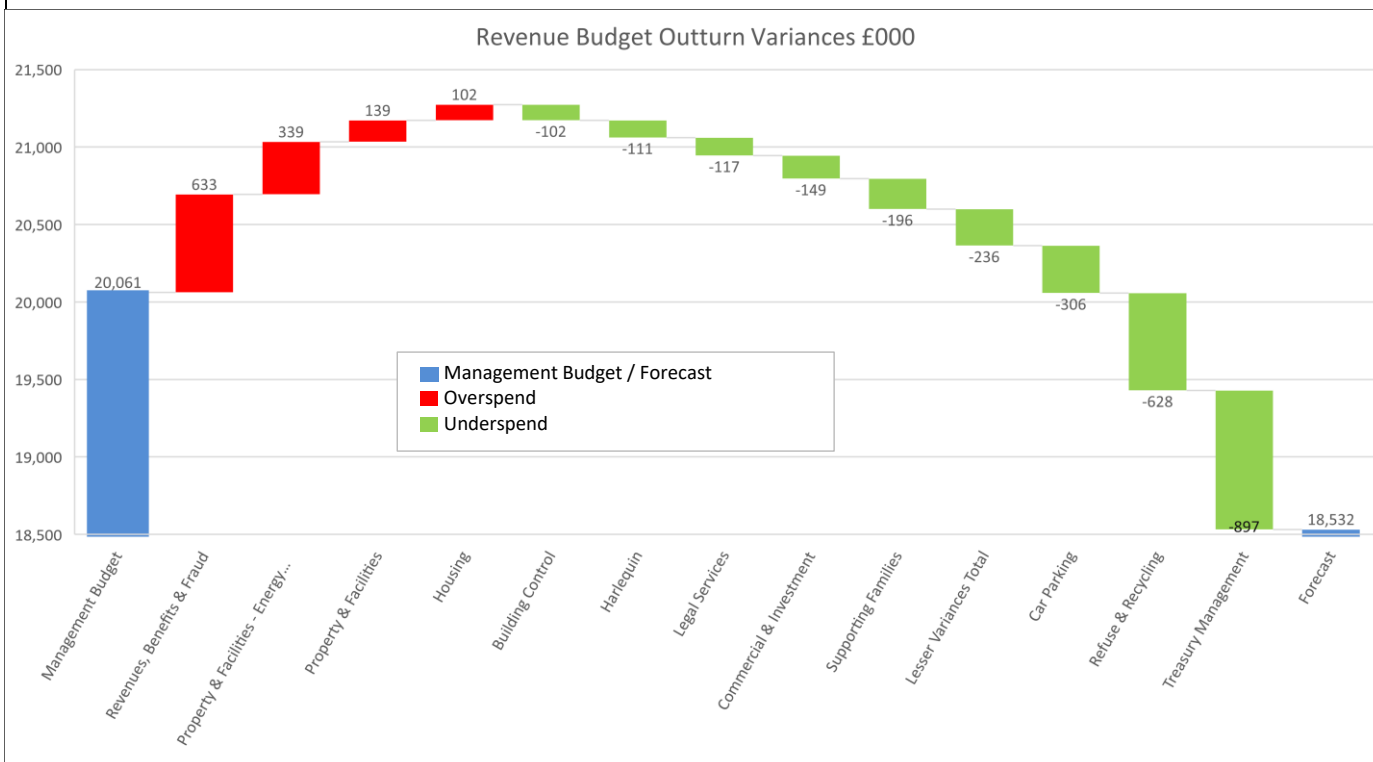
The full year forecast at the end of Quarter 3 for underlying Service budgets is £-625k (3.5%) lower than the management budget; the Central budgets are forecast to be £-905k (43.5%) lower than budget, resulting in an overall forecast of £-1,530k (7.6%) lower than budget.

Reconciliation of Original Budget to Management Budget for 2022/23

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

Headline Revenue Budget Information 2022/23

	£000
Management Budget	20,062
Year End Forecast	18,532
Projected underspend	<b>-1,530</b> (-7.6% of the budget)



**Forecast for Services is £625k under budget. Significant variances summarised below:**

**Revenues, Benefits & Fraud: £633k overspend** driven by £440k net impact of reduced Housing Benefit subsidy; £138k higher Housing Benefit costs; £120k higher temporary staff costs with £18k overtime and £56k lower Homelessness Grant contribution which are partially offset by £168k lower staff costs due to vacancies within the team.

**Property & Facilities - Energy Costs: £339k overspend** driven by increased cost of gas & electricity.

**Property & Facilities: £139k overspend** driven by lower than budgeted rental income and higher rates costs.

**Building Control: £102k underspend:** Joint Venture is now forecast to provide a net surplus rather than the small loss budgeted.

**Harlequin: £111k underspend** driven by higher income from amateur shows and room hire and lower staff costs due to vacancies.

**Legal Services: £117k underspend** driven by vacancies partially offset by lower income.

**Car Parking: £306k underspend** driven by higher than expected revenue from off-street parking.

**Refuse & Recycling: £628k underspend** driven by higher Garden Waste & Commercial Waste income and lower waste disposal costs.

**Forecast for Central Budgets is £905k under budget. Significant variances summarised below:**

**Treasury Management: £897k underspend.** Higher than budgeted interest income and lower borrowing costs 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		1,529.5
Anticipated balance at End of Year before Reserves Review/Reallocations*			4,529.5
*Maximum General Fund Balance Required (2022/23 = £3m)		2,997.0	

Budget Monitoring: Summary 2022-23

Responsible Officer	Service	Original Budget £000	Total Variations £000	Management Budget £000	Year End Outturn £000	Year End Variance £000	Commentary
<b>1. Service Budgets</b>							
<b>1a. Organisation</b>							
Catherine Rose	Corporate Policy	236.0	0.0	236.0	205.4	(30.6)	Saving in staff costs due to vacancies.
	Projects & Business Assurance	212.6	0.0	212.6	168.3	(44.3)	Saving in staff costs due to vacancies.
Carys Jones	Communications	734.6	0.0	734.6	730.9	(3.7)	Minor variance
	Customer Contact	416.8	0.0	416.8	395.8	(21.0)	Saving in staff costs due to vacancies.
Darren Wray	Information & Communications Technology	1,810.0	0.0	1,810.0	1,880.1	70.1	Inflationary and other contract increases partially offset by saving in staff costs due to vacancies.
Kate Brown	Organisational Development & Human Resources	816.1	0.0	816.1	837.1	21.0	Underspend in staff costs due to vacancies has been offset by use of interim resources.
Joyce Hamilton	Legal Services	824.5	0.0	824.5	707.5	(117.0)	£300k saving in staff costs due to vacancies, partially offset by £120k higher legal and consultancy fees and £50k lower income.
	Land Charges	-102.1	0.0	-102.1	-166.0	(63.9)	Saving due to lower than budgeted SCC land charges expenses and higher than budgeted income.
	Democratic Services	868.3	0.0	868.3	835.4	(32.9)	Saving in staff costs due to vacancies.
Pat Main	Electoral Services	502.5	0.0	502.5	437.5	(65.0)	Saving in staff costs partially offset by increased elections cost.
	Corporate Support	187.5	0.0	187.5	143.9	(43.6)	Savings in stationery and postage costs.
	Finance	1,368.3	-124.0	1,244.3	1,288.3	44.0	Increased costs due to use of specialist interim resources
	Property & Facilities - Energy Costs	370.9	0.0	370.9	710.2	339.3	Increase in cost of gas and electricity
	Property & Facilities	-1,723.7	0.0	-1,723.7	-1,584.9	138.8	Cost of rates at Cromwell Road £37k and Regent House £14k; void space at Linden House Reigate £57k; and other minor variances.
	Commercial & Investment	149.3	0.0	149.3	0.0	(149.3)	Budget will not be used in 22/23.
<b>1b. Place</b>							
Simon Bland	Economic Prosperity	282.4	0.0	282.4	324.2	41.8	Lower markets income due to reduced demand.
Morag Williams	Fleet	1,458.7	0.0	1,458.7	1,510.6	51.9	Higher fuel costs, although this has fallen significantly since Q2.
	Refuse & Recycling	1,165.8	0.0	1,165.8	538.0	(627.8)	£300k higher Garden Waste income; £221k lower waste disposal cost driven by lower volumes; £54k higher income from domestic waste containers; £49k higher income from Commercial Recycling due to volumes.
	Engineering & Construction	63.2	0.0	63.2	86.7	23.5	Capitalised salary recharge of £18k will not take place this year as the team no longer carry out capital works.
	Environmental Health & JET	1,130.8	78.6	1,209.4	1,124.1	(85.3)	Higher income due to successful court actions against landlords.
	Environmental Licencing	-190.1	-78.6	-268.7	-344.9	(76.2)	Saving in staff costs due to vacancies.
	Greenspaces	1,546.9	0.0	1,546.9	1,546.3	(0.6)	Minor variance
	Car Parking	-804.1	0.0	-804.1	-1,110.5	(306.4)	Higher income from off-street parking, including season tickets and contract parking.
	Street Cleansing	952.7	0.0	952.7	962.4	9.7	Higher overtime costs.
Peter Boarder	Place Delivery	370.9	0.0	370.9	371.3	0.4	Minor variance
Andrew Benson	Building Control	45.0	0.0	45.0	-57.1	(102.1)	£41k lower Joint Venture costs and £61k extra income. The lower costs have been approved as a saving in 2023/24 .
	Planning Policy & Development Services	673.2	0.0	673.2	751.1	77.9	£256k lower income in planning fees due to lower volume of applications and £215k higher consultancy costs which are partially offset by £280k lower staff costs due to 9 vacancies and £130k extra grant income.

Budget Monitoring: Summary 2022-23

Responsible Officer	Service	Original Budget £000	Total Variations £000	Management Budget £000	Year End Outturn £000	Year End Variance £000	Commentary
<b>1c. People</b>							
Justine Chatfield	Community Development	426.7	-42.0	384.7	368.9	(15.8)	External grant income to fund some roles.
	Partnerships	303.1	87.3	390.4	344.5	(45.9)	Saving in staff costs due to vacancies.
	Community Centres	382.5	10.0	392.5	394.4	1.9	Savings in staff costs due to vacancies are offset by lower income at the Horley & Woodhatch centres.
	Voluntary Sector Support	200.1	26.1	226.2	226.2	0.0	
Richard Robinson	Housing Services	1,026.3	0.0	1,026.3	1,128.5	102.2	Extra bed & breakfast accommodation provision has driven higher net costs.
Simon Rosser	Revenues, Benefits & Fraud	805.9	0.0	805.9	1,438.7	632.8	£440k net impact of reduced Housing Benefit subsidy; £138k higher Housing Benefit costs; £120k higher temporary staff costs with £18k overtime and £56k lower Homelessness Grant contribution are partially offset by £168k lower staff costs due to vacancies within the team.
Duane Kirkland	Supporting People	167.3	0.0	167.3	143.4	(23.9)	Underspend on a budget that is no longer required. This has been approved as a saving in 2023/24.
	Supporting Families	56.4	0.0	56.4	-139.5	(195.9)	The backdated contribution from SCC for 2021/22 and 2022/23 is higher than budgeted.
	Harlequin	380.8	0.0	380.8	270.0	(110.8)	Higher income relating to amateur shows and room hire and lower staff costs due to vacancies.
	Leisure Services	-66.4	0.0	-66.4	-84.3	(17.9)	Management fee income higher than budget.
<b>1d. Management Team</b>							
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 -42.6 17,980.0 17,355.4 (624.6) -3.47%

**2. Central Budgets**

Pat Main	Insurance	465.0	0.0	465.0	452.9	(12.1)	
	Treasury Management - Interest on Investments	-1,195.0	124.0	-1,071.0	-1,697.8	(626.8)	Includes interest on commercial loans and updated Bank of England interest rate forecasts.
	Treasury Management - Interest on Borrowing	455.0	0.0	455.0	184.8	(270.2)	Lower cost of borrowing for the capital programme than originally forecast.
	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	400.0	0.0	400.0	400.0	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	62.3	3.3	Adjusted to include backdated contract fee increase.

**Total Central Items** 1,957.5 124.0 2,081.5 1,176.7 (904.8) -43.47%

**Grand Total** 19,980.1 81.4 20,061.5 18,532.1 (1,529.4) -7.62%

<b>2022/23 COVID-19 Expenditure &amp; Funding @ P9 2022/23</b>	<b>Funding B/Fwd From 21/22 £m</b>	<b>Funding Received In 22/23 £m</b>	<b>Forecast Expenditure £m</b>	<b>Forecast Recoupments £m</b>
<b><u>Covid-19</u></b>				
<b><u>Closed Grants</u></b>				
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	-
<b><u>Grants Continuing Beyond 1st April '22</u></b>				
Council Tax Hardship Grant	(0.254)	-	0.254	-
Environmental Health SLA	(0.120)	(0.062)	0.147	0.035
Test & Trace - Admin Funding	(0.050)	-	0.030	-
General Funding	(0.036)	-	0.032	-
New Burdens Funding	-	(0.032)	0.032	-
Test & Trace - Mandatory Scheme	(0.013)	(0.016)	0.031	-
<b>Forecast Expenditure and Income 2022/23</b>	<b>(0.899)</b>	<b>(0.110)</b>	<b>0.562</b>	<b>0.425</b>
<b>Expected Net Underspend 2022/23</b>	<b>(0.022)</b>			

<b>2022/23 COVID ADDITIONAL RELIEF FUND</b>	Forecast Expenditure £m	Forecast Funding £m
<b>Expenditure &amp; Funding @ P9 2022/23</b>		
<b><u>Covid Additional Relief Fund (CARF)</u></b>		
Funding Received In 2021/22		(3.514)
NNDR Reliefs Granted During 2021/22	0.041	
Balance Carried Forward Into 2022/23	3.473	
	3.514	(3.514)
Balance Brought Forward From 2021/22		(3.473)
NNDR Reliefs Granted During 2022/23	0.087	
<b>Remaining Balance</b> (Repayable To DLUHC In Due Course)	3.386	
	3.473	(3.473)



2022/23 COUNCIL TAX ENERGY REBATE		Expenditure £m	Funding £m
Expenditure & Funding @ P9 2022/23			
<b>Core Scheme</b> (ended 30.09.22)			
Funding Received			(5.153)
£150 Payments Made To Band A-D Council Tax Payers		4.816	
£150 Council Tax Credits Made To Band A-D Council Tax Payers		0.323	
<b>Final Expenditure and Income 2022/23</b>		5.139	(5.153)
<b>Final Net Funding Surplus (Returnable To DLUHC)</b>		<b>(0.014)</b>	
<b>Discretionary Scheme</b> (ended 30.11.22)			
Funding Received			(0.332)
£150 Discretionary Payments		0.102	
£150 Discretionary Council Tax Credits		0.021	
<b>Final Expenditure and Income 2022/23</b>		0.123	(0.332)
<b>Final Net Funding Surplus (Returnable To DLUHC)</b>		<b>(0.209)</b>	
<b>Administrative Costs</b>			
Funding Received*			(0.057)
Software & Processing Costs		0.044	
Staffing & Administration Costs		0.048	
<b>Final Expenditure and Income 2022/23</b>		0.092	(0.057)
<b>Final Net Expenditure</b> (*final funding determinations were still underway at the start of 2023)		<b>0.035</b>	
<b>Final Expenditure and Income 2022/23 (Entire Scheme)</b>		<b>5.354</b>	<b>(5.542)</b>
<b>Final Net Funding Surplus (Entire Scheme)</b>		<b>(0.188)</b>	
<b>End Of Scheme Summary</b>			
<b>Surplus Funding Returnable To DLUHC</b>		<b>(0.233)</b>	
<b>Potential Risk Currently Borne By RBBC:-</b>			
<b>69x £150 Ineligible Payments Made In Error</b>		<b>0.010</b>	
<b>Overspend On Admin Costs</b>		<b>0.035</b>	
		<b>(0.188)</b>	

<b>2022/23 UKRAINIAN REFUGEE SCHEMES</b>	Forecast Expenditure £m	Forecast Funding £m
<b>Expenditure &amp; Funding @ P9 2022/23</b>		
<b><u>Ukraine Family Scheme</u></b>		
Funding Received/Expected (costs are reimbursed in arrears by SCC)		(0.016)
Refugee Accommodation Costs	0.010	
Refugee Travel Costs	0.001	
Prepaid Cards	0.001	
Interpretation/Translation Costs	0.002	
Staff Overtime / Additional Hours	0.001	
Staff Travel Costs	0.001	
<b>Forecast Expenditure and Income 2022/23</b>	<b>0.016</b>	<b>(0.016)</b>
<b>Forecast Nett Expenditure</b>	<b>0.000</b>	
<b><u>Homes For Ukraine Scheme</u></b>		
Funding Received/Expected (costs are reimbursed in arrears By SCC)		(0.471)
Sponsorship Payments (estimate based on current no. of sponsors)	0.375	
Refugee Accommodation Costs	0.018	
Refugee Travel Costs	0.002	
Interpretation & Translation Services	0.002	
Prepaid Cards	-	
Staffing Costs (dedicated staff, overtime, additional hours etc)	0.070	
Staff Travel Costs	0.004	
<b>Forecast Expenditure and Income 2022/23</b>	<b>0.471</b>	<b>(0.471)</b>
<b>Forecast Nett Expenditure</b>	<b>0.000</b>	
<b>Forecast Expenditure and Income 2022/23 (All Schemes)</b>	<b>0.487</b>	<b>(0.487)</b>
<b>Forecast Nett Expenditure (All Schemes)</b>	<b>0.000</b>	
<b>Summary:-</b>		
<b>Surplus Income Returnable To SCC</b>	<b>0.000</b>	
<b>Potential Cost To Be Borne By RBBC</b>	<b>0.000</b>	

HOUSEHOLD SUPPORT FUND ROUNDS 1 TO 3  Expenditure & Funding @ P9 2022/23	Round #1 (period covered:- 06.10.21 - 31.03.22)		Round #2 (period covered:- 01.04.22 - 30.09.22)		Round #3 (period covered:- 01.10.22 - 31.03.23)	
	Funding £m	Expenditure £m	Funding £m	Expenditure £m	Funding £m	Expenditure £m
	(actuals)	(actuals)	(actuals)	(actuals)	(actuals)	(forecast)
The Household Support Fund is a Government scheme aimed at alleviating the financial pressures falling on households as a result of the cost of living crisis. There is a specific focus on supporting households with energy, food & water bills.						
Initial Grant Allocation (received via Surrey County Council)	(0.383)		(0.324)		(0.302)	
<b>Support Issued To Households</b>						
Council Tax Reduction Strand (pro-active payments made to CTR recipients)		0.181		-		-
Referral Strand (referrals made to us from 3rd parties)		0.103		-		-
Fuel Vouchers (distributed via VCS partners)		0.019		0.025		-
Food Vouchers (distributed via VCS partners)		-		0.053		0.085
Cash Payments (made to pensioner households on Council Tax Support)		-		0.188		0.006
		0.303		0.266		0.091
<b>Contributions To Voluntary/Community Sector Partners</b>						
Stripey Stork		0.008		-		0.012
Fuel Grants		0.008		-		0.025
East Surrey Domestic Abuse Service		0.006		-		0.020
'I Choose Freedom' (previously known as Reigate & Banstead Women's Aid)		0.006		-		0.020
Food Clubs		0.005		-		0.025
Renewed Hope Trust		0.002		-		-
Gateway Allotment Project		0.002		-		-
Merstham Mix		0.001		-		-
Surrey Community Action		0.001		-		-
Community Debt Advice		-		-		0.005
		0.039		0.000		0.107
<b>Housing Support</b>						
Contributions Towards Rent Arrears		0.023		0.020		0.030
Rent Assistance / Rehoming Of Donyings Cabin Occupants		0.008		-		-
Contribution To ESDAS Sanctuary		0.005		0.005		-
Energy & Food Support For Specific Housing Clients		-		-		0.010
		0.036		0.025		0.040
<b>Other Support (some elements still being scoped)</b>						
Warm Hubs		-		-		0.010
Mayor's Trust Fund		-		-		0.016
		-		-		0.026
<b>Administration Costs</b>						
RBBC Staff Costs (costs falling outside BAU)		0.003		0.009		0.015
Admin Contributions Claimed By VCS Partners		0.005		0.001		0.009
Software & Administration Services (NEC Software Solutions)		-		0.015		0.005
		0.008		0.025		0.029
		(2.20% of spend)		(8.08% of spend)		(9.75% of spend)
<b>Grant Closure/Reconciliation</b>						
Grant Top-Up To Eliminate Overspend (received from Surrey County Council)	(0.003)		-		tbc	
Recoupment Of Unspent Grant (excess funding returned to Surrey County Council)		-		0.008		0.009
<b>No. Of Households Supported</b>		4,294		2,451		tbc
<b>Total Funding &amp; Expenditure</b>	<b>(0.386)</b>	<b>0.386</b>	<b>(0.324)</b>	<b>0.324</b>	<b>(0.302)</b>	<b>0.302</b>

<b>2022/23 SYRIAN REFUGEES SCHEME</b>	Forecast Expenditure £m	Forecast Funding £m
<b>Expenditure &amp; Funding 2022/23</b>		
<b><u>Refugee Family Support</u></b>		
Grant Received		(0.027)
Local Auth. Funding Received		(0.040)
Staff Costs	0.095	
Travel Costs	0.001	
Refugee Accommodation Costs	0.057	
Refugee Nursery Fees	0.005	
Miscellaneous Expenditure	0.004	
<b>Forecast Expenditure and Income 2022/23</b>	0.162	(0.067)
<b>Forecast Nett Expenditure</b>	<b>0.096</b>	

\*\* The overspend is funded by Contribution from Reserves cfd from 21/22 as shown in J14

<b>2022/23 AFGHAN REFUGEES SCHEME</b>	Forecast Expenditure £m	Forecast Funding £m
<b>Expenditure &amp; Funding 2022/23</b>		
<b><u>Afghan Refugees Scheme</u></b>		
Grant Received		(0.072)
Local Auth. Funding Received		(0.012)
Staff Costs	0.037	
Refugee Accommodation Costs	0.017	
Miscellaneous Expenditure	0.002	
<b>Forecast Expenditure and Income 2022/23</b>	0.056	(0.084)
<b>Forecast Nett Expenditure</b>	<b>(0.028)</b>	

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2022-23 Outturn Capital Programme Monitoring Q3

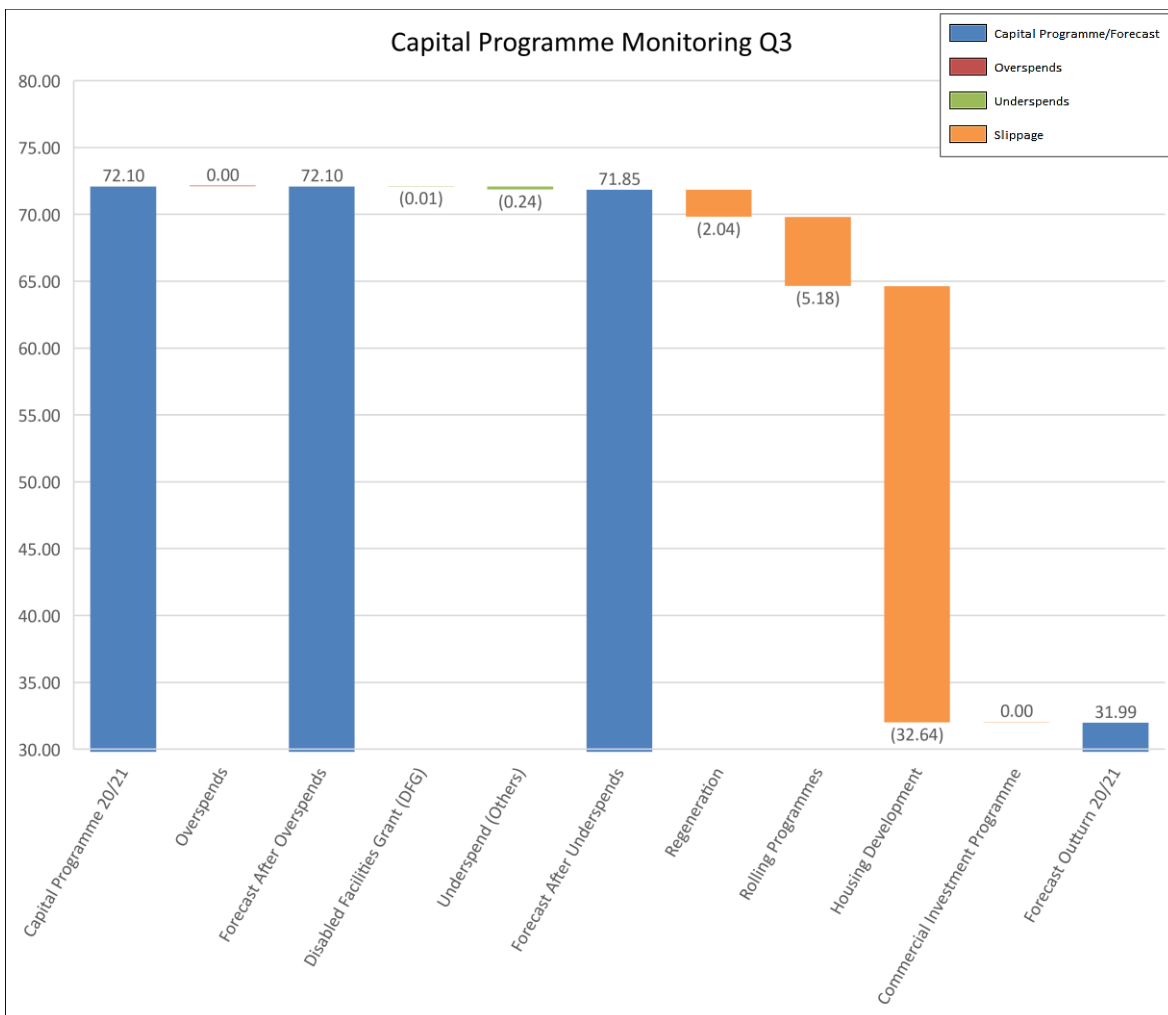
**Summary**

Full year expenditure forecast against the Capital Programme at the end of Quarter 3 is £31.99m which is £40.11m (56%) 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

<b>Current Budget (Section 1):</b>	<b>72.10</b>
Projected Net Overspends	0.00 (or 0 % of Programme)
Projected Net Underspends	(0.25) (or 0 % of Programme)
Projected Slippage	(39.86) (or 55 % of Programme)
<b>Total Capital Expenditure</b>	<b>31.99</b>



**Underspends, £0.150m. Significant variances summarised below:**

<b>Regeneration</b>	<b>Vibrant Towns &amp; Villages (£0.100m underspend)</b> - No demands are expected on this programme in made on this programme in 2022/23.
<b>Others</b>	<b>CCTV Rolling Programme (£0.105m underspend)</b> - No expenditure now expected in 2022/23

**Slippage, £39.86m. Significant variances summarised below:**

<b>Housing Development</b>	<b>Housing Delivery Programme (£30.000m slippage)</b> - 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.
<b>Others</b>	<b>Beech House - (£3.000m slippage)</b> - Expenditure expected in 2023/24, subject to business case approval.
	<b>Merstham Recreation Ground - (£1.360m slippage)</b> - The majority of construction spend is now expected in 2023/24.
	<b>Vehicle Replacement Programme - (£1.078m slippage)</b> - Expenditure will now take place in 23/24
	<b>Car Parks Programme - (£0.548m slippage)</b> - Expenditure will now take place after Car Park asset review.
	<b>Horley Public Realm Improvements (£0.525m slippage)</b> - The majority of expenditure is now expected in 2023/24



## Capital ANNEX 3: Section 1

### Reconciliation of Capital Programme to Approved Budgets 2022-23

	<b>£000</b>
<b>Original Capital Budget</b>	30,282.7
Budget approved but not yet released <sup>1</sup>	0.0
	<u>30,282.7</u>
<b>Additions</b>	
Carry Forwards from previous year	36,983.1
Budgets released during the year <sup>1</sup>	4,460.0
Reprofiling of projects	0.0
Other Changes	374.5
<b>Current Capital Budget</b>	<b><u>72,100.3</u></b>

#### 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 ANNEX 2: Section 2

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

Programme/Project	Year to Date	Original Budget	Carry Forwards	Released In Year	Other Changes	Current Budget	Year End Outturn	Year End Variance	Quarter 3: Explanation of Significant Variances
	£000	£000	£000	£000	£000	£000	£000	£000	
Operational Buildings	7.4	110.0	260.0	0.0	0.0	370.0	370.0	0.0	
Community Centre Programme	31.3	75.0	34.0	0.0	0.0	109.0	109.0	0.0	
Existing Pavilions Programme	62.2	50.0	168.0	0.0	0.0	218.0	218.0	0.0	
Leisure Centre Maintenance	85.4	210.0	17.0	0.0	0.0	227.0	227.0	0.0	
Harlequin Property Maintenance	9.4	110.0	205.9	0.0	0.0	315.9	315.9	0.0	
Tenanted Properties	40.3	100.0	100.0	0.0	0.0	200.0	200.0	0.0	
Crown House	0.0	75.0	210.0	0.0	0.0	285.0	285.0	0.0	
Units 1-5 Redhill Dist Centre Salfords	0.0	57.5	57.0	0.0	0.0	114.5	114.5	0.0	
Linden House, 51B High Street Reigate	10.9	28.8	28.0	0.0	0.0	56.8	56.8	0.0	
Unit 61E Albert Road North	96.2	200.0	62.0	0.0	0.0	262.0	262.0	0.0	
Forum House, Brighton Road Redhill	0.0	100.0	170.0	0.0	0.0	270.0	270.0	0.0	
Beech House, London Road Reigate	4.2	0.0	3,000.0	0.0	0.0	3,000.0	0.0	-3,000.0	No spend expected in 22/23
Regent House, 1-3 Queensway Redhill	0.0	100.0	75.0	0.0	0.0	175.0	175.0	0.0	
Massetts Road	0.0	21.0	0.0	0.0	0.0	21.0	21.0	0.0	
Tenanted Property Assets	9.6	76.0	60.0	0.0	0.0	136.0	136.0	0.0	
Infra-structure (walls)	63.9	60.0	26.0	0.0	0.0	86.0	86.0	0.0	
Car Parks Capital Works Programme	-12.0	190.0	358.0	0.0	0.0	548.0	0.0	-548.0	
Earlswood Depot/Park Farm Depot	11.5	20.0	52.0	0.0	0.0	72.0	72.0	0.0	
Public Conveniences	1.1	4.0	17.0	0.0	0.0	21.0	21.0	0.0	
Cemeteries & Chapel	34.4	20.0	60.0	0.0	0.0	80.0	80.0	0.0	
Allotments	0.0	12.0	30.0	0.0	0.0	42.0	42.0	0.0	
Building Maintenance - Capitalised Staff Costs	0.0	28.0	0.0	0.0	0.0	28.0	28.0	0.0	
Pavilion Replacement - Woodmansterne	0.0	0.0	20.0	0.0	0.0	20.0	20.0	0.0	
Priory Park	0.9	10.0	213.0	0.0	0.0	223.0	223.0	0.0	
<b>Strategic Property</b>	<b>456.5</b>	<b>1,657.3</b>	<b>5,222.9</b>	<b>0.0</b>	<b>0.0</b>	<b>6,880.2</b>	<b>3,332.2</b>	<b>-3,548.0</b>	
ICT Replacement Programme	286.8	200.0	224.0	0.0	0.0	424.0	424.0	0.0	
Disaster Recovery	10.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Environmental Strategy Delivery	0.0	0.0	250.0	0.0	0.0	250.0	250.0	0.0	
<b>Corporate Resources</b>	<b>297.2</b>	<b>200.0</b>	<b>474.0</b>	<b>0.0</b>	<b>0.0</b>	<b>674.0</b>	<b>674.0</b>	<b>0.0</b>	
Great Workplace Programme - Phase 2	-6.2	250.0	451.5	0.0	0.0	701.5	701.5	0.0	
<b>Organisational Development</b>	<b>-6.2</b>	<b>250.0</b>	<b>451.5</b>	<b>0.0</b>	<b>0.0</b>	<b>701.5</b>	<b>701.5</b>	<b>0.0</b>	
<b>Organisation Capital Budget</b>	<b>747.6</b>	<b>2,107.3</b>	<b>6,148.4</b>	<b>0.0</b>	<b>0.0</b>	<b>8,255.7</b>	<b>4,707.7</b>	<b>-3,548.0</b>	

Capital ANNEX 2: Section 2

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

Programme/Project	Year to Date	Original Budget	Carry Forwards	Released In Year	Other Changes	Current Budget	Year End Outturn	Year End Variance	Quarter 3: Explanation of Significant Variances
	£000	£000	£000	£000	£000	£000	£000	£000	
Small Works Assistance	3.5	50.0	0.0	0.0	0.0	50.0	10.0	-40.0	
Home Improvement Agency & Handy Person Scheme	90.0	120.0	0.0	0.0	0.0	120.0	120.0	0.0	
Disabled Facilities Grant	861.9	1,134.0	0.0	0.0	0.0	1,134.0	1,125.6	-8.4	
Repossession Prevention Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Lee Street Bungalows	265.3	0.0	326.9	0.0	0.0	326.9	266.0	-60.9	
Stirling House 2 flats	0.0	0.0	0.0	120.0	0.0	120.0	120.0	0.0	New Programme adjusted for in Qtr3
Mitchell Court 4 flats	0.0	0.0	0.0	240.0	0.0	240.0	240.0	0.0	New Programme adjusted for in Qtr3
New Pond Works	0.0	0.0	0.0	100.0	0.0	100.0	25.0	-75.0	New Programme adjusted for in Qtr3:
Purchase of Temporary & Emergency Accommodation	0.0	0.0	0.0	4,000.0	0.0	4,000.0	1,500.0	-2,500.0	New Programme adjusted for in Qtr3
Housing Delivery Programme	0.0	10,000.0	20,000.0	0.0	0.0	30,000.0	0.0	-30,000.0	
Development of Court Lodge Residential Site	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Cromwell Road Development	-448.3	0.0	149.6	0.0	0.0	149.6	149.6	0.0	
Unit 1 Pitwood Park Tadworth	-35.0	0.0	42.9	0.0	0.0	42.9	42.9	0.0	
<b>Housing</b>	<b>738.0</b>	<b>11,304.0</b>	<b>20,519.4</b>	<b>4,460.0</b>	<b>0.0</b>	<b>36,283.4</b>	<b>3,599.1</b>	<b>-32,684.3</b>	
Harlequin - Service Development	135.3	100.0	171.8	0.0	0.0	271.8	220.3	-51.4	
<b>Leisure &amp; Intervention</b>	<b>135.3</b>	<b>100.0</b>	<b>171.8</b>	<b>0.0</b>	<b>0.0</b>	<b>271.8</b>	<b>220.3</b>	<b>-51.4</b>	
CCTV Rolling Programme	0.0	30.0	74.6	0.0	0.0	104.6	0.0	-104.6	
<b>Community Partnerships</b>	<b>0.0</b>	<b>30.0</b>	<b>74.6</b>	<b>0.0</b>	<b>0.0</b>	<b>104.6</b>	<b>0.0</b>	<b>-104.6</b>	
<b>People Services Capital Budget</b>	<b>873.3</b>	<b>11,434.0</b>	<b>20,765.7</b>	<b>4,460.0</b>	<b>0.0</b>	<b>36,659.7</b>	<b>3,819.4</b>	<b>-32,840.3</b>	

Capital ANNEX 2: Section 2

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

Programme/Project	Year to Date	Original Budget	Carry Forwards	Released In Year	Other Changes	Current Budget	Year End Outturn	Year End Variance	Quarter 3: Explanation of Significant Variances
	£000	£000	£000	£000	£000	£000	£000	£000	
Vehicles & Plant Programme	125.3	1,056.0	181.7	0.0	0.0	1,237.7	160.0	-1,077.7	
Fleet Vehicle Wash-Bay Replacement	0.0	0.0	350.0	0.0	0.0	350.0	0.0	-350.0	
Workshop Refurbishment	0.0	160.0	0.0	0.0	0.0	160.0	0.0	-160.0	
Land Flood Prevention Programme	0.0	10.5	0.0	0.0	0.0	10.5	10.5	0.0	
Play Area Improvement Programme	12.8	230.0	0.0	0.0	-100.0	130.0	130.0	0.0	£100k transferred from Play Area Improvement to Merstham Rec as approved at Executive meeting on 18 November 2021
Parks & Countryside - Infrastructure & Fencing	9.2	45.0	0.0	0.0	0.0	45.0	45.0	0.0	
Air Quality Monitoring Equipment	47.2	40.0	0.0	0.0	0.0	40.0	48.1	8.1	
Contribution to Surrey Transit Site	0.0	0.0	127.0	0.0	0.0	127.0	127.0	0.0	
<b>Neighbourhood Operations</b>	<b>194.5</b>	<b>1,541.5</b>	<b>658.7</b>	<b>0.0</b>	<b>-100.0</b>	<b>2,100.2</b>	<b>520.6</b>	<b>-1,579.6</b>	
Pay-on-Exit Car Parking at Central Car Park and Victoria	2.5	0.0	52.0	0.0	0.0	52.0	0.0	-52.0	
Horley Public Realm Improvements - Phase 4	1.9	0.0	575.1	0.0	0.0	575.1	50.0	-525.1	
Subway Refurbishment, Horley	6.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Marketfield Way Redevelopment	13,868.1	15,100.0	6,986.0	0.0	0.0	22,086.0	22,086.0	0.0	
Redhill Public Realm Improvements	0.0	0.0	30.0	0.0	0.0	30.0	30.0	0.0	
Merstham Recreation Ground	54.3	0.0	1,419.3	0.0	100.0	1,519.3	54.7	-1,464.6	£100k transferred from Play Area Improvement to Merstham Rec as approved at Executive meeting on 18 November 2021. Remaining expenditure will be incurred in 23/24.
Preston - Parking Improvements	29.8	0.0	347.8	0.0	374.5	722.3	722.3	0.0	
<b>Place Delivery</b>	<b>13,963.0</b>	<b>15,100.0</b>	<b>9,410.2</b>	<b>0.0</b>	<b>474.5</b>	<b>24,984.7</b>	<b>22,943.0</b>	<b>-2,041.7</b>	
Vibrant Towns & Villages	0.0	100.0	0.0	0.0	0.0	100.0	0.0	-100.0	No spend expected in 22/23
<b>Economic Prosperity</b>	<b>0.0</b>	<b>100.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>100.0</b>	<b>0.0</b>	<b>-100.0</b>	
<b>Place Services Capital Budget</b>	<b>14,157.5</b>	<b>16,741.5</b>	<b>10,068.9</b>	<b>0.0</b>	<b>374.5</b>	<b>27,184.9</b>	<b>23,463.6</b>	<b>-3,721.4</b>	
<b>Total Capital Budget</b>	<b>15,778.4</b>	<b>30,282.7</b>	<b>36,983.1</b>	<b>4,460.0</b>	<b>374.5</b>	<b>72,100.3</b>	<b>31,990.6</b>	<b>-40,109.7</b>	

**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)

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	<b>Progress</b>	<b>Next Steps</b>	<b>Financial Benefits</b>
<b>Programme Set Up</b>	<ul style="list-style-type: none"> <li>• FSP Steering Group established (February)</li> <li>• Initial programme brief agreed by Corporate Governance Group (April)</li> <li>• Programme plan and register in development (May)</li> <li>• Programme support officer appointed (June)</li> <li>• S&amp;FP timetable and milestones confirmed</li> <li>• All member briefing held (July)</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing review of programme resourcing requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
<b>Service &amp; Financial Planning</b>	<ul style="list-style-type: none"> <li>• Initial review of budgets and services undertaken by Heads of Service (April/May)</li> <li>• Peer challenge at Management Team Awayday (May)</li> <li>• Portfolio holders briefed and discussion of budget and service options and prioritisation at Executive Awayday (June)</li> <li>• Preparation of service business plans and draft budgets, including growth, savings and fees &amp; charges proposals, for inclusion in the November draft budget report (September)</li> <li>• Management Team and Executive Awaydays to consider initial proposals and finalise draft budget (September and October)</li> <li>•</li> </ul>		<ul style="list-style-type: none"> <li>• 43 proposals generated under FSP delivered a total budget benefit of over £2m for 2023/24, summarised as:                             <ul style="list-style-type: none"> <li>• £1.23m additional income</li> <li>• £0.79m cost savings</li> </ul> </li> </ul> <p>Full details of all proposals included in the 2023/24 budget are shown in the 2023/24 Budget Reports presented in November 2022 and January 2023.</p>

	Progress	Next Steps	Financial Benefits
	<ul style="list-style-type: none"> <li>• Finalisation of draft 2023/24 business plans (October)</li> <li>• Preparation of draft 2023/24 budget report (October)</li> <li>• Publication of draft 2023/24 budget (November)</li> <li>• Consultation on draft 2023/24 budget (November to January)</li> <li>• 2023/24 Budget agreed (February)</li> </ul>		
<b>Standalone projects and activities</b>	<ul style="list-style-type: none"> <li>• Project and activity scoping (May onwards)</li> <li>• Activities to deliver 'quick wins' being progressed (ongoing)</li> <li>• Projects being progressed through established project management framework (ongoing)</li> <li>• Review of existing project management resource capacity (June)</li> <li>• Recruitment of additional project management resource (September)</li> <li>• Activities to deliver 'quick wins' continue to be progressed by relevant service areas (ongoing)</li> <li>• Projects being progressed through established project management framework (ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Activities to deliver 'quick wins' continue to be progressed by relevant service areas (ongoing)</li> <li>• Projects being progressed through established project management framework (ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Small-scale savings for 2023/24 from 'quick win' activity incorporated within agreed budget</li> <li>• Financial benefits from projects will be confirmed on a case by case basis</li> </ul>
<b>Fees &amp; Charges</b>	<ul style="list-style-type: none"> <li>• Collation of fees and charges register and identification of higher value areas for priority review (May 2022)</li> <li>• 2022/23 increases implemented for some charges in year as appropriate</li> <li>• Budget holders progressing review (ongoing)</li> <li>• Additional income from fees and charges uplifts included within draft 2023/24 budget (November)</li> </ul>	<ul style="list-style-type: none"> <li>• Fees and charges will be considered annually as part of service and financial planning process and updated accordingly</li> </ul>	<ul style="list-style-type: none"> <li>• A total of £1.23m additional income has been included in the 2023/24 budget, including significant uplifts in existing charges for Car Parking and Garden Waste and identification and implementation of new charges such as Street Naming &amp; Numbering.</li> </ul>
<b>Vacancy Control Mechanism</b>	<ul style="list-style-type: none"> <li>• New vacancy control mechanism introduced (June 2022)</li> </ul>	<ul style="list-style-type: none"> <li>• Changes and improvements to the process to be implemented as they are identified (ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Pay costs budget for 2023/24 budget have been reduced by £0.37m as a result of these controls.</li> </ul>

	Progress	Next Steps	Financial Benefits
	<ul style="list-style-type: none"> <li>• Senior Officer Panel established to review business cases for recruitment to vacant posts (July 2022)</li> <li>• Vacancy control mechanism now operational; recruitment to vacant posts being reviewed by senior management on a case by case basis</li> <li>•</li> </ul>		
<b>Third Party Funding Opportunities</b>	<ul style="list-style-type: none"> <li>• £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)</li> <li>• Council services as well as third parties invited to submit Strategic CIL bids (August)</li> <li>• UK shared prosperity funding confirmed (January)</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities for further third party funding continue to be explored (ongoing)</li> </ul>	



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# Agenda Item 8



<b>Signed off by</b>	Head of Legal and Governance
<b>Author</b>	Marie Crabtree, Democratic Services Officer
<b>Telephone</b>	01737 276657
<b>Email</b>	marie.crabtree@reigate-banstead.gov.uk
<b>To</b>	Overview and Scrutiny Committee, Thursday 16 March 2023
<b>Date</b>	Thursday, 16 March 2023
<b>Executive Member</b>	Councillor Nick Harrison, Chair of Overview & Scrutiny

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

<b>Subject</b>	Overview and Scrutiny Annual Report 2022/23
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<b>Recommendations</b>
<p>(i) That the Annual Report of the Overview and Scrutiny Committee for this year be noted and recommended to Council.</p> <p>(ii) That any additional observations be made to Council on 30 March 2023.</p>

<b>Reasons for Recommendations</b>
<p>The Overview and Scrutiny Committee serves as a critical friend to the Council and Executive. Holding an authority's decision-makers to account is important to the successful functioning of local democracy, governance, and leadership. Effective scrutiny helps secure the efficient delivery of public services and drives improvements. The Annual Report of the Committee provides a summary of the work of the Committee during 2022/23 to Full Council for approval at its meeting on 30 March 2023.</p>

# Agenda Item 8

## **Executive Summary**

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

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

The Annual Report of the Committee provides a summary of the work of the Committee in 2022/23 to the Council. This report therefore supports awareness of the role and actions of the Committee by the Council.

**The above recommendations are subject to approval by Full Council.**

## **Statutory Powers**

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

## **Background**

2. This Annual Report 2022/23 of the Overview and Scrutiny Committee sets out the work of the Committee in 2022/23. Membership and attendance information for the year is set out in Annex 1. The Committee's Annual Work Programme 2023/24 is set out in a separate report to the Committee for consideration by Executive on 23 March and approval by Full Council on 30 March.

## **Annual Report**

3. This report reflects the work of the Committee as the Council continued the recovery work from the COVID-19 global pandemic emergency and the increasing cost of living pressures to support the borough's residents and keep services operating. The Committee scrutinised this fast-changing programme of work through updates to Committee meetings throughout the year.
4. This year, the Overview and Scrutiny Committee saw a return to meetings in person held in the New Council Chamber, Town Hall. One planned meeting was cancelled as it was scheduled for 8 September 2022, the day that Her Majesty the Queen died. The business from this meeting was largely carried forward to the following meeting on 13 October, however, an additional meeting was held on 9 November to accommodate the remainder of this business. The full Committee met eight times on 16 June 2022, 14 July 2022, 13 October 2022, 9 November, 8 December 2022, 19

January 2023, 23 February 2023 and 16 March 2023. A Budget Scrutiny Panel was constituted and completed their work and recommendations in 2022/23.

## **Holding the Executive to Account**

5. Executive Members, the Managing Director, Directors, and Officers supported the Committee's scrutiny activities and attended meetings of the Committee throughout the year. Executive Portfolio Holders and Officers attended and supported the Budget Scrutiny Panel.
6. The Committee held the Leader and Executive Members to account through:  
The attendance of the Leader, the Deputy Leader and Portfolio Holders at the Committee or its Panels to explain how the Executive proposed to deliver its plans and strategies; Portfolio Holders presenting and reporting on their work and objectives for each of their service areas and responding to questions from the Committee.  
Considering a number of proposed Executive decisions and providing commentary and recommendations to the Executive where judged appropriate.

## **Leader's Updates**

7. Councillor Brunt, Leader of the Council, provided a briefing on the work of the Council at the Committee meeting in October 2022. The Leader briefed the Committee on Council initiatives and projects, future challenges and engagement between the Executive and the Overview and Scrutiny Committee including leadership updates on the Financial Sustainability Plan, progress on the Marketfield Way development, Cromwell Road housing development, a £4million investment agreement for emergency and short-term local accommodation, the development of a new Leisure & Culture Strategy, an update on the work of the Refugee Support Team with both Ukranian and Syrian refugees, cost of living support and continuing work on environmental sustainability. The Leader's update scheduled for March 2023 has been postponed until June 2023.

## **Executive Member Objectives and Updates**

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

## **Organisation Executive Updates – 9 November**

9. Councillor Schofield, Deputy Leader and Portfolio Holder for Finance and Governance, gave an overview of Finance and Governance service areas. This included updates on Service and Financial Planning, continuing COVID-19 budget impacts, Medium-Term Financial Plan 2022/23 to 2024/25, the preparation of a new Procurement & Contract Management Strategy, and the introduction of Voter ID.

# Agenda Item 8

10. Councillor Archer, Portfolio Holder for Investment and Companies, gave an oversight of the Council's commercial agenda, investments and companies, commercial strategy and other work overseen by the Commercial Ventures Executive Sub-Committee. This included updates on the Marketfield Way (The Rise) development and making effective use of Council owned assets.
11. Councillor Lewanski, Portfolio Holder for Corporate Policy and Resources, provided a briefing on Council's Performance Management, Corporate Policy, ICT, Organisational Development and HR, Legal and Customer Contact areas. This included the IT Strategy, approved by Executive on 24 March 2022, the new draft HR & OS Strategy and the continuing work of the Data Insight Team

## **People Executive Member Updates – 19 January**

12. In January, the Committee received a briefing from the People Portfolio Holders on the People service areas.
13. Councillor Neame, Portfolio Holder for Housing & Support, gave an overview of the work on the Housing Delivery Strategy, housing support, homelessness as well as the work of Family Support, Money Support and Refugee Settlement teams and the work of Housing Benefits and Fraud.
14. Councillor Sachdeva, Portfolio Holder for Leisure & Culture gave an overview of Leisure Centres and Leisure Strategy as well as the Harlequin. The new Leisure & Culture Strategy would be delivered early in 2023, aiming to reduce the level of funding required by The Harlequin by increasing its revenue streams.
15. Councillor Ashford, Portfolio Holder for Community Partnerships, gave an update on community and voluntary work as well as an update on the progress of the three Community Centres in Banstead, Woodhatch and Horley and the Council's response to cost of living pressures.

## **Place Executive Member Updates – 16 March**

16. *In March 2023 the Committee received briefings from the three Place Portfolio Holders on the Place service areas.*
17. *Councillor Biggs, Portfolio Holder for Planning Policy, provided an update to the Committee, on the Council's work within the Planning Policy and Local Plan, CIL, Transport, Building Control and Place Projects & Delivery.*
18. *Councillor Humphreys, Portfolio Holder for Economic Prosperity, provided a briefing on the Council's ongoing work to support local businesses with government grants.*
19. *Councillor Bramhall, Portfolio Holder for Neighbourhood Services, gave an update on her portfolio areas which included Environmental Health Licensing, Waste and Recycling, Greenspaces and Fleet and Cleansing services.*

20. *The Committee welcomed the opportunity to examine in detail the work of Executive Portfolio Holders, to test the relationship of this work to the Council's corporate objectives and to scrutinise the performance of the Council's services.*

## **Annual Community Safety Partnership Scrutiny – ‘Crime and Disorder’**

21. On 23 February, the Committee held an annual meeting as part of its scrutiny responsibilities under the Crime and Disorder Reduction Act 1998 and the Anti-Social Behaviour, Crime and Policing Act 2014. Councillor Ashford, Portfolio Holder for Community Partnerships gave an overview of the Council's work with Surrey Police and Surrey County Council over the last year.
22. The Surrey Police Borough Commander for Reigate and Banstead, Inspector Alex Macguire attended as a key community safety partner.
23. Michelle Blunsom, CEO of East Surrey Domestic Abuse Services, attended as a key community safety partner.
24. The Committee questioned the speakers on a wide range of community safety issues such as tackling domestic abuse, the issuing of Community Protection Notices, the specialist Proactive Team, anti-social behaviour, and exploring current activity areas and priority concerns.

## **Performance Monitoring**

25. The Committee continued to monitor the Council's performance. This included reviewing the following information:
- Service Performance Management (quarterly)
  - Key Performance Indicators (KPIs) (quarterly)
  - Revenue and Capital Management (quarterly)
  - Budget Monitoring (quarterly)
  - Update on the Corporate Plan 2020-25 (Reigate and Banstead 2025 Annual Report 2021/22).
  - Environmental Sustainability Strategy – Progress Report 2022
26. The quarterly performance reports and KPIs showed that the Council continued to respond well to pressures following the pandemic and the recovery work with officers across the organisation redeployed to assist critical services where still required and to continue to work to maintain 'business as usual' services for residents. Any comments from the Committee on performance were reported to the Executive for their consideration.
27. More detailed reporting information on the work of Council services was provided via programme dashboards available on the Members' area of the ModGov intranet.

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## **Advance Questions**

28. The Advance Questioning procedure is in use for the Overview and Scrutiny Committee. This allows members of the committee to submit questions in advance of the meeting based on the information received in the agenda pack, which is published five clear working days before the meeting. Advance questions are then forwarded to the relevant officers to provide written responses which are then circulated to committee members the day before the committee meeting and are published in the Council's web library. This procedure allows Council officers and Executive Members to prepare detailed answers to questions arising regarding the agenda item and to provide these detailed answers during the meeting
29. The Advance Questioning procedure was used to support Member questions on quarterly performance reports as well as advance questions on published reports and presentations in advance of formal Committee meetings (such as Portfolio Holder briefings).
30. The Managing Director, Directors, Monitoring Officer and relevant Heads of Service supported meetings of the Overview and Scrutiny Committee to answer additional questions on the Council's performance or via written answers.
31. The Committee also keeps an "Action Tracker", a register of questions raised in meetings which require further research before they can be responded to. Answers are given subsequently in writing and reviewed at subsequent meetings of the Committee, to ensure issues are addressed.

## **Strategy and Policy Development**

32. The Committee commented on the following draft strategies and policies:
  - Medium Term Financial Plan 2022/23 - 2026/27 (through the budget scrutiny process)
  - Commercial Strategy Part 2
  - Capital Investment Strategy 2022/23
  - Annual Environmental Sustainability Strategy
  - Local Plan Development Scheme
  - Leisure & Culture Strategy

## **Companies Performance**

33. The Committee received two Companies Performance Update reports into the progress of companies owned and part-owned by the Borough Council in June 2022 and December 2022.  
The Spring update informed members that the future strategy for Greensand Holdings Limited was under review and that the Horley Business Park Development LLP was not considered to be performing in line with expectations. It was also reported that the Council was seeking management information from Pathway for Care Limited in order to review its performance.



The Winter update informed committee members that a resolution had been reached in principle, regarding the Horley Business Park Development LLP and that an agreed approach would be progressed in order to move forward in a way which aligns with the Council's objectives. Information on the performance of Pathway for Care Limited had not been provided, despite requests to company management.

## **Calendar of Meetings 2023/24**

34. The Committee received and considered the Calendar of Meetings for 2023/24. Comments from the committee regarding holding meetings outside of Surrey school holidays were considered and the calendar was amended and later agreed at Council on 9 February 2023.

## **Work of the Banstead Common Conservators**

The Committee received a presentation from the Banstead Common Conservators at their meeting on 9 November 2022. Lucy Shea, Clerk to the BCC, Vic Broad, Chair of the BCC and David Hatcher, member of the BCC, gave an update to Members which included information on site management, active wildlife monitoring, visitor numbers and public engagement, as well as the challenges of fly tipping and anti-social behaviour.

A link to the minutes from this meeting can be found below:

[Agenda for Overview and Scrutiny Committee on Wednesday, 9th November, 2022, 7.30 pm | Reigate and Banstead Borough Council \(moderngov.co.uk\)](#)

## **35. Budget Scrutiny Review Panel**

Councillor Brunt, Leader of the Council, and Councillor Schofield, Deputy Leader and Portfolio Holder for Finance and Governance, attended the Budget Scrutiny Panel in on 29 November 2022, to support the Panel's scrutiny of the Council's Service and Financial Planning for 2023/24. These councillors also attended the Committee meeting at which the report of the Budget Scrutiny Panel was received and considered, to further support this process, and respond to questions from the Committee.

36. The Budget Scrutiny Review Panel reviewed the Service & Financial Planning (Provisional Budget) 2023/24 report. The Panel undertook a robust review and considered 76 advance questions along with further questions and comments that were raised within the meeting.

37. The Panel recognised and appreciated the significant amount of work that had gone into preparing the service and financial plans for 2023/24 and concluded that the budget proposals were achievable and realistic and based on sound financial practices and reasonable assumptions.

38. The Panel noted the national and local policy context and significant uncertainties at that stage of the budget-setting process. It noted that the Service and Financial

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Planning 2023/24 report forecast a balanced Revenue Budget for 2023/24 subject to final confirmation of outstanding items. The Panel noted that the Budget for 2022/23 included the use of £2.407 million funding from earmarked Reserves, as necessary, and that the use of these Reserves was necessarily a one-off source of funding.

The Panel reviewed savings proposals in service delivery: reduced funding for voluntary organisations, although not expected to have a significant impact on service scope or quality, the Panel were concerned about the impact on residents and urged the Council to communicate with residents about available assistance. The Panel recommended that the Local Council Tax Support Scheme be reviewed during 2023/24 and the outcome be reported as part of Service & Financial Planning for 2024/25. The Panel expressed concern about recent inflationary pressures which put short-term inflation well above the Bank of England target and suggested this would put unbudgeted upward pressure on the cost of goods and services and on personnel costs. The Budget Scrutiny Panel report and recommendations was reported to the main Committee at its meeting on 8 December 2022. The Committee debated the findings including budget savings, Environmental Sustainability funding and the announcement from government that district councils could increase Council Tax by 2.99% without a referendum. The Committee resolved to support the recommendations of the Budget Scrutiny Panel report which went to Executive for consideration at its meeting in December 2022.

39. At the Overview and Scrutiny Committee meeting on 19 January 2023, an update for the Committee on the Budget and Capital Programme 2023/24 was given to Members. It was reported to the Committee that the Government settlement had been positive. The positive measures included the allocation of a new grant to achieve the Government's aim of all authorities having an extra 5% in core spending power. This minimum funding guarantee and the ability to increase Council Tax by a further 1% had achieved a positive overall impact on the 2023/24 budget. This made it possible to avoid drawing on reserves as much as had been anticipated when the budget was previously reviewed by the Committee in December 2022. Members asked questions on Council Tax and Business Rates income, the Government Funding Risk Reserve, Economic Pressures Reserve. The Committee noted the updated elements of the Budget and provided observations to Executive on 26 January 2023.

## **Call-in of Executive Decisions**

40. Call-in is a provision of the Local Government Act (2000) that enables councillors on Overview and Scrutiny committee to ensure that the principles of decision making set out in the council's Constitution are adhered to. It allows Overview and Scrutiny committees to require the council's Executive to reconsider a decision which has been made, but not yet implemented. Call-in is only intended to be used in exceptional circumstances.

41. There were no Call-Ins of Executive Decisions during 2022/23.

This indicates that there is a good working relationship between Overview and Scrutiny and Executive, in which Overview and Scrutiny are consulted on forthcoming Executive business avoiding use of the call-in procedure.

## **Operational arrangements**

42. The Chair and Vice-Chair of the Committee had regular meetings with the Managing Director (Mari Roberts-Wood), Director (Luci Mould), Chief Finance Officer (Pat Main), and relevant Heads of Service. This focused the planning and delivering of the Committee's work programme. In accordance with the Overview and Scrutiny Committee's Procedure Rules, the Committee's work programme for 2022/23 was discussed with the Leader.

## **Conclusion**

43. The Committee recognises that the Council continues to focus on outcomes for residents and businesses and is responding well to continuing financial pressures and managing its processes in an efficient manner. The work of the Overview and Scrutiny Committee has maintained a streamlined approach in 2022/23 and in developing its annual work programme for the coming year 2023/24 has sought to continue this.
44. The Committee has worked hard on behalf of the Council and community in scrutinising the Council's decision-making process, holding Executive Members to account, and monitoring the Council's performance, as well as contributing to strategic policy development such as the Capital Investment Strategy 2023/24 to 2027/28 and the Leisure & Culture Strategy.

## **Options**

45. The Committee has the option to support the Annual Report of the Overview and Scrutiny Committee 2022/23 and make any additional observations.
46. The Committee has the option not to support the Annual Report of the Overview and Scrutiny Committee 2022/23. This is not the recommended course of action.

## **Legal Implications**

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

## **Financial Implications**

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

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## **Equalities Implications**

49. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
  - Advance equality of opportunity between people who share those protected characteristics and people who do not;
  - Foster good relations between people who share those characteristics and people who do not.
50. The three parts of the duty applies to the following protected characteristics: age; disability; gender reassignment; pregnancy/maternity; race; religion/faith; sex and sexual orientation. In addition, marriage and civil partnership status applies to the first part of the duty.
51. The Committee should ensure that it has regard for these duties by considering them through the course of its work. This should include considering:
- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
  - Whether the impact on particular groups is fair and proportionate;
  - Whether there is equality of access to service and fair representation of all groups within the Borough;
  - Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

## **Communication Implications**

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

## **Consultation**

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

## **Annexes**

54. Annex 1 - Overview and Scrutiny Committee 2022/23 - Membership and Member Attendance

## **Overview and Scrutiny Committee 2022/23**

### **Membership and Attendance**

*(Note – 8 O&S meetings up to 16 March 2022)*

*(Note will be updated after 16 March meeting)*

Councillor N. Harrison	Chair	7 meetings
Councillor S. Walsh	Vice-Chair	7 meetings
Councillor H. Avery	Member	6 meetings
Councillor M. Blacker	Member	7 meetings
Councillor G. Buttironi	Member	5 meetings
Councillor M. Elbourne	Member	5 meetings
Councillor J. Essex	Member	7 meetings
Councillor G. Hinton	Member	5 meetings
Councillor A. King	Member	5 meetings
Councillor N. Moses	Member	7 meetings
Councillor S. Parnall	Member	5 meetings
Councillor A. Proudfoot	Member	7 meetings
Councillor R. Ritter	Member	5 meetings
Councillor M. Tary	Member	5 meetings
Councillor R. Turner	Member	4 meetings

### **Virtual Attendance**

Councillor H. Avery	Member	1 meeting
Councillor M. Tary	Member	1 meeting
Councillor R. Turner	Member	2 meetings

### **Substitutes at meetings**

Councillor R. Absalom	Substitute Member	3 meetings
Councillor Chandler	Substitute Member	1 meeting
Councillor Harp	Substitute Member	2 meetings

Councillor S. Kulka	Substitute Member	2 meetings
Councillor S. Sinden	Substitute Member	1 meeting

# Agenda Item 9



<b>Signed off by</b>	Head of Legal and Governance
<b>Author</b>	Marie Crabtree, Democratic Services Officer
<b>Telephone</b>	01737 276657
<b>Email</b>	marie.crabtree@reigate-banstead.gov.uk
<b>To</b>	Overview and Scrutiny Committee - 16 March 2023 Executive - 23 March 2023 Council - 30 March 2023
<b>Date</b>	Thursday, 16 March 2023
<b>Lead Member</b>	Chair of Overview and Scrutiny Committee

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

<b>Subject</b>	Overview and Scrutiny Proposed Annual Work Programme 2023/24
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<b>Recommendations</b>
(i) That the proposed Work Programme for 2023/24 as set out at Annex 1 and detailed in the report be approved.
<b>Reasons for Recommendations</b>
To agree a Work Programme for the Overview and Scrutiny Committee for the 2023/24 Municipal Year.
<b>Executive Summary</b>
The Overview and Scrutiny Committee proposed annual Work Programme 2023/24 sets out a programme of activity that is in line with the Council's priorities. The Work Programme for the coming year is considered and agreed by the Overview and Scrutiny Committee for consultation with the Executive.

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

## Statutory Powers

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

## Background

2. As required by the Constitution, an outline of the Committee's work programme for the year is discussed between the Leader of the Council and the Chair of the Committee with representatives from the Management Team.
3. The Committee's work programme is designed to help it plan its business during the year and is set out in various categories in paragraphs 8 to 23.
4. To provide flexibility (to accommodate matters not contained within the work programme) the following protocol has been established: *"In addition to the Committee's agreed work programme it needs to allow flexibility for additional priority work that emerges during the course of the year. In those circumstances the Committee should be permitted to undertake that piece of work following consultation and agreement with the Chairman of the Committee and appropriate Executive Member and Management Team Manager. In the event that this is not possible a report should be made to the Executive requesting the inclusion of the issue within the work programme"*.
5. The prioritisation of the Work Programme may be adjusted by the Chair during the year to manage the business effectively.
6. An important element of the Committee's work is to ensure that it continues to assist the Council in driving forward the Corporate Plan's key objectives and priorities. The Committee's work programme is therefore designed in a constructive way to link with the Executive's work programme.
7. Annex 1 sets out a summary of the Committee's proposed Work Programme 2023/24 and further details are set out below.
8. **Policy Framework consultations** – It is proposed that the Work Programme includes Policy Framework consultation documents as required by Policy Framework procedures within the Council's Constitution. There are no new Policy Framework consultations documents currently in progress, however any that emerge during the course of the year will be reported to the Committee.



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9. A plan is prepared administratively which continues to identify all of the strategies/plans that will be reviewed by the Executive. Work is also underway to implement other important strategies such as the Commercial Strategy and the Leisure and Culture Strategy. Progress will be reported in line with the arrangements set out in those strategies. Where an updated strategy is being prepared, and where the proposed strategy is not significantly different, or where changes have been tested through Member briefings/seminars, then following consultation with the Chair and Vice-Chair, a formal report will not usually be brought to the Committee.
10. **Work Programme rolled forward from 2022/23** – The Review of the work of the Greenspaces Team originally scheduled for January 2023 will be rolled forward to 2023/24, due to a management vacancy in the team; the Leader's Update originally scheduled for March 2023 will also be rolled forward to 2023/24, due to additional urgent items being added to the March agenda.
11. **Portfolio Holder Objectives** – The Committee has continued to work closely with Executive Members during 2022/23 and has received presentations from Portfolio Holders on a number of the Council's priority work streams. The Committee proposes to continue this approach in 2023/24.
12. **Leader Updates** – To support effective cooperation of the Committee and the Executive, the Committee receives twice-yearly updates from the Leader of the Council on the Council's overarching activities and strategic objectives. The Committee proposes to continue this approach in 2023/24.
13. **Performance Management Monitoring Activities** – the Committee has a role to monitor the performance of the Council. Programme and project dashboards are made available each month on the ModernGov intranet library. The monitoring activities have been fulfilled by reporting on the following matters, which the Committee consider appropriate to continue for 2023/24:
  - Quarterly Revenue and Capital budget monitoring forecasts
  - Quarterly Service Performance Management Monitoring
  - Corporate Plan performance (annual basis).
14. **Local Plan Update** – Group Leaders agreed that the Portfolio Holder for Planning Policy and Place Delivery should give six-monthly updates to Overview & Scrutiny Committee to monitor progress and address any issues arising from the Local Plan. These updates would take place in March and October, with the first taking place in October 2023.
15. **Panels for 2023/24** – In addition to the annual Budget Scrutiny Panel, three members of the Committee have been appointed to the Local Plan Advisory Group.
16. **Budget Scrutiny Panel** – The Committee has established an annual Budget Scrutiny Panel. The Budget Scrutiny Review Panel held one meeting in 2022/23 (29 November 2022) and reviewed the Service and Financial Planning 2023/24 report and supporting documents. A streamlined approach, supported by an advance questioning process, continued to work well and allowed the Panel to conclude its work in one meeting.

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17. It is therefore suggested that the Panel's work in 2023/24 be based on considering the Provisional Budget proposals for 2024/25 (including any updated assumptions within the Medium Term Financial Plan, appropriate revenue projections and a progress report on the Capital Programme projections).
18. **Local Plan Scrutiny Review Panel** – The Local Plan Scrutiny Review Panel did not meet in 2022/23. The Council is currently preparing a new Local Plan which, if required, may be looked at by a Local Plan Scrutiny Review Panel.
19. **Externally Focused Overview and Scrutiny work** – The Committee has successfully undertaken scrutiny with and of partner organisations in recent years. The Committee proposes during 2023/24 to consider a range of external challenges with partner organisations.
20. **Crime and Disorder Scrutiny** – The Committee is the 'crime and disorder' scrutiny committee for the purposes of the Police and Justice Act 2006. This requires the Committee to undertake scrutiny activity of crime and disorder matters once every 12-month period. The Committee has worked well with partners such as the Reigate and Banstead Borough Commander, Surrey Police and Surrey County Council on developing this work.
21. In 2022/23 the Committee invited the Portfolio Holder for Community Partnerships, along with representatives of the Police and Community Safety Partnership and the CEO of East Surrey Domestic Abuse Services to this meeting (on 23 February 2023) to assist. It is proposed that the Committee continue to undertake this activity in 2023/24.
22. **Council Corporate Scrutiny** – the Managing Director, Directors, Leader, and Chair of the Overview & Scrutiny Committee considered the balance between effective scrutiny, with the need to protect commercial confidentiality and enable the Council's services to operate competitively.
23. In 2022/23, updates on Council-owned companies were considered by the Committee bi-annually. An update was considered by the Committee in June 2022 and another was considered at its meeting on December 2022.
24. **Call-Ins** – The Committee would also consider matters that have been called in for review. There were no Call-Ins of Executive decision in 2022/23.

## Options

25. The Executive has the option to support the proposed Overview and Scrutiny Work Programme 2023/24 as set out in the report.
26. The Executive has the option not to support the proposed work programme as set out in the report and request it to be reconsidered. This is not recommended as the Committee would not then have a scrutiny work programme in place for 2023/24 to enable them to carry out effectively their scrutiny of the Executive.

## Management Team Comments

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

## Legal Implications

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

## Financial Implications

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

## Equalities Implications

31. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
  - Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
  - Advance equality of opportunity between people who share those protected characteristics and people who do not;
  - Foster good relations between people who share those characteristics and people who do not.
32. The three parts of the duty applies to the following protected characteristics: age; disability; gender reassignment; pregnancy/maternity; race; religion/faith; sex and sexual orientation. In addition, marriage and civil partnership status applies to the first part of the duty.
33. The Committee should ensure that it has regard for these duties by considering them through the course of its work. This should include considering:
  - How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
  - Whether the impact on particular groups is fair and proportionate;
  - Whether there is equality of access to service and fair representation of all groups within the Borough;

# Agenda Item 9

- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

## **Resource Implications**

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

## **Consultation**

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

## **Policy Framework**

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

## **Annex**

Annex 1 sets out a summary outline of the proposed O&S Annual Forward Work Programme 2023/24.

## Overview and Scrutiny Committee

### Annex 1 - Proposed Annual Forward Work Programme 2023/24

#### What is scrutinised by O&S each year

Topic	How often
Service and Financial Planning Budget Scrutiny Panel	Budget Scrutiny Panel plus scrutiny of Service and Financial Planning reports for the following financial year  (December)
Performance Management Monitoring: <ul style="list-style-type: none"> <li>• Quarterly Revenue and Capital Budget monitoring forecasts</li> <li>• Quarterly Service Performance Management Monitoring (KPIs)</li> <li>• Reigate and Banstead 2020-25 (Corporate Plan) – Performance Report 2022/23</li> </ul>	Quarterly  7 Sept - Q1 2023/24 7 Dec - Q2 2023/24 14 March – Q3 2023/24 13 June – Q4 2023/24  1 meeting – June or July
Leader’s Update	Twice yearly
Portfolio Holder updates: <ul style="list-style-type: none"> <li>• Organisation – Corporate Policy &amp; Resources, Finance &amp; Governance, Investment &amp; Companies</li> <li>• People: Housing &amp; Support, Leisure &amp; Culture, Community Partnerships To include the Leisure and Culture Strategy Update.</li> <li>• Place: Planning Policy &amp; Place Delivery, Neighbourhood Services, Economic Prosperity, Corporate Policy &amp; Resources</li> </ul>	Three times a year at three separate meetings  12 Oct 2023 / 25 Jan 2023 / 14 March 2024
Companies Performance Updates	Twice yearly (partial Exempt)
Environmental Sustainability Strategy update	Annually (Autumn)

Local Plan Update	Twice yearly (October and March)
Policy Framework consultations	No new policy consultations in progress
Annual Community Partnership Scrutiny 'Crime and Disorder Scrutiny'	Once a year - February
O&S Annual Forward Work Programme	March
O&S Annual report	March

### Scrutiny Panels planned 2023/24

Budget Scrutiny Review Panel	29 November 2023
Local Plan Scrutiny Panel	If required

### Member Suggestions – brought forward from 2022/23

Work of the Green Spaces team in regard to the Countryside spaces in the Borough, and delivery of the Green Spaces work programme. For clarity, this excludes the Council's parks, gardens and play areas, work on highway verges and grassed areas, the spaces managed by the Banstead Commons Conservators and matters to do with Planning (Core Strategy and Development Management Plan). The aim of the review is to see how improvements can be made to services.

### Member Suggestions – additional scrutiny topics - Overview and Scrutiny Committee 2023/24

*To be agreed*

### O&S Meeting dates 2023/24

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

15 June 2023(Election of Chair/Vice-Chair), 6 July 2023, 7 Sept 2023, 12 Oct 2023,  
29 Nov 2023 (Budget Scrutiny), 7 Dec 2023, 25 Jan 2024, (22 Feb 2024 - Annual  
Community Safety Partnership), 14 March 2024

(As at March 2023)

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Action tracker - Overview and Scrutiny Committee 2022/23

Meeting 2021/22	Subject and request	Action	Who	Status	Completed
13 October 2022	Item 4 Quarter 1 2022/23 Performance Report	<b>Homelessness</b> – Members requested reporting on the cost of living issues, the Executive Member for Corporate Policy and Resources and Managing Director would consider this following the meeting.	Request to officers	Completed	<i>Response published in Mod.Gov library, link provided below. Emailed to members on 07/03/23.</i>
8 December	Item 5 Q2 2022/23 Performance Report	<b>Refugee Grants</b> – Members requested analysis of the grants for Syrian and Afghan refugees and associated expenditure.	Request to officers	In progress	
8 December	Item 6 Commercial Strategy Progress Update	<b>Commercial Assets</b> – Page 56 of the report states that three projects have been successfully concluded, Members asked for the details of the capital budget outturn for the projects.	Request to officers	In progress	<i>Holding response emailed to Members on 01/02/23. Copy of response in Mod.Gov Library, link provided below</i>
8 December	Item 6 Commercial Strategy Progress Update	<b>Commercial Assets</b> - Members further asked for a “lessons learnt” report following completion of the projects at Cromwell Road and Pitwood Park.	Request to officers	In progress	<i>The request from Members will be considered, more information will be provided in due course.</i>

8 December	Item 6 Commercial Strategy Progress Update	<b>Asset (Re-)Development</b> – Members commented that the costs and potential revenue income from The Rise and Cromwell Road were included in the report but were not broken down by property. Members requested a breakdown by property of funding, construction costs and net rental income to ascertain the return on investment for each asset.	Request to officers	In progress	<i>Holding response emailed to Members on 01/02/23. Copy of response in Mod.Gov Library, link provided below</i>  <i>The forecast will be updated in the next MTFP refresh in July 2023 and in the Draft Budget Report in November 2023 when further information should be available.</i>
23 February	Item 4 Annual Community Safety Partnership Scrutiny 2022	<b>Policing Numbers</b> – Members asked the Borough Commander to provide numbers of Police officers by department currently in comparison to previous years.	Request to Borough Comman der	Completed	<i>Response emailed to Members on 08/03/23. Copy of response in Mod.Gov Library, link provided below</i>

Written answers from 13 October 2022 can be found here - [Document Written Answers from OSC 13 October 2022 | Reigate and Banstead Borough Council \(modern.gov.co.uk\)](#)

Written answers from 9 November 2022 can be found here - [Document Written Answers from OSC 9 November 2022 | Reigate and Banstead Borough Council \(modern.gov.co.uk\)](#)

Written answers from 8 December 2022 can be found here - [Document Written Answers from OSC 8 December 2022 | Reigate and Banstead Borough Council \(modern.gov.co.uk\)](#)

Written answers from 23 February 2023 can be found here - [Document Follow Up Questions from OSC 23 February 2023 | Reigate and Banstead Borough Council \(modern.gov.co.uk\)](#)