

# Agenda

## Overview and Scrutiny Committee

Thursday, 12 October 2023 at 7.30 pm

Executive Meeting Room, 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)

J. Baker

M. S. Blacker

J. Booton

G. Buttironi

J. Dwight

M. Elbourne

K. Fairhurst

B. Green

G. Hinton

S. Khan

S. Parnall

A. Proudfoot

R. Ritter

K. Sachdeva

### Substitutes:

For enquiries regarding this agenda;

Contact: 01737 276182

Email: [democratic@reigate-banstead.gov.uk](mailto:democratic@reigate-banstead.gov.uk)

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

|                          |  |
|--------------------------|--|
| <b>Conservatives:</b>    | Z. Cooper, J. Hudson and M. Tary   |
| <b>Residents Group:</b>  | G. Adamson, J. S. Bray and P. Harp   |
| <b>Green Party:</b>      | P. Chandler, V. Chester, J. C. S. Essex, S. McKenna, S. Sinden, J. Thorne and D. Torra |
| <b>Liberal Democrats</b> | S. A. Kulka  |

**Mari Roberts-Wood**  
Managing Director

**1. Minutes** (Pages 7 - 18)

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. Organisation Portfolio Holders Update** (Pages 19 - 48)

Updates from Executive Members in Corporate Policy & Resources, Finance, Governance & Organisation, Commercial & Community Assets

**5. Lessons Learnt: Pitwood Park, Cromwell Road & Lee Street** (Pages 49 - 64)

To receive a report which sets out a project overview for the three recent housing delivery projects at Pitwood Park, Cromwell Road & Lee Street, including the Council's key reflections and learnings from these recent housing delivery projects undertaken between October 2020 and August 2022.

**RECOMMENDED** that Overview and Scrutiny Committee:

Notes the report on Lessons Learnt: Pitwood Park, Cromwell Road, and Lee Street.

**6. New Local Plan Update** (Pages 65 - 74)

To receive the report on the New Local Plan Update.

**RECOMMENDED** that Overview and Scrutiny Committee:

Notes the progress of the Council's new Local Plan.

**7. Constitution of Budget Scrutiny Panel** (Pages 75 - 80)

To consider and agree the membership and scope of work of the Budget Scrutiny Review Panel taking place on 29 November 2023.

**RECOMMENDED** that Overview and Scrutiny Committee:

- i) Agrees the membership of the Budget Scrutiny Panel and the timetable for scrutiny of the Budget 2024/25 as set out in the report;
- ii) Agrees the scope of the Budget Scrutiny Panel's work during 2023/24.

**8. Constitution of Environmental Sustainability Strategy Review Panel** (Pages 81 - 86)

To receive the report on the constitution of an Environmental Sustainability Strategy Review Panel.

**RECOMMENDED** that Overview and Scrutiny Committee:

- i) Considers the option to convene a scrutiny panel to review the proposed updates to the Environmental Sustainability Strategy.
- ii) Agrees the membership of the proposed Environmental Sustainability Strategy Review Panel and the timetable for scrutiny of the Environmental Sustainability Strategy as set out in the report.
- iii) Agrees the scope of the proposed Environmental Sustainability Strategy Review Panel's work during 2023/24.

**9. Overview and Scrutiny Committee Forward Work Programme** (Pages 87 - 100)

To consider and agree any changes to the schedule for Overview and Scrutiny Committee's Forward Work Programme 2023/24 and to consider the Action Tracker from the previous meeting.

**10. Executive**

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

**11. Any other urgent business**

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

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



### **Our meetings**

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



### **Streaming of meetings**

Meetings are broadcast live on the internet and are available to view online for six months. A recording is retained for six years after the meeting. In attending any meeting, you are recognising that you may be filmed and consent to the live stream being broadcast online, and available for others to view.



### **Accessibility**

The Council's agenda and minutes are provided in English. However, the Council also embraces its duty to anticipate the need to provide documents in different formats, such as audio, large print or in other languages. The Council will provide such formats where a need is identified prior to publication or on request.



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

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## Minutes of a meeting of the **Overview and Scrutiny Committee** held at the **New Council Chamber - Town Hall, Reigate** on **Thursday, 7 September 2023** at **7.30 pm**.

**Present:** Councillors N. D. Harrison (Chair); J. Baker, M. S. Blacker, J. Booton, G. Buttironi (Vice-Chair), J. Dwight, M. Elbourne, K. Fairhurst, B. Green, S. Khan, S. Parnall, A. Proudfoot, R. Ritter and P. Harp (Substitute)

**Visiting Members present:** Councillors J. C. S. Essex and S. T. Walsh

### **25 Minutes**

One of the Committee Members requested that an addition be made to the minutes of the meeting held on 6 July. Minute 18 Reigate & Banstead Annual Report 2022/23 – General Comments; the following text has been added to the original minutes:

“Members commented that, where possible, KPIs should be underpinned by data in future Annual Reports.”

Visiting Members requested that they have access to the exempt minutes for meetings for which they had been in attendance.

**RESOLVED** that the minutes of the previous meeting held on 6 July 2023 be approved and signed.

**RESOLVED** that the exempt minutes of the previous meeting held on 6 July 2023 be approved and signed.

### **26 Apologies for absence and substitutions**

Apologies were received from Councillor Hinton; Councillor Harp was substitute. Apologies were received from Councillor Sachdeva, there was no substitute.

### **27 Declarations of interest**

There were no declarations of interest.

### **28 Leader's Update**

Members received an update from the Leader, Councillor Biggs, about the ongoing activities and key work ahead for the Council.

The Leader reported that the Council is in a strong position.

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## **Overview and Scrutiny Committee, Thursday, 7th September, 2023**

The Corporate Plan presented to the Committee in July 2023 had reported on delivering homes, balancing the budget, and building towards the future, as well as the challenges around costs for both the Council and residents and the projected pressures on recruitment and retention. Since this report was received, the Council's work has continued, providing support for those in most financial need and enabling others with information and guidance to assist their situation. Teams across the organisation within Community Development, Money Support, Housing and others are therefore all kept very busy responding to these needs, and the Leader thanked these teams for all the work carried out on this issue.

### Financial Planning

The annual Service and Financial Planning process is underway, considering ways to be more efficient in use of resources, while maintaining services at high standards, and discovering ways to identify additional income and savings.

### Commercial Activities

Portfolio Holders and officers continue to monitor progress of the companies owned by the Council; updates on these companies and the Council's wider commercial strategy will be presented to this committee in December 2023.

### Portfolios

New Executive Members are in post and portfolio priorities have been agreed, which will guide forthcoming work responding to current context and effectively delivering the Council's objectives.

### Anti-social behaviour

The Council continues to address anti-social behaviour, including through the recent concluded survey on the Public Space Protection Order in Redhill.

### Town centres

Early indications are that The Rise is helping to boost footfall in Redhill.

Visitor levels to the Borough's town centres have recently exceeded 2019 levels for the first time since the pandemic.

### Environmental Sustainability

Hydrotreated Vegetable Oil is being considered for new fleet vehicles which should reduce the Council's carbon emissions by about 24%, however this would carry an additional financial cost; the benefits and costs are therefore being assessed and need to be balanced.

### Housing

The Council has been able to access funding from the Department of Levelling Up Communities and Housing to help provide additional temporary housing in the local area, working together with local registered providers.



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## Overview and Scrutiny Committee, Thursday, 7th September, 2023

Options for securing a second round of funding are being explored, which will again help with providing temporary accommodation, particularly families displaced from Afghanistan.

These additional temporary accommodation units assist the Council in providing better provision for families, helping to save money by not relying on bed-and-breakfast accommodation, and reducing the demand on other local housing stock.

### Local highlights

- Work has commenced on delivering outdoor fitness areas in Woodhatch, Lady Neville Recreation Ground, and Priory Park.
- A new transformation plan announced for Redhill library, supported by Community Infrastructure Levy (CIL) funding.
- Consultation on the next round of subway improvements in Horley.

### Looking forward

- Preliminary work has started on reviewing the Corporate Plan, looking at how residents can be best supported from 2026-2030. This work would involve all Members.
- The new Local Plan will be coming forward in line with the Local Development Scheme, providing a sound basis on local planning policy.
- Ways of working with the NHS to ensure locally integrated healthcare are being investigated, building on work with Surrey and Surrey Downs place-based health partnerships, including preventative measures and social prescribing.
- Pride in Surrey will take place in Priory Park this Saturday, along with the Heritage Open Day.

The Leader invited Members to ask questions on his update. In response, the following clarifications were provided:

### Resources and cost savings

Cost savings are being reviewed throughout the year whilst maintaining high quality services to residents. Staffing continued to be the biggest cost and balancing resources was challenging. Capacity was under regular review and vacant posts were evaluated before being recruited to. Collaborative work with other Local Authorities, technical efficiencies and redeployment were all options that would be considered with compulsory redundancy as a very last resort.

### Local Plan

The Leader confirmed that consultation on the Local Plan would be ongoing throughout the entire process, including consultations with residents, Members, Residents' Associations, parish councils, Planning Committee Members, and the Local Plan Advisory Group.

### Anti-social behaviour

The Leader confirmed that the Council works with the Police to tackle anti-social behaviour. There was an intention to carry out more work in town centre management, in partnership with Surrey County Council and the Police. The Light creates an

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atmosphere of positive social behaviour, and it was hoped that this would discourage anti-social behaviour.

### Horley Business Park

The Leader confirmed that he had met with the leader of Surrey County Council, the largest landowner in the business park area, to consider the best way forward for Horley Business Park.

## 29 Quarter 1 2023/24 performance report

The Committee received reports on the Council's performance for the first quarter of 2023/24 including Key Performance Indicator (KPI) reporting, as well as revenue and budget monitoring. The reports were due to go to the Executive on 14 September 2023.

The Executive Member for Corporate Policy and Resources, Councillor James King, presented the Quarter 1 Performance Report 2023/24 covering the period April to June 2023.

### **Key Performance Indicators**

Of the ten KPIs reported on, seven were on target or within agreed tolerances. Two KPIs were off target and outside of their tolerance: KPI 7 – Net affordable housing completions, and KPI 10 – Percentage of household waste recycled and composted. Although Affordable housing completions had not met their target within this quarter, the Council has already delivered 1,139 affordable units against the overall target of 1,100 affordable units set out in the 15 year plan. The percentage of household waste recycled or composted in the Borough was 51.9% against a target of 60%. This figure is reported one quarter in arrears and Q4 performance remained broadly in line with that of previous years. KPI 8 - Local Environmental Quality Survey was unable to be reported on during Q1, due to resourcing challenges.

### Advance Questions

Several advance questions on the Key Performance Indicators had been submitted prior to the meeting. The advance questions and their responses can be viewed here:

[Document Advance Questions and Answers OS 7 September 2023 | Reigate and Banstead Borough Council \(modern.gov.co.uk\)](#)

The Executive Member for Corporate Policy and Resources, Councillor James King, invited Members to ask questions on the Quarter 1 202/24 Performance Report provided in the agenda pack. In response, the following clarifications were provided:

### KPI 3 – Staff turnover

It was confirmed that the level of staff turnover had reduced; It was expected that the level would remain below that of 2022/23, but it was noted that the employment market is very buoyant and competitive, and some fluctuation was to be expected. This authority strives to be an employer of choice.

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

It was reported that the housing team assess all approaches for homelessness; certain criteria apply around those people presenting as homeless to the authority to assess their priority. There is a legal duty to assist certain people, who are given priority. For those the authority does not have a statutory duty to assist, the authority provides information to help source private sector accommodation, contact information for other authorities with which they have a local connection, contact information for Citizens Advice Reigate and Banstead, or CDA, who are a debt or organisation that the authority works with. Unfortunately, demand for housing exceeds supply. The Council was working as hard as it can on this issue and the resource in the Housing team was being increased.

The Housing team would supply a written answer detailing the number of local properties available for emergency accommodation and the intended number for the entire year.

### KPI 2 – The % of Business Rates collected

It was confirmed that this data related to the percentage of all business rates which are due, as opposed to the potential business rates if all rateable properties were occupied. It was confirmed that the data on the potential business rates if all rateable properties were occupied was collated and would be shared as a written answer with committee members.

### KPI 6 – Net housing completions and KPI 7 – Net affordable housing completions

It was commented that it was difficult to evaluate performance over one quarter for these KPIs and that it was helpful to look at the performance over the (local) plan period. The Leader confirmed that the Council is working hard to deliver as much affordable housing as possible in the Borough. Housing completion figures would be fluid over a twelve month period and the Council had no control over commercial factors but the Leader was confident that housing completion targets would be met over the fifteen year period. The Leader confirmed that the Local Plan targets were fixed, but that the Local Plan would be reviewed and renewed, which could provide opportunities to make changes.

## **Finance**

The Deputy Leader and Executive Member for Finance, Governance, and Organisation, Councillor Lewanski, gave an overview of the Council's Revenue and Capital Budget position for Quarter 1 to 30 June 2023. For the first time, this report also included the Treasury Management Outturn Position for the previous year and an update on current year Quarter 1 treasury management activities.

### Revenue Budget

At Quarter 1 the projected full year outturn is £22.52million against a management budget of £23.19million resulting in an underspend for the year of £0.670million (2.9%). Details of the more significant budget variances are set out as usual in the report; a positive variance of £0.632 for Treasury Management being the main driver. At this stage in the year there are no significant areas of concern, but further work is being carried out to look into the adverse variances.

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## Capital Programme

The full year Capital Programme forecast at the end of Q1 of £20.47million is 28% below the approved Programme for the year. The variance is as a result of £8.14million slippage.

The reason for the forecast slippage is primarily because of updated forecasts of the time required to deliver the larger programmes.

2023/24 capital spending plans were based on information available at the start of 2023 and, six months later, some timescales have been revised.

Further information is provided by the scheme managers to explain the reasons for the significant areas of slippage in response to an advance question from O&S Members. This would be circulated after the meeting.

The balance of the £30.0 million that was previously approved for investment in Housing schemes remains available but not yet committed. This was not referenced in this report and the Portfolio holder confirmed that it will be included in future updates.

## Treasury Management

Annex 4 sets out the outturn position for 2022/23. All activities were carried out within the limits specified in the Treasury Management Strategy for that year.

Annex 5 sets out the position for the current year to the end of June 2023. Once again, it confirms that treasury activities are in line with the Strategy that Council approved in July 2023 and that was reported to O&S and Executive in June 2023, following a Member briefing with the Council's treasury advisors Arlingclose.

The Deputy Leader and Executive Member for Finance, Governance, and Organisation, Councillor Lewanski, highlighted the question of why the Council has taken out short-term borrowing when it appears to have healthy investment balances. As explained in the Strategy, this is purely for cashflow management reasons. The Council needs to ensure that a minimum of £10 million in liquid assets is retained at all times and there was a period of time between March and July 2023 where day to day income streams were not keeping pace with expenditure, therefore access to additional short-term funds was required. This was primarily until the capital receipt for sale of the apartments at The Rise was received. In these circumstances the Council borrows from other public authorities for short periods of time at relatively low rates. The £35.7 million was received from the sale of The Rise on 4 August 2023.

The return on Council investments continues to outperform similar authorities and this is a key factor contributing to the favourable revenue budget outturn forecasts.

Members were asked to note that the report also sets out the current position with regard to the Council's non-treasury (company) investments. These investments were discussed in depth at the previous meeting of this Committee and the Portfolio Holder confirmed that there are no further updates to report at this stage, pending further reports to the Partner, Shareholder and Trustee Committee as new information becomes available.

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## Advance Questions

Several advance questions on the Revenue Budget, Capital Expenditure and Treasury Management updates had been submitted prior to the meeting. The advance questions and their responses can be viewed here:

[Document Advance Questions and Answers OS 7 September 2023 | Reigate and Banstead Borough Council \(moderngov.co.uk\)](#)

The Deputy Leader and Executive Member for Finance and Governance, Councillor Lewanski invited Members to ask questions and comment on the Quarter 1 2023/24 Performance Report provided in the agenda pack.

In response to the questions raised, the following clarifications were provided:

## Capital Programme

The Chief Finance Officer confirmed that the slippage of £0.423 million for Horley Public Realm Improvements – Phase 4 includes expenditure on projects for Delivering Change in Horley Town Centre.

The Chief Finance Officer also confirmed that there was a typographic error in para 23 of the report: as set out in Annex 3, the figure of £8.14 million is 28% below the approved Programme for the year, rather than the 2% reported at para 23.

The Chair noted that an update on The Rise, including an up to date budget outturn forecast from the programme manager remained outstanding.

## Treasury Management

In response to a question from a Committee Member, the Chief Finance Officer offered to circulate a written explanation of the treasury management benchmarks and their relevance.

## Service Budgets

A written response would be provided to explain more detail about the forecast overspends in the IT and HR & OD budgets.

**RESOLVED** that the Overview & Scrutiny Committee:

- (i) Noted the Key Performance Indicator (KPI) performance for Q1 2023/24 as detailed in the report and Annex 1 and made observations to the Executive;
- (ii) Noted the Revenue Budget and Capital Programme forecasts for Q1 2023/24 as detailed in the report and at Annexes 2 and 3 and made observations to the Executive;
- (iii) Noted the Prudential and Treasury Management Indicators and Treasury Management Outturn Report for 2022/23 at Annex 4 and the Quarter 1 Treasury Management Performance Update for 2023/24 at Annex 5 and made observations to the Executive;

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## 30 Environmental Sustainability Strategy: Annual Report

The Committee received the third annual update on the progress in delivering the Council's Environmental Sustainability Strategy, adopted in July 2020.

Councillor Moses, Portfolio Holder for Environment and Sustainability, outlined the work that had taken place over the past year, challenges and next steps. In addition, the agenda pack included Annex 2 which is summary of the external studies that have been commissioned to assist in the Council's journey to net zero. The Council's sustainability work is very wide ranging and split across two main areas - at a council level – where there is direct control – and also more widely working with others to improve sustainability across the borough as a whole.

The following areas were highlighted:

### Data and Evidence

Annex 2 provides a useful summary of the background work that is ongoing to ensure the evidence base is up to date.

This work is important: The Council has choices about how it achieves its sustainability targets while also meeting service delivery and financial sustainability commitments. This information will help inform those choices.

The Council still faces some issues with data availability, as described in the report, but this has improved since the Strategy was adopted and will continue to do so.

### Progress on the Action Plan

The Council continues to make good progress on the actions in the Action Plan.

Members will recall that the original action plan included over 100 actions.

Annex 1 shows the progress that is being made against all of these. It shows those that have been completed, those that are underway and (in a few instances) where the Council has not been able to complete actions or where actions have needed to be postponed.

### Carbon Emissions

The organisation's carbon emissions have increased as we have come out of the two years of pandemic-related lockdowns. During this period, a number of Council buildings were closed, and activities restricted.

Overall, however, emissions are down from the pre-Covid baseline year.

The covering report (at paragraphs 26 to 31) explains some of the specific interventions being progressed to continue and accelerate this reduction in the short term. It explains how these will be funded and the carbon savings they are expected to generate. Annex 2 includes information about the trajectory towards net zero.

### Funding

The Council has allocated £239,000 of external UK Shared Prosperity Funds to deliver a range of sustainability activities over a three-year period. £850,000 of Strategic CIL

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funding has also been secured to reduce energy use across Council buildings; this will also save money on the Council's energy bills.

Other funding to improve Council buildings and reduce carbon emissions from the fleet will be sought via internal budget setting processes or from external sources.

Funding allocations will be linked to there being satisfactory business cases for these activities.

### Review of the Strategy

More information about the scope of this is provided in the covering report at paragraphs 32 to 34.

There will be Member engagement as part of this process, and any relevant suggestions from Committee members tonight will be factored into that review process.

Several advance questions on this item had been submitted prior to the meeting. The advance questions and their responses can be viewed here:

[Document Advance Questions and Answers OS 7 September 2023 | Reigate and Banstead Borough Council \(moderngov.co.uk\)](#)

The Executive Member for Corporate Environment and Sustainability, Councillor Moses, invited Members to ask questions on the Environmental Sustainability Strategy Annual Report provided in the agenda pack. In response, the following clarifications were provided:

### Carbon emissions

The Council's own emissions constituted 0.2% of emissions in the Borough. The remainder of emissions in the Borough come from several sources, such as domestic, transport, and industrial usage; The Local Government Association suggests that 33% of all emissions are within the influence of local authorities. The Council is working with businesses to help them reduce their carbon emissions. It was confirmed that the Council has a good working relationship with Surrey County Council at officer level and that it also works closely with other partners in the local area on collaborative working to reduce carbon emissions. National funding is sought, which is often delivered county-wide but at the local level, value is added through local promotion, using local data and evidence, and marketing.

### Action Plan

It was confirmed that the action plan would be reviewed as part of the strategy review. In relation to the trajectories, there were a number of uncertainties, particularly around technology; currently there was no certainty when low carbon HGVs that meet the service's needs will be available, but as technology evolves, that was expected to change. The expectation was for the O&S Environmental Sustainability Strategy Review Panel to meet early in 2024.

### Tree planting

It was important to ensure that the right type of trees were planted in the right areas. It was confirmed that 6,600 trees had been planted by Surrey County Council and now

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that the Countryside Officer was in place, this officer and the Woodland Officer could liaise with Surrey County Council on the type of trees planted and their location.

### Hydrotreated Vegetable Oil (HVO)

It was confirmed that virgin crops could not be used in the production of HVO; this oil must be produced from recycled oil from industries, such as the food industry, and was audited and tested to ensure compliance. Hydrogen powered vehicles were also being explored as an option by the Council.

### Transition to electric vehicles

It was confirmed that these trajectories were based on transitioning vehicles to electricity and that replacement of vehicles would be on a rolling basis. The charging capacity would be a consideration and had not yet been factored into the trajectories; work to explore this had already begun including discussions with UK Power Networks.

### Agricultural Council-owned land

It was suggested by a committee member that Council-owned land adjacent to Banstead Wood could be converted to woodland to support environmental sustainability, which could potentially be part-funded by woodland planting funding to celebrate the coronation of King Charles. The Portfolio Holder would discuss this possibility with the Countryside and Woodland Officers.

### Recycling and waste

It was confirmed that all newly built flats were directly added to the recycling service and that the Waste and Recycling team were embedding recycling for flats. However, there was a backlog of flats waiting for full recycling service, exacerbated by the delay in publication of The Government's Waste and Resources Strategy. The chair noted that officers had previously agreed to supply members with details of the backlog of properties in their ward. A written response would be provided with an update on the plans for the service being provided to all flats.

A committee member requested that provision of industrial-sized recycling bins for organisations, such as Reigate College, could be considered in the action plan.

It was confirmed that the Waste and Recycling team have secured CIL funding to introduce solar compacting bins in public locations and that consideration would be given to how best to direct residents on which bin to use for different streams of waste, to reduce contamination of recycling bins.

### Greenspaces Strategy

The Greenspaces Strategy could not be undertaken until the Strategy Guidance document had been approved. Once the guidance has been approved, the Greenspaces Strategy would be started; more would be known early in 2024.

### Improvements to Council buildings

In improving operational buildings, consideration must be given to how these buildings would be used in future; reviews would be undertaken and then infrastructure built to



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support the uses, which would take meticulous planning, to avoid the need for works to be revised if the building underwent a change of use.

A written response would be provided with an update on LED replacement roll out across Council buildings.

**RESOLVED** that the Committee:

- i. Noted the Environmental Sustainability Strategy Annual Progress Report at Annex 1 and made observations to the Executive.
- ii. Agreed to request Democratic Services (in consultation with the O&S Chair and relevant Head of Service) to prepare a scoping report looking at establishing a time limited Scrutiny Panel for the forthcoming Environmental Sustainability Strategy Review, to be considered at a future meeting.

### **31 Overview and Scrutiny Committee Forward Work Programme**

The Committee received the Overview & Scrutiny Forward Work Programme.

The Chair noted that the Strategy Guidance document would be circulated to all Members for comment and therefore proposed that it should be removed from the forward work programme. The Committee agreed.

It was noted that there were a large number of items scheduled for the meeting on 14 March 2024. The Chair agreed that the programme was full and that this would be challenging, necessitating review and discussion.

Members requested that one of the completed items on the action tracker be re-opened. This related to an action from 6 July 2023 on Capital Assets. Members clarified that the information requested related to the net return on the assets listed in the report over a period of time, i.e. the price paid for the asset plus any additional capital expenditure costs for upkeep; and the revenue generated minus operational costs. A written response would be provided.

**RESOLVED** that the Committee agreed the Overview and Scrutiny Committee's Work Programme for 2023/24 and noted the updated action tracker.

### **32 Executive**

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

### **33 Any other urgent business**

There were no items of urgent business.

The meeting finished at 9.56 pm

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# Organisation

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Overview & Scrutiny Committee  
12 October 2023

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



Agenda Item 4

# Summary

| Portfolio Holder | 'Organisation' elements of portfolio  |
|------------------|---|
| Cllr Biggs       | Communications & Customer Contact<br>Corporate Plan Review oversight  |
| Cllr Lewanski    | Human Resources & Organisational Development<br>Procurement<br>Legal & Governance<br>Revenues (Council Tax & Business Rates) & Counter Fraud<br>Finance |
| Cllr A King      | Property Assets<br>Companies<br>Charities   |
| Cllr J King      | Information Technology<br>Corporate Policy<br>Performance, Risk and Programme Management Office<br>Data & Insight                                       |

# Leader's Portfolio

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## CLlr R Biggs

Reigate & Banstead  
BOROUGH COUNCIL  
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Agenda Item 4

# Comms & Customer Contact

## Relevant Portfolio Holder Objective(s):

1. To work with the team to develop the Customer Contact Strategy
2. To adopt a clear Social Media output programme
3. To promote the development of a high quality and fully indexed photo and video library
4. To review the use and provision of Data and Insight (D&I)

## Progress

1. Officer Customer Contact Strategy working group established
2. Communications annual forward plan created, including details of planned social media; communications toolkit in development, containing social media templates for Services use
3. Communications toolkit in development, to include library of resources (photo images, templates etc.)
4. D&I contributing to council priority areas including Financial Sustainability Programme projects, strategy development, and rolling out PowerBI (data visualisation and utilisation self-service tool)



# Comms & Customer Contact

## Next steps

1. Customer Contact Strategy: PH engagement; progress research work
2. Communications: Annual Forward Plan to be updated and reviewed monthly with PH.
3. Communications: User engagement on Toolkit content, design and functionality
4. Data & Insight:
  - Consider outcomes of D&I trial project e.g.. data quality improvement, policy evidence base preparation, officer upskilling, generating efficiency through automation, customer insight.
  - Determine objectives for any continuation of D&I project deliverables including for example to help improve resident outcomes, inform decision making, and identify income generation and efficiency opportunities.
  - Then as part of budget setting process agree the suitable scale of resource to invest in and the best way to fund this
  - Revisit PH objectives as necessary to reflect nature of ongoing work

# Corporate Plan Review Oversight

## Relevant Portfolio Holder Objective(s):

- To work with the team to develop the new corporate plan for implementation from 2025/6 onwards

## Progress

- A project plan has been developed for the review, and the initial evidence gathering phase is underway, including engagement with Executive Members on future priorities

## Next steps

- Further engagement with stakeholders as part of the evidence gathering stage. This will include a member workshop later this year.
- An outline plan will then be developed for informal discussion, before a final draft plan is prepared and formally, publicly consulted on
- This will include consultation with the O&S Committee



# Corporate Plan Review: Process

## Phase 1: Evidence gathering

- Review of wider context within which the Council operates, opportunities and challenges
- Engagement with Exec Members, Management Team, Group Leaders, other Members, Staff, key external stakeholders

Sept '23 – Mar '24

## Phase 2: Outline Plan

- Develop outline plan with emerging vision and broad priorities
- Informal engagement on emerging priorities with residents, businesses, members, staff and partners

## Phase 3: Finalising the Plan

- Refinement and preparation of draft plan
- Public consultation on draft Plan, including with O&S
- Final plan endorsed by Executive before being presented to Full Council for agreement

Mar '24 – Mar '25

Agenda Item 4

# Portfolio for Finance, Governance & Organisation

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## Cllr V Lewanski

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Agenda Item 4

# Organisational Development & Human Resources (OD & HR)

## Relevant Portfolio Holder Objective(s):

- Deliver the 2023/24 elements of the OD & HR Strategy

## Progress

- Revised OD & HR operating model agreed and implemented – delivering an ongoing saving of £100k per annum from 23/24 budget.
- Improvements to our establishment management controls implemented, including vacancy scrutiny via Heads of Service and the Senior Management Team (SMT)
- Staff survey – to obtain key baselining data from all staff. Development of suite of questions commenced in Q2, in consultation with relevant stakeholders.

# Organisational Development & Human Resources (OD & HR)

## Next steps

- Permanent recruitment to fill the seven vacancies within the team – ambition to have all positions filled by early 2024
- ∞ Seek Employment Committee endorsement (Dec 2023) of the revised OD & HR Strategy, through to 2026/27
- Transformation – corporate recruitment and onboarding processes internal audit in Q4 (part of work around building a through and independently scrutinised improvement/transformation plan).

# Organisational Development & Human Resources (OD & HR)

## Next steps (cont'd)

- Refocus of performance management and appraisal process – clarifying expectations for managers and staff
- Roll out of real time people data reports to Senior Management Team and Heads of Service
- Staff survey – launch planned for early Q3, with analysis and presentation of results to Senior Management Team and Heads of Service by the end of Q3. onwards – publication and implementation of OD actions arising.

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# Procurement

## Progress

- Interim Procurement Advisor recruited, who is progressing the creation of:
  - Procurement and Contract Management improvement plan (including sustainable & ethical elements)
  - Procurement pipeline
  - Contracts register
  - Options paper for how to resource RBBC procurement and contract management requirements

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## Next steps

- Review of all spend over the past five years to:
  - identify Tier 1, 2, 3 suppliers
  - areas where spend could be consolidated
  - conversations with Districts & Boroughs re: possible synergies



# Legal & Governance

## Governance and democracy (1/1)

- **Promoting Standards:** Standards Committee to start a review of the Code of Conduct, including Member-Officer relations protocol and Social Media guidance for Members.
- **Promoting transparency:**
  - Group Leaders have endorsed new guidance from Democratic Services / Deputy MO regarding handling of exempt business and access to information, which will be shared with all Members.
  - Chamber IT Upgrade – project to upgrade the hybrid meeting and webcasting equipment commences October 2023. This will improve reliability, reduce resourcing to run the equipment, and maintain the accessibility of the Council’s democratic process.
- **Learning from complaints:** LGSCO Annual Review Letter 2022/23 published in August. Analysis of complaints performance considered by Corporate Governance Group and Group Leaders for assurance of the Council’s performance.
- **In the pipeline:** Reviews of Constitution (Full Council) and Code of Corporate Governance (Audit Cttee).

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# Legal & Governance

## Elections (1/2)

- Elections Act 2022:
  - Voter ID successfully delivered May 2023 and now 'business as usual'.
  - [Electoral Commission's analysis and report on May 2023 elections now published.](#)
  - Further changes effective for PCC and Borough elections on 2<sup>nd</sup> May 2024—changes to:
    - postal and proxy voting rules
    - undue influence and intimidation
    - online postal vote application system
    - extension of overseas franchise
    - digital imprint requirements
    - candidate address and commonly used names
    - EU voting and candidacy rights
    - Postal vote handling and secrecy.
    - Police and Crime Commissioners will now be elected by the 'first past the post' voting system, instead of supplementary vote.



# Legal & Governance

## Elections (2/2)

- Review of Parliamentary Boundaries – Order expected in October. Implemented for next General Election (which must be held by January 2025). Final recommendations have been published by the Boundary Commission: <https://boundarycommissionforengland.independent.gov.uk/2023-review/>
- 33 • Review of County Divisions – Initial proposals published on 1 September 2023: <https://www.lgbce.org.uk/all-reviews/surrey>. Next scheduled County Elections in 2025.
- Review of Polling Places and Districts – By law must be conducted within 18 month period every 5 years, from 1 October 2023. Extraordinary Full Council meeting on 18<sup>th</sup> Jan 2024 expected to designate changes to polling places and districts in readiness for next General Election. Further review in Autumn 2024 in line with final recommendations of SCC Boundary Review expected next year.

# Legal & Governance

## Mayoralty and Civic events (1/1)

- **Recent events:**

- Heritage Open Day – 9<sup>th</sup> Sept
- Official signing of Coronation Scroll – 13<sup>th</sup> Sept
- ~~Volunteer Awards – 26<sup>th</sup> Sept (cancelled)~~

### **Upcoming events:**

- RBL Banstead 'thank you' event visit to Reigate Caves – 17<sup>th</sup> Oct
- Remembrance Sunday – 12<sup>th</sup> Nov
- Mayor's Wacky Races Night – 24<sup>th</sup> Nov
- Mayor's Civic Carol Service – 17<sup>th</sup> Dec

# Revenues & Fraud

- **Council Tax collection** – previous year debt is still feeling the effects of the pandemic, when the Courts were closed for almost a full year. From 2022/23, the in-year collection rate has been recovering. At the end of Q1 2023/24, the in-year collection rate was 38.44%, compared to 38.28% in the previous year
- In 2022/23 we had a Council Tax collection rate of 98.60%, the 18<sup>th</sup> highest in the country (309 local authorities). This was also the second highest in Surrey
- **Business Rates collection** – the in-year collection rate at the end of Q1 2022/23 was 41.87%, compared to 42.67% in the previous year. Over the last few years, the collection rate during the year has shown variations, but we fully expect the final collection rate to meet our target of 99.8% at the end of the year
- In 2022/23 we had a Business Rates collection rate of 99.95%, the second highest in the country

# Revenues & Fraud

## Counter Fraud

- Using Cabinet Office figures, in 2022/23 savings achieved through counter fraud work was £725K, which includes cashable savings of £179K i.e. money that will be recovered
- Savings figures are recorded against fraudulent applications for housing, homelessness, Right to Buy (Raven), Council Tax, Business Rates and benefits
- 36 • In October 2022 the counter fraud team was recognised for its achievements by winning the national IRRV category for Excellence in Counter Fraud
- The counter fraud team has a partnership with Oxford City Council, providing resilience and joint commercial opportunities
- The team provides counter fraud services for five other Surrey Councils, as well as ad hoc work for housing providers

# Revenues & Fraud

## Other Areas of Service Delivery

- In 2023 we delivered a further energy support scheme on behalf of the government, providing payments to 480 households totalling £164K
- The service also provides debt recovery support to other Council services

## Commercial Activities

- 37
- Agreements are in place with other local authorities, housing providers and private sector organisations to carry out services – counter fraud, debt recovery, benefits, systems support, Business Rates and inspections
  - The budget for income from external agreements is £570K. Although as a local authority we cannot make a “profit” we are able to make a net surplus which reduces our overheads. Additionally, this gives us greater resilience to ensure we maintain high levels of performance for Reigate & Banstead
  - Agreements are in place with 27 different organisations

# Finance

## Progress 2023/24

- Revenue budget approved in February – Q1 position forecast as expected
- Capital Programme continues to be delivered within budget despite inflation pressures
- Medium Term forecast updated in July – budget gap predicted - *if no action is taken to address it*
- Financial Sustainability Programme continues to help identify opportunities for ⌘ budget savings and income growth
- Ongoing uncertainties about Government funding
- ...But Reserves remain healthy

## Additional Government Funding continues to be distributed:

- Household Support Fund - £0.5m
- Syrian and Afghan Refugees - £160k
- Homes for Ukraine Funding - £1.0m



# Portfolio for Commercial & Community Assets

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## CLlr A King

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Agenda Item 4

# Assets, Commercial & Charitable Trusts

- Focus continues to be on:
  - Ensuring effective use of assets
  - Overseeing our company investments
  - Ensuring good governance of charitable trusts
- Seeking new investments remains a lower priority
  - Opportunities are assessed as they arise

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# Property Assets

## Top income-producing assets are:

M&S, 51 High Street, Reigate

55-63 Victoria Road, Horley

Old Town Hall, Reigate

1-4 Quarrydene Parade, Merstham

Warwick Quadrant, Redhill

Forum House, Redhill

Beech House, Reigate

Priory Gate, Town Hall site Reigate

Regent House, Redhill

Reading Arch Road, Redhill

61E Albert Road, Reigate

Redhill Distribution Centre, Salfords

Crown House, Redhill (Greensand Holdings)

- Void rates remain stable and compare well to wider market comparator
- Minimization of void costs continues to be a priority

# Property Assets

## New Assets:

- 14-16 & 18 Reading Arch Road, Redhill
- The Rise, Marketfield Way, Redhill
  - The Light Cinema open
  - Posadero Lounge open
  - Tesco open
  - Creams undertaking fit-out

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# Companies

- Active companies:

|                            |                  |
|----------------------------|------------------|
| Greensand Holdings Limited | Property assets  |
| Pathway for Care Limited   | Supported Living |

- Other:

- Horley Business Park LLP – dissolution in progress
- RBBC Limited - inactive

- Updates are provided in the regular reports to O&S and PSTESC Sub-Committee

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# Portfolio for Corporate Policy & Resources

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## CLlr J King

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Agenda Item 4

# Information Technology

## Relevant Portfolio Holder Objective(s):

- Enable the delivery of the IT Strategy and ensure that our operational IT systems are fit for purpose

## Progress

- The new IT Strategy was agreed by the Council in April 2022 and initially focused on three objectives. All are expected to complete within the next few months:
- Cyber Security - Training has been provided to all staff who access IT and to Council Members. Additional software and security systems have been deployed. A fully managed Cyber security service is being implemented with completion expected in Q4
- Disaster Recovery - Business continuity plans have been improved across the Council. A fully managed Backup and Disaster Recovery solution is being implemented with completion expected in Q3
- Telephony System - A new MS Teams based system hosted in the cloud is currently being implemented with completion expected in Q3.
- Additionally - CRM continues to be developed to enable the delivery of online transactions

## Next steps

- Staff remote access system improvements, on-premise technical infrastructure upgrades, migration of some major systems to cloud hosting.

# Corporate Policy, Projects & Performance

## Relevant Portfolio Holder Objective(s):

- Deliver an agreed approach to the development of council strategies
- Ensure continued effective quarterly reporting on performance and risk, including implementation of the new Risk Management Strategy
- Ensure effective monthly corporate project and programme dashboard reporting to members via the modern.gov portal

## Progress

- Approach to the development of council strategies has been agreed and circulated to members for information
- Quarterly reporting of risk and performance continues, positive feedback from Audit Committee Members on new Risk Management approach
- Monthly dashboards continue to be published

## Next steps

- List of forthcoming strategies being compiled, team will support service areas to implement the guidance
- Implementation of corporate assurance framework from 2024/25 onwards – work underway to compile this
- Consideration being given to how to make KPI dashboard more interactive / interrogable for O&S committee members

# Data & Insight (D&I)

## Relevant Portfolio Holder Objective(s):

- Increase the visibility of D&I work and the offer available from the council resource.
- Promote and empower others to trust insights gathered from data and incorporate these behaviours into their work.

## Progress

- D&I contributing to council priority areas including Financial Sustainability Programme projects, strategy development, and rolling out PowerBI (data visualisation and utilisation self-service tool)
- 47 Officer Data Community established to upskill officers in data utilisation

## Next steps

- Consider outcomes of D&I trial project e.g.. data quality improvement, policy evidence base preparation, officer upskilling, generating efficiency through automation, customer insight.
- Determine objectives for any continuation of D&I project deliverables including for example to help improve resident outcomes, inform decision making, and identify income generation and efficiency opportunities.
- Then as part of budget setting process agree the suitable scale of resource to invest in and the best way to fund this
- Revisit PH objectives as necessary to reflect nature of ongoing work



# Organisation

48 Overview & Scrutiny Committee  
12 October 2023

Reigate & Banstead  
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Agenda Item 4





|                         |  |
|-------------------------|--|
| <b>Signed off by</b>    | Head of Housing                          |
| <b>Author</b>           | Penny Craig, Senior Development Manager  |
| <b>Telephone</b>        | Tel: 01737 276548                        |
| <b>Email</b>            | Penny.Craig@reigate-banstead.gov.uk      |
| <b>To</b>               | Overview and Scrutiny Committee          |
| <b>Date</b>             | Thursday, 12 October 2023                |
| <b>Executive Member</b> | Portfolio Holder for Housing and Support |

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

|                |  |
|----------------|--|
| <b>Subject</b> | Lessons Learnt: Pitwood Park, Cromwell Road & Lee Street |
|----------------|--|

|  |
|--|
| <b>Recommendations</b>   |
| <b>No recommendations are proposed in this report. It has been prepared in response to a request from Overview &amp; Scrutiny Members and sets out the Council's key reflections and learnings from recent housing delivery projects at Pitwood Park, Cromwell Road &amp; Lee Street undertaken between October 2020 and August 2022.</b>                        |
| <b>Reasons for Recommendations</b>   |
| No recommendations are proposed.   |
| <b>Executive Summary</b>   |
| This report sets out a project overview for the three recent housing delivery projects at Pitwood Park, Cromwell Road & Lee Street. The report summarises the key information for each project and presents our high-level learnings. This overview of lessons learnt is intended to help shape and improve our approaches when undertaking future developments. |

# Agenda Item 5

## Background

1. The Council undertook the construction and delivery of three new-build housing led schemes between October 2020 and August 2022.
2. Pitwood Park (now known as Camelia Close): Further to planning permission being granted in 2018, Executive approval to proceed to contract in February 2020, and a competitive tender exercise, contracts were exchanged with Thakeham Client Limited to deliver 25 new build houses and flats. The development was mixed tenure, with 11 houses being sold to a local Registered Provider for shared ownership and the remaining 14 properties being sold on the open market. The development reached practical completion in August 2021.
3. Cromwell Road (now known as Wheatley Court): Further to planning permission being granted in 2018, Executive approval to proceed to contract in February 2020, and a competitive tender exercise, contracts were exchanged with Neilcott Construction Limited to deliver 32 new build flats and ground floor commercial space. The development reached practical completion in February 2022.
4. Lee Street (now known as Octavia Cottages): Further to planning permission being granted in 2020, Executive approval to proceed to contract in March 2021, and a competitive tender exercise, contracts were exchanged with Ark Build PLC to deliver four 1-bedroom bungalows. The development reached practical completion in August 2022.

## Overview- Pitwood Park

|  |   |
|--|---|
| Contractor   | Thakeham Client Limited   |
| Contract Type  | JCT- Standard Building Contract with Quantities- 2016                       |
| No. new homes delivered  | 25  |
| Final build cost £/m2<br>(including external works, preliminaries, overheads, profit, design fees etc.)            | £2,316.76/m2  |
| Final build cost £/m2<br>(excluding external works, design fees etc. to allow comparison with BCIS figures- below) | £1,953.28/m2  |
| Comparable Build Cost (BCIS) (rebased to Q4/2019)  | Housing- mixed developments:<br>- Median: £1,526/m2<br>- Highest: £3,888/m2 |
| Date of Contract Signing   | 7 <sup>th</sup> October 2020  |
| Practical Completion- Houses   | 16 <sup>th</sup> June 2021  |
| Practical Completion- Flats  | 11 <sup>th</sup> August 2021  |
| First Unit Sale  | 30 <sup>th</sup> June 2021  |
| Final Unit Sale  | 7 <sup>th</sup> June 2022   |
| Energy Performance Certificate Rating  | B   |

## Corporate Plan Objectives- Pitwood Park

5. The following Corporate Plan (2020-2025) targets were achieved through the delivery of this project:

- Secure the delivery of homes that can be afforded by local people and which provide a wider choice of tenure, type and size.
- Work with partners to create strong, safe and welcoming communities.
- Ensure new development is properly planned and sustainable, and benefits the borough's communities and the wider area.

## Project Specific Objectives and Goals- Pitwood Park

| Original Objectives   | Achieved Y/N | Comment  |
|---|--------------|--|
| Reduce cost burden as current asset in poor condition and unattractive to potential industrial occupiers            | Y            | Original building demolished as part of development.   |
| Contribute toward council vision to become self-sustainable in accordance with the adopted five year Plan 2015-2020 | Y            | See finance details for project. New development generated a capital receipt for the Council.  |
| Help address the local housing affordability challenges   | Y            | 11 of the new housing units were sold to Raven Housing Trust, for onward sale as shared ownership properties.  |
| Create income stream that accrues from the benefit of predicted growth in property values                           | Y            | See finance details for project. New development generated a capital receipt for the Council.  |
| Provide housing options that will not be achieved by market forces and deliver regeneration of a site               | Y            | 11 of the new housing units were sold to Raven Housing Trust, for onward sale as shared ownership properties. These units represented 23.4% of shared ownership properties delivered in this financial year. |

## Key successes- Pitwood Park

6. This project was a good example of successful Council-led housing delivery. The key successes are reflected below.
7. **Variation to tenure type:** During the project the government still had not enacted the necessary secondary legislation that would make it possible for developers to market new homes as 'Starter Homes', as was intended by the Housing and Planning Act (2016). Consequently, the Council could not legally market the homes as Starter Homes and had to change the intended tenure mix. A successful planning application was submitted, allowing the scheme to navigate away from 'Starter Homes' to include Shared Ownership Properties. This demonstrated the ability to amend the scheme to allow for achievable outcomes. The change to shared ownership also provided the Council with a more streamlined, reliable method of selling the 11 affordable properties, as this was undertaken in a single straightforward transaction to a single buyer further to a competitive tender process (Raven Housing Trust).
8. **Review of financial appraisal pre- start on site:** The Council appointed a new Senior Development Project Manager in September 2019. A project review was instigated upon their arrival to ensure that a robust budgetary understanding was

# Agenda Item 5

achieved prior to entering a contract. This was positive as the initial scheme appraisal was incorrect and a thorough review meant that up-to-date and accurate figures were supplied to the Executive in advance of proceeding to build.

## 9. **Adapting to extenuating circumstances:**

- There was also a slight delay to contract signing, mainly due to the difficulties of navigating the contract signing whilst under Government lock-down. All obstacles impacted due to COVID were overcome and the Council was able to enter a contract with the builder. This spotlighted our ability to work flexibly during COVID.
- In July 2021, an unexpected incident occurred. A car crashed into the constructed bin store. This caused delays to the handover as the bin store had to be reconstructed to ensure safe access routes and egress for new residents. As the flats had not yet been handed over by the contractor to the Council, Thakeham were responsible for the repairs due to the incident taking place prior to Practical Completion and they pursued this on their contractor's all-risk insurance.

10. **Final Capital Receipt Position:** Whilst the expenditure was higher than anticipated at the time of Executive approval (but within the budget allocation), the Council was able to generate a greater capital receipt than was originally anticipated due to higher sales prices at point of sale.

## **Key Learnings- Pitwood Park**

11. **Greater consideration for future management of the site at an earlier stage:** A Resident Management Group (RMC) was established to allow freehold of asset to be transferred and reduce longer term liabilities. A valuation was undertaken that found that owning the freehold would be a nil value asset and would be resource intensive to manage and maintain. A RMC was considered to be a cost effective route to divest this responsibility. This involved legal work to undertake the transfer of freehold from the Council to the RMC. Whilst this added additional costs, was lengthy, and unexpected, it demonstrated that unforeseen issues that arise on site can be tackled by working in partnership between teams. The overall benefit was that the Council reduced its long-term involvement in the project and removed the property from being a liability, however if we had identified this route for freehold ownership at the beginning of the development we could have more adequately prepared and resourced the work required.
12. **Greater consideration given to contract type:** More consideration was required on which contract type to use. On this scheme, using a Joint Contracts Tribunal (JCT) contract with Bill of Materials (BOM) exposed the Council to risks and costs which could have been mitigated by using a JCT Design & Build (D&B) contract. Not many consultants/suppliers are skilled at working with a JCT with BOM, and therefore at some points during the Pitwood Park contract it caused confusion and unnecessary complexities. Unfortunately, the project had already been tendered upon the arrival of the new Senior Development Manager, however, in hindsight the tender could have been re-run to allow for a JCT D&B to be implemented which would have allowed the contract to run more smoothly once on site.

13. **Construction Costs:** It is recognised that the cost of building this development was higher than the median BCIS figures. Whilst BCIS is a useful indicator it includes builders who are developing multiple sites who can achieve economies that would be significantly harder for Local Authorities to replicate, and developments situated on greenfield sites without the contamination challenges found on brownfield sites like Pitwood. In addition, many housebuilders deliver a basic product that the house purchaser then has to supplement (i.e. upgrading kitchen, installation of floor coverings, garden turf etc.). In the case of the properties at Pitwood Park the specification was to a high standard from the outset to maximise sales values, and therefore the construction costs when returned from the contractors at tender stage were higher than median build costs. The contract was tendered in accordance with OJEU<sup>1</sup> requirements and Thakeham were appointed further to a competitive tender<sup>2</sup> and confirmation from our Employer's Agent that the returned tender was satisfactory in both pricing and quality.

The construction costs on Pitwood Park were further elevated during construction due to multiple complications mainly at the early stages of the project<sup>3</sup>, but also some omissions within the original specification. Some of these items would have been negated by using a design and build contract as some risks and liability for expenditure could have been transferred to the contractor (see paragraph 12), whilst some would have been mitigated by undertaking more in-depth pre-construction surveys which given the brownfield nature of the site would have been well-warranted (see paragraph 14).

14. **Pre-construction surveys:** There is a requirement to do more extensive pre-construction surveys prior to tendering to ensure risk of additional costs is minimised. On this project, the start on site date had to be postponed due to the presence of on-site contamination.
15. **Understanding marketing challenges:** It is recognised that there was a delay in the sale of the 1-bed flats at Pitwood Park. Two of the 1-bed flats took ten months post-completion to reach final sale, whilst in comparison the 2-bed flats were all sold within four months of handover. We understand that this was in part due to the impact of COVID-19 on sales of flats nationally, with people aspiring to have their own outdoor space, but also 1-bed flats were less popular generally due to people wanting workspace at home. Future developments will need to look at the viability of 1-bed flats for sale, and where included the design of 1-bedroom flats will need to be carefully considered to ensure that they are appealing to potential buyers.

## Financial Summary- Pitwood Park:

### EXPENDITURE

<sup>1</sup> OJEU is an abbreviation for the Official Journal of the European Union. When a public sector body within the European Union wants to buy any goods, works, or services over a certain value ("threshold") it must advertise in the Official Journal of the European Union (OJEU). This advertisement takes the form of a contract notice, also known as a tender notice

<sup>2</sup> This tender was weighted 75% price/ 20% quality/ 5% in-person presentation.

<sup>3</sup> These included- but were not limited to: the discovery of historic soakaways onsite, requirements to have unexploded ordnance (UXO) monitoring on-site, enhancements to damp proof membranes (DPM) and damp proof courses (DPC) following review with Building Control, installation of deep-bore soakaway to ensure successful site drainage, revisions to landscaping and importing of topsoil required to satisfy remediation strategy.

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|  |                     |   |
|--|---------------------|---|
| Capital Programme Budget<br>– final budget as approved at<br>Executive February 2020         | £6,448,000          | Included £802,100 for existing<br>land value <sup>4</sup> . |
| Forecast Expenditure at<br>Executive February 2020   | £5,654,723          | As reported to Executive                                    |
| Variance Between Forecast and<br>Budget- underspend  | (£793,277)          |   |
| Final Expenditure at March 2023  | £5,786,550          |   |
| Variance Between Final and<br>Budget – underspend  | (£661,450)          |   |
| <b>DISPOSAL INCOME</b>   |                     |   |
| Forecast Disposal Income<br>(Capital Receipt) at March 2020                                  | (£7,036,247)        |   |
| Final Disposal Income  | (£7,953,935)        |   |
| Variance Between Final and<br>Forecast – additional Capital<br>Receipt                       | (£917,688)          |   |
| <b>PROJECT BUDGET OUTTURN</b>  |                     |   |
| Net underspend compared to<br>budget plus additional capital<br>receipt compared to forecast | (£1,579,138)        |   |
| <b>NET PROJECT INCOME</b>  |                     |   |
| Final Expenditure  | £5,786,550          |   |
| Final Disposal Income  | (£7,953,935)        |   |
| Net Capital Receipt ('Surplus')<br>Excluding Land Value                                      | <b>(£2,167,385)</b> |   |
| Surplus as % of Project Costs<br>Excluding Land Value  | 37.46%              | Net capital receipt/final<br>expenditure (*100)             |
| Net Capital Receipt ('Surplus')<br>Including Land Value                                      | <b>(£1,365,285)</b> |   |
| Surplus as % of Project Costs<br>Including Land Value  | 23.59%              | Net capital receipt/final<br>expenditure (*100)             |

<sup>4</sup> Land Value calculated by Wilkshead & Eve- and included in Part 2 Executive Paper : 26<sup>th</sup> April 2018.

| <b>Overview - Cromwell Road</b>  |   |
|--|---|
| Contractor   | Neilcott Construction Limited   |
| Contract Type  | JCT Design and Build Contract 2016 (with Client Contract Amendments)                          |
| No. of new homes delivered   | 32  |
| Final build cost £/m2<br>(including external works, preliminaries, overheads, profit, design fees etc.)            | £2,267.86/m2  |
| Final build cost £/m2<br>(excluding external works, design fees etc. to allow comparison with BCIS figures- below) | £2,168.92/m2  |
| Comparable Build Cost (BCIS) (rebased to Q3/2020)  | Housing with shops/offices/workshops or the like:<br>- Median: £2,082/m2<br>- Highest: £5,457 |
| Date of Contract Signing   | 12 <sup>th</sup> June 2020  |
| Practical Completion- Flats  | 8 <sup>th</sup> February 2022   |
| Energy Performance Certificate Rating  | B   |

**Corporate Plan Objectives- Cromwell Road**

16. The following Corporate Plan (2020-2025) targets were achieved through the delivery of this project:

- Secure the delivery of homes that can be afforded by local people and which provide a wider choice of tenure, type and size.
- Work with partners to create strong, safe and welcoming communities.
- Ensure new development is properly planned and sustainable, and benefits the borough's communities and the wider area.

| <b>Project Specific Objectives and Goals- Cromwell Road</b>   |                 |   |
|---|-----------------|---|
| Original Objectives   | Achieved<br>Y/N | Comment   |
| Improve the Social, economic and environmental wellbeing of Residents.  | Y               | By providing affordable accommodation the Council has improved the overall well-being for the 32 households occupying the development.                                |
| Assist residents particularly younger individuals, couples and families with low to middle income get on the property ladder via help to buy schemes and provision of affordable homes. | Y               | Whilst the Council has not provided access to the property ladder (due to change of tenure type), we have assisted lower-income residents to access affordable homes. |
| Generate direct economic and social benefit via provision of new jobs through re-occupation of the shop units.  | Y               | New shop units are completed and available to let.  |

# Agenda Item 5

## Key successes- Cromwell Road

17. **Review of financial appraisal pre- start on site:** As per Pitwood Park, Cromwell Road underwent a review to ensure that a robust budgetary understanding was achieved prior to entering contract. This was due to having a new project manager on board, so the re-evaluation was deemed necessary to ensure that the finances were fully understood. The financial re-profiling of the scheme was submitted to Executive and approved in February 2020.
18. **Variation to tenure type:** Officers worked with a consultant and a small group of Members to appraise the scheme for alternative tenures, including an option for the Council to retain the stock and let them as social housing, instead of delivering a scheme which purely delivered homes for sale. The Executive agreed to the 100% social housing scheme which delivered the first secure Council tenancies since the Large Scale Voluntary Transfer of the Council housing stock to Raven Housing Trust in 2002. This scheme has been well-received and will generate an on-going revenue stream for the Council.
19. **Securing Homes England grant funding:** Further to altering the tenure mix, Officers successfully secured Homes England grant funding of £1.36m which cross-subsidised the delivery of the affordable homes on this project.
20. **LABC award:** The development was named the region's Best Large Social Housing Development in the LABC Building Excellence Awards 2022 which was testimony to the excellent quality of build delivered by Neilcott on this project.

## Key learnings - Cromwell Road

21. **Impact of the pandemic:** Delays to the project were caused due to inclement weather and shortages of construction staff as a result of COVID outbreaks. The revised practical completion date was set as the 16th of November 2021. A further delay to the November completion occurred due to cumulative shortages of materials and labour over the course of the project. This pushed the handover date to 10th December 2021 initially, and then back to early February 2022. COVID and material shortages produced a number of challenges, and whilst these events were outside of the Council's control, an understanding of the impact of delays would be beneficial to be understood from the outset of a project.
22. **Challenges in letting the commercial space:** Despite a number of viewings, a tenant, or tenants (the commercial space had the ability to be sub-divided) was difficult to secure. The Council's Property Team led on this, and this continues to be a challenge with the unit remaining unlet. However, the location is not prime commercial space, and commercial space continues to be hard to let post-covid. The Property Team remain optimistic that with Marketfield Way completing, there will be increased interest in this space. This space was always going to be challenging due to its location and needs to continue to be informed by marketing advice.
23. **Time taken to remedy defects and settle final account:** Under the terms of the JCT contract, the Council holds a 1.5% retention to incentivise contractors to remediate any outstanding defects. At Cromwell Road the process of remediating defects has taken 9 months with the final defects now being resolved. Neilcott has had challenges in getting access to the properties. As there are 32 tenants occupying



this block, most of whom are working, this has taken a considerable amount of coordination from Neilcott. For future developments we need to find better ways of working with both the Contractor and the tenants to ensure that defects are promptly resolved so that the final account can be agreed, and the retention payment discharged.

## Financial Summary - Cromwell Road:

### Forecast Budget Outturn<sup>5</sup>

|   |                   |
|---|-------------------|
| Capital Programme Budget<br>– final budget as approved at Executive February 2020 | £8,669,638        |
| Total Expenditure at April 2023   | £7,804,402        |
| Retention/Final Balance (imminent)  | £100,000          |
| <b>Budget Outturn at June 2023</b>  | <b>£7,904,402</b> |
| Variance Between Final and Budget - underspend                                    | <b>(£765,236)</b> |
| Homes England Grant   | £1,360,000        |
| Final anticipated expenditure   | £7,904,402        |
| Final Grant Income  | (£1,360,000)      |
| Sum to be funded from Prudential Borrowing  | £6,544,402        |
| Value of development as at 31.12.22   | £8,137,600        |

## Overview - Lee Street

|  |   |
|--|---|
| Contractor   | Ark Build PLC   |
| Contract Type  | JCT- Design and Build 2016 (with Client Contract Amendments)  |
| No. of new homes delivered   | 4   |
| Final build cost £/m2<br>(including external works, preliminaries, overheads, profit, design fees etc.)            | £4,578.34/m2  |
| Final build cost £/m2<br>(excluding external works, design fees etc. to allow comparison with BCIS figures- below) | £3,761.93/m2.   |
| Comparable Build Cost (BCIS) (rebased to Q2/2021)  | Estate Housing- single storey:<br>- Median: £1,526/m2<br>- Highest: £3,888/m2<br><br>One-off housing detached (3 units or less)- single storey: <sup>6</sup><br>- Median: £2,368/m2<br>- Highest: £4,432/m2 |
| Date of Contract Signing   | 14 <sup>th</sup> May 2021   |

<sup>5</sup> Note that this is still the forecasted budget outturn as the final account has not yet been agreed. This is due to the defects taking substantially longer than anticipated (see paragraph 23)

<sup>6</sup> Whilst Lee Street was a 4-unit development, the 3-unit figure has been included to show that there is a substantial variation between small housing developments and larger 'estate housing' developments.

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|                                       |                              |
|---------------------------------------|------------------------------|
| Practical Completion- Houses          | 15 <sup>th</sup> August 2022 |
| Energy Performance Certificate Rating | B                            |

## Corporate Plan Objectives- Lee Street

- Secure the delivery of homes that can be afforded by local people and which provide a wider choice of tenure, type and size.
- Ensure new development is properly planned and sustainable, and benefits the borough's communities and the wider area.
- Provide targeted and proactive support for our most vulnerable residents.

## Project Specific Objectives and Goals- Lee Street

| Original Objectives  | Achieved Y/N | Comment   |
|--|--------------|---|
| The opportunity to provide housing for low income single people at affordable rents. | Y            | By providing affordable accommodation the Council has improved the overall well-being for the individuals occupying the development and future tenants Due to the properties being used as temporary accommodation (with the intention of getting individuals ready for more permanent accommodation) the benefit of these properties extends to multiple future occupants. |

## Key successes - Lee Street

24. **Utilising Constructionline to Tender for Contractors:** Due to the pandemic and staff resourcing, there were delays in getting Lee Street ready for tender. To mitigate further delays in the programme the Council opted to use Constructionline to procure a shortlist of contractors which removed the requirement to undertake a pre-qualification questionnaire for the tender. In addition, as part of the tender, the Council included a weighting element for the tender programmes duration to encourage lean programmes from bidding contractors. The full range of procurement options available is something to consider from the outset of the project, and greater advice needs to be taken, especially now that the Council has a procurement manager in place.
25. **Value engineering on the project:** As part of the contractor's design work to build out the project, an application for a s73 planning variation was included. This included changing the roof design which was overly complicated for a scheme of its type. Making these adjustments realised a small saving on the project build costs. Where possible, value engineering should be incorporated in all projects.
26. **Ensuring good relations with neighbouring Thames Water Sewerage Facility:** An issue arose regarding Thames Water discharging water directly onto the site (effectively treating it as a soakaway), which led to temporary measures having to be introduced to redirect the flow of water away from the foundation works into a nearby manhole. Ark Build raised a complaint directly to Thames Water. The Council managed to establish with Thames Water that they were responsible for a

- faulty pipe that was discharging water from their land onto the site, and a temporary measure was put in place in advance of them agreeing a permanent fix. This issue which was not foreseen caused a lot of issues on site. However, between Council staff, and the site foreman, we applied significant pressure to Thames Water, which led to the issue being fixed (initially temporarily), and then a lasting fix being implemented.
27. **Contingency Allowances:** The Council received very high quotations from the utility companies (electric & water) for the required installations for the new homes. These outstripped the provisional sums set within the contract. These costs were covered within the project contingency, however, it left less in the contingency to cover other items if they were to arise. Many organisations have noted that over the pandemic that utility charges were increasing exponentially, with long delays. On this project the Council had included a large contingency (15%), so it is recommended on future small projects to allow for items such as this.
28. **Partnership working with Contractors:** The planned handover date of June 2022 was set back because of issues with incoming below ground services. BT, UKPN, S&ESW, and Thames Water all cited resourcing issues affecting them undertaking their final connection of services, despite early orders being placed by Ark Build. These caused a delay with BT. The Council supported Ark Build on this matter, including emailing the utility providers directly to influence their timescales. Due to not having a confirmed date from BT, the Council were delayed in fixing a handover date. Whilst frustrating this remained out of the Council and the Contractor's control. We applied pressure on the utility providers and feel that we got the best outcome in the circumstances.
29. **Construction Costs:** It is recognised that the cost of building this development was higher than median BCIS figures. Whilst BCIS is a useful indicator it includes builders who are developing multiple sites who can achieve economies that would be significantly harder for local authorities to replicate, and developments situated on greenfield sites without the contamination challenges found on brownfield sites. In addition, many housebuilders deliver a basic product that the house purchaser then has to supplement (i.e. upgrading kitchen, installation of floor coverings, garden turf etc.). The Council was aware that, being a small development, the cost of Lee Street was going to be high p/m<sup>2</sup> and this was flagged with Executive Members in the part 2 report (March 2021). However, Ark Build was appointed further to a competitive tender exercise, with three contractors submitting tenders at a similar level. Costs once on-site were further impacted by utility connection fees coming in far in excess of the provisional sums included.
30. **Achieving Grant funding form Homes England:** The Council applied for Homes England Partner status during the course of our development of Lee Street which was achieved, and a grant application was made and secured for £190,000. Further to the development the Council achieved a positive Homes England compliance audit, with no areas of concern.

### Key learnings - Lee Street

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31. **Ensuring objectives are shared with Members:** The planning application was recommended for deferral at the October 2019 Planning Committee. This caused delays to Time and Cost as consideration was given to the future direction of the project. The delay presented by the Planning Committee decision caused an increase to costs and spend due to redesigns required. The reason for deferral was due to the units being 'micro' units<sup>7</sup>. These were the intended units to be delivered on this site (due to the end user being single people in Temporary Accommodation), however, there should have been greater awareness raised with planning committee members to ensure that this was known, to avoid deferral. Moving forward, we need to ensure that the Portfolio Holder is fully briefed and that the project has gained awareness prior to planning, so that any nuances are anticipated by committees.
32. **Programme Delays:** Tender documents were released approximately 3 months later than anticipated. The impact of COVID-19, and the upheaval that resulted meant that the original timescales proposed were no longer feasible, as most of the Project Manager's resource has been spent keeping both Cromwell Road & Pitwood Park from slipping too far behind schedule. The tender document release was also delayed whilst further advice was sought on the procurement route. This was an unavoidable delay due to resourcing and outside contributing factors. Future schemes should include some time contingency to allow for unexpected slippage.
33. **Advance negotiations with utility providers:** Thames Water rejected a proposal by Ark Build to connect a joint foul and surface water drain into an existing manhole, requesting instead two separate connections. The Council believed the rest of the road had a joint connection, and therefore challenged Thames Water in order to achieve the most logical and cost-effective solution for the development. A new connection was installed that was effective, however, further negotiations with Thames Water were required to achieve this. In future, we may consider getting all utility agreements in place prior to starting on site to avoid challenges such as this.

## Financial Summary- Lee Street

### Forecast Budget Outturn<sup>8</sup>

| EXPENDITURE   |                 |   |
|---|-----------------|---|
| Capital Programme Budget<br>– final budget as approved at<br>Executive March 2021 | <b>£849,971</b> | No record of land value prior to<br>gaining planning permission |
| Total Expenditure at April 2023   | £839,487        |   |
| Retention/Final Balance due<br>August 2023  | £18,356         |   |
| Refund due from Thames Water  | £4,883          |   |
| <b>Budget Outturn at April 2023</b>   | <b>£852,960</b> |   |
|   |                 |   |

<sup>7</sup> RBBC's Development Management Plan (adopted September 2019) Policy DES5 states that "As a minimum meet the relevant nationally described internal space standard for each individual unit except where the Council accepts that an exception to this should be made in order to provide an innovative type of affordable housing that does not meet these standards."

<sup>8</sup> Note that this is still the forecasted budget outturn as the final account has not yet been agreed. End of Defects inspection was carried out in August 2023, and defects are in the process of being remedied.

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|  |               |   |
|--|---------------|---|
| Variance Between Final and Budget - overspend        | <b>£2,989</b> |   |
| <b>GRANT RECEIPTS</b>                                |               |   |
| Homes England Grant                                  | £190,000      |   |
| S106 Grant funding required                          | £662,960      | £187,011 lower than originally anticipated (as approved at Executive at March 2021), due to Homes England grant received. |
| <b>PROJECT OUTTURN</b>                               |               |   |
| Final anticipated expenditure (s106 & Homes England) | £852,960      |   |
| Value of development as at 31.12.22                  | £1,249,600    |   |

### **Lessons Learnt - Summary**

34. Overall, the Council has provided 61 new dwellings in the Borough and developed sites which were underutilised in their previous forms.
35. All three projects were delivered within budget despite being delivered during the COVID pandemic which brought uncertainty to the construction industry due to implications for health & safety, safe working conditions, labour and material shortages, and material and utility price increases.
36. Officers also had to adapt at short notice to having to work from home with restrictions placed on site visits.
37. During the period the Council has strengthened our partnership working with partner Registered Providers through the sale of shared ownership properties, and the management of rental properties. In addition, the Council has forged a new partnership with Homes England with the benefits of leveraging in over £1.5m of grant funding.
38. Our achievements have been recognised via an industry accolade, which is especially commendable given that these developments were some of the first to be delivered by the Council in many years.
39. The developments have achieved targets set out in the 5-year plan, Housing Delivery Strategy and Homeless & Rough Sleeping Strategy and have provided both well-needed homes for local people, and improvements to our local areas.
40. Learnings and reflections from the projects will be used to inform our design and development processes moving forwards.

### **Legal Implications**

41. As these developments are now complete, there are no legal implications to consider.

### **Financial Implications**

42. The financial implications of the schemes are set out in the report.

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| <b>Equalities Implications</b>   |
| 43. All three developments meet the accessibility compliance standards as set out by building regulations at the time of construction. Future developments will need to examine whether these standards could be improved upon, considering the demand for accessible homes.   |
| <b>Environmental Sustainability Implications</b>   |
| 44. Since these developments were initiated, the council has also adopted its Climate Change and Sustainable Construction SPD (2021). For any future developments, a balance will need to be struck between enhanced sustainable measures and financial viability considerations, noting that sustainability improvements which are retrofitted are typically more costly than building in sustainability measures from the outset. It should also be noted that there are likely to be higher mandated standards in the future.<br>45. Future developments should be considered on a case-by-case basis, but that as a starting point, solutions should be recommended that are in accordance with the Council's own policies and strategies. |
| <b>Communication Implications</b>  |
| 46. No current communications implications but there may be opportunity to further showcase the work of the council on these housing delivery projects, at a suitable time in the future.  |
| <b>Risk Management Considerations</b>  |
| 47. The risk management implications of the schemes are set out in the report.   |
| <b>Consultation</b>  |
| 48. Executive Members were consulted about these proposals.  |
| <b>Policy Framework</b>  |
| 49. The Corporate Plan 2025 sets a housing objective to secure the delivery of homes that can be afforded by local people and choice of tenure, type and size. Actions include working with partner organisations to deliver homes for local people, delivering a minimum of 30 percent affordable housing on housing schemes on Council-owned land, continuing to secure private rented and social housing to prevent homelessness, prioritising local people for affordable housing, and using or planning policies to secure affordable housing.<br>50. These schemes also support the Housing Delivery Strategy (2020-2025) and the Homelessness and Rough Sleeping Strategy (2022-2027).  |
| <b>BACKGROUND PAPERS</b>   |
| <ul style="list-style-type: none"><li>• Development of Unit 1, Pitwood Park (Executive, 26<sup>th</sup> April 2018)</li></ul>  |

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- Agree a change of tenure mix and entering into a build contract for the Pitwood Park Development (Executive, 27<sup>th</sup> February 2020)
- Development of 16-46 Cromwell Road, Redhill (Executive, 26<sup>th</sup> April 2018)
- Cromwell Road Development: Confirmation of the updated capital budget forecast and entering into a build contract (Executive, 27<sup>th</sup> February 2020)
- Ownership, tenure and management of Wheatley Court, Cromwell Road (Executive, 24<sup>th</sup> March 2022)
- Lee Street Development: confirmation of the updated capital budget forecast and seek authority to progress the planning and build stages. (Executive, 27<sup>th</sup> February 2020)
- Lee Street Development (Executive, 25<sup>th</sup> March 2021)

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# Agenda Item 6



|                         |  |
|-------------------------|--|
| <b>Signed off by</b>    | Head of Planning   |
| <b>Author</b>           | Ian Dunsford, Planning Policy Manager                        |
| <b>Telephone</b>        | 01737276889  |
| <b>Email</b>            | ian.dunsford@reigate-banstead.gov.uk                         |
| <b>To</b>               | Overview and Scrutiny Committee                              |
| <b>Date</b>             | Thursday, 12 October 2023                                    |
| <b>Executive Member</b> | Portfolio Holder for Place, Planning and Regulatory Services |

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

|                |                       |
|----------------|-----------------------|
| <b>Subject</b> | New Local Plan Update |
|----------------|-----------------------|

|  |
|--|
| <b>Recommendations</b>   |
| <b>That Overview &amp; Scrutiny Committee</b>  |
| (i) <b>Notes the progress of the Council’s new Local Plan.</b>   |
| <b>Reasons for Recommendations</b>   |
| This report provides an update on work being undertaken for a new Local Plan and the implications of the changes to the style of Local Plans included in the Levelling Up and Regeneration Bill.   |
| <b>Executive Summary</b>   |
| The preparation of a new Local Plan has been underway since October 2022 when the Local Development Scheme (LDS) was approved at Full Council. This report identifies the work currently underway, including the evidence base studies currently being prepared and the duty to co-operate framework. It considers the challenges with the procurement process and how these are being rerun, the impact of other workstreams and the Government’s proposed ‘new’ style local plans being introduced from autumn 2024. |
| The report does not consider the review of the current Core Strategy which is required to be completed before July 2024 and is on track to meet this requirement.  |

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## **Statutory Powers**

1. The Council is the Local Planning Authority and has a requirement to maintain an up to date Local Plan to be used in the determination of planning applications.
2. The Town and Country Planning Act 1990, The Planning and Compulsory Purchase Act 2004, the Planning Act 2008.

## **Background**

3. Due to the corporate significance of a new Local Plan, the Overview and Scrutiny Committee has requested updates every six months on the progress being made on the new Local Plan. This is the first update.

## **Key Information**

### **Project start up**

4. On 27<sup>th</sup> October 2022 the Council agreed to support the preparation of a new Local Plan to replace both the Core Strategy and the Development Management Policies.
5. On 1<sup>st</sup> February 2023 a Local Plan launch event was held in the Old Council Chamber in the Town Hall. The meeting was well attended with over 50 people present. The purpose of the meeting was to outline the project timetable for the Local Plan and processes.

### **Procurement**

6. Work was undertaken on identifying areas where specialist support was needed and areas which could be undertaken in house.
7. The programme requires a number of procurements of specialist services. The initial batch of procurements was initiated in May but had to be rerun due to technical problems. Procurement was subsequently brought in-house, and we are currently finalising the appointment of specialists to undertail the Retail, Leisure and Town Centre Study. We were also seeking a digital tool to facilitate the sites assessment work but due to the very high cost quoted we have brought that piece of work back in house.
8. Unfortunately, we had no bidders for the Habitats Assessment, or the Sustainability Appraisal commissions. On the Habitats Assessment, this may be due to the shortage of ecologists with the introduction of Biodiversity Net Gain. On the Sustainability Appraisal, the Government are introducing a new Environmental Outcomes Report approach as a result of the Environment Act, 2021. Unfortunately, there is currently no guidance on how these should be undertaken which makes bidding for this work problematic.

### **Other Studies**

9. Other work areas being progressed include:
  - Review of the current Local Plan policies,
  - Housing Needs/ Market Area Assessment,

- Economic Needs Assessment,
- Visitor Accommodation Assessment
- Green Infrastructure Strategy with Action Plan.
- Surrey County Council are also preparing an initial transport assessment
- Decarbonisation in new development (with Surrey County Council).

As these drafts are completed from early 2024, they will be shared with the Local Plan Advisory Group (LPAG), a working group of elected members.

## **Duty to Co-operate Framework**

10. In Spring 2023 the Planning Policy Team prepared and consulted on a Duty to Co-operate (DtC) Framework with neighbouring authorities, agencies, and utility partners. This has subsequently been finalised. It represents the first stage in this part of the local plan making process. How the DtC is undertaken with the different bodies is currently a critical element in the current plan making process. We are currently arranging a meeting to discuss the Housing Market Area work, currently being undertaken.

## **Media Support**

11. Officers have also been working with the Communications team to develop a brief to bring to procure specialist support to create bespoke communications materials to assist in the promotion of the new Local Plan. The support would focus on a standard graphics palette for use on plan documents, social media, exhibition posters and other communications materials and, a package of short videos for use on social media and at exhibitions. These short videos would include drone footage, some 'vox pop' style interviews and animations to encourage wider engagement in the plan making process. Having high quality communication materials for different online and offline communication channels and consultation platforms. has become a key consideration in the local plan engagement process and is strongly encouraged by Government.

## **Resourcing**

12. The new Local Plan, whilst being a priority for the Council, must be undertaken alongside other tasks which can impede progress. Over the past year, the Principal Planning Officer has been working on the Strategic CIL allocations as agreed by Council in March 2023 and thereafter on a number of the CIL Spending Agreements. Fortunately, a new lawyer has recently joined the legal team who will be assisting in preparing the agreements. This will enable the Principal Planning officer to move onto wider local plan work, including infrastructure provision and gypsy and traveller needs.
13. The Gatwick Northern Runway Development Consent Order (DCO) application has also had resource implications with the Planning Policy Manager drafting and coordinating the council's relevant representations to PINS, the Local Impact Report (with the other Surrey authorities) and working through the Statements of Common Ground and s106 agreement. Consideration has been made to bringing in temporary support and some specialist advice has been procured and collaborative work is being undertaken with the Gatwick authorities. This has helped but significant local

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knowledge is needed to comment on local impacts which is where we will focus our efforts in responding and is why we have decided to manage the DCO workstreams with in-house resources. The DCO Examination will impact resourcing into 2024 and will culminate in the hearings and mitigations discussions anticipated to be largely completed by summer 2024.

14. A new planning officer has recently moved across from development management and is helping to prepare evidence 3 days per week.

## **'New' Style Local Plans**

15. Whilst we could make up some of the time caused by the delays mentioned above, on 25<sup>th</sup> July the Government released details of its implementation of local plan reforms contained in the Levelling Up and Regeneration Bill with a consultation running to 18 October. This was followed up on 3<sup>rd</sup> August 2023 with a Planning Advisory Service seminar where officials from the Department for Levelling Up, Homes and Communities introduced the government's 'new style' local plans and announced the forthcoming introduction of national development management policies, the replacement of the Duty to Cooperate with an alignment policy and replacement of supplementary planning documents for supplementary plans where a new plan is in place.
16. No 'old' style plans can be submitted to the Planning Inspectorate for examination after 30<sup>th</sup> June 2025. The current Reigate & Banstead Local Development Scheme (LDS) schedules the plan's submission in 2026 which would effectively miss the cut-off date. A new Local Plan statutory instrument and guidance on preparing new style plans is scheduled for introduction by Government in autumn 2024.
17. These proposed changes fundamentally impact on the new Local Plan programme given the need to switch to 'new' style local plans. The Government are also looking for c.10 authorities to become Frontrunners which would benefit from DLUHC support, just as the Council did for the Redhill Horley Design Code. The programme for a new style Local Plan would impact the existing Local Development Scheme (LDS) and a report to Council will be prepared in due course. The Head of Planning has also requested a meeting with the DLUHC Local Plans team to discuss the Council's options and opportunities. It should be noted that the evidence base, currently being prepared will be used to inform the next Local Plan be it 'old' or 'new' style. However, some evidence will be delayed (such as the new Environmental Outcomes Report which will be a statutory requirement of new style plans but for which there is not yet any legislation or guidance governing it). Having a 'new' style Local Plan would mean that we will not have an up to date Local Plan until 2028 and is discussed in the risks below.
18. Although we will need to move to the new style plan system, we still wish to be a plan led authority and are proceeding on that basis. Whilst the change in timeframe with the new style plans is unfortunate, best efforts will be made to minimise any delays

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in the plan's adoption. Below is an indicative time scale of the preparation of a new style local plan.

## Indicative timetable for 'new' style local plan based on draft DLUHC approach and RBBC committee cycles

| <b>Date</b>              | <b>Stage</b>   | <b>Actions</b>   |
|--------------------------|--|--|
| September 2023           | <b>Pre commencement</b>  | <p>Procure external specialist support</p> <p>Continue preparation of evidence base to support new local plan</p> <p>From January 2024 LPAG's to be held to share evidence and engagement materials</p> <p>Apply to become Local Plan Pathfinder Authority</p> <p>Develop Programme Plan (Once guidance available)</p> |
| October 2024             | <b>Give Notice of Start of New style Local Plan</b>            | <p>Scoping and early participation with internal &amp; external partners</p> <p>Continue preparing evidence and engagement materials</p> <p>November 2024 Start drafting Vision &amp; Strategy Document</p>  |
| January 2025             | Vision & Strategy Consultation document                        | <p>Finalise draft consultation document, support materials and committee reports for February and March 2025</p> <p>Consideration by LPAG &amp; Leaders February 2025 of draft Vision &amp; Strategy Document</p> <p>Continue preparing evidence</p>   |
| March 2025               | <b>Gateway 1 check</b>   | <p>Continue preparing evidence</p> <p>Consideration by Executive of Vision &amp; Strategy Document for Consultation</p> <p>Prepare for consultation</p>  |
| July 2025                | Seek Council approval to consult on Vision & Strategy          | Finalise consultation arrangements   |
| August to September 2025 | <b>8 week consultation on Vision &amp; Strategic Direction</b> | Engagement   |
| October to December 2025 | Review consultation responses                                  | Finalise evidence base & start drafting new Local Plan by end of year  |
| January 2026             | <b>Gateway 2 check</b>   | Continue drafting Local Plan   |
| June/ July 2026          | Seek authority to consult on draft Local Plan                  | <p>Draft Local Plan to LPAG</p> <p>Draft Local Plan to Leaders</p>   |

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|                             |   |   |
|-----------------------------|---|---|
| September 2026              | Seek Council approval to consult on Draft Local Plan  | Early September 2026 Draft Local Plan to Executive for agreement to consult<br>Late September 2026 full council |
| October to November 2026    | <b>6 week Consultation on draft plan</b>  |   |
| December 2026 to March 2027 | Review and draft responses to consultation representations & proposing changes to draft plan<br><br>Seek authority to submit local plan | LPAG February 2027<br>Leaders February 2027<br>Executive March 2027   |
| April 2027                  | <b>Gateway Check 3 – Stop - Go</b>  |   |
| July 2027                   | Seek council approval to submit new Local Plan for Examination  |   |
| Late July 2027              | Submit Plan & Evidence  |   |
| August 2027 – February 2028 | <b>Examination</b>  |   |
| March or July 2028          | <b>Finalise new local plan &amp; seek Adoption by Council</b>   |   |

## Legal Implications

19. There are no additional legal implications arising from the recommendations in this report

## Financial Implications

20. As part of budget setting for 2023/24 it was agreed that the cost of developing the Local Plan will be a call on the Corporate Plan Delivery Fund Revenue Reserve over future years as expenditure is incurred. At that time an estimated cost of £1.00 million was forecast.
21. To date approximately £0.032 million has been committed to fund the Housing Market Needs Assessment and economic data sets.
22. A 'new' style plan would still require an extensive evidence base to support the policy development and widespread engagement. Many of the core strategy policies will be refreshed and new site allocation policies will need to be prepared. Whilst many development management policies would be set nationally, there will still be a need for a few spatially specific policies such as town and local centre policies and there would be some supplementary planning document areas we may wish to turn into policy before the demise of supplementary planning documents.
23. Although the new style local plan proposals do not require a formal consultation stage, the reduced costs and resourcing as a consequence would be offset by a more widespread engagement.

24. It is also not yet clear whether we will be required to pay for the proposed Gateway checks to monitor the progress of the 'new' style plan but that could offset some of the costs of an examination.
25. As a result, it is currently estimated that cost of developing a new style plan will be similar to that previously estimated. The timescales for the call on Reserve funding would be delayed slightly at the start of the project.

## **Equalities Implications**

26. The new Local Plan will be subject to an Equalities Impact Assessment and will proactively consider opportunities for positive equalities and diversity opportunities from the outset, weaving such benefits into the plan where possible, particularly with regards policies which have the potential to impact certain protected characteristic groups e.g. planning for travellers or older people.

## **Communication Implications**

27. A Local Plan Engagement strategy is being finalised by the Communications and Planning Policy teams to support the delivery of the new Local Plan. An article on the New Local Plan encouraging people to become involved in the process and join a Local Plan Community Panel is being included in the resident magazine, next published in November 2023.
28. The council's website will also be updated, throughout the process, to include completed procedural and evidence documents, together with reports to council committees.

## **Environmental Sustainability Implications**

29. Environmental Sustainability considerations will be an important element of the next Local Plan – for example as highlighted by the Habitats, Sustainability and Carbon work being commissioned/ undertaken. Furthermore, Planning Policy is working with the Sustainability Team and colleagues across the council to ensure that the Environmental Sustainability Strategy update can be integrated into the Local Plan work thereby achieving positive outcomes on:
  - Reducing energy use and carbon emissions
  - Reducing the consumption of natural resources
  - Protecting and enhancing nature and the environment
  - Climate resilience and adaptation
30. However, it is recognised that national policy is fast evolving in this regard and may impact what can be achieved through the local plan, for example if national development management policies are introduced.

## **Risk Management Considerations**

31. Delays to local plans are unfortunate but not uncommon. The Government's introduction of 'new' style local plans will push back the adoption date for the new plan, but it does enable the council to undertake wider pre consultation engagement



# Agenda Item 6

to inform the plan making process, maximise new technologies and digitalisation and potentially allow the new plan to endure for longer than would otherwise be the case.

32. Given the need to move to a new style Local Plan there will be a period from 2nd July 2027 until a new plan is adopted (c.9 months later than originally scheduled), when the council will not have an up to date Core Strategy. During this period the council could face risk associated with speculative housing schemes proposed in the borough. The borough's 5 year housing supply could be based on the much higher local housing need calculated using the standard method rather than the 460 requirement identified in the current plan. However, the council should be at examination by that date with the new emerging plan a significant material consideration which should help defend against such speculative applications.
33. With a raft of new legislation in-train and with a general election coming before early 2025, there are likely to be legislative and policy changes that may affect the plan and cause further delays. For example, current policy suggests a further Green Belt review should not be necessary and that Green Belt release is not required to meet housing needs. However, this could alter so requiring a Green Belt review be undertaken, again potentially affecting timescales. Such risks can be minimised by seeking front-runner status, working collaboratively and adopting a flexible approach to enable new requirements to be met as they arise.
34. The new plan could be found unsound at examination despite the delays. However, by adopting the new approach to local plan making, the Gateway checks should help reduce such an occurrence taking place. Should Reigate & Banstead become a front runner authority it would have the additional input from DLUHC officials.
35. Another risk is that process for a 'new' style plan will require additional learning and consideration which could slow progress. However, through the Policy Team's own abilities coupled with DLUHC advice, we remain confident that delays would be minimised.

## **Other Implications**

36. Human Rights issues will be considered as part of the Equalities Impact Assessment prepared for the next Local Plan. Similarly, these issues are considered as part of the engagement and consultation process.
37. FOI requests on the preparation of the Local Plan will be minimised by adding completed procedural and evidence documents to the website together with reports to council committees.

## **Consultation**

38. A local Plan launch event was held on 1st February 2023. Borough wide statutory consultations will be undertaken in accordance with the Statement of Community Involvement.

## **Policy Framework**

39. Local Plan documents are defined in the Constitution as being part of the Council's formal Policy Framework.

# Agenda Item 6

40. The new Local Plan will contain new spatial policies and will be a local interpretation of national policy linked to the Council's own strategies as appropriate.

## **Background Papers**

1. Local Plan-Local Development Scheme 27<sup>th</sup> October 2022 Full Council Report
2. Department for Levelling Up, Housing and Communities Plan-making reforms: consultation on implementation

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|                         |   |
|-------------------------|---|
| <b>Signed off by</b>    | Chief Finance Officer   |
| <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   |
| <b>Date</b>             | Thursday, 12 October 2023   |
| <b>Executive Member</b> | Deputy Leader and Portfolio Holder for Finance, Governance and Organisation |

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

|                |  |
|----------------|--|
| <b>Subject</b> | <b>Constitution of Budget Scrutiny Panel 2023/24</b> |
|----------------|--|

**RECOMMENDATIONS**

- (i) **To agree the membership of the Budget Scrutiny Panel and the timetable for scrutiny of the Budget for 2024/25 as set out in the report;**
- (ii) **To agree the scope of the Budget Scrutiny Panel’s work during 2023/24.**

**REASONS FOR RECOMMENDATIONS**

To ensure that agreed budget-setting processes are followed.

**EXECUTIVE SUMMARY**

To consider the membership, timetable, and scope of work of the Budget Scrutiny Panel during 2023/24.

The Executive, at its meeting on 23 March 2023, supported the Committee’s request in the Overview & Scrutiny Committee’s Annual Work Programme 2022/23 for the Budget Scrutiny Panel to be re-established for 2023/24. The Overview & Scrutiny Committee’s Annual Work Programme was approved at Council on 30 March 2023.

The Committee is therefore requested to agree activity for the Panel for 2023/24.

This will focus on consideration of the draft Revenue Budget and Capital Programme proposals for 2024/25.

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

## **STATUTORY POWERS**

1. A formal scrutiny panel or working group is defined as a “sub-committee”.
2. Section 102 of the Local Government Act 1972 states that a sub-committee “*may consist of such persons (whether members of the appointing authority or authorities or not) appointed for such term as may be determined by the appointing authority or authorities*”.
3. Section 9 of the Local Government Act 2000 states:
  - i. “*An overview and scrutiny committee of a local authority, or a sub-committee of such a committee, may not include any member of the authority's executive*”.
  - ii. “*An overview and scrutiny committee of a local authority, or any sub-committee of such a committee, may include persons who are not members of the authority.*” (‘Co-opting’)

## Constitution Requirements

4. Procedure Rule 5 (5.2.1) of the Council’s Constitution: “*All Councillors except Members of the Executive may be Members of the Overview and Scrutiny Committee and Panels appointed by it.*”
5. Procedure Rule (5.3.1) of the Council’s Constitution: “*The Overview and Scrutiny Committee or its Panels shall be entitled to appoint a number of people as non-voting co-optees.*”
6. Requirements for membership of the Budget Scrutiny Panel (which is a formal body and therefore defined as a sub-committee) are:
  - i. No Executive Members
  - ii. Any other Member of the Council can be appointed to the Budget Scrutiny Panel, with full voting rights on the Budget Scrutiny Panel.
  - iii. People who are not Members of the authority can be co-opted, but without voting rights.
  - iv. Members who are not appointed to the Budget Scrutiny Panel may attend those meetings as ‘visiting Members’ without any voting rights.

## **KEY INFORMATION**

### Membership Selection Criteria

7. Although there is no formal requirement for Members of the Budget Scrutiny Panel to be members of the Overview and Scrutiny Committee, it is advisable as these

# Agenda Item 7

Members have received scrutiny training and will be better equipped to ask questions about the draft budget proposals.

## Political Proportionality

8. The Budget Scrutiny Panel is a 7 Member panel. Political proportionality requirements do not apply to scrutiny panels; however, the Overview & Scrutiny Committee has always sought to apply the principles.
9. Group Leaders are asked to put forward nominations for Panel membership and the Overview and Scrutiny Committee determines the membership.
10. For 2023/24 membership is proposed as follows:
  - Conservative Party: 4 Members
  - Green Party: 2 Members
  - Residents' Association: 1 Member

## Nominations

11. The Committee is asked to consider and approve the nominations for Membership of the Panel, and the following nominations have been received:
  - Conservative Party: Councillors Blacker, Buttironi, Green and Dwight
  - Green Party: Councillors Chandler and Essex
  - Residents; Association: TBC

Outstanding nominations will be confirmed at the O&S Committee meeting.

## Election of Chair of the Panel

12. The Chair of the Panel will be elected at the beginning of the Budget Scrutiny Panel meeting.

## Number of Meetings and Access

13. The Budget Scrutiny Panel will meet once per year.
14. Meetings of the Panel are open to any Councillor to attend; however a non-Panel Member does not have the same constitutional entitlement to access information or vote as Members of the Panel. Access to Panel documents will be limited to Panel members as will the function of submitting advance questions. This maintains the principle set out above that the Panel should be politically balanced. Non-Panel Members attending the Panel meeting, with the agreement of the Chair and Panel, may contribute by way of question and comment. Other members of the Overview & Scrutiny Committee will have the opportunity to ask questions at the December O&S meeting where the Panel's report will be presented.

## Timetable

15. The timetable for development of budget proposals for the coming year is as follows:

# Agenda Item 7

| Date                       | Meeting  |
|----------------------------|--|
| Thursday 16 November 2023  | <p><b>Executive meeting</b><br/>To approve the draft budget for 2023/24 for formal consultation</p>  |
| Wednesday 29 November 2023 | <p><b>Budget Scrutiny Panel meeting</b><br/>to consider and review the draft budget proposals and review Members' Advance Questions and written responses.</p> |
| Thursday 7 December 2023   | <p><b>Overview &amp; Scrutiny Committee meeting</b><br/>To receive the report of Budget Scrutiny Panel</p>   |
| Thursday 14 December 2023  | <p><b>Executive meeting</b><br/>Including receiving the O&amp;S Budget scrutiny report and recommendations</p>   |
| Thursday 1 February 2024   | <p><b>Executive meeting</b><br/>To approve the Proposed Budget for 2024/25 and Council Tax for recommendation to Full Council</p>                              |
| Tuesday 20 February        | <p><b>Council meeting</b><br/>Council to consider the Budget and Council Tax recommendations from Executive for 2024/25</p>                                    |

## Role of the Overview and Scrutiny Committee

16. The Panel's activity will be to consider and respond to the draft budget proposals for 2024/25 published by the Executive at its meeting on 16 November 2023. As in previous years this is expected to focus on providing an opportunity for Panel members to review the draft budget proposals, raise questions, receive written responses, and have an opportunity to meet to discuss them.
17. The Overview and Scrutiny Committee will consider the report of the Budget Scrutiny Panel at its meeting on 7 December 2023 and make recommendations on the draft budget for 2024/25, for consideration by the Executive in line with the Council's Policy Framework and Procedure Rules.

## **LEGAL IMPLICATIONS**

18. There are no additional legal implications arising from the recommendations in this report.

## **FINANCIAL IMPLICATIONS**

19. There are no additional financial implications arising from the recommendations in this report. Budget Scrutiny is a key activity in the budget-setting timetable.

## **EQUALITIES IMPLICATIONS**

# Agenda Item 7

20. 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.
21. 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.
22. The Committee, and the Budget Scrutiny Panel, should ensure regard is given to these duties by considering them through the course of its work. This should include considering:
  - How budget proposals impact on different groups within the community, particularly those that share the protected characteristics;
  - Whether the impact on particular groups is fair and proportionate;
  - Whether there is equality of access to services 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**

23. There are no additional communication implications arising from the recommendations in this report. Budget Scrutiny supports effective communication of budget proposals to key stakeholders.

## **RISK MANAGEMENT CONSIDERATIONS**

24. There are no additional risk management implications arising from the recommendations in this report. The Panel will consider whether potential risks associated with the budget proposals have been addressed.

## **HUMAN RESOURCES IMPLICATIONS**

25. There are no additional human resources implications arising from the recommendations in this report. The Panel will consider any proposals for changes to the funded staff establishment.

## **CONSULTATION**

26. Budget Scrutiny contributes to effective communication of the budget proposals.



# Agenda Item 7

## **POLICY FRAMEWORK**

27. Budget Scrutiny is a key element of the annual service & financial planning process to develop the budget and ensure that the Council is able to deliver the Corporate Plan and services to residents and businesses.

## **Background Papers**

[Overview and Scrutiny Annual Work Programme Report 2023/24](#)

[Annex 1 Overview and Scrutiny Annual Work Programme 2023/24](#)



|                         |   |
|-------------------------|---|
| <b>Signed off by</b>    | Head of Corporate Policy, Projects and Performance  |
| <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                     |
| <b>Date</b>             | Thursday, 12 October 2023                           |
| <b>Executive Member</b> | Portfolio Holder for Environment and Sustainability |

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

|                |   |
|----------------|---|
| <b>Subject</b> | <b>Constitution of Environmental Sustainability Strategy Review Panel</b> |
|----------------|---|

**RECOMMENDATIONS**

- (i) To consider the option to convene a scrutiny panel to review the proposed updates to the Environmental Sustainability Strategy.
- (ii) To agree the membership of the proposed Environmental Sustainability Strategy Review Panel and the timetable for scrutiny of the Environmental Sustainability Strategy as set out in the report.
- (iii) To agree the scope of the proposed Environmental Sustainability Strategy Review Panel's work during 2023/24.

**REASONS FOR RECOMMENDATION**

The panel is proposed to consider and comment on the 2023/24 review of the Environmental Sustainability (ES) Strategy, providing a suitable level of scrutiny of proposed updates to the Strategy. It is envisaged that the Panel will meet once formally, in early 2024. Other opportunities for informal all-member engagement will be presented, which panel members would be encouraged to participate in as well.

The nature of the Environmental Sustainability Strategy means that there is a level of complexity that merits more in-depth discussion than a full O&S committee meeting would normally allow.

**EXECUTIVE SUMMARY**

# Agenda Item 8

To consider the option to convene a scrutiny panel to review the proposed updates to the Environmental Sustainability Strategy. To agree the membership, timetable, and scope of the proposed Environmental Sustainability Strategy Review Panel's work during 2023/24.

The Overview & Scrutiny Committee, at its meeting on 7 September 2023, agreed to request that Democratic Services (in consultation with the O&S Chair and relevant Head of Service) prepare a scoping report looking at establishing a time limited Scrutiny Panel for the forthcoming Environmental Sustainability Strategy Review, to be considered at a future O&S Committee meeting.

The Committee is therefore requested to agree activity for the Panel for 2023/24.

This will focus on consideration of proposed updates to the Environmental Sustainability Strategy.

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

## STATUTORY POWERS

1. A formal scrutiny panel or working group is defined as a "sub-committee".
2. Section 102 Local Government Act 1972 states a sub-committee "*may consist of such persons (whether members of the appointing authority or authorities or not) appointed for such term as may be determined by the appointing authority or authorities*".
3. Section 9FA Local Government Act 2000 states:
  - i. "An overview and scrutiny committee of a local authority, or a sub-committee of such a committee, may not include any member of the authority's executive".
  - ii. "An overview and scrutiny committee of a local authority, or any sub-committee of such a committee, may include persons who are not members of the authority." ('Co-opting')

### Constitution requirements

4. Procedure Rule 5 (5.2.1) of the Council's constitution: "*All Councillors except Members of the Executive may be Members of the Overview and Scrutiny Committee and Panels appointed by it.*"
5. PR5 (5.3.1) of the Council's constitution: "*The Overview and Scrutiny Committee or its Panels shall be entitled to appoint a number of people as non-voting co-optees.*"
6. What is therefore legal in terms of the membership of the Environmental Sustainability Strategy Review Panel (which is a formal body and therefore defined as a sub-committee) is –
  - i. No Executive Members
  - ii. Any other Member of the Council can be appointed to the Environmental Sustainability Strategy Review Panel, with full voting rights on the Environmental Sustainability Strategy Review Panel.
  - iii. People who are not Members of the authority can be co-opted, but without voting rights.

- iv. Members who are not appointed to the Environmental Sustainability Strategy Review Panel may attend those meetings as 'visiting Members' without any voting rights.

## **KEY INFORMATION**

### Membership Selection Criteria

7. Although there is no formal requirement for Members of the Environmental Sustainability Strategy Review Panel to be members of the Overview and Scrutiny Committee, it is advisable that Panel Members are Members of Overview and Scrutiny Committee as these Members have received scrutiny training and will be better equipped to probe and ask questions about the strategy review.
8. It should be noted that there is also already established an informal cross party member sustainability group – for the avoidance of doubt, while the membership of these groups may overlap, there is no formal relationship between the two.

### Political proportionality

9. The Environmental Sustainability Strategy Review Panel is proposed to be a 7 Member panel. The political proportionality requirements do not apply to scrutiny panels; however, the Committee has always sought to apply the principles.
10. Group Leaders are asked to put forward nominations for panel membership and the Overview and Scrutiny Committee determines the membership.
11. The membership is proposed as follows:
  - Conservative 4
  - Green 2
  - Residents' Association 1

### Nominations

12. The Committee is asked to consider the nominations for Membership of the Panel, and the following nominations have been received:
  - Conservative Party – TBC
  - Green Party – Councillors Booton and Chester
  - Residents; Association – TBC

Outstanding nominations will be confirmed at the O&S Committee meeting.

12. The Committee is requested to approve the nominations made.

### Election of Chair of Scrutiny Panel

13. The Chair of the Panel will be elected at the beginning of the Environmental Sustainability Strategy Review Panel meeting.

### Number of meetings and Access

14. The Environmental Sustainability Strategy Review Panel will meet once.
15. Meetings of the Panel are open to any Councillor to attend; however a non-Panel Member does not have the same constitutional entitlement to access information, or

# Agenda Item 8

vote as Members of the Panel. This maintains the principle under paragraph 11 above that the Panel should be politically balanced.

## Timetable

16. The timetable for the Environmental Sustainability Strategy Review Panel is as follows:

| Date                  | Meeting   |
|-----------------------|---|
| January/February 2024 | <b>Environmental Sustainability Strategy Review Panel</b><br>To consider and comment on the 2023/24 review of the Environmental Sustainability Strategy, providing a suitable level of scrutiny of proposed updates to the Environmental Sustainability Strategy. |
| February/March 2024   | <b>Overview &amp; Scrutiny Committee meeting</b><br>To receive the report of Environmental Sustainability Strategy Review Panel   |
|                       |   |

## **Role of the Overview and Scrutiny Committee and the Panel**

17. The Panel's activity focuses on considering and commenting on the 2023/24 review of the Environmental Sustainability Strategy, providing a suitable level of scrutiny of proposed updates to the Strategy. This is expected to focus on providing an opportunity for Panel members to review the revised draft Environmental Sustainability Strategy, and have an opportunity to meet to discuss it, to raise questions, and to receive verbal / written responses, Members of the Panel are encouraged to take part in informal member engagement as part of the ES Strategy review process as well.
18. The Overview and Scrutiny Committee will consider the report of the ES Strategy Review Panel at its meeting potentially in February or March 2024 and make recommendations on the draft Environmental Sustainability Strategy Review, for consideration by the Executive in line with the Council's Policy Framework and Procedure Rules.

## **LEGAL IMPLICATIONS**

19. There are no immediate legal implications arising from this report.

## **FINANCIAL IMPLICATIONS**

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

## **EQUALITIES IMPLICATIONS**

21. 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.
22. 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.
23. The Committee, and the Review Panel, should ensure regard is given to these duties by considering them through the course of its work. This should include considering:
- How budget proposals impact on different groups within the community, particularly those that share the protected characteristics;
  - Whether the impact on particular groups is fair and proportionate;
  - Whether there is equality of access to services 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**

24. There are no additional communication implications arising from the recommendations in this report. Environmental Sustainability Strategy Review scrutiny supports effective communication of the Environmental Sustainability Strategy Review to key stakeholders.

## **RISK MANAGEMENT IMPLICATIONS**

25. There are no additional risk management implications arising from the recommendations in this report. The Panel will consider whether potential risks associated with the strategy review proposals have been addressed.

## **HUMAN RESOURCES IMPLICATIONS**

26. There are no additional human resources implications arising from the recommendations in this report. The Panel will consider any proposals for changes to the funded staff establishment.

## **CONSULTATION**

27. Environmental Sustainability Strategy Review Scrutiny contributes to effective communication of the Environmental Sustainability Strategy Review proposals.

# Agenda Item 8

## **POLICY FRAMEWORK**

28. The ES Strategy is a subsidiary strategy to the Corporate Plan, with the purpose of providing more information about how the Corporate Plan's objective about environmental sustainability will be delivered.

- 

## **Background Powers**

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. 2020 Environmental Sustainability Strategy 2020 - [Environmental Sustainability Strategy 2020 | Reigate and Banstead \(reigate-banstead.gov.uk\)](#)

# Reigate and Banstead Borough Council Overview and Scrutiny Committee Work Programme



Published:

| Report Author(s)                               | Lead Member(s)   | Officer sign off | Subject   | O&S         | Executive | Council | Open / Exempt | Key |
|--|--|------------------|---|-------------|-----------|---------|---------------|-----|
| 12 October 2023                                |  |                  |   |             |           |         |               |     |
| 87   | Deputy Leader and Portfolio Holder for Finance, Governance and Organisation, Portfolio Holder for Corporate Policy & Resources, Portfolio Holder for Commercial & Community Assets |                  | <b>Organisation Portfolio Holders Update</b><br><br>Updates from Executive Members in Corporate Policy & Resources, Finance & Governance, Commercial & Community Assets | 12 Oct 2023 |           |         | Open          |     |
| <i>Penny Craig, Senior Development Manager</i> | Portfolio Holder for Housing and Support   | Head of Housing  | <b>Lessons Learnt: Pitwood Park, Cromwell Road &amp; Lee Street</b><br><br>Summary of lessons learnt from housing led developments delivered at Pitwood Park,           | 12 Oct 2023 |           |         | Open          |     |

Agenda Item 9



| Report Author(s)                                   | Lead Member(s)  | Officer sign off                                    | Subject  | O&S         | Executive | Council | Open / Exempt | Key |
|--|---|---|--|-------------|-----------|---------|---------------|-----|
|  |   |   | Cromwell Road & Lee Street.  |             |           |         |               |     |
| <i>Ian Dunsford, Planning Policy Manager</i>       | Portfolio Holder for Place, Planning & Regulatory Services                  | Head of Planning                                    | <b>New Local Plan Update</b><br><br>To receive an update on the preparation of a new Local Plan.   | 12 Oct 2023 |           |         | Open          |     |
| <i>Marie Crabtree, Democratic Services Officer</i> | Deputy Leader and Portfolio Holder for Finance, Governance and Organisation | Chief Finance Officer                               | <b>Constitution of Budget Scrutiny Panel</b><br><br>to consider the membership, timetable, and scope of work of the Budget Scrutiny Review Panel during 2023/24.   | 12 Oct 2023 |           |         | Open          |     |
| <i>Marie Crabtree, Democratic Services Officer</i> | Deputy Leader and Portfolio Holder for Environment and Sustainability       | Head of Corporate Policy, Projects, and Performance | <b>Constitution of Environmental sustainability Strategy Review Scrutiny Panel</b><br><br>to consider the membership, timetable, and scope of work of the Environmental Sustainability Strategy Review Panel during 2023/24. | 12 Oct 2023 |           |         | Open          |     |
| <b>29 November 2023 (Budget Scrutiny Panel)</b>    |   |   |  |             |           |         |               |     |
| <b>07 December 2023</b>                            |   |   |  |             |           |         |               |     |
| <i>Marie Crabtree, Democratic Services Officer</i> | Deputy Leader and Portfolio Holder for Finance, Governance                  | Chief Finance Officer                               | <b>Observations on Budget Proposals - Budget Scrutiny Panel Report</b><br><br>To consider feedback from  | 7 Dec 2023  |           |         | Open          | KEY |

| Report Author(s)   | Lead Member(s)   | Officer sign off  | Subject  | O&S        | Executive   | Council     | Open / Exempt | Key |
|--|--|---|--|------------|-------------|-------------|---------------|-----|
|  | and Organisation   |   | Overview and Scrutiny Committee's Budget Scrutiny Panel on Service & Financial Planning 2024/25.   |            |             |             |               |     |
| <i>David Brown, Finance Manager, Luke Harvey, Project &amp; Performance Team Leader, Pat Main, Chief Finance Officer</i><br>68 | Deputy Leader and Portfolio Holder for Finance, Governance and Organisation, Portfolio Holder for Corporate Policy and Resources | Chief Finance Officer, Head of Corporate Policy, Projects and Performance | <b>Quarter 2 2023/24 performance report</b><br><br>To receive the Q2 performance report 2023/24 including Budget Monitoring Q2 2023/24 and Treasury Management.                | 7 Dec 2023 | 14 Dec 2023 | 20 Feb 2024 | Open          |     |
| <i>Tom Borer, Policy Officer</i>   | Portfolio Holder for Commercial and Community Assets   | Head of Corporate Policy, Projects and Performance                        | <b>Commercial Strategy Progress Update 2023</b><br><br>To receive a progress update on work aligned with the Council's Commercial Strategy and objectives.                     | 7 Dec 2023 | 14 Dec 2023 |             | Open          |     |
|  | Portfolio Holder for Commercial & Community Assets   | Strategic Head of Legal and Governance                                    | <b>Companies Performance Update - Winter 2023</b><br><br>To provide an update to the shareholder/partner representatives on the companies owned and part-owned by the Council. | 7 Dec 2023 | 14 Dec 2023 |             | Part exempt   |     |

| Report Author(s)  | Lead Member(s)  | Officer sign off                       | Subject   | O&S         | Executive | Council | Open / Exempt | Key |
|---|---|--|---|-------------|-----------|---------|---------------|-----|
| <b>25 January 2024</b>  |   |  |   |             |           |         |               |     |
| <i>Jacqueline Aboagye, Finance Manager, Catherine Rose, Head of Corporate Policy, Pat Main, Chief Finance Officer, David Brown, Finance Manager, Luke Harvey, Project &amp; Performance Team Leader</i> | Deputy Leader and Portfolio Holder for Finance, Governance and Organisation                   | Chief Finance Officer                  | <p><b>Summary of Budget Movements November 2023 to January 2024</b></p> <p>To consider the summary of budget movements November 2023 to January 2024.</p> | 25 Jan 2024 |           |         | Open          |     |
| <i>Marie Crabtree, Democratic Services Officer</i>  | Portfolio Holder for Communities, Leisure & Culture, Portfolio Holder for Housing and Support |  | <p><b>People Portfolio Holders Update</b></p> <p>Update from Executive Members of Communities, Leisure &amp; Culture, and Housing and Support</p>         | 25 Jan 2024 |           |         | Open          |     |
| <i>Annette Wiles, Deputy Democratic Services Manager</i>  | Leader of the Council   | Strategic Head of Legal and Governance | <p><b>Calendar of Meetings 2024 - 2025</b></p> <p>To provide the calendar of meetings for the 2024 - 2025 municipal year for approval by Council.</p>     | 25 Jan 2024 |           |         | Open          |     |

| Report Author(s)   | Lead Member(s)   | Officer sign off  | Subject  | O&S         | Executive   | Council     | Open / Exempt | Key |
|--|--|---|--|-------------|-------------|-------------|---------------|-----|
| <b>22 February 2024</b>  |  |   |  |             |             |             |               |     |
|  | Portfolio Holder for Communities, Leisure & Culture  | Director of People, Head of Community Partnerships                        | <b>Annual Community Partnership Scrutiny</b><br><br>Annual "crime and disorder" scrutiny - Community Partnership                                     | 22 Feb 2024 |             |             | Open          |     |
| <b>14 March 2024</b>   |  |   |  |             |             |             |               |     |
| <i>Pat Main, Chief Finance Officer, David Brown, Finance Manager, Luke Harvey, Project &amp; Performance Team Leader</i> | Deputy Leader and Portfolio Holder for Finance, Governance and Organisation, Portfolio Holder for Corporate Policy and Resources | Head of Corporate Policy, Projects and Performance, Chief Finance Officer | <b>Quarter 3 2023/24 performance report</b><br><br>To receive Q3 performance report, including Budget Monitoring Q3 2023/24 and Treasury Management. | 14 Mar 2024 | 21 Mar 2024 |             | Open          |     |
| <i>Jacqueline Aboagye, Finance Manager, Pat Main, Chief Finance Officer</i>  | Deputy Leader and Portfolio Holder for Finance, Governance and Organisation  | Chief Finance Officer   | <b>Treasury Management Strategy 2024/25</b><br><br>To consider the Treasury Management Strategy 2024/25.   | 14 Mar 2024 | 21 Mar 2024 | 28 Mar 2024 | Open          | KEY |
|  | Portfolio Holder for Neighbourhood Services, Portfolio Holder  |   | <b>Place Portfolio Holders Update</b><br><br>Update from Executive   | 14 Mar 2024 |             |             | Open          |     |

Agenda Item 9

| Report Author(s)                                   | Lead Member(s)   | Officer sign off                       | Subject   | O&S         | Executive   | Council     | Open / Exempt | Key |
|--|--|--|---|-------------|-------------|-------------|---------------|-----|
|  | for Place, Planning and Regulatory Services                |  | Members of Place, Planning and Regulatory Services and Neighbourhood Services   |             |             |             |               |     |
|  | Leader of the Council                                      |  | <b>Leader's Update</b><br><br>Six monthly update from the Leader to Overview and Scrutiny Committee   | 14 Mar 2024 |             |             | Open          |     |
| <i>Ian Dunsford, Planning Policy Manager</i>       | Portfolio Holder for Place, Planning & Regulatory Services | Head of Planning                       | <b>Local Plan Update</b><br><br>To receive an update on progress of the Local Plan.   | 14 Mar 2024 |             |             | Open          |     |
| <i>Marie Crabtree, Democratic Services Officer</i> | Councillor Nick Harrison                                   | Strategic Head of Legal and Governance | <b>Overview and Scrutiny Annual Report 2023/24</b><br><br>To note the Annual Report of the Overview and Scrutiny Committee and recommend it to Full Council for approval. | 14 Mar 2024 |             | 28 Mar 2024 | Open          |     |
| <i>Marie Crabtree, Democratic Services Officer</i> | Councillor Nick Harrison                                   | Strategic Head of Legal and Governance | <b>Overview and Scrutiny Proposed Annual Work Programme 2024/25</b><br><br>The agree the Overview and Scrutiny Committee proposed annual Work Programme                   | 14 Mar 2024 | 21 Mar 2024 | 28 Mar 2024 | Open          |     |

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| Report Author(s)  | Lead Member(s)                                     | Officer sign off                        | Subject  | O&S | Executive | Council | Open / Exempt | Key |
|---|--|---|--|-----|-----------|---------|---------------|-----|
|   |  |   | 2024/25.   |     |           |         |               |     |
| <b>Pending</b>  |  |   |  |     |           |         |               |     |
|   |  |   | <p><b>Review of the Greenspaces Strategy</b></p> <p>A broader review of the Greenspaces strategy ahead of the review of the work of the Greenspaces team.</p>  |     |           |         |               |     |
| <p><i>Marie Crabtree,<br/>Democratic<br/>Services Officer</i></p> | <p>Portfolio Holder for Neighbourhood Services</p> | <p>Head of Neighbourhood Operations</p> | <p><b>Review the Work of the Green Spaces Team</b></p> <p>to review the work of the Green Spaces Team in regard to the Countryside spaces in the Borough, and delivery of the Green Spaces work programme. For clarity, this excludes the Council's parks, gardens and play areas, work on highways 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.</p> |     |           |         |               |     |

| Report Author(s) | Lead Member(s) | Officer sign off | Subject  | O&S | Executive | Council | Open / Exempt | Key |
|------------------|----------------|------------------|--|-----|-----------|---------|---------------|-----|
|                  |                |                  | <p><b>To review the recycling service</b></p> <p>To review the recycling service, following proposed revisions to the service as a consequence of the Government's Resources and Waste Strategy.</p> |     |           |         |               |     |

Agenda Item 9

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

## Action Tracker - Overview and Scrutiny Committee 2023/24

| Meeting 2021/22                  | Subject and request                        | Action   | Who                 | Status      | Completed  |
|----------------------------------|--|--|---------------------|-------------|--|
| 8 December 2022 and 15 June 2023 | 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 | Completed   | <p><i>The request from Members will be considered, more information will be provided in due course.</i></p> <p><i>Further response emailed to Members on 28/03/23. Copy of response in ModGov Library, link provided below.</i></p> <p><i>26/06/2023 - Lessons learnt from the Cromwell Road/Wheatley Court, Pitwood Park/Camelia Close and Lee Street projects will be added to the O&amp;S Forward Work Plan when it is considered on 6 July, for reporting on 12 October.</i></p> <p><i>04/10/2023 - Included in the October meeting agenda pack.</i></p> |
| 8 December 2022                  | 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 | <p><i>Holding response emailed to Members on 01/02/23. Copy of response in Mod.Gov Library, link provided below</i></p> <p><i>Further response emailed to Members on 28/03/23. Copy of response in ModGov Library, link provided below.</i></p>  |



|            |   |  |                        |             |  |
|------------|---|--|------------------------|-------------|--|
|            |   |  |                        |             | <p>26/06/2023 - The latest budget forecast for The Rise development at Marketfield Way will be included in the Q1 Performance Report to O&amp;S on 7 September 2023.</p> <p>A more detailed breakdown of the budget for The Rise development at Marketfield Way - by property of funding, construction costs and net rental income to ascertain the return on investment on each asset - plus a lessons learnt assessment will be included in the Commercial Strategy Progress Update to O&amp;S on 7 December 2023.</p> |
| 15 June 23 | Item 6<br>Quarter 4 2022/23<br>Performance<br>Report              | <b>The Chair requested a breakdown of Corporate complaints resolved at stage 1</b>   | Request<br>to officers | Completed   | <i>Response emailed to O&amp;S Members on 04/10/2023. Copy of response published in Mod.Gov Library.</i>   |
| 15 June 23 | Item 8<br>Revenues,<br>Benefits & Fraud<br>– Service<br>Provision | The Chair requested an update on progress when the Commercial Strategy Update Report is next presented to this committee in December 2023. | Request<br>to officers | In progress |  |

|             |  |  |                     |             |  |
|-------------|--|--|---------------------|-------------|--|
| 6 July 2023 | Item 1 Minutes   | <b>Camelia Close</b> – Members requested information on the timescale between project completion and sale to be included in the report to O&S Committee in October 2023.                                       | Request to officers | Completed   | <i>Report on Lessons Learnt from Pitwood Park, Cromwell Road and Lee Street included in the October meeting agenda pack.</i> |
| 6 July 2023 | Item 1 Minutes - Exempt  | <b>Cromwell Road</b> – Members requested that details of construction costs per m <sup>2</sup> and type of brick used to be included in the report to O&S Committee in October 2023.                           | Request to officers | Completed   | <i>Report on Lessons Learnt from Pitwood Park, Cromwell Road and Lee Street included in the October meeting agenda pack.</i> |
| 6 July 2023 | Item 1 Minutes - Exempt  | <b>Lee Street</b> – Members requested that running costs and a cost comparison to other similar social housing projects in neighbouring boroughs be identified in the report to O&S Committee in October 2023. | Request to officers | Completed   | <i>Report on Lessons Learnt from Pitwood Park, Cromwell Road and Lee Street included in the October meeting agenda pack.</i> |
| 6 July 2023 | Item 4<br>Medium Term<br>Financial Plan<br>2024/25 to<br>2028/29 | Members requested a summary of budget changes over the last 8 years to be included in the Budget Scrutiny papers.  | Request to officers | In progress |  |
| 6 July 2023 | Item 4<br>Medium Term<br>Financial Plan<br>2024/25 to<br>2028/29 | The Chair requested that future updates include financial values for the ranges of possible impacts for the identified risks in section 15 of the MTFP.  | Request to officers | In progress |  |

|             |  |   |                        |             |   |
|-------------|--|---|------------------------|-------------|---|
| 6 July 2023 | Item 5<br>Capital<br>Investment<br>Strategy          | <b>Capital Assets</b> - Members requested information on the net yield from the assets listed in the report, together with the portfolio total gross and net yield.   | Request<br>to officers | In progress | <i>Response emailed to Members on 08/08/2023. Copy of response published in Mod.Gov Library.<br/>7/09/2023 Members asked for this action to be re-opened to receive a response on the net return on the portfolio over a period of time, ie the price paid for the asset plus any additional capital expenditure costs for upkeep; and the revenue generators minus operational costs</i> |
| 7 Sep 2023  | Item 5<br>Quarter 1 2023/24<br>Performance<br>Report | <b>KPI 2 – The % of Business Rates collected</b> – Members requested the data on the potential business rates if all rateable properties were occupied.   | Request<br>to officers | Completed   | <i>Response emailed to O&amp;S Members on 04/10/2023. Copy of response published in Mod.Gov Library.</i>  |
| 7 Sep 2023  | Item 5<br>Quarter 1 2023/24<br>Performance<br>Report | <b>KPI 5 – The % of positive homelessness prevention and relief outcomes</b> – Members asked for a written answer detailing the number of local properties available for emergency accommodation and the intended number for the entire year. | Request<br>to officers | Completed   | <i>Response emailed to O&amp;S Members on 04/10/2023. Copy of response published in Mod.Gov Library.</i>  |
| 7 Sep 2023  | Item 5<br>Quarter 1 2023/24<br>Performance<br>Report | <b>Treasury Management</b> – the Chief Finance Officer offered to provide a written explanation for the treasury management benchmarks and their relevance.   | Request<br>to officers | Completed   | <i>Response emailed to O&amp;S Members on 04/10/2023. Copy of response published in Mod.Gov Library.</i>  |

|            |  |   |                     |             |  |
|------------|--|---|---------------------|-------------|--|
| 7 Sep 2023 | Item 5<br>Quarter 1 2023/24<br>Performance<br>Report                   | <b>Service budgets</b> – Members requested an explanation for the forecast overspends in the IT and HR & OD budgets.  | Request to officers | Completed   | <i>Response emailed to O&amp;S Members on 04/10/2023. Copy of response published in Mod.Gov Library.</i> |
| 7 Sep 2023 | Item 6<br>Environmental<br>Sustainability<br>Strategy Annual<br>Report | <b>Recycling and waste</b> – Members requested an update on plans for the full recycling service being offered to all flats.  | Request to officers | Completed   | <i>Response emailed to O&amp;S Members on 04/10/2023. Copy of response published in Mod.Gov Library.</i> |
| 7 Sep 2023 | Item 6<br>Environmental<br>Sustainability<br>Strategy Annual<br>Report | <b>Action Plan</b> - A committee member requested that provision of industrial-sized recycling bins for organisations, such as Reigate College, could be considered in the action plan. | Request to officers | In progress |  |
| 7 Sep 2023 | Item 6<br>Environmental<br>Sustainability<br>Strategy Annual<br>Report | <b>Improvements to Council buildings</b> – Members requested an update on LED replacement roll out across Council buildings.  | Request to officers | In progress |  |

Written answers from 8 December 2022 can be found here - [Document Written Answers from OSC 8 December 2022 | Reigate and Banstead Borough Council \(moderngov.co.uk\)](https://www.moderngov.co.uk/2022/12/08/document-written-answers-from-osc-8-december-2022-reigate-and-banstead-borough-council)

Further responses from 8 December 2022 can be found here - [Document Further Responses to Follow On Questions 8 Dec 22 | Reigate and Banstead Borough Council \(moderngov.co.uk\)](#)

Additional Further responses from 8 December 2022 can be found here – [Document Additional Further Responses to Follow On Questions OS 8 Dec 22 | Reigate and Banstead Borough Council \(moderngov.co.uk\)](#)

Written answers from 6 July 2023 can be found here - [Document Follow Up Questions from OS 06 July 2023 | Reigate and Banstead Borough Council \(moderngov.co.uk\)](#)

Written answers from 7 September 2023 can be found here - [Document Follow Up Questions from OS 07 September 2023 | Reigate and Banstead Borough Council \(moderngov.co.uk\)](#)