

SIGNED OFF BY	Head of Projects and Performance
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TO	Executive
DATE	Thursday, 20 June 2019
EXECUTIVE MEMBER	Leader of the Council

KEY DECISION REQUIRED	N
WARDS AFFECTED	(All Wards);

SUBJECT	Five Year Plan Performance Report 2018/19
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RECOMMENDATIONS
That the positive progress against the Council's Five Year Plan (2015-2020) priorities, as set out in the report, be noted.
REASONS FOR RECOMMENDATIONS
To note the Five Year Plan progress for 2018-19.
EXECUTIVE SUMMARY
<p>On 4 December 2014 Executive approved the Council's Five Year Plan, which commenced in 2015-16.</p> <p>As a high performing organisation, the Council developed the Five Year Plan in order to identify its vision and objectives over the medium term period. The plan seeks to ensure the Council continues to meet the needs and aspirations of our residents and Members, whilst overcoming the challenges (particularly financial) facing the organisation, and the wider local government sector, over the plan period.</p> <p>This report provides an update and summary of the progress made against the Five Year Plan priorities for the period 1 April 2018 to 31 March 2019.</p> <p>A review of the Council's Five Year Corporate Plan is underway, with a view to a new plan being adopted by the end of the year. Performance against the current Plan is being taken into account in developing the new Plan.</p>
Executive has authority to approve the above recommendations.

STATUTORY POWERS

1. There is no statutory requirement for the council to produce a Five year plan or Corporate Plan.
2. The Council has adopted a Corporate Plan to set out the vision and priorities that guide all our service and financial plans. This is the approach taken by the best performing organisations, in both the public and private sector.

BACKGROUND

3. Reigate & Banstead's Five Year Plan was developed from considerable research and consultation with residents, Members and partner organisations, and articulates our vision for how we will deliver great services to those living and working in our borough.
4. Reigate & Banstead's vision is to be a leading council as recognised by our residents, peers and partners. The plan seeks to ensure that we continue to meet the needs and expectations of our residents whilst simultaneously overcoming the challenges we face.
5. In so doing, the plan is organised around three key themes:
 - People, supporting residents to enjoy healthy and happy lifestyles;
 - Place, a great place to live and work; and
 - Organisation, a great council.
6. Within each of these themes are a series of ambitious priorities that we have set ourselves in order to deliver our wider vision. Each priority has, in turn, an associated set of objectives and outcomes. These are set out in full within the Five year plan document.
7. Whilst there are major projects within the Five Year Plan delivery, it is also important to recognise that the majority of actions take place within existing service areas.
8. This report provides an update of the progress made against the Five Year Plan's priorities for the period of 1 April 2017 to 31 March 2018, and evidences the considerable progress made during the period.

KEY INFORMATION

FIVE YEAR PLAN PERFORMANCE: PEOPLE

9. The following sections provide a summary of performance against each priority within the people theme of the Five Year Plan.

We will support residents into employment – particularly those in vulnerable families and young people.

10. In Reigate and Banstead 0.8% of the population aged 16-64 are claiming job seekers allowances (JSA), this is below the south east average of 1.3%. However, in comparison to Local Authorities within Surrey, Reigate and Banstead is above the 0.7% average. Although the Council recognises this is a reflection of the borough's greater population size, there is also awareness that the Council can support the reduction of this figure with the correct investment of time and resources.
11. The Council is directly helping residents into employment by recruiting apprentices. In 2017, public sector targets were introduced requiring at least 2.3% of staff (approx. 42) to be employed as new apprentice starts between 1 April 2017 and 31 March 2021. The Council

welcomed this target, and this positive attitude has resulted in us meeting the 2.3% target in 2019, having 21 employees starting apprenticeship schemes since 2017. We are confident we will continue to meet or exceed this target over the next two years. The Council continues to encourage current and new staff to take up apprenticeships.

12. In addition to apprenticeships, the Council runs a Workers Scheme which provides unemployed residents with the skills and experience to help them gain future employment, by guaranteeing them at least 25 hours of work for 26 weeks. Since 2011, over 240 people have joined the scheme, many of which have gone on to gain full time employment from the Council, other local authorities, the NHS and the private sector.
13. The Council is aware that the varying needs of residents means different methods of supporting people into employment are necessary. Joint partnership working has developed methods to help those facing significant barriers. The Council entered into a collaborative project with organisations across the borough, such as Raven Housing Trust and YMCA East Surrey to form the East Surrey Pathway to Employment. This project is an intensive, targeted service which intervenes to support those within and around the borough overcome significant barriers and move closer to the job market, or even into work. Currently, 86 people are being supported by the pathway, 14 people have moved into employment, and 3 people have moved into education. The success of the partnership has resulted in a 2 year extension to 2021.
14. In May 2018, the Council launched an employment and skills group to support residents by bringing partners together and using their combined knowledge to identify gaps in the employment market. This information is being used to advise residents on what skills to obtain to help improve their access into employment. Organisations involved hope they can focus on sector specific areas that are struggling to recruit and fill these positions with local residents.
15. Since 2012, Council staff have engaged as mentors with pupils from schools within the borough who are undergoing their GCSEs. The scheme allows pupils to talk about problems, share experiences and receive advice from working professionals, providing them with added support and helping them through the exam process. This support helps to improve their skills and encourages success in future studies or career pathways, maximizing the potential of young residents within the borough.
16. The Council teams that form the Wellbeing and Intervention service play a pivotal role in the achievement of this priority. They work with vulnerable families across the borough, including refugees, to ensure they have access to the support they need.
17. Supporting the changes to Welfare reform, including the introduction of Universal Credit, is a key aim of the priority. The Council have worked with families to prepare for the change to universal credit over the past year, and the support received from the Council teams has been vital to ensure problems such as debt do not escalate as a result of this change.
18. The Intervention team has supported refugees over the past year into employment and to build their lives within the borough. Specific groups, including an English language group at the Harlequin, Redhill, have also supported refugees in gaining the skills they need to enter into the work force. Currently, of 16 adult refugees within the borough, 3 have secured paid work, 5 are receiving training and 5 are active volunteers in the borough, this means in Reigate and Banstead more than 80% of refugees that the Council have worked with are part of, or entering into our work force.
19. The Council have successfully supported families who are in need of money support. Since October 2018, when the new Money Support Team was launched, approx. £3,200 of overdue rent payment has been cleared, approx. £5,000 of debt has been cleared and approx. £5,500 of extra income has been claimed.
20. Feedback from families which have been supported by the Family Support team further demonstrates the life changing work we provide, with all families worked with showing an

average improvement of 65% against the embedded progress monitoring tool, and 96.3% of families giving feedback that the team were 'good' or 'excellent'.

We will work with and support our partners to provide great services for older people to help them stay independent

21. The borough has a rapidly increasing population of those aged 65 and over, with an estimated increase of 26% within this demographic over the next 10 years. It is crucial that support systems and activities are in place to allow this demographic to maintain their independency and high quality of life.
22. Our leisure centre provider Greenwich Leisure Limited (GLL) subsidises memberships for those aged 65 and over, with allotted periods in their timetable dedicated to elderly residents. A range of classes specifically for those who are over the age of 55 are available including Pilates, Total Body Conditioning and Circuits. Maintaining strength is important for older people as it can reduce the risk of accidents, and their severity, including falls. 11.1% of GLL members in the borough are aged 65 and over, an increase from last year, and the provision of coffee mornings and specific classes encourages their use of leisure centres and enables them to maintain social, active lifestyles. Along with our leisure centres, in the borough we also own community centres in Banstead, Woodhatch and Horley, all which offer a space for socialisation and activities targeted at elderly residents, including exercise classes.
23. The Harlequin theatre in Redhill is also used to provide entertainment and opportunities for elderly residents to socialise. Hi-Days, a voluntary organisation for older people, run workshops and social events every Monday throughout term time that elderly residents can attend. Each term there is an average of 50 local residents who sign up to attend the weekly sessions and in future this number is expected to increase as improved methods of advertisement are employed. Elderly residents are also encouraged to join the volunteer team at the Harlequin, which currently has 50 residents, predominantly of retirement age, who help with the daily activities and front of house duties. This is a great way in which the Council has been combatting social isolation and helping older residents feel valued in the community.
24. Difficulties faced by elderly residents include social isolation and an inability to carry out routine tasks outside of the house without support. To tackle these issues, again in 2018/19, the Council provided elderly and vulnerable residents with taxi vouchers. This is a vital means of maintaining independence, often used to get to/from hospital and GP visits, shopping trips, and our community centres. 345 voucher booklets were given to residents this year to provide flexible transport for older and vulnerable people. The Council have also established a transport scheme in Redhill, similar to Merstham Neighbours, where local residents volunteer as drivers for elderly residents. This is another way that helps elderly resident's access low cost transport. As both schemes continue to grow, so do the opportunities that elderly residents have to leave their homes and carry out activities, including at our leisure and community centres, that otherwise they do not have the required support to do.
25. The Council is conscious that elderly residents want to remain in their own homes, where they feel secure and independent. To help safeguard this independence, in December 2018 the Council entered into partnership with Millbrook Healthcare to provide home improvements and emergency repairs to residents who have disabilities, are elderly or otherwise vulnerable. Alongside home improvements there has also been the provision of a 'handy man' that operates within the borough. This service allows residents to remain independent in their own home, with the knowledge that they are living in safe, secure and water tight conditions.
26. Specific issues, such as Alzheimer's have continued to be supported by the Council. Since

the withdrawal of funding from the Alzheimer's Society in 2017 from all of its Surrey services, there has been a need for support and signposting to elderly residents who are suffering with this disease. The Council provides support to a number of key dementia support services across the borough, and last year, the Council helped establish a Dementia Action Alliance which went on to run a series of events during dementia awareness week. With funding in all areas continually at risk it is vital that the Council is pro-active in identifying areas where extra support is needed, so that our elderly residents may continue to access the help and signposting they need.

We will encourage healthy lifestyles, particularly through the use of our leisure centres, parks and open spaces.

27. Through joint collaboration with partners including the Surrey Health and Wellbeing Board, local Clinical Commissioning Groups, Public Health partners and GLL, we have continued to encourage the use of the borough's facilities, both indoors and outdoors, as a means of helping to improve the health of our residents.
28. During the last year the use of the borough's leisure centres has continued to be high, with 1.2 million visits having been recorded across all three sites. Since 2015 there has been investment in the facilities – including at Donyngs which now boasts a spin studio and a range of new, high quality gym equipment following a £400k investment. This has allowed the Council's centres to continue to attract visitors and members despite increased competition from new providers in the borough. In addition to maintaining positive visitor numbers, the borough's centres receive consistently high levels of positive feedback in regular user surveys.
29. The Council is involved with the Wellbeing Prescription Service – now the largest scheme of its kind in the country – which has continued to go from strength to strength in the last year.
30. Wellbeing Prescription is a form of social prescribing where GPs refer clients to a trained Wellbeing Advisor who can help them lead a healthier lifestyle through providing them with advice, as well as connecting them with partners and services in the community. The scheme is particularly important in addressing health and wellbeing issues which are not necessarily clinical in their nature, or in assisting with the management of chronic health conditions that can be alleviated through non-clinical means, such as exercise. The scheme offers long term health benefits to individuals and also the wider health system by helping tackle the root cause of health issues.
31. In the last year, over 2000 people have been referred to the programme, with 78% of those having sustained positive change after one month. Moreover, 94% of surveyed participants found the service to be either 'useful' or 'very useful' in helping them overcome their health and wellbeing issues, with a further 48% of referees having visited their GP less following their time on the programme.
32. The Council is acutely aware of the importance of parks and open spaces to the health and wellbeing of residents and, as such, has delivered a number of innovative initiatives within the last year to encourage their use.
33. One such highly popular example of the latter is the recent 'Little Free Libraries' initiative, where five miniature libraries have been installed in five parks across the borough. The project's aim is to encourage residents to borrow and exchange books, share a love of reading with one another and encourage them to stay longer in our parks.

34. In addition to new initiatives, the Council has continued to support a number of ongoing events in the borough's parks and open spaces, thereby ensuring that these continue to be a valuable community resource. Particularly well attended events include baby ballet classes at Memorial Park, Redhill, and the Silent Summer Screenings cinema, Lady Neville Recreation Ground, Banstead. The Council also actively supports Run Reigate, an award winning running event (delivered by an external third party) that achieved a record number of participants in 2018.
35. The Council is also continuing to identify and consider a wide range of exciting future events to take place in our parks and greenspaces in order to attract visitors and visitor spend and to further enhance the profile of the borough.
36. Resident engagement in the maintenance of the boroughs parks and greenspaces is invaluable to the Council. The Council works with several groups. One group, for example – the Woodchip Conservation Volunteers – a group of between 14 and 22 volunteers help maintain Chipstead Downs Nature Reserve and Banstead Woods, one of the boroughs three sites of Special Scientific Interest. The work completed by these groups ensures that the nature of the area can flourish, but also that visitors to the site can enjoy the area by ensuring paths are clear and habitats are maintained, which inevitably increases their use. The Council continues to support and encourage volunteers within the borough to help maintain parks and greenspaces as not only does this encourage pride within the community, but also helps to combat issues such as social isolation.
37. The Harlequin, much like our leisure and community centres, enables a strong sense of inclusion and the Council encourages groups including the 'Saturday Morning Cinema club' which provides discounted tickets for children, and special screening sessions for those who suffer with dementia to use the facilities that are available, allowing the Harlequin both to provide services to residents and increase the profit it is able to turn over.

We will improve safety through joint working with Surrey Police and other partners.

38. The latest borough profile shows that levels of anti-social behaviour have reduced by 24% compared to the previous year; this has been achieved despite increasing population and other pressures. The Council use the resources available and knowledge of trends in crime to intervene early and deter anti-social behaviour wherever possible. However, it is recognised that levels of anti-social behaviour are also affected by wider national trends and the emergence of new threats, which may require different action to be taken in the future to address these problems.
39. The need for additional resourcing to help deliver the Community Safety Action Plan was identified and the Council have now recruited a new Anti-Social Behaviour Officer.
40. The Council continues to be an active participant on the East Surrey Community Safety Partnership (ESCSP) which covers Reigate and Banstead, Tandridge, Mole Valley and Epsom and Ewell. In addition to a continued focus on antisocial behaviour, during the last year the Partnership agreed it would prioritise domestic abuse, Prevent (counter-terrorism) and serious and organised crime. The Council has developed a Community Safety Action Plan, setting out our local priorities and how they will be delivered.
41. The Council is involved in various initiatives to help tackle anti-social behaviour. The Community Harm and Risk Management Meeting (CHaRMM), a multi-agency group who work with individuals and groups whose anti-social behaviour is having a detrimental impact upon the local community is one way that the Council can positively influence levels of anti-social behaviour. During the year there were 20 referrals made to CHaRMM, which meant the Council could deliver a range of successful interventions, including anti-social behaviour

contracts, engagement with local support services and the use of statutory powers such as Criminal Behaviour Orders. Currently there are just four individuals being managed by the CHaRMM.

42. Anti-social behaviour within towns and public spaces is also being combatted. Following the success of the Public Spaces Protect Order (PSPO) which was introduced in October 2017, an annual review has formed the basis of the decision to maintain the PSPO for Redhill Town Centre. The annual review found the PSPO powers were used on 30 occasions by Council and police officers to deal with low level anti-social behaviour early before it had the chance to escalate. Having such powers has contributed to the downward trend seen in the borough profile.
43. The Council is also active in a number of initiatives that seek to signpost individuals to support and to also raise awareness of issues such as domestic abuse, counter terrorism and serious and organised crime. There are also many ways in which the Council support victims, including contributing towards a sanctuary scheme that helps improve home security for victims of domestic abuse, and signposting support services such as Alliance Support Coaching for victims of anti-social behaviour. There is continual work to ensure residents are aware of these forms of support, an example of this is the communications campaign that was run to raise awareness of modern slavery, which saw a significant increase in awareness, including 900 people pledging to support the initiative to recognise the signs and report any suspicions of modern slavery.
44. The Council is also delivering a partnership project called 'Get Connected'. The project's objective is to bring together local agencies to develop a shared understanding and joint action plan that will address issues of youth exploitation and serious violence. The Council have given presentations at forums to partners including Surrey Police, to help engage and inform on the impact of such issues locally and possible actions moving forward. The Council understands the importance of collaborative working to tackle threats to the safety of residents and so takes a leading role in developing action plans to eradicate these issues.
45. The Council's Joint Enforcement Team (JET) and Surrey Police have continued to strengthen their relationship by participating in joint monthly meetings, attending weekly morning police briefings, carrying out joint patrols and attending crime prevention days where they can develop and improve their knowledge.
46. The JET team has dealt with the following issues during 18/19:
 - 934 reports of abandoned vehicles
 - 1218 reports of fly tipping
 - 93 reports of graffiti, 25 of fly posting
 - 31 of race crimes and 287 of anti-social behaviour
 - 22 unauthorised encampments
 - 21 Fixed Penalty Notices issued for littering

FIVE YEAR PLAN PERFORMANCE: PLACE

47. The following sections provide a summary of performance against each priority within the place theme of the Five Year Plan.

Encourage existing businesses to thrive and grow within Reigate and Banstead and attract new businesses to the borough.

48. Reigate and Banstead has the highest 5 year business survival rate in comparison to other Local Authorities in Surrey, at a rate of 48.6%. The Borough Profile also shows the success of businesses within Reigate and Banstead, having a growth rate of 26.8% of the number of businesses registered since 2010. The Council supports and encourages this growth by working to make our borough a desirable location to initiate business ventures.
49. Reigate and Banstead ranks 29 out of 324 local authority areas in England regarding prosperity – meaning we have an economy that is producing wealth and jobs – according to the Grant Thornton Vibrant Economy Index 2018. This places us in the top 10% of boroughs for this category and we aspire to maintain this level of prosperity, as well as improve our position. To do this, it is essential that the correct investments are made and opportunities are provided to support both businesses and residents to succeed in the borough.
50. The Council has identified the need for improved transport links within and around major towns to help deliver against this priority. Therefore, the Council will be recruiting a member of staff dedicated to the delivery of transport projects. Future work to improve transport connections will focus on ensuring an ease of access between our towns and business hubs such as Gatwick airport.
51. The Council is part of a joint venture to deliver Horley Business Park which will be located strategically adjacent to Gatwick airport. The business park will create thousands of job opportunities which will be open to local people, new opportunities for already established businesses and improved public transport routes, pedestrian footpaths and cycle routes to increase the ease by which residents and employees can access the town centre, which is currently undergoing regeneration work. Currently 35k residents that live within the borough travel outwards for work. Schemes such as Horley Business Park will provide increased opportunities for residents to work within the borough, allowing the retention of skilled workers. Positive progress has been made towards securing a development site allocation in the DMP.
52. Support for local business is ongoing, with grants available for small businesses of up to £1,000 for those wishing to start, develop or grow. Businesses who are successful in their bid are also gifted a free year's subscription to Enterprise Nation. In 2018 the council invested £57k into local business to help them grow and succeed, this money has been spent in various ways including on new equipment, training and paying for new members of staff.
53. Local businesses are encouraged to network and develop their business skills and acumen at the free learning lunches that run at the Town Hall. These lunches run once a month and attendees have the opportunity to hear an informative speaker followed by the chance to network. The lunches are well established and cover topics such as marketing, using social media and artificial intelligence in finance, with the aim at providing local business with the chance to better understand and receive advice as to how they can improve.
54. The Reigate & Banstead Business Awards have launched for 2019, giving the diverse local businesses present in the borough a chance to be recognised for their success. Winning an award gives a business the chance to demonstrate to potential customers and investors the success they have had, as well as motivate employees. There are eight categories ranging from start-up of the year, customer service of the year and employer of the year, each sponsored by large businesses within the borough, including Gatwick airport. The event will take place at Reigate Manor on the 6 June, hosted by broadcaster Nicholas Owen.
55. The fifth Entrepreneurs Academy concluded in November 2018. This is a six month project, run in conjunction with East Surrey College, where budding local entrepreneurs are provided with the opportunity to gain and develop the essential business skills to turn an idea into reality, including business planning, finance, and marketing and online business promotion.

Ten Academy members pitched their business start-up ideas to a panel of three 'dragons'. The winner, who impressed the judges with their pitch on homemade polymer crafts, received a cash prize of £5k to use towards the establishment of their business. The sixth Entrepreneurs Academy launches in April 2019.

To ensure our towns and public spaces are clean and attractive to residents, businesses and visitors.

56. In the 2019 Retail Vitality Rankings, Reigate & Banstead came twelfth out of 1,000 retail locations. Whilst this is positive, the Council is keen to continue investing in the four major towns within the borough Horley, Redhill, Banstead and Reigate. It is essential that all four major high streets are clean and attractive.
57. In January 2019 the revitalisation of Horley High Street began which received a £530,000 investment from RBBC and £220,000 from Surrey County Council. This project is creating a clean and attractive space in Horley for both residents and business, as well as an area for hosting events. This investment in our high streets encourages visitors and new businesses into the area. The pedestrian precinct will see updates to lighting, pathways and areas to sit which will be completed at the end of July 2019.
58. The Council's continues to deliver regeneration work in Redhill Town Centre, for which a Future High Streets Fund application was submitted in March 2019. The major regeneration works at the Marketfield Way site in Redhill will encourage footfall into the area by introducing new options for retail and the food, beverage and entertainment industry, further increasing the desirability of the area to residents and visitors. A major step forward was taken in 2018/19 with the confirmation of the Compulsory Purchase Order.
59. In addition to the investment in the boroughs town centres, parks and open spaces are well looked after and invested in. Two of Reigate and Banstead Boroughs parks received a Green Flag award in August 2018. This is an international award that means those areas maintain the highest possible environmental standards, are beautifully maintained and have excellent visitor facilities. This is the ninth time Priory Park, Reigate, has received this award and second time for Memorial Park, Redhill. The Council continue to make improvements to our parks, including the revitalisation of playground equipment in Priory Park, which is due to start in May. Not only does this fulfil our priority of ensuring our parks are clean and tidy, but also our priority to encourage their use.
60. In Horley, the Council is now responsible for the maintenance of the Riverside Green Chain. This greenspace was created during the last year by developers of The Acres residential area to protect the environment and floodplain. Now, this greenspace in Horley has a public bridleway, new bridges and play areas that residents can enjoy.
61. The borough benefits from an active community of volunteers – 23 separate groups – that regularly litter pick in their local area, and are supported by the Council's Cleansing team who provide all necessary equipment and disposal of the waste that is collected. As there are 481 miles of road in the borough, it is vital we support volunteer groups to ensure high performance each quarter when the Council's Joint Enforcement Team carry out the cleanliness survey, on a randomly selected section of road. The cleansing operations team value the support from volunteers and the Council continue to support and encourage resident participation.
62. The Cleansing Operations Manager regularly attends the Keep Britain Tidy conferences, by attending these conferences the Council can further their understanding of the challenges Local Authorities face when trying to keep their streets clean and tidy, and this can lead us to

new, innovative ideas on how to maintain cleanliness. One way has been through resident engagement, and the Council received training on how to engage residents in the cleaning activities of the borough, which is reflected in the healthy number of volunteer groups.

Establish a Development Management Plan (DMP) to deliver affordable and other types of housing, employment space and infrastructure, whilst protecting the borough's pleasant environment.

63. The Development Management Plan (DMP) includes policies to guide decision making on planning applications, policy designations and development site allocations.
64. The DMP was first prepared and presented to the public in August 2016. Over the past year, significant progress has been made in bringing forward the DMP with the document being submitted to the Secretary of State for examination in July 2019. Examination hearings were held in autumn 2018 and in January 2019 the Planning Inspector published their initial advice and findings, including the main modifications needed to make the DMP sound. Public consultation on these Main Modifications was completed from 6 March – 18 April 2019 and the responses have been provided to the Inspector to enable a Final Report to be drafted.
65. After considering the submitted DMP and evidence presented to the examination hearings, the initial feedback of the Planning Inspector indicated that much of the document was sound, including some important new policy requirements such as the increase in the amount of affordable housing that developers of our sustainable urban extensions will be required to provide from 30% to 35%. This will go a long way in helping the Council deliver its targets on affordable homes in the borough. Adoption of the DMP is anticipated to occur early within the next year of the Corporate Plan.
66. In 2018/19 the borough saw the construction of 515 residential dwellings, with 1,864 still under construction at the end of Quarter 4 (Q4). There have also been 68 affordable homes completed, with a further 55 under construction at the end of Q4. In addition, affordable housing products are proposed on Council owned sites at Cromwell Road and Pitwood Park sites, both of which were granted planning permission over the past year. These are being delivered directly by the Council using land owned by and resources belonging to the Council to help progress the delivery of affordable housing.
67. The Community Infrastructure Levy (CIL) is in place and collections have continued throughout the year. This provides developer funding for infrastructure and other projects to address the demands placed by development in the area. A strategic infrastructure programme (SIP) has been developed that sets the council's priorities for CIL spending. More than £3.3 million has been collected since the adoption of CIL in 2016.
68. A number of projects on the SIP have progressed over the past 12 months. The Council is supporting the delivery of projects led by partners such as Three Arch Road junction improvements, which in the last year has had preliminary designs prepared, agreed and consulted on. Extension works to a school within the borough and a General Practitioners surgery were also completed in the past year, supported by CIL funding from the Council.
69. The Council has set up Panels for the prioritisation of projects using money from the Local Fund, which is 15% of the total CIL fund. This will deliver small projects that will benefit the local area, particularly our greenspaces and parks across the borough.

FIVE YEAR PLAN PERFORMANCE: ORGANISATION

70. The following sections provide a summary of performance against each priority within the organisation theme of the Five Year Plan.

We will be financially self-sufficient by 2020, without impacting on residents' priorities.

71. Achieving financial self-sufficiency is essential to ensure the continued delivery of high quality services despite the continued withdrawal of funding from Central Government. Currently, the Council is on track to achieve this goal, evidenced by the achievement of a balanced budget in 2018/19 whilst maintaining prudent levels of monetary reserves, without any revenue support grant from central government.
72. A key element of achieving self-sufficiency has been to identify and develop new income streams. By offering the services we provide to other Local Authorities and private organisations we are able to generate income in areas including Revenues, Benefits & Fraud, Greenspaces and Property and Facilities.
73. Our Revenues, Benefits & Fraud service generated over £250k over the past year delivering benefits, council tax, debt recovery and fraud investigation work for public sector organisations. Clients of the service include other local authorities, as well as housing associations and charities. Plans have been developed to further increase this income through both public and private sector opportunities.
74. The Revenues, Benefits and Fraud service continues to maintain high levels of council tax and business rate collections; at the start of 2018 the Council was identified as having the highest rate of business tax collection in England and Wales thanks to the hard work of the team. The service also helps to save money by supporting the housing team in identifying fraudulent applications before they enter the system, which has saved the Council several million pounds over the past few years of the Five Year Plan period.
75. The Council has reduced expenditure on temporary emergency accommodation, making savings of approximately £321k in the past year. This is a result of opening new council owned emergency accommodation in September 2018, combined with a strong focus on homelessness prevention. This has improved the quality of life for those who are in the emergency accommodation, allowing them to maintain their life in the borough, as previously they may have had to relocate to access housing. This is a clear example of how the Council can both save money, generate income, and benefit residents at the same time.
76. To help the Council achieve its goal of self-sufficiency, services were tasked with ensuring they were operating in the most efficient manner possible. The Electoral Services team have excelled at this task, achieving savings of £9k through for the 18/19 annual canvass. Not only were savings made, but a high response rate of 95.8% was obtained, and the team reduced the amount of homes they needed to visit from 20k to 10k.
77. My Reigate&Banstead accounts launched on 28 January 2019 and are now available for residents and local businesses to sign up for from the council website. The 'My' account is the first online account Reigate and Banstead have developed and gives quicker and easier access to a range of council services online, working to further our channel shift strategy, which encourages residents to self-serve – a key aim of this priority. Functions such as pre-populating forms will save users time and make the provision of services more efficient and reduce the amount of unnecessary customer contact time.

Communicate and engage with our residents and businesses, to help inform service delivery.

78. The Council's communications and engagement strategy, adopted in June 2016, focuses on delivering key behaviour change and marketing campaigns, including: council reputation, community safety, financial wellbeing (Universal Credit), health and wellbeing, channel shift,

and support for commercial services. Inclusion and communication are key to the success of the Council; if we are failing to communicate with our residents we are unable to make informed decisions.

79. The strategy states the ambition of the Council using the right channels to engage with residents. To achieve this, the Council has invested resource in developing social media channels resulting in healthy follower numbers and engagement with us via Twitter (10k followers), Facebook (6k followers), and Instagram (1.7k followers) as of March 2019.
80. Regular drop in sessions, attended by Council employees from our Community Development team, are held in Redhill, Horley, Merstham and Preston. In these sessions residents can raise concerns and resident led solutions can be discussed and implemented such as the creation of a WhatsApp group which has connected local older people and challenged isolation.
81. Pre-empting the difficulties that residents and our partners could face following the introduction of Universal Credit, the council ran the 'Working Better Together to Tackle Poverty' event which saw over 100 attendees. The event ran in October 2018 before the roll out of universal credit – one of the strategies key areas of focus – launched and had key note speakers from the Centre for Social Justice. This event improved, partners understanding of the issues facing residents experiencing poverty and encouraged greater focus on and multi-agency collaboration to tackle poverty in our borough. A summary report was produced after the event, capturing actions and next steps to maximise impact.
82. The Council has delivered very successful campaigns throughout the year, on a variety of topics:
 - In partnership with the Clewer Foundation and Surrey Police, a campaign to raise awareness and encourage reporting of modern slavery demonstrated a significant increase in awareness and over 900 people pledging to support the crackdown on modern slavery.
 - The council's 'Be A Councillor' campaign also delivered tangible results. Aimed at attracting a more diverse range of potential councillors, 65% of people who registered for more information following the campaign met one or more of the Council's ambitions.
 - The Council's support for the LGAs national #Ourday social media marathon showing how public sector workers and volunteers' work improves the lives of residents, resulted in RBBC reaching 646,000 Twitter feeds and 6,600 Facebook timelines.
83. A boundary review for the borough was completed in January 2019 which has seen the number of councillors reduced from 51 to 45 after the May 2019 elections. Having fewer wards means the Council will deliver better electoral equality for voters in local elections and that all councillors represent approximately the same number of electors.

We will increase the value of, and income derived from, the Council's property and assets.

84. Property investment and development is a key component of the Corporate Plan. In order to meet the shortfall seen with increased withdrawal of funding from Central Government, the Council embarked on a programme of acquiring additional income and potential capital-generating commercial investment opportunities. The Council has prioritised its outline Capital Investment Strategy which will further excel the investment success that has already been seen.
85. When the current Five Year Plan came into effect in 2015, the Council generated £1.3 million

annually from property and assets. At the end of the 2018/19 financial year there is a net income of £3.57 million, which is an increase of 168%, three times greater than the desired increase of 50% stated in the Five Year Plan.

86. The Council owned property Investment Company that was established in December 2016 – Greensand Holdings Limited – held £2.6 million worth of property at the end of 2018/19. Greensand's also generates over £100k per annum in interest for the Council
87. This priority also encompasses the assets that the Council already own, including the Harlequin theatre in Redhill, which became a member of the Redhill Business Guild in 2019. The Council's ambition for the Harlequin to become a cost neutral asset to the Council that not only generates income, but provides entertainment and works as a social hub for residence has been positively progressing since the start of the current plan. At the end of the 2013 financial year the Harlequin cost the Council £312k, which has now reduced by 55% to £173k per annum and this includes money spent investing in the facilities such as a new stage winch system and website development.
88. The services and entertainment provided by the Harlequin continue to develop as income streams for the Council. A record breaking pantomime season ran in December 2018 which sold 151k tickets and generated over £4.5k for four charities that the council supports. Since 2015, the amount of tickets that have sold each year for the annual pantomime have continually increased and planning for the next show has already begun to continue the positive trend of increased popularity. The space has also proven popular with schools, dance shows, community groups and even the East Surrey Opera club who all choose to use the Harlequin as a venue for their events.

We will maximise the potential of our staff

89. The Council is committed to attracting, developing and retaining talent. Our values of 'do the right thing', 'be bold and confident' and 'make a difference' and the associated behaviours of being flexible, supportive, positive and innovative, are at the centre of everything that is done. During the recruitment process the Council will consider all these qualities within each applicant, and we ensure ongoing training and support is available to nurture these behaviours as well as ensuring these values and behaviours are monitored and assessed in our performance management approaches.
90. Since 2015 31 employees have participated in three different formal talent development programmes, for those aspiring to take on more senior roles. As a result many of the participants have enjoyed career progression, increased job satisfaction, and brighter career futures. We have a strong talent development culture and there are great examples of career progression where staff have demonstrated the right qualities, created or accessed new work opportunities, and engaged with formal or informal learning and development to progress within the organisation.
91. The Council has a positive attitude towards apprenticeships and recognises the value they add through the combination of working whilst studying. To that end, the number of staff starting an apprenticeship since 2017 has doubled this year, having 21 members of staff taking advantage of these opportunities by the end of 2018-2019 compared to 10 at the end of the previous year. The Apprenticeship Levy introduced in 2017 has meant we have been able to take advantage of additional funding and alternative approaches to utilising apprenticeships throughout the council and we will continue to use this funding to upskill new and existing staff.

92. 106 nominations were submitted in the autumn 2018 round of our Great People Recognition Scheme, where staff can recognise their colleagues for evidencing one or more of our corporate behaviours (flexible, supportive, positive, innovative). This is the second highest number of nominations since the scheme was first launched, and nominations were for individuals throughout the council's various teams and sites, highlighting that the behaviours are well embedded in our culture and that our staff are engaged with the concept of recognition and the value this can bring.

NEXT STEPS FOR 2019-20

93. A review of the Council's Five Year Corporate Plan is underway to ensure that the Council's priorities continue to reflect the needs of residents and businesses. Performance against the current Plan is being taken into account in developing the new Plan. A first draft of the new Corporate Plan 2020-2025 was agreed by the Executive in March 2019, and further member engagement on this draft Plan is currently underway. It is anticipated that public consultation on the draft Plan will be undertaken over the Summer, and that the updated Plan will be adopted by the end of 2019.
94. In parallel with the development of the new Corporate Plan, the Council is preparing its Capital Investment Strategy and reviewing governance arrangements, to ensure the new Plan can be funded and delivered efficiently and effectively. The emerging new Corporate Plan priorities will also inform the 2020/21 service and financial planning/budget setting process

OPTIONS

95. Members are asked to note the report. No decision is required.

LEGAL IMPLICATIONS

96. There are no legal implications to this report.

FINANCIAL IMPLICATIONS

97. There are no financial implications to this report.

EQUALITIES IMPLICATIONS

98. There are no equalities implications to this report.

COMMUNICATION IMPLICATIONS

99. There are no communication implications to this report.

RISK MANAGEMENT CONSIDERATIONS

100. In support of the Five Year Plan and service delivery, the council has a robust risk management system in place with regular reports to Executive, Overview and Scrutiny and Management Team.

OTHER IMPLICATIONS

101. There are no other implications to this report.

CONSULTATION

102. The material for this Five Year Plan performance report has come from the activities

identified in service business plans for the reporting period noted above.

POLICY FRAMEWORK

103. The Five Year Plan forms part of the council's policy framework.

BACKGROUND PAPERS

1. Corporate Plan 2015-20 - http://www.reigate-banstead.gov.uk/council_and_democracy/about_the_council/plans_and_policies/corporate_plan/index.asp
2. Borough Profile - http://www.reigate-banstead.gov.uk/download/downloads/id/5146/borough_quality_of_life_profile_2018.pdf