

Corporate Plan 2011 - 2015

2012 refresh



Our corporate plan

Whilst there is no legal requirement for Councils to develop a Corporate Plan, it is clearly good practice for any organisation to have a Business Plan. This Corporate Plan is the Council's public statement of the action that we will take to maintain and improve the economic, social and environmental prosperity of the borough.

The plan is underpinned by our vision and key principles, with priorities for the next five years grouped under three themes. These were developed following consultation with our residents and partners. A summary of these themes and priorities is shown on the following page, with further details provided in the subsequent sections.

Our vision and key principles

Reigate & Banstead Borough Council is dedicated to achieving sustainable, prosperous and self-reliant communities within an attractive, accessible and well-maintained borough.

- Reigate & Banstead Borough Council will continue to be a leading edge borough council delivering high quality services and doing better with less.
- We are committed to maintaining the character of the area, ensuring it remains attractive, clean, green and safe for those who live and work here.
- We are striving to increase the prosperity and health of our communities through economic growth and regeneration to improve the quality of life for all our residents.
- We want to help people succeed and encourage them to take more responsibility for themselves and their communities. Councillors will act as strong community leaders to support residents and businesses and we will provide initiatives to empower communities and groups to resolve their own issues and improve their environment.
- The Council will be more visible to its residents in future and operate in an open and transparent way. We will communicate effectively and actively encourage resident involvement in the development and delivery of our services and improvement schemes.

Summary of our corporate plan themes and priorities

Corporate Plan 2011 - 2015		
Self reliant and thriving communities - a clean, green, safe and healthy borough	Prosperity - improving and sustaining our communities	Our organisation - better for less
Our priorities	Our priorities	Our priorities
<ul style="list-style-type: none"> • Implement an expanded kerbside recycling service • Develop the Surrey family support programme in the borough • Protect health, effect health improvements, influencing the priorities and health spending within the borough 	<ul style="list-style-type: none"> • Develop a dedicated economic development strategy, focussed on business engagement and retention and promoting growth • Provide a single point of contact for businesses to improve the way we engage with and support businesses and increase our understanding of the local economy • Support local people, particularly young people, to gain skills and employment • Encourage sustainable growth, enabling necessary infrastructure and housing development • Support the regeneration of Redhill, Horley, Merstham and Preston estates 	<ul style="list-style-type: none"> • Take forward initiatives to promote self reliance and enhance the role of the voluntary/ community sector, encouraging volunteering and philanthropy • Achieve savings to deliver a balanced budget and the Council's priorities • Increase the visibility and reputation of the Council • Maximise the potential of our staff through ongoing skills development • Continue to improve the way we work with our key partners in the borough • Take forward the Better Ways of Working Programme through the accommodation strategy, business process reviews and customer channel shift programme

Self reliant and thriving communities - a clean, green, safe and healthy borough

The borough is a clean and safe place to live and work. We will work with our partners to continue to co-ordinate our enforcement activities and 'on street' presence, particularly in our town centres and other 'hot spots'. We will work with residents and businesses to prevent littering and noise nuisance as well as using our regulatory functions to protect the public.

We will also work to improve public health through our services and with partners.

We will continue to encourage residents to enjoy healthy and active lifestyles so that they can enjoy a better quality of life. We will also provide access to high quality green infrastructure such as parks and open spaces and invest in the improvement of these and our leisure centres. Access to suitable housing is important and we will promote the provision of affordable housing for local residents as well as tackle and help prevent homelessness.

We are committed to a green borough in all senses of the word. The Council is working to improve energy efficiency and sustainability, in our own buildings and service operations as well as encouraging less energy use in businesses, homes and transport.

A key priority is to continue to provide a high quality recycling and waste service, meeting our residents' aspirations to recycle more and send less waste to landfill sites. We will change our collection of waste and recyclables, increasing the number of items taken away at the doorstep.

Our priorities

- Implement an expanded kerbside recycling service
- Develop the Surrey family support programme in the borough
- Protect health, effect health improvements, influencing the priorities and health spending within the borough



Key operational priorities

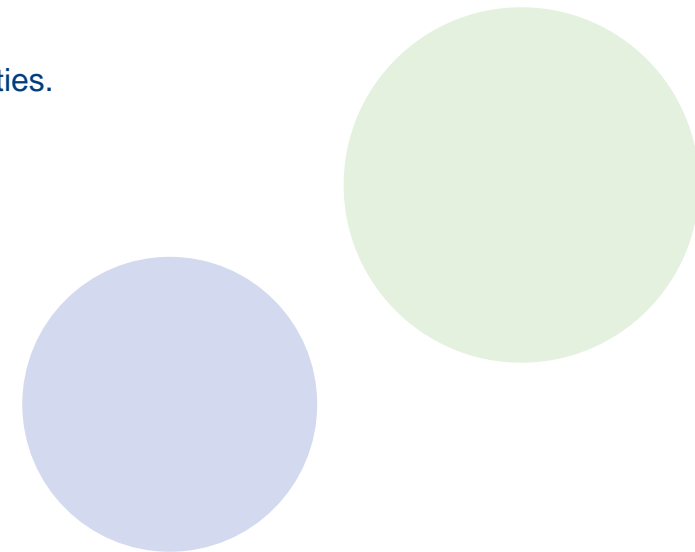
- Tackle priority crimes and individuals
- Target litter, dog control, fly tipping, fly posting, graffiti and abandoned cars
- Implement the Sustainable Energy Strategy including the Council's Local Carbon Management Plan
- Tackle and help prevent homelessness
- Promote the provision of appropriate and affordable housing for local residents, particularly young people and the growing 60+ age population
- Work with our partners to review our services to better support residents with personalised care budgets
- Promote healthy living, including maximising the use of our parks, open spaces and leisure facilities.

What we have achieved so far

- Completed the refurbishment of the Donyngs leisure centre
- Completed the new Horley leisure centre
- Reduced crime and anti-social behaviour, particularly in Redhill
- Coordinated our 'on street' presence both internally and with partners, particularly in our town centres and open spaces
- We saved £260,000 through energy saving initiatives in 2011/12, with a 19.5% reduction in our CO2 emissions
- Provided 668 affordable homes in the Borough over the last 5 years.

Key outcomes

- Work with key partners to reduce town centre disorder and youth anti-social behaviour
- Reduce Council CO2 emissions by 30% (approx 1,600 tonnes) by 2014 and run projects to encourage community and business emissions reductions
- Increase recycling from 37% to 57% by 2015
- Build new leisure centres at Horley and Banstead and refurbish the Donyngs centre
- Reduce health inequalities.



Prosperity - improving and sustaining our communities

The borough as a whole enjoys relative affluence and a high environmental quality. The borough's location between London and Gatwick Airport presents real opportunities to improve and sustain our economic prosperity and regenerate some areas. The quality of life enjoyed in the majority of the borough will be sustained by preserving the character of our towns, villages and surrounding countryside.

Promoting economic growth

The national economy is facing considerable pressures and the borough is not isolated from these. Our businesses are affected by the downturn, which impacts on the quality of life of our residents. The Council recognises the need to improve the way it engages with and supports businesses to promote prosperity and a strong and sustainable local economy.

Our town centres need to provide a competitive retail offer, our transport links need to be strong and reliable, and our workforce needs the skills to meet the needs of our businesses.

The pressures on the environment and our transport networks from housing growth across the region are clear. However, carefully managed housing growth is key to ensuring the economic prosperity of our existing communities. Our future housing growth over the next ten years will primarily be delivered in three main areas of growth: Horley, Preston and Redhill.

Government funding will increasingly be targeted at areas delivering growth. By managing the growth in a sustainable way, we can capitalise on the positive aspects, such as job creation, whilst minimising the negative impacts.



Supporting the regeneration of some of our communities

Our regeneration plans are central to the borough's ongoing prosperity. These plans require partner and private sector investment. We will ensure that development is appropriate by producing planning policies focused on these areas as part of our local planning policies.

A proportion of our residents do not enjoy the same quality of life that is shared by the majority. This may be a result of complex support needs, low income, living in a lower quality physical environment than other local residents and/or lack of access to affordable housing. Our partnership regeneration plans for communities such as the Merstham and Preston estates combine both physical and community regeneration objectives based on our principles of self reliance and personal responsibility. This will improve the opportunities for people there, and benefit the borough as a whole.

Our priorities

- **Develop a dedicated economic development strategy, focussed on business engagement and retention and promoting growth**
- **Provide a single point of contact for businesses to improve the way we engage with and support businesses and increase our understanding of the local economy**
- **Support local people to gain skills and employment, particularly young people**
- **Encourage sustainable growth, enabling necessary infrastructure and housing development**
- **Support the regeneration of Redhill, Horley, Merstham and Preston estates**

We will work in partnership both with other public sector partners, with the voluntary and private sectors and with our communities to achieve our ambitious objectives for our borough.



The following sections set out our plans for the principal regeneration areas in the borough.

Redhill

Redhill is a growth and transport hub for the borough and the surrounding areas, with excellent accessibility. However, its town centre does not fulfil its potential as a major retail centre.

We want to transform the image of the town with new high quality developments that make Redhill a thriving town centre serving as a prominent commercial location, and a competitive and diversified retail destination. This will include new shops to improve the town's retail offer, improved supermarket provision, enhanced cultural provision, the creation of a family-focused evening economy and attractive public spaces.

Above all, we want to make Redhill town centre a success story, demonstrated by the number of people wanting to live, work and spend their money in the town.

Key outcomes

Our work will contribute to achieving the following long term outcomes:

- A revitalised town centre through significantly improved supermarket provision, a wider range of shops and consumer choice, enhanced community, leisure and recreation facilities and a better quality environment
- A reduction in the vacancy rates for commercial office space in Redhill (relative to the Surrey average)
- A reduction in unemployment in Redhill East and Redhill West wards (relative to the borough average)
- An increase in the satisfaction of Redhill residents with their local area as a place to live (relative to the borough average)
- A reduction in the recorded instances of anti-social behaviour per 1,000 population (relative to the borough average).

Horley

Housing growth will be focused on the two new neighbourhoods of the North East and North West Sectors. We will plan comprehensively and sustainably for the phased development of 2,600 new homes that provide a range of dwelling types and sizes, including affordable housing and appropriate infrastructure and communities facilities.

The new neighbourhoods will be integrated with the existing built-up area of Horley and ringed by a riverside green chain of public open space.

The regeneration of Horley town centre needs to be co-ordinated with the development of the new neighbourhoods as it is essential to provide for the proposed 30% increase in Horley's population. We want the town centre to benefit from high quality commercial, retail, community and residential developments, as well as improvements to public spaces, to secure its future vitality and viability.

Key outcomes

Our work will contribute to achieving the following long term outcomes:

- The development of two new high quality sustainable neighbourhoods in NE and NW Horley, providing 710 and 1,570 homes respectively, and 320 homes on smaller sites in other parts of the town
- A 20% shift of peak hour traffic from the housing sites onto alternative modes of transport
- Enhanced recreational and open space provision to meet local need including outdoor sports facilities, a riverside green chain and allotments
- A revitalised town centre through the provision of more convenience shopping, enhanced community facilities and a better quality environment
- Provision of appropriate infrastructure to support a healthy and vibrant community, including enhanced library, youth and school provision and a new leisure centre.



Working with our partners in Redhill and Horley, we will:

- Undertake environmental and public realm improvements to create new or improved public spaces
- Carry out improvements in Memorial Park subject to securing necessary funds
- Redevelop the Marketfield Way site in Redhill and Newman House site in Horley as major mixed use regeneration schemes (subject to scheme viability and market conditions) by 2015
- Agree the future of key regeneration sites at Longmead and Colebrooke in Redhill
- Support the development of two new neighbourhoods in NE and NW Horley, including enabling works and infrastructure improvements
- Provide a new neighbourhood centre, including a community hall in Horley
- Build a new one form entry primary school in Horley.

Working with partners, we have:

- Completed improvements to the public spaces in Horley town centre
- Facilitated the completion of 288 new homes in Horley NE sector
- Established a new Redhill Regeneration Forum to drive forward regeneration in central Redhill.





Merstham

Merstham has three distinct communities - the village, South Merstham and the Merstham estate. The village and South Merstham both enjoy relative affluence, but this is not shared by a number of residents of the estate.

The Merstham estate has been identified by the Surrey Strategy Partnership as one of four Priority Places in Surrey, providing opportunity for positive change. We have developed the Merstham Estate Regeneration Plan which sets out what all partners will do to achieve a number of objectives - in the short, medium and long term (15 years+).

We want to ensure residents of the Merstham estate benefit from the provision of appropriate and effective services and facilities to make the estate a cleaner and safer environment.

Vulnerable people will be helped to lead positive lifestyles and families will be supported through a Surrey wide programme. Local people will be empowered to develop their skills, confidence and self-esteem.

We will work in partnership to reduce health inequalities, improve the educational attainment/skills base amongst local residents, reduce anti-social behaviour and improve feelings of community safety.

In addition, public and voluntary service providers will pursue opportunities to deliver shared services to maximise local benefits.

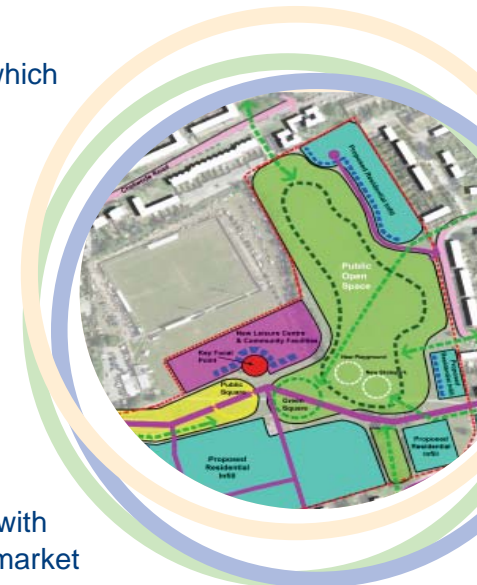
Preston

The regeneration of Preston will build a stronger, more diverse and self reliant community. We will create a better environment in which both existing and new families will wish to live and improve opportunities for people to help themselves.

We will achieve this by:

- Facilitating the development of a range of new homes, which will include a greater mix of housing types, including market housing and shared ownership
- Making improvements to the existing housing stock to enhance the quality of accommodation
- Providing quality new community buildings, to replace existing run down facilities to better meet the needs of the community
- Enhancing the quality of the public realm and green spaces to provide a safer, better connected and more attractive environment
- Working with local people and service providers to deliver community regeneration that better meets local need.

The achievement of the vision, objectives and outcomes relies on the funding commitments and effective partnership working with our key partners such as Surrey Council Council and Raven Housing Trust. It will also partly be dependent on improved housing market conditions.



Key outcomes in Preston and Merstham:

Our work will contribute to achieving the following long term outcomes:

- A reduction in the number of young people not in education, employment or training (NEETs) in Merstham and Preston wards relative to other wards in south east Surrey
- A reduction in the difference between the percentage of the Merstham estate working age people claiming key benefits and the national average
- An increase in the satisfaction of Merstham and Preston ward residents with their local areas as a place to live (relative to the borough average)
- A reduction in the anti-social behaviour rate per 1000 population in Preston and Merstham (relative to the borough average)
- High quality development of market and affordable homes, which are well integrated into the existing neighbourhood and accessible to local people
- Improved condition of the existing housing stock
- Provision of appropriate infrastructure to support a stronger, more diverse and self-reliant community.

Working with our partners, we will:

- Deliver the Merstham Estate and Preston Regeneration Plans, which includes both physical and community regeneration objectives
- Facilitate the regeneration of the Merstham estate and Preston by ensuring more collaborative working, in particular to improve the effectiveness of support for the most vulnerable/disruptive residents on the estate
- Improve the physical environment in Preston by developing key sites and enhancing existing housing and public realm
- Develop and implement plans for new facilities, including a new leisure centre, community and youth facilities in Preston.

Working with our partners, we have:

- Developed and approved planning frameworks for both the Preston and Merstham estates to support the physical regeneration proposals
- Secured funding from within the Council and partners for the new leisure, community and youth facilities in Preston.

Our organisation - better for less

The role of councils is changing. The Coalition Government has signalled a change in the relationship between central and local government. More powers will be devolved to councils and neighbourhoods and local communities will have greater control over housing and planning decisions.

This will involve citizens, communities and the Council coming together to solve the problems they face and build the Borough they want.

The Council will embrace the Government's localism agenda and promote initiatives based on the principle of self reliance and personal responsibility. We will develop a new approach to engagement and improve the way we communicate so that the Council is more visible to its residents and businesses and they have a real say in service delivery.

It is important that the Council organisation is fit for purpose in terms of size and scale of its operations as well as the arrangements for decision making and we will continue to adapt to deliver our changing responsibilities.

We need to build on our previous success and achieve more efficiencies to meet our objectives in relation to council tax levels whilst delivering our ambitious improvement priorities.

The Council will continue to deliver its core services well but the method of delivery may change as we pursue opportunities to improve and work in new ways.

The Council will continue to invest in its staff to ensure they have the skills to deliver high quality services in this changing environment. We will also maintain all our key properties to ensure that they offer a good environment for users.



Our priorities

- Take forward initiatives to promote self reliance and enhance the role of the voluntary/community sector, encouraging volunteering and philanthropy
- Achieve savings to deliver a balanced budget and the Council's priorities
- Increase the visibility and reputation of the Council
- Maximise the potential of our staff through ongoing skills development
- Continue to improve the way we work with our key partners in the borough
- Take forward our efficiency programme (Better Ways of Working) through the accommodation strategy, business process reviews and customer channel shift programme.

Key outcomes

- More efficient Council, lower costs and reduced headcount
- A balanced budget to ensure future financial sustainability
- Improved customer satisfaction levels for key services
- Enhanced role of the voluntary and community sector in service delivery and increase in volunteering in the Borough.

Key operational priorities

- Continuous improvement in the performance of key services
- Evidence of engagement with citizens and communities in service design and change and improved communications
- Deliver changes to planning, licensing, benefits and the electoral regimes arising from major legislative change.

What we have achieved so far

- Implemented the new Executive arrangements (Strong Leader model) to maximise the efficiency of the decision making process
- Budget savings of £1.8 million in 2011/12
- First phase of accommodation rationalisation, delivering budget savings of £140k per year
- A freeze in our element of Council Tax for 2010/11, 2011/12 and 2012/13.

Annex 1

Our borough

The borough of Reigate and Banstead covers 12,900 hectares of which 69% is Metropolitan Green Belt. This area is predominantly open countryside and contains part of the Surrey Hills Area of Outstanding Natural Beauty, Sites of Special Scientific Interest, local nature reserves as well as conservation areas and listed buildings. The borough has some 70 parks and 34 children's play areas.

The borough's population (mid 2010 estimate) is 138,600 which makes it the largest of the 11 Surrey districts and boroughs, by population. Over 64% of 16 to 64 year olds within the borough are economically active, unemployment (September 2011) is at 1.8% which is amongst the lowest in the South East.

The main type of employment within the borough is the professional services including banking, finance and insurance with 33% of employees in this category. 24% of the population is employed in the public sector. A further 21% work in distribution, hotel and restaurants. Only 4% are in construction with 5% employed in manufacturing. There are over 1,200 retail outlets, 800 offices, 350 industrial and 350 warehouse units in the borough with a total floor space of 900,000 square metres.

27,000 people - nearly half of the workplace population of 58,000 - commute in from other areas and a further 34,000 borough residents commute to employment outside the borough, creating a lot of pressure on the transport network.

Although Reigate and Banstead is a comparatively affluent area, there are pockets of deprivation. See the section on our regeneration programme for more details.



Our finances

This plan has been prepared during a period of significant economic uncertainty. The economic downturn is continuing to affect the Council. A range of management action has been taken to address these changes in recent years including the identification of substantial savings.

The spending ambition articulated in this Corporate Plan will see the Council continue to deliver a wide range of statutory and discretionary services, build and refurbish Leisure Centres, upgrade the Harlequin Theatre, implement a new waste collection regime and maintain focus on regeneration in town centres and priority places. Furthermore, the Council has allocated £400,000 start up funds for 'Big Society' initiatives to support older people, young adults and improve health outcomes for local people. At a time of major cuts in Government funding, the Council has frozen Council Tax for three successive years to help reduce the tax burden on our residents, although future inflation linked increases are likely to be required.

Budgets are tight. The Council will need to maintain momentum on reducing costs and generating income, including further asset disposals. We will also regularly review programmes to ensure they remain affordable and that service delivery is maintained within a sustainable budget.

The Council will set a level of Council tax which reflects these considerations.

