



REPORT OF:	CORPORATE POLICY AND GOVERNANCE MANAGER
AUTHOR:	Ashleigh Pearson
TELEPHONE:	01737 276024
E-MAIL:	ashleigh.pearson@reigate-banstead.gov.uk
TO:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	23 October 2014

WARD (S) AFFECTED:	All
---------------------------	-----

SUBJECT:	DRAFT CORPORATE PLAN 2015-20
-----------------	-------------------------------------

RECOMMENDATION:

That the Committee indicate their comments on the draft Corporate Plan 2015-20 to the Executive.

SUMMARY:

The Executive published its draft Corporate Plan (Annex 1) for consultation at its meeting on 18 September 2014. The Committee is requested to agree comments, conclusions and recommendations for submission to the Executive.

BACKGROUND

1. The Executive published its draft Corporate Plan 2015-20 (attached at **Annex 1**) at its meeting on 18 September 2014.
2. The Corporate Plan forms part of the Council's Policy Framework. In line with the Constitution, an 8 week consultation period is being undertaken. This will include a public survey as well as the Overview & Scrutiny Committee.
3. The consultation period commenced from 22 September 2014.
4. The Committee is requested to consider the draft Corporate Plan 2015-20 and to report its comments, conclusions and recommendations to the Executive for its consideration in taking the Corporate Plan to its next stage.
5. The views of the Committee will be reported to the Executive, to be considered when recommending a final Corporate Plan to Council for adoption.

Background Papers: Executive 18 September 2014.



REPORT OF:	CORPORATE POLICY & GOVERNANCE MANAGER
AUTHOR:	Gavin Handford
TELEPHONE:	01737 276027
E-MAIL:	Gavin.handford@reigate-banstead.gov.uk
TO:	EXECUTIVE
DATE:	18 SEPTEMBER 2014
EXECUTIVE MEMBER:	COUNCILLOR V. W. BROAD

KEY DECISION REQUIRED:	NO
WARD (S) AFFECTED:	ALL

SUBJECT:	CORPORATE PLAN 2015-20
RECOMMENDATIONS:	
(i) The draft Corporate Plan 2015-20 be approved for consultation in accordance with the Council's Policy Framework.	
REASONS FOR RECOMMENDATIONS:	
<p>The Corporate Plan forms part of the Council's Policy Framework. In accordance with the Council's Constitution, all documents within the Policy Framework must be the subject of a consultation period lasting no less than 8 weeks.</p>	
EXECUTIVE SUMMARY:	
<p>As part of a high performing organisation, the Council has developed Corporate business plans to identify the vision and objectives of the organisation over the medium term period. These plans have enabled the Council to target resources in the priority areas identified by the Council.</p> <p>The current Corporate Plan is due to end in 2015 and work has commenced on the development of a new 5 year plan. In order to meet the requirements of the Policy Framework, the Executive is requested to approve an 8 week consultation period.</p> <p>The draft Corporate 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 next 5 years.</p> <p>In order to achieve this, the Council will need to operate as a more commercial enterprise, whilst retaining some activities that deliver social and community values. We will continue to deliver great services, that provide value for money, and work with our partners to support our residents, businesses and communities. In order to finance our services, we will seek to increase fees, charges and Council Tax, but increasingly secure income from new sources, particular property investment.</p>	

Executive has authority to approve the above recommendations.

STATUTORY POWERS

1. There is no statutory requirement for the Council to produce a 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.

Corporate Plan 2011-15 – our journey over the last 4 years

3. The current Corporate Plan was adopted in 2011, to reflect the priorities of the new coalition government, respond to the largest recession in decades and still meet our residents needs and demands.
4. The plan is based around three themes: self reliant & thriving communities; prosperity; and better for less. In 2012, the plan was refreshed and action plans developed to support health, young people, ageing well, economic development and regeneration.
5. Significant progress has been made against each of the Corporate Plan priorities and the Council has undergone substantial change to respond to the financial challenges facing local government.
6. The Council has met the challenge of reductions in grant funding from £6m to £4m, but this is expected to be removed completely by 2020. Prior to the economic downturn, the Council was able to support service delivery with investment income of £6m per year. In 2013/14 this was only around £700k. The Council has also delivered Council Tax freezes in three out of the last five years, with our share of Council Tax increasing by an average of £1.46 per year, over this period.
7. In order to manage these financial challenges, substantial savings have been delivered during the Corporate Plan period. This has included a reduction of 69 FTE (full time equivalent) staff coupled with a substantial reduction in the management structure. Together, this has delivered a financial saving of £2.2m.
8. Whilst many councils have reduced services, or closed facilities, Reigate & Banstead has invested in supporting residents and businesses, establishing a young worker scheme, launching business support grants, introducing an ageing well programme and leading in the supporting families initiative in East Surrey.
9. The Council has also committed or facilitated substantial investment in our priority areas for regeneration. Council-led schemes will see investment of approximately £250m in Redhill, Horley, Preston and Merstham over the next five years. A further £1bn is also coming into the borough through private sector schemes.

CORPORATE PLAN 2015-20

10. The current Corporate Plan sets out our priorities up to 2015. In order to inform our service and financial plans for 2015/16 and beyond, a new Corporate Plan is required. This will cover the period from 2015 to 2020.

Challenges for our next plan

11. The Council faces a number of challenges in meeting our vision and priorities.
12. The public sector as a whole will continue to face financial challenges as the government, of any side of the political spectrum, will need to continue austerity measures to support the economic recovery. In Reigate & Banstead this is likely to see the withdrawal of government grant completely. We will, therefore, be even more reliant on our income from fees, investment and Council Tax. In many areas, the ability to increase these is often limited by legislation, regulation or market / political limits. As a result, these income streams are often unable to keep pace with inflation. The Council will need to find new income sources and investment income.
13. Despite the financial challenges of reducing grant levels, the ambition and expectations of residents, businesses and Councillors will continue to be high. Residents may face challenges themselves, as welfare reforms will encourage less reliance on the state. There will be new areas that the Council needs to support, either due to legislative change, resident need or priorities for the administration.

Understanding the evidence

14. An evidence based approach has been taken to the development of the next Corporate Plan. This has included:
 - Resident satisfaction surveys;
 - Borough profile analysis
 - MOSAIC household preference analysis
 - Member workshops

Resident satisfaction surveys

15. In 2013/14, the Council undertook a resident satisfaction survey. This included a quantitative approach, using a traditional survey and a qualitative approach, utilising an online forum to consider issues in more detail.
16. The resident satisfaction survey provided intelligence regarding the services and priorities that residents consider to be most important in making Reigate & Banstead a good place to live and work. The feedback from the survey was extremely positive, with 85% of residents satisfied with the borough as a place, and 67% satisfied with the work of the Council.
17. Satisfaction with parks, leisure, health and recycling services continues to be very high. However, satisfaction is lower in terms of support for families, vulnerable people and affordable housing.
18. The survey results also confirmed that our residents have a high level of expectation from their public services, and they consider these to be very important to make the area. Residents have consistently confirmed that they would prefer to pay a little more for the services, rather than see a reduction in these services.

Borough profile analysis

19. The Council compiles a range of demographic, economic and social data sets to create a borough profile. This provides insight into the borough's make up now, and how this may change going forward. As a result, it can help the Council consider the implications for services and areas where the borough may need greater support.
20. The borough profile is too detailed to include in this report, but has been circulated to all Councillors for information. Particular highlights from the profile include:
 - Population will continue to increase, particularly in the oldest age groups;
 - Micro businesses (those with 1-9 employees) make up more than 90% of businesses in the borough;
 - Unemployment has reduced, but still double that of 2007 and there has been an increase in long term JSA claimants;
 - 28% of residents give unpaid help to groups or organisations at least once a month;
 - Average house prices are £100,000 higher than the national average;
 - Childhood obesity has continued to decrease at both Reception and Year 6, while adult obesity is the third highest in the county.

Member workshops

21. Full details of the evidence from this work have previously been circulated to all Councillors. This was summarised and presented to Councillors at a number of workshops in May – July. The workshops provided an opportunity for Members to consider the issues presented by the evidence base, and identify potential areas to prioritise in our next Corporate Plan.
22. Notes from the workshops have been circulated to all Councillors. The following common issues were identified:
 - Increase / improve parking provision – to benefit residents and increase income and enforcement activity
 - Work with / influence our partners, in particular around community safety and to explore how we can continue to improve health and elder services without making further demands on the council's budgets;
 - Social responsibility – community regeneration, support for young people into employment, support for older people
 - Communicate with residents – our challenges, our successes, our value for money (particularly to justify Council Tax increases)
 - Seek to maximise match funding, for example to fund community schemes and / or pavilion improvements
 - Maximise our income from property and assets
 - Seek opportunities to invest to provide better return (with reference made to borrowing)
 - Increase our fees and charges where we can
 - Identify new service which residents would be prepared to pay for

- Encourage volunteering / community action – increase use of volunteers within Council services
- Support the economy, including town centres and housing development

Draft Corporate Plan 2015-20

23. The Corporate Plan is a 5 year business plan for the organisation. It is difficult to know all the challenges and opportunities that the Council and Borough will face during that time. The plan must, therefore, be flexible and adaptable, whilst still providing a clear vision and direction for the organisation to plan against.
24. A draft Corporate Plan is attached as Annex 1. The plan seeks to capture the context and challenges that are set out above, as well as the priorities that have been identified through the evidence and workshops.
25. The draft plan builds on our recent approach of supporting people and businesses, as well as the more traditional place based activities. The plan includes 11 priorities across three themes: People, place and organisation.
26. Each priority includes:
 - Objective: This explains why we have identified the priority and what is it we are trying to achieve
 - Achieving: This gives examples of the activities that the Council will undertake to deliver the priority. This is not a finite list, as other opportunities are likely to come forward as we develop over the 5 year period
 - Outcomes and measures: This sets out how we intend to measure our success in delivering the priority and objective. The intention here is to create a balanced performance system that measures our impact without creating a burden
27. Three year service plans will be developed to capture how each service is supporting the Corporate Plan, as well as operational delivery. The Corporate Plan actions from each service plan will be combined into an annual Corporate Plan action plan, which will form part of the performance reporting arrangements.
28. The service plans will be reviewed annually, in order to ensure they capture any new opportunities or challenges, which will then be captured in the annual Corporate Plan action plan. A review of the Corporate Plan can be undertaken at any stage, but it is anticipated that the plan will be reviewed at least once during the five year plan period.

LEGAL IMPLICATIONS

29. There are no legal implications to consider.

FINANCIAL IMPLICATIONS

30. Service and financial plans will be developed in line with the draft Corporate Plan.
31. The Council will seek to deliver the Corporate Plan through mainstream services and budgets. However, some funding may be required to support specific projects and activities. The Council has established a Corporate Plan Delivery Fund to support these activities.

32. There are no further financial implications at this stage, but individual proposals and business cases will be reported to the Executive should additional funding be required.

EQUALITIES IMPLICATIONS

33. An Equalities Impact Assessment will be undertaken during the consultation period and used to inform the final Corporate Plan.

RISK MANAGEMENT CONSIDERATIONS

34. The drafting of the new Corporate Plan has been identified as one of the Council's strategic risks. If a draft plan is not agreed, the draft vision and priorities will not be able to inform the service and financial planning processes.
35. However, by agreeing the recommendation, the Council will have a draft Corporate Plan, with associated vision and priorities to help inform the service plans and budget for 2015-16.

OTHER IMPLICATIONS

36. There are no other implications to consider.

OPTIONS

37. The Executive can

- **Approve the draft Corporate Plan for consultation (recommended)**

This will ensure that the Council has a draft Corporate Plan to consider as service and financial plans for 2015/16 and beyond are developed.

- **Reject the draft Corporate Plan and request further work be undertaken, before a revised draft is reported back to the Executive (not recommended)**

The draft Corporate Plan is only being approved for consultation and there are further opportunities to develop the content of the plan before it is adopted.

POLICY FRAMEWORK AND CONSULTATION

38. The Corporate Plan forms part of the Council's Policy Framework. In line with the Constitution, an 8 week consultation period will be undertaken. This will include the Overview & Scrutiny Committee and a public survey.
39. The consultation period will commence from 22 September 2014.
40. The responses to the consultation will be reported to the Executive, to be considered when recommending a final Corporate Plan to Council for adoption.

TIMETABLE

41. It is anticipated that the development and adoption of the Corporate Plan will be along the following timetable:

18 September	Executive approve draft Corporate Plan for consultation
22 September	Consultation period commences
23 October	Overview & Scrutiny Committee considers draft Corporate Plan
17 November	Consultation period closes
4 December	Executive considers consultation responses and recommends final Corporate Plan
18 December	Council adopts Corporate Plan
1 April 2015	Corporate Plan comes into effect

Background Papers: Borough Profile

ANNEX 1 – Our draft Corporate Plan

Reigate & Banstead Our business plan: 2015-20

Context

Since 2010, the Council has made significant progress against key projects, whilst undergoing substantial change to respond to the financial challenges facing local government. Whilst many councils have reduced services, or closed facilities, Reigate & Banstead has invested in supporting residents and businesses.

Our proportion of Council Tax has only increased by an average of £1.46 per year over this period.

Our vision

We will be recognised by our residents, peers and partners as a leading authority that delivers quality services and support and provides value for money and makes the borough a great place to live. We will be an agile and sustainable organisation that responds to the needs and demands of our borough and our residents and businesses. In order to achieve this, we will become an increasingly commercial organisation.

Our finances

In order to deliver against our vision and priorities, we must manage our finances well. Reigate & Banstead receives a very low level of grant from the government, and we expect this to reduce further and disappear completely by the end of this plan.

Our ability to deliver great services for our residents and businesses is, therefore, dependent on income and Council Tax, which are themselves often restricted. In order to balance our budget, we will need to save £2.7m by 2020. This assumes that Council Tax is increased each year and we will need to take a commercial approach to fees and charges wherever possible. We will also need to find new income sources and investment income.

This represents a paradigm shift in our funding model.

Our organisation

If we are to meet our vision and overcome the challenges, the Council's organisation will continue to evolve. We will need to respond to changes to key services and align resources around our corporate priorities and priority services.

It is important to also recognise that although we will deliver efficiencies and increase the use of technology and self service, we are reliant on staff to deliver services for our residents and businesses. We will invest in developing our people to maximise their potential and attract and retain quality staff.

Resourcing our Corporate Plan

Wherever possible, we seek to use existing service budgets to deliver Corporate priorities. This enables us to directly align resources to our priorities and ensure all parts of the organisation are supporting the plan.

Where additional resources are required, the Council has established a special reserve fund – the Corporate Plan Delivery Fund – to enable us to deliver corporate projects.

Capital requirements are reviewed each year as part of the Council's 5 year rolling capital programme and agreed alongside the annual budget.

Residents and communities

We have used consultation, demographic data and other tools to identify where the Council should be prioritising resources. However, we cannot achieve everything alone. We will need our partners, residents and communities to work with us.

We will increasingly encourage residents to self-serve and use online tools for contacting and engaging with us. Residents also need to consider how they want to overcome local issues and challenges themselves, through community action and self-responsibility. Ward Councillors will have a key role in supporting and encouraging this activity.

Our priorities

People theme – Supporting residents to enjoy healthy and happy lifestyles (TBC)

Our priority:	
Support residents into employment, particularly vulnerable families and young people	
Our objective:	
To enable residents to benefit from the prosperity of the borough and address the impact of welfare reform, including Universal Credit from 2016	
We will achieve this through:	
<ul style="list-style-type: none"> • Develop and promote work experience and employment opportunities both within and outside the Council • Family Support Programme • Advice and guidance, particularly regarding benefits and housing 	
Outcomes	Success measures:
Vulnerable families supported into employment	Existing Family support programme performance measures (on target / not on target)
Residents in priority places, particularly young people, supported into employment	<p>% residents claiming Job Seekers Allowance</p> <p>Number of work experience and other employment opportunities provided by the Council</p>

Our priority:	
Work with and support our partners to provide great services for older people to stay independent	
Our objective:	
To meet the demands of a rapidly increasing 65+ population and support them to live happier, healthier and independent lives, free from social isolation.	
We will achieve this through:	
<ul style="list-style-type: none"> • Delivering preventative health and social activities via our leisure centres and parks and open spaces and our new community centre operator • Provide opportunities and encourage older residents to volunteer within the community • Improved communication with older residents and efficient signposting to key services 	

Outcomes	Success measures:
More residents and visitors benefit from our Leisure and Community Centres	Existing Community Centre and Leisure Centre contract performance measures (on target / not on target) Take up of services and customer feedback on planned/programmed activities in our leisure centres and community centres
Older residents enjoy an active lifestyle	Number of new volunteers involved in Council schemes/initiatives
Improved communication and signposting to services	Number of website hits on new webpage and directory of services

Our priority:	
Encourage healthy lifestyles, particularly through the use of our leisure centres and parks	
Our objective:	
To work with our partners to provide a wide range of activities, which support health improvements both preventative and responsive	
We will achieve this through:	
<ul style="list-style-type: none"> Working in partnership with GLL (our leisure centre operator), community groups and local sports clubs to encourage additional usage of our centres and through planned activities, encourage additional usage of our parks and open spaces. Continuing to engage with and further enhance our working relationship with Health & Wellbeing Board, Clinical Commissioning Groups and Public Health partners and seek additional funding to implement additional health related activity. Continuing to deliver efficient and effective Environmental Health services and through improved communication and signposting support residents, of all ages, to make healthier lifestyle choices. 	
Outcomes	Success measures:
More residents and visitors benefit from our Leisure centres, parks and open spaces	Existing Leisure Centre contract performance (on target / not on target) Take up of services and customer feedback on planned/programmed activities in our leisure centres and parks and open spaces
Successfully deliver our Health Action Plan	Existing Health Action Plan performance measures and evaluation criteria

Our priority:	
Improve safety through joint working with Surrey Police and other partners	
Our objective:	
To improve community safety and reduce the fear of crime	
We will achieve this through:	
<ul style="list-style-type: none"> • Joint enforcement activities with Surrey Police • Strong partnership working across East Surrey Community Safety Partnership (working together and sharing information) 	
Outcomes	Success measures:
Stronger partnership work between the Council and Police	% residents that agree the Police and Council are tackling anti-social behaviour
Residents and visitors feel safer in the Borough	% residents that agree the borough is a safe place

Place theme – A great place to live and work (TBC)

Our priority:	
Encourage existing businesses to thrive and grow within Reigate & Banstead and attract new businesses to the borough	
Our objective:	
To create new jobs for our residents benefit	
To ensure that there is a resilient, vibrant and resource efficient economy	
We will achieve this through:	
<ul style="list-style-type: none"> • Offering support to local businesses • Promoting the borough as a place to do business • Securing resources to maintain and improve business related infrastructure • Working with partners and businesses to ensure that benefits of economic growth in the wider geographical area are enjoyed in the borough. 	
Outcomes	Success measures:
New jobs created within the borough to benefit local residents	% JSA claimants (total and long term) Proportion of residents that also work in the borough
New / expanded businesses located within the borough	% vacant commercial and industrial space in the borough VAT registered businesses Business 5 year survival rate

Our priority:	
Ensure our towns and public spaces are clean and attractive to residents, businesses and visitors	
Our objective:	
To ensure the borough remains an attractive place to live, work and do business	
We will achieve this through:	
<ul style="list-style-type: none"> • Our parks and street scene services • Using volunteers to help maintain public spaces • Encouraging communities to help maintain local spaces 	
Outcomes	Success measures:
Borough remains a clean and attractive place	% residents that are satisfied with the borough as a place to live % streets that achieve cleanliness standard

Our priority:	
Establish Development Management Plans (DMPs) that deliver housing (including affordable), employment space and infrastructure, whilst protecting the borough's pleasant environment	
Our objective:	
To ensure development is planned, provides for residential and business growth, and benefits the borough in accordance with approved Core Strategy	
We will achieve this through:	
<ul style="list-style-type: none"> • Developing and consulting on evidence based policies 	
Outcomes	Success measures:
Planned, sustainable development within the borough	DMPs adopted
Funding secured for infrastructure across the borough	Community Infrastructure Levy in place

Organisation theme – A Great Council

Our priority:
Be financially self-sufficient by 2020, without impacting on resident priorities
Our objective:

To provide a sustainable financial base for delivering services	
We will achieve this through:	
<ul style="list-style-type: none"> • Reducing spend on non-priority services • Encouraging residents to self serve • Take a commercial approach to fees and charges • Increase to our element of Council Tax • Deliver efficiencies from every service, with modest reductions in staffing levels 	
Outcomes	Success measures:
Balanced budget adopted each year, without drawing on reserves	Net savings delivered

Our priority:	
Communicate and engage with our residents and businesses to inform service delivery	
Our objective:	
To understand the needs and priorities of our residents and businesses.	
We will achieve this through:	
<ul style="list-style-type: none"> • Development and delivery of communications campaigns that result in increased awareness, active participation, behaviour change (where appropriate) and enhance the reputation of the Council • Efficient, effective, and well directed consultation and engagement activities • Listening to the feedback from residents and businesses • Using data to help inform decision making 	
Outcomes	Success measures:
Residents are satisfied with the Council's performance	% residents satisfied with our performance
Residents are aware of the Council's decisions and services	Increase % residents feeling informed

Our priority:	
Increase the value and income derived from the Council's property and assets	
Our objective:	
Maximise value and provide income to the Council	
We will achieve this through:	
<ul style="list-style-type: none"> • Develop a property investment strategy, including appropriate resources • Bringing forward existing property and assets for development 	

<ul style="list-style-type: none"> Investing in new property assets Acquiring further assets, both inside and outside of the borough 	
Outcomes	Success measures:
Increased income secured from property and assets	% Council income from property and assets

Our priority:	
Maximise the potential of our staff	
Our objective:	
To ensure a culture that supports change and enables the organisation to be forward thinking, innovative and entrepreneurial	
We will achieve this through:	
<ul style="list-style-type: none"> Identifying and reinforcing corporate values and behaviours to help the culture evolve to become more commercial, innovative and to embrace change Providing our staff with training and development to ensure they have the right mix of skills to deliver our priorities 	
Outcomes	Success measures:
<p>Organisational performance increases</p> <p>Staff engagement with the organisation is increased and corporate values and behaviours are demonstrated</p> <p>Organisation is able to recruit and retain appropriately qualified and experienced staff to meet its objectives</p>	<p>Increase % staff satisfaction via biannual survey</p> <p>% staff turnover</p> <p>Internal promotions/secondments</p>