



# **Reigate & Banstead 2025: Annual Report 2021/22**

**June 2022**

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## Executive Summary

This year's report on the Council's Corporate Plan primarily covers the financial year from April 2021 to March 2022. It also takes account of those events leading into the year, and looks ahead to the forthcoming work of the Council and context in which we continue to operate.

2021/22 has seen both a range of successes, and a number of challenges which have impacted on (and may continue to affect) the delivery of our corporate objectives. Both aspects have reflected the wider issues facing the region and the country, along with more specific local considerations and efforts.

Some elements of the Council's work have been particularly successful this year. These elements have helped move us forwards towards the objectives of Reigate & Banstead 2025 and represent highlights in our work to support the borough and its residents.

Noteworthy successes include, but are not limited to:

- The ongoing efforts of our Community Development Workers, whose local knowledge and connections have helped enable numerous local communities across the borough to build upon their strengths, respond to the pandemic and overcome the broader challenges they face.
- The development of The Rise in Redhill. This leisure, retail and residential development at Marketfield Way in Redhill is now nearing completion, and will offer significant improvements to leisure options for residents, as well as supporting local businesses. It will also make a contribution to the Council's revenue income in future years.
- The quality of the borough's parks and greenspaces. The popularity of these areas has only grown in recent times. This year Memorial Park and Priory Park retained their coveted Green Flag status, whilst we also received a record number of awards for sites across the borough, including Earlswood Common and Reigate Heath.
- The delivery of much needed affordable housing at Camelia Close in Tadworth and at Wheatley Court, Cromwell Road in Redhill. These developments form part of the Council's Housing Delivery Strategy, along with our continuing work with partners to respond to local housing need.
- The consistent maintenance of core Council services across the organisation, preserving our high-quality, reliable offer to residents throughout the year. Against a backdrop of emerging from a pandemic and economic disruption, this is an achievement which not all Councils have managed, and one which should be recognised.

Along with these successes, there have also been challenges, both new and continued. These include:

- Significant constraints on resources. Baseline Council funding has continued to fall in real terms, and with demands continuing to increase, we have to be more efficient than ever to maintain our services. The Council's Financial Sustainability Programme is working to address this, but there will continue to be hard choices required on how we best use the resources available to us.
- Whilst the country is now largely recovering from the coronavirus pandemic, the beginning of the financial year was still significantly affected, and some vulnerable residents have continued to need support. Sudden changes to behaviours prompted by the pandemic have also forced the Council to adapt at pace, and have led to reductions in previous income sources, such as car parking.
- The rising cost of living for our residents. Reigate & Banstead is a relatively wealthy borough, but it also contains several areas of relative deprivation. With less affluent residents likely to be hit particularly hard by inflationary pressures on essential goods and services, there is a corresponding need for additional support from the Council. Whilst we have responses in place, including our homelessness support, money advice and partnership working to support food clubs, there is likely to be ever more that needs to be done in the year ahead.

The Council's Corporate Plan sets out our objectives for how we intend to help our residents, workers and businesses, and serve the interests of the borough and its communities. As can be seen in this report, the Council and its officers have made good progress towards many of these in the past year. However, the borough and the Council continue to face a changing and challenging context in the years ahead.

To continue to best serve our residents and all those living and working within the borough, the Council will need to evolve the way it operates, to ensure it remains financially sustainable for the future, continuing to work towards its corporate objectives and commitments, and respond as best it can to the developing context in which it operates.

## Introduction

### Reigate & Banstead 2025

Reigate & Banstead 2025 is the Council's corporate plan for the current five-year period. It sets out the Council's priorities for 2020-2025 and identifies its objectives for delivering services to those living, working and spending time in the borough.

The plan was developed looking at local evidence, resident consultation and feedback, and considering both changes and lessons learned from the previous five years, along with how the borough might change in the future.

Reigate & Banstead 2025 can be found in full on the Council's website, along with additional information on the borough and the development of the plan at: [www.reigate-banstead.gov.uk/rbbc2025](http://www.reigate-banstead.gov.uk/rbbc2025).

### Objectives and Success Measures

As part of the adoption of the plan, the Council made a commitment to report on its progress towards its goals each year. The corporate plan is divided into three themes: People, Place and Organisation, which reflect where the Council is seeking to focus its activities and investment until 2025.

Within each theme, there are a number of success measures to report against, each capturing an important element of the plan. These measures and objectives are distributed across the Council's services and Executive portfolios, providing an overarching perspective on our work. For each of the objectives and success measures, this report provides information on activity undertaken in the past year, how this has helped to meet the corporate plan goals, and how they influence the borough.

The corporate plan also includes a number of overarching commitments, which reach across all of our objectives. Information on these commitments is reflected throughout the report, with their influence highlighted in a number of areas. It has not been possible to conduct a residents' survey this year, and there is thus only limited information available on the regular success measures set out for these commitments, but they continue to form an essential part of the Council's approach as illustrated throughout the narrative of this report.

Information on the Contextual Indicators, in the Appendix, provides additional background information and analysis of the wider context in which the Council operates. Many of these factors are significantly outside of the Council's control, but influence the borough and the lives of our residents.

## Objectives - People

### Objective: Housing: Secure the delivery of homes that can be afforded by local people

#### What does success look like?

Evidence that affordable, discounted or lower-cost homes are delivered by the Council or the Council working in partnership.

#### Progress on delivering this objective:

In 2021/22, the Council completed the direct delivery of homes at Camelia Close, Tadworth, delivering 25 new homes, with 44% offered as shared ownership with our partners at Raven Housing Trust. Work has continued to progress other Council led housing development schemes. These include Wheatley Court at Cromwell Road, Redhill, which will now deliver 32 homes for local people, all of which will be offered as affordable rent; and Lee Street, Horley, which will provide 4 affordable homes for single people.

*Figure 1: New homes at Camelia Close*



The Council is supporting Transform Housing & Support to deliver additional supported housing locally, including through targeted capital funding. The Council is also supporting Raven Housing Trust to deliver a net zero carbon social rent housing scheme for local people in Tadworth, through a grant of £500,000.

The Council continues to work in partnership with local affordable housing providers to support the delivery of affordable homes through funding and other support. Together with partners such as the YMCA, our support has delivered supported housing for young people and homeless households and will facilitate the delivery of social rent homes for local people.

## **Objective: Communities and Community Safety: Work with partners to create strong, safe and welcoming communities**

### **What does success look like?**

Evidence that the Council is working with partners to deliver positive outcomes in the borough's communities.

### **Progress on delivering this objective:**

Throughout 2021/22 the Council has continued to have a significant focus on helping communities to stay safe amidst the coronavirus pandemic. This has included providing welfare support to more vulnerable residents, including responding to over 11,000 calls to our helpline and an average of 3 active volunteers making befriending and wellbeing calls each week. We also continued to make emergency food deliveries and provided referrals to local food banks. In addition, we supported a network of Covid community champions to share reliable Covid information with their communities, and supported the vaccination roll out both by arranging volunteers at vaccination centres and enabling the delivery of vaccination pop ups in communities where vaccine take up has been lower.

The Council is working increasingly closely with partners in health, including local GPs, hospitals and others, to achieve better health outcomes for local people, as part of Surrey Heartlands Clinical Commissioning Group's place-based working, as part of both East Surrey Place and Surrey Downs Place joint work programmes. Currently, the majority of our strategic work is with East Surrey Place, which covers the areas around Redhill, Reigate and Horley, but we continue to liaise with Surrey Downs Place regarding local engagement and considerations, and remain open to additional cooperation in future.

As pandemic-related restrictions eased, our Community Development Team has also worked with their local communities to support community events – a welcome opportunity for people to reconnect with each other and with local organisations, as well as for our community safety

team to listen to local people and discuss tackling anti-social behaviour, how to help people feel and be safer, and more. Events included Community Fun Days at Cromwell Road and in Preston, Christmas Carol Singing, and a summer event at Redhill Football Club.

The Council awarded over £300k of financial support to local voluntary organisations and community groups towards their work to support local people, especially more vulnerable local people – including through measures such as food banks, and work with Voluntary Action Reigate & Banstead. This included core commissioned services including citizens advice, community debt advice, support for victims of domestic abuse, work with age concern, resources for children in need, and coordination of the voluntary sector. The financial pressures faced by the Council are presenting challenges for this support, with the most recent annual budget reflecting this through some reductions to grant offerings, although many others, including core grant funding, were maintained.

We were also able to secure funding from East Surrey Place within the NHS to support one of our Community Development Worker roles. Additionally, we participated in and helped to develop a number of other schemes supported by East Surrey Place funding, including voluntary and community sector coordination, arts initiatives to support mental health, community centre engagement, and light touch support vulnerable residents to help avoid more serious difficulties emerging. Despite the challenges faced, we will continue to provide support for local voluntary and charitable sector bodies, and will work to ensure that the support we can provide is utilised effectively for the benefit of the local community.

### **What does success look like?**

Residents feel that the local area is safe

Residents agree that the local community is a place where people of different backgrounds get along

### **Progress on delivering this objective:**

Following the creation of a new [Reigate and Banstead Community Safety Partnership](#) in 2020, the Council has been working with multiple local partners to maintain and improve community safety in the borough. Core partners include Surrey Police, Surrey Fire & Rescue, the Probation Service, local NHS Clinical Commissioning Groups, and Surrey County Council. We also partner with other more specialist local bodies, such as the East Surrey Domestic Abuse Service, Raven Housing Trust and Surrey Children's Services. In 2020/21 and 2021/22, the partnership's priorities have been: Empowering communities to feel safe, protecting the most vulnerable from harm, responding to domestic abuse, and tackling anti-social behaviour.

Information on factors such as local crime rates indicate that the borough remains a safe place to live and work. More information on these can be found in the contextual indicators section of this report, but overall trends are positive, with crime rates falling significantly in the latest measure, as of 2020/21. Whilst this was likely influenced by the effects of the coronavirus pandemic, including lockdowns and restrictions on social activities, it is consistent with the historic trend for the area.

The Council's role in supporting community safety and cohesion is multifaceted. Our community development work and local engagement helps to strengthen community ties and encourage all residents to live and work together in mutually beneficial ways. Community Development Workers across the borough in Horley, Merstham, Preston, Redhill and Woodhatch & Whitebushes work with communities to drive ground level, resident based efforts to address those issues encountered locally, through the strengths of those communities. Combined with our wider efforts to prevent and mitigate deprivation and provide support for families and children facing challenges (see pages 10 to 13), this helps to remove those difficulties which might otherwise drive crime or divide communities. Recent national economic challenges place additional pressure on residents and our services, but efforts by our teams and local communities will continue, nonetheless.

### **Our Commitment – Clear and Effective Communication (Part 1)**

The Council has a commitment to inform, engage and interact with residents and businesses via regular communication through multiple channels. This commitment applies across the work of the Council and forms an essential component of the Council's support for residents of the Borough.

Communication is not just one way, and we work to make sure that residents and communities are able to easily get in touch with the Council with questions, concerns and feedback. This is often particularly relevant to our work to support communities and community safety, but is also a responsibility for all parts of the organisation.

We work with many local communities and partner organisations to help us understand the needs and wishes of all those living and working in the borough – particularly those who may be more vulnerable or seldom heard through more mainstream communication, or who are at risk of digital exclusion.

An example of this from the pandemic, was the establishment of a group of volunteer 'community champions' from some of the communities with whom the council has historically has less engagement, who helped to disseminate key messages amongst their peers. This utilised teams and officers across the organisation and drew upon our local knowledge to help prevent isolation and help make sure all residents had access to the support they needed.

We have also undertaken awareness raising campaigns to help local residents understand their options if they need help, and how they can help if they spot any concerns. These range from awareness of domestic abuse, and the new Domestic Abuse Act 2021, and child protection to anti-social behaviour and communal efforts such as our recent anti-littering campaign. Local efforts to prevent and respond to anti-social behaviour are supported by the Council's Joint Enforcement Team (JET), who work with the police to address these issues – for more information see the plan objective to provide high quality neighbourhood services (page 26).

## **Objective: Communities and Community Safety: Provide targeted and proactive support for our most vulnerable residents**

### **What does success look like?**

Evidence that the Council is working with partners to deliver positive outcomes for vulnerable residents.

Evidence that more residents are benefitting from our early help activities

### **Progress on delivering this objective:**

Whilst the disruption of the coronavirus pandemic reduced over the course of 2021/22, there continued to be those in need of support. There have also continued to be those residents in need of support for a range of other, often interrelated reasons, around social wellbeing, economic deprivation, and wider health concerns. We have worked to support all those residents throughout the year.

The Community Partnerships team and others have worked towards ensuring that no-one in the borough need go hungry, through measures including supporting the expansion of five food clubs, which provide low cost food for local people and reduce waste, and supporting the food banks and other voluntary sector partners in the borough who do so much for vulnerable residents.

Among the many local organisations who have contributed to supporting those in need are Stripey Stork and Citizens Advice Reigate & Banstead – sadly there's not space to list everyone here, but our local partners are huge contributors to the local area and its communities. Whilst the challenge in this sector has grown in recent years, driven by economic challenges and exacerbated by some national policies, our local efforts are working well to mitigate these effects.

The Council continued to provide advice and assistance to households at risk of or facing homelessness, with positive outcomes across the year significantly exceeding key

performance indicator targets across over 450 eligible approaches through the year. The provision of emergency housing cabins on the Donyngs car park through the pandemic and up to December 2021 enabled the Council to support single homelessness people at risk of or experiencing COVID-19.

### **Our Commitment – Putting Residents and Customers at the heart of what we do**

Ultimately, the purpose of the Council is to respond to the needs of users of its services, including residents, businesses and visitors. This means not just delivering services, but listening to, understanding and responding to our residents and customers. This is a commitment across all our service areas, and is especially important for supporting our most vulnerable residents.

As an example of this approach in practice, our community development team takes a strengths-based approach to their work – focussing on ‘what’s strong’, not ‘what’s wrong’ with our community development areas. Combined with the open approach of our community development workers to local feedback, this allows for residents and communities to use those strengths, supported by the Council and other partners, to help themselves and others in a way that more prescribed top-down approach would be unlikely to achieve.

Similarly, our work supporting households at risk of or facing homelessness through the offer of advice, assistance, proactive casework, financial help and provision of accommodation, continues to underpin the many positive outcomes achieved for these vulnerable households. This means taking an individual response to individual needs – sometimes well timed advice can enable someone to find their own way through difficulties, without need for further assistance – this is evidenced in our homelessness outcomes, where we can see the impact of early assistance in preventing the need for more significant help later.

For those who do need further support, it is important that this is not only what is convenient for us to deliver, but what they need to allow them and their families to continue to progress with their lives and contribute to their communities and the borough.

More generally, we are continually working to understand the needs of our residents. This is reflected through the work of multiple teams, including the Data and Insight team who are working to analyse trends and identify effective routes for engagement.

Other efforts in the last year included helping residents facing fuel poverty with emergency fuel top-ups, supporting isolated residents with taxi vouchers, and helping older people’s organisations to work together to support older residents. We also administered the national Household Support Fund over the winter of 2021/22, and helped ensure it reached those most in need, both through direct support to vulnerable families and in partnership with food

banks, Surrey County Council and the local voluntary sector. The Council's Money Support team has also continued to provide advice and guidance to those facing financial challenges on budgeting and prudent approaches to personal finance, and supported 214 clients between April 2021 and March 2022.

In addition to the above support, our Community Development team have worked throughout with local communities to help them help themselves, through volunteer efforts such as litter picks, gardening assistance, and bereavement support. These coordinated community efforts have supported vulnerable community members and connected local organisations together, helping them to improve and coordinate their efforts. Volunteer work can also enhance the mental health of volunteers, and we therefore work to help offer opportunities to anyone interested in participating.

We have also helped to accommodate and support 28 refugee families from Syria, Afghanistan, including both 12 within the borough and others in neighbouring areas. In addition, we have recently been working to support and prepare assistance for those displaced from Ukraine, and also work more widely to help facilitate coordinated local support for all asylum seekers.

This refugee support forms part of national schemes to help affected families reach safety, get settled, and find their place in the local community. This can require extensive initial support to assist with language challenges and arrival, but participating families have generally adapted well and are moving on into employment and education. This year, the scheme participated in producing the Syrian Feast event and recipe book, which was well received locally, with income from sales being reinvested into additional refugee support.

With regard to the borough's children, previous requirements for remote learning and thus additional support from parents have disrupted the educational progress of some. These challenges have not been felt evenly, with those already facing economic difficulties often most affected, due to limitations on access to technology or the most suitable working space. Additional support from us or others can often therefore be especially helpful in assisting those most affected to catch up to their peers. Signposting to key additional options can help parents and carers to access resources with tools to further support their children.

Whilst Surrey County Council has primary responsibility for children's social care, our teams will continue to monitor local need and provide information and early support to families to help them best work to overcome the difficulties they face.

As national inequality continues to increase and costs of living rise most for the least wealthy, pressures on vulnerable residents continue to mount. Our resources to respond are not increasing at the same rate, and we are therefore working to respond as efficiently as

possible, and leverage our expertise, together with the support of local communities, to address these challenges as best we can.

Figure 2: Syrian families at the popular Syrian Feast event



## **Objective: Leisure and Wellbeing: Provide leisure, cultural and wellbeing services that are accessible to, and meet the needs of, communities and visitors**

### **What does success look like?**

Residents agree that the leisure, cultural and wellbeing services provided by the Council meet their needs.

Evidence that our leisure, cultural and wellbeing facilities and activities are well used by residents.

### **Progress on delivering this objective:**

As with last year, the pandemic has left a legacy of challenges to be overcome for many in the borough, including leisure providers, children and their parents, and many other residents. With restrictions now lifted, we have been working towards addressing these challenges, as our facilities reopen and our teams are able to return to full operation and support.

The borough's Leisure services have now all reopened following coronavirus restrictions, and activities including school holiday programmes and the Surrey Youth Games have resumed. Information provided by GLL, who operate the local leisure centres on our behalf, indicates that satisfaction was higher in Reigate & Banstead than nationally, at 86% overall in the most recent user survey. User satisfaction was highest at the Donyngs and Tadworth centres, with satisfaction with the Horley centre lagging a little behind. Sporting activities more generally were also supported by the Council's Reigate and Banstead Sports Awards, presented in February this year.

The Council's three community centres (in Horley, Woodhatch and Banstead) continually adapted their offering around the varying Covid restrictions throughout the year, including through offering remote participation options and socially distanced activities.

The centres have a dedicated base of regular users, for whom the centres provide a social and recreational venue, with access to a range of meals and activities, and we are expanding and broadening the centres' offer to a wider user base as part of our community centre transformation programme – more information is available in the [Executive report of 22 July 2021](#). Extensive public engagement with over 1,000 responses earlier in the year informed our transformation plans for the centres, which were approved in Summer 2021 and are now being implemented, creating three vibrant centres for all age groups.

Our parks and greenspaces also continue to be popular leisure venues, with high levels of use being observed as we have emerged from coronavirus restrictions. Our local Community Development Worker and the Greenspaces and Engineering teams worked with Development Management and Planning Policy to deliver improvements such as the new pump track at South Park, providing skate facilities for children in the borough.

Figure 3: The Reigate & Banstead Sports Awards 2022



Teams are also looking towards the future with an updates to the Playing Pitch and Outdoor Sports Facilities Strategy, assessing local need and potential future projects. We also received the borough's highest ever rating for the national In-Bloom awards, with nine total awards received, as well as maintaining the coveted Green Flag status for Memorial Park

and Priory Park. We have also had to respond to challenges such as responding to ash-dieback, and clean up after storm Eunice, but the quality of local greenspaces continues to be a strength of the borough.

*Figure 4: The new pump track at South Park*



The Harlequin Theatre has now also been able to reopen its doors and resume a full programme of events. The theatre provides a centre for residents to engage with cinema and theatre productions, as well as providing a venue for community groups and seasonal events such as Star for a Night.

The Christmas pantomime run of Aladdin welcomed over 12,000 audience members, and the Harlequin has its busiest ever schedule of events for 2022. In addition, the Harlequin team managed to secure £106,000 in Cultural Recovery Funding support, enabling live outdoor events including an evening of stand-up comedy at the Castle Grounds, and pop-up stages in Redhill High Street and Priory Park. We are also continuing to respond to national guidelines on coronavirus and public events, and maintaining precautionary safety measures to help protect users.

We are working to develop a new Leisure and Culture Strategy for the borough, and this will include consideration of how to best leverage the Harlequin and its offer. The opportunity to engage with cultural events and activities remains important to the wellbeing of residents, and this will continue to be reflected as we develop our plans.

## Objectives - Place

**Objective: Towns and Villages: Invest in our town and village centres, so they continue to be places where people choose to live, work and visit**

### **What does success look like?**

Residents' feedback on local town and village centres.

Evidence that new floorspace or alternative uses are being delivered in town and village centres by the Council or the Council working in partnership.

### **Progress on delivering this objective:**

The Council and our Economic Prosperity and Place Delivery teams work to ensure that our towns and villages are attractive environments for both residents and visitors, offering a pleasant environment for those living locally whilst also helping to draw in footfall and spending to the area.

In the last year, we have undertaken a series of Town Centre Audits to identify and address areas for improvement such as the repainting of street furniture, repairs and cleansing using the local Town Improvement Fund (TIF). We also invested in town centre improvements and events, including the High Street Safari trail, contributions to Christmas events and promotional campaigns, and refurbishments of planters, benches and other facilities.

Horley in has been an area of focus in the last year, with the Council both working independently and with others, including the Reimagining Horley programme with Surrey County Council. Work in the area has included consultation and design work on Council led improvements to the Horley public realm and subway.

Receiving over 400 consultation responses, public realm proposals have looked at a number of steps to make the High Street more appealing and attractive for residents and businesses – these include expansion of pedestrian facilities through reduction of on-street parking, traffic management and lower speed limits, along with additional seating and meeting spaces. Similarly, cycling would be supported through providing a safer environment and increased provision of cycle parking. Wider amenity would also be enhanced through more street planting and trees – both improving visual appearance, as well as providing shade and expanding biodiversity in the local area.

Improvements are also planned for the subway through a range of other measures. These include steps to address drainage issues. Improvements to lighting, accessibility measures and visual design features will also help to make the subway route safer and more attractive

to use. This work has again been undertaken in consultation with local residents, as well as National Rail as the owners of the subway asset.

More widely, we also secured £168,600 from the national Welcome Back Fund and have used our allocation to bring in measures that include visitor analysis (including footfall monitoring) and four promotional town centre videos. Improved understanding of visitor patterns will help to inform future investments and improvements, enabling more efficient use of resources.

In addition, we have continued to support town centre retail and brick and mortar businesses throughout the year and the challenges of the recent pandemic. As part of this, we have promoted local town centres, used local knowledge and connections, together with the Revenues & Benefits team keep local businesses informed of available support grants, and worked with market operators to enable stallholders to continue to operate safely, providing synergistic benefits for local shops. Recent Council-led developments at The Rise and Wheatley Court have also helped to provide more and improved business floorspace and help to attract footfall to the local area – see pages 20 and 21.

Town Centres continue to face challenges, with the growth of online shopping, significant business rates, and economic disruption from the pandemic and global events. However, we will keep working to support our towns and villages to recover, respond and adapt to ongoing change.

## **Objective: Economic Prosperity: Drive the continued economic prosperity of the borough, facilitate improved business infrastructure, and confirm the borough's reputation as a great place to do business**

### **What does success look like?**

Evidence that the Council is working with partners to drive the prosperity of the borough.

Evidence that new floorspace and business infrastructure is being delivered by the Council or the Council working in partnership.

### **Progress on delivering this objective:**

Continuing from the work of 2020/21, the Council has undertaken a range of actions in the past year to support the borough's economic prosperity and the recovery from the disruption of the pandemic.

There has been continued development and promotion of the Reigate & Banstead Works website, in collaboration with local employers and education providers. The site provides

resources for both those seeking employment, and businesses in search of talent, and welcomed 13,793 new user in the last year. The website can be found at: <http://www.rb-works.co.uk/> The East Surrey Youth Hub has enabled us, working with Tandridge District Council and the Department for Work and Pensions, to help more young people find jobs, with almost 100 helped to secure employment so far.

## Our Commitment – Partnership Working

As can be seen throughout this report, the work of the Council can only be delivered through working effectively with local and national partners. These include, but are not limited to, Surrey County Council, the NHS, Surrey Police, Voluntary Action Reigate & Banstead, Raven Housing Trust, and myriad others.

The pandemic provided a catalyst for expanding and enhancing our local connections, particularly with the health sector, and we are working to carry these lessons and relationships forward. Responding to coronavirus highlighted how we and other groups can each bring to bear particular skills, and that through effective partnership working we can all operate more effectively to help local residents.

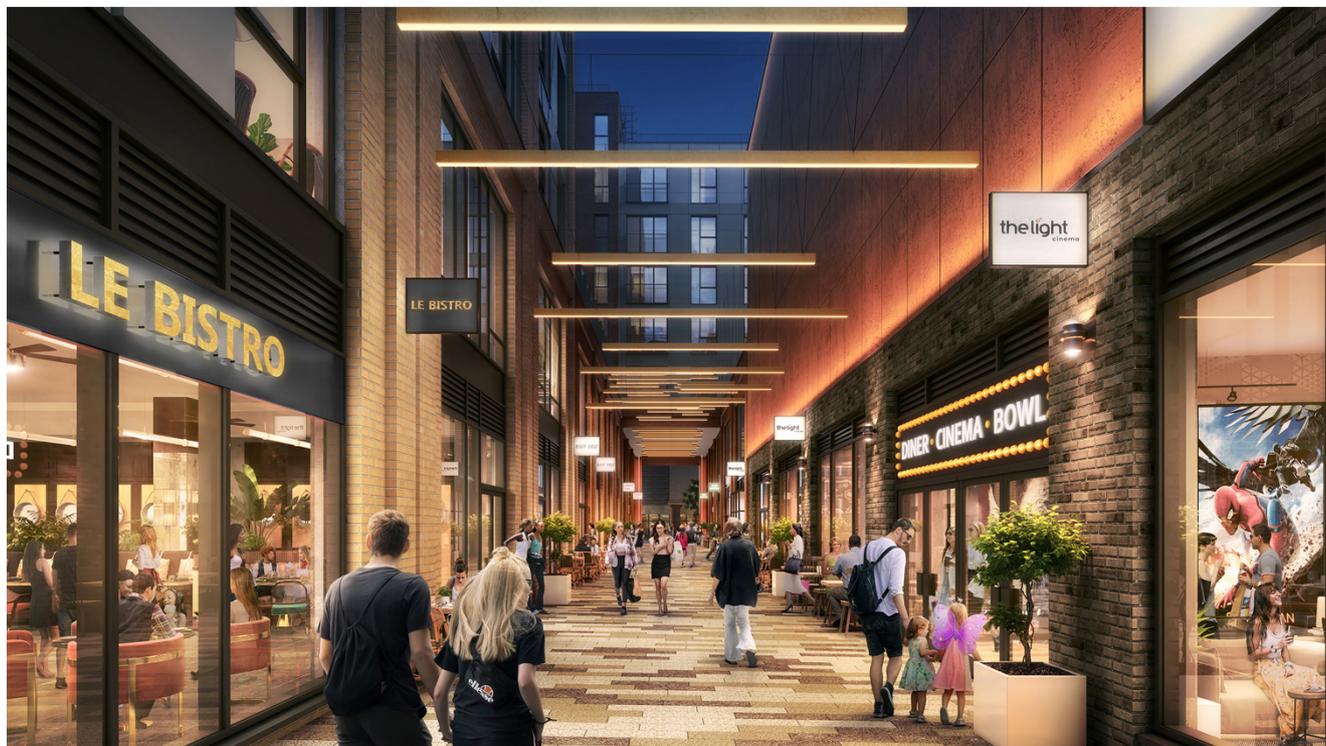
Examples of recent partnership working, as referenced throughout the report, include Reimagining Horley with Surrey County Council, ongoing activity to support foodbanks across our towns and villages, and a recent grant to Raven Housing Trust for a net-zero housing scheme at Chavecroft.

We have worked to share information with local businesses to support their growth, and to promote the strengths of the local business community. We have worked to help identify businesses eligible for government support, and across Business Support Grants and Business Growth Grants, supported by national funding, over £800,000 has been awarded to local small businesses to help them develop, grow and employ local people.

We have also continued to liaise with the Coast to Capital Local Enterprise Partnership to bring forward opportunities including a Shared East Surrey Economic Development initiative. The Economic Prosperity Team led a successful bid, and secured £100,000 in research funding for this project.

The Council has continued to make good progress on the delivery of The Rise, a flagship new mixed used development on the old Marketfield Way car park site in Redhill town centre.

Figure 5: A visualisation of the future of The Rise



We recently announced that The Light cinema will be bringing a six-screen cinema to the site, along with bowling, a retro-arcade, and a diner, bar and other leisure activities. The site will also welcome a new Tesco Express convenience store, expanding the shopping offer for local residents. This development work has also aligned with wider economic prosperity efforts through providing local employment and work experience opportunities, and partnership working with East Surrey College. The Rise is expected to open for Easter 2023.

Other work has included the completion of the development of Wheatley Court at Cromwell Road, Redhill, including new ground floor commercial space and affordable housing, and coordination with Surrey County Council and Raven Housing Trust toward highway and parking improvements in Preston.

The Council has also worked with Surrey County Council to develop a Local Cycling & Walking Infrastructure Plan for the borough. More information on this is available below. In addition to its benefits for the convenience of local residents and reducing carbon emissions, improvements to ease of travel and alternative transport methods will help reduce congestion and improve the efficiency of local businesses and worker through improving commuting and business travel times.

## **Objective: Shaping Our Places: Ensure new development is properly planned and sustainable and benefits the borough's communities and the wider area**

### **What does success look like?**

Evidence that the Council has an up to date Local Plan.

Evidence that 'planning gain' is being captured from new developments.

Evidence that the Council is working with partners to deliver new infrastructure and positive outcomes for the borough's places.

### **Progress on delivering this objective:**

The Council's [Local Plan: Core Strategy](#) was reviewed and deemed to be up to date by a meeting of Full Council in July 2019 and covers the period until 2027. The Council's [Development Management Plan](#) was approved in September 2019 and covers the period until 2027.

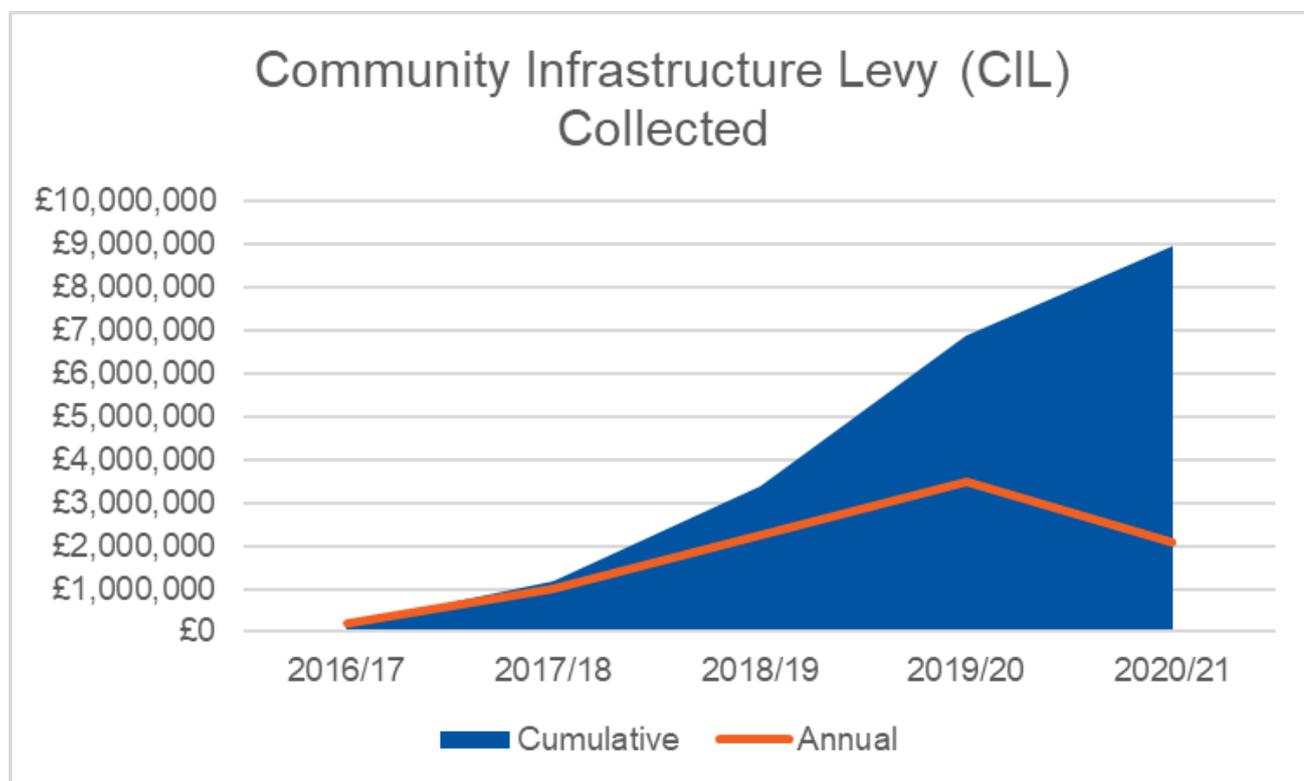
Plans must be reviewed every 5 years to be considered up to date and so reviewing the current plan and/or working on a new plan post-2027 are key priorities. Having an up-to-date Local Plan in place means that the Council has a robust basis for the management of new development in the borough, which helps to ensure that new buildings and redevelopment meet the needs of the borough and local residents.

A number of Supplementary Planning Documents have been agreed in the last year, which help to shape local development to meet the needs of the Borough and its residents. These include documents on climate change and sustainable construction, and on local character and distinctiveness.

As reported in the Council's annual [Infrastructure Spending Statement of December 2021](#), the Council collected over £2 million in community infrastructure levy (CIL), between April 2020 and March 2021, from developments in the borough. Over £12 million was also received during the same period from Section 106 planning obligations.

Figure 6: Community Infrastructure Levy (CIL) Collected

Source: Reigate & Banstead Borough Council Annual Infrastructure Spending Statement 2021



As can be seen from Figure 6, CIL funding collected has grown at a considerable rate over the last several years, providing more resources to meet community infrastructure needs. The collection rate slowed in 2020/21 as the coronavirus pandemic hindered some developments, but the overall level has remained solid. This funding has been used to support a wide range of measures, including expansion of local schools, sports and community facilities, and improvements to parks, playgrounds and town and village centres across the borough.

The largest allocation of funding in the year was a contribution towards the construction of a shared pedestrian cycle path in Burgh Heath with £84,084 provided. An overview of other top allocations can be found in Figure 7.

In addition to these contributions, 15% of CIL collected from within the areas of Horley Town Council and Salfords & Sidlow Parish Council is transferred to these bodies to spend. As per the annual infrastructure spending statement for 2021, the most recent figures for these transfers were £16,464.49 for Horley Town Council and £5155.26 for Salfords & Sidlow Parish Council. More information on how these funds are spent within their local areas can

be found on the Horley Town Council and Salfords & Sidlow Parish Council websites, which can be accessed from the Council's [Annual Infrastructure Spending Statement webpage](#).

Figure 7: Top Community Infrastructure Levy Projects by spend in 2020/21

Source: Reigate & Banstead Borough Council Annual Infrastructure Spending Statement 2021

Project	Community Infrastructure Levy Contribution
Contribution towards the construction of a shared pedestrian cycle path, Burgh Heath	£84,084
Footpath resurfacing and improvement, Woodmansterne	£20,000
Footpath resurfacing, Burgh Heath	£15,000
Wooden classroom building, Dovers Green School, Reigate	£10,982
Replacement of wooden planters and benches, Whitebushes	£9,500
Replacement of Woodhatch Park play area fencing, Woodhatch	£8,855
Restoration of Woodhatch Pond, Woodhatch	£8,022
Planting of 12 trees and removal of tree stumps, Kingswood	£7,001
Refurbishment of Hooley Village Hall toilet facilities, Hooley	£5,000
Contribution towards building accessibility, Kingswood and Burgh Heath Scout Hut	£5,000

As referenced above, the Council worked with Surrey County Council to develop a Local Cycling & Walking Infrastructure Plan for the borough, which is now adopted and act as a key document to help secure funding for delivering cycling and walking infrastructure throughout the area. The plan sets out priority areas for sustainable transport improvements, and how

these would benefit the area. Examples of these priorities include outlines for a Horley Station to Westvale Park walking corridor, and a cycle corridor from Redhill to Merstham.

In addition to the Horley public realm and subway improvements referenced elsewhere in this report, we have also been working to secure the delivery of community amenities in the new Westvale Park neighbourhoods, in partnership with the scheme developers, including play areas, a green gym, and a potential medical centre and faith building. Similarly, the work to improve parking in Preston has been supplemented by preparation for a skatepark and wider improvements to wheeled sports provision in Preston Park.

## **Our Commitment – Clear and Effective Communication (Part 2)**

The Council utilises a wide variety of communication channels to meet different needs and preferences of residents. Core channels include the Council website, social media, email newsletters and our printed resident magazine, Borough News, distributed to all households in the Borough.

The Council's communication team also works closely with media (digital, print and broadcast) to help promote key information to wider audiences – from updating on key developments in the borough, such as the new leisure complex at The Rise in Redhill, to the work we are doing to help re-settle refugees in the Borough.

We have continued to work to make online reporting easier and more accessible and provide a contact centre during core office hours. We are also currently undertaking a review of our customer contact offer, seeking to identify where further improvements can be made and to match our customer contact channels and wider engagement to resident needs and preferences.

Another important aspect is the consultation work we do with residents to seek views and gain input to proposed developments. Over the past year we have, for example, conducted consultations on developing plans, including around improvements to Horley High Street and subway, the refurbishment of Merstham Recreation Ground, and the revitalisation of our Community Centres.

In Merstham, a planning application has now been submitted for the refurbishment of Merstham Recreation Ground. Our design for the site includes a new pavilion with a range of energy efficiency measures, native planting to enhance biodiversity, and sustainable drainage. The improvements to the grounds and play facilities have been planned following extensive consultation with local residents and stakeholders to develop a refurbishment that meets local needs. Consultation included contacting 1,900 local homes, with over 700 responses received, in addition to workshops and targeted focus groups with key users, schools and community groups.

Figure 8: A representation of new facilities at the Merstham Recreation Ground



**Objective: Clean and Green Spaces: Provide high quality neighbourhood services to ensure that the borough continues to be clean and attractive and local people have access to the services and facilities they need**

### **What does success look like?**

Residents feel that the Council is tackling anti-social behaviour.

Residents' feedback on the neighbourhood services that we provide, including waste and recycling, street cleansing, JET, greenspaces.

### **Progress on delivering this objective:**

The Council's neighbourhood services work together to maintain the cleanliness and quality of public spaces and services, and to address anti-social behaviour which can have a negative impact on quality of life for local residents.

Our frontline neighbourhood services continued to face and overcome operational challenges in 2021/22, including factors such as coronavirus self-isolation requirements and disruption to fuel supplies. We were able to maintain the operation of our key waste and recycling collections within minimal disruption throughout the year, thanks to the precautionary policies put in place and the diligent efforts of our teams where other boroughs locally had to put services on hold. Within this period, we also achieved our highest ever recycling rate, at 58% in quarter 2 of 2021/22, maintained a local environmental quality survey score consistently

exceeding 90% of sites at grade B and above, and kept missed bins down to less than 0.14%.

We are still anticipating the release of the new national Waste and Resources Strategy. This has the potential to have wide-ranging implications for the borough and our waste and recycling services, including around which services are mandatory, how costs can be recovered, and related requirements placed on local businesses. As the specifics are not yet known, we can't be sure how this will affect future provision of Council services locally, but it will be an area we need to monitor in the coming year.

Also helping to keep the borough clean and attractive this year, we have been running the 'No Rubbish Excuses' anti-littering campaign. This has included making sure that residents are aware of the correct way to dispose of all sorts of litter, and highlighting the anti-social effects of littering. We also support local litter picking groups through providing equipment and advice. This year, we nominated the Kingswood, Walton, Tadworth & Burgh Heath Litter Pickers for a Litter Hero award as part of the national Keep Britain Tidy awards, which they proceeded to win.

Figure 9: Examples of the No Rubbish Excuses anti-littering campaign



The Council's regulatory work also continued throughout the year and the challenges of the pandemic. The Council has a duty to monitor and ensure standards are maintained across a range of important remits, including restaurant hygiene, taxi licencing, and public concerns such as noise pollution. This work is often unheralded, but forms an essential component of keeping the borough a safe and pleasant place to live.

In addition to coronavirus support activities, such as vaccination support and enhanced cleaning of public spaces, our teams also continued with all of their usual activities. Particularly challenging was the work of the environmental health team, who had to not only manage essential health and safety inspections in adverse conditions, but also support test-and-trace activities over evenings and weekends, all while keeping up with shifting legislation and guidance and providing advice and support to the rest of the organisation on working safely.

Some services have also had to make other adjustments as a result of pandemic-led behavioural changes, which are now helping to inform ongoing and future operations. Examples include the JET team responding to increased rates of fly-tipping, and now permanent improvements such as the availability of online knowledge tests for taxi licensing. Parking services have been an area of uncertainty, with resident behaviours shifting significantly as working practices have changed. It is unclear what the longer term impact of the pandemic on levels of use at Council car parks will be, but we will be undertaking a review of local need, along with maintaining work with partners to prevent dangerous and illegal parking in the borough.

## **Objective: Environmental Sustainability: Reduce our own environmental impact and support local residents and businesses to do the same**

### **What does success look like?**

Evidence that the Council is reducing its own carbon footprint and resource use.

Evidence that the Council is working with partners to deliver positive environmental sustainability outcomes.

### **Progress on delivering this objective:**

The Council is continuing to work to deliver its Environmental Sustainability Strategy, as agreed in 2020. As part of this, we provide an annual report on our sustainability work, which provides more information about our work and can be found at: <http://www.reigate-banstead.gov.uk/sustainability>

Assessing the Council's carbon footprint is not a simple process, as it requires consideration of information around energy usage, behaviour patterns and organisational activity which had not all previously been tracked. The Council's carbon baseline for 2019/20 has been assessed as being 2,069.5 tons of carbon dioxide equivalent emissions (tCO<sub>2</sub>e), and in 2020/21, reduced to 1,884.5. Whilst the more recent numbers will have been influenced by the effects of the pandemic, they demonstrate positive progression as we reduce our

consumption and we shift towards more low carbon energy use. As an interim measure while we implement more permanent steps, we are also offsetting our current purchased energy and gas emissions. The organisation's annual emissions and trajectory to net zero now form part of our Key Performance Indicators for 2022/23.

In addition to the actions set out in the 2020 Environmental Sustainability Strategy a range of additional sustainability actions were agreed and introduced in 2021, as set out in the [November 2021 Environmental Sustainability progress update](#). These included in relation to domestic retrofit, lobbying Government and further investigating the Council's Scope 3 (indirect) carbon emissions.

## Our Commitment – Environmental Responsibility

In addition to our objective to reduce the Council's environmental impact and support others to do the same, the Corporate Plan also has a commitment to environmental responsibility, which is recognised as essential for the future of the borough and its residents.

This means that we need to embed awareness of this responsibility throughout the organisation. This has included providing carbon literacy training across the organisation, with the Council now having achieved bronze accreditation as a carbon literate organisation, and work continuing from there. All reports to committees now also have to take account of and include information on environmental implications.

Environmental sustainability and climate change are not things which can be quickly or easily fixed, and building understanding and awareness are a necessary part of moving towards a long term model of operation for the Council that is environmentally as well as financially sustainable.

The Council's direct emissions are only a small part of those we can affect through engagement with the borough and its residents, and we must therefore also maintain a leadership role in supporting local environmental sustainability. This means continuing to provide information and support for residents and businesses, taking account of environmental factors in responding to our duties and consultations, and ensuring that we become, and then continue to be, an example of good practice.

In 2021/22, there has been a continued focus on steps to improve organisational and resident awareness of sustainability challenges and options, including through an annual sustainability survey, expanded liaison with local business and community groups, and providing Carbon Literacy training for staff and managers. We have worked with local groups to identify suitable sites for tree planting, including 300 new trees in Woodhatch and Horley, as well as securing funding for tree planting across a range of other Council sites. We have

also made some visible and practical changes to support our leadership role within the borough, such as the shift of all our parking service vehicles to electric.

We are also working to improve the carbon efficiency of homes and other buildings across the borough. We have worked with Surrey County Council and Action Surrey to promote domestic refit opportunities for the least energy efficient homes, benefitting around 100 low income households, and have secured £1.5 million of government funding for our social housing partners to retrofit 98 properties across the borough and in Surrey Heath borough. Internally, we are securing specialist advice to help us transition our operational properties to net zero by 2030.

With recent challenges around pandemics, economic disruption and global events, it can be easy to lose sight of the importance of moving towards a more environmentally sustainable model. However, if we and others don't make such a shift, the consequences will only grow more severe with time, and exacerbate all those other difficulties that we face. It is therefore vital that we continue to work towards achieving our environmental sustainability targets and net zero by 2030, and support residents and businesses to make positive changes as well.

## Objectives - Organisation

### Objective: Financial Sustainability: Be a financially self-sustaining Council

#### What does success look like?

Evidence that the Council is successfully balancing its budget and has a robust medium-term financial plan.

#### Progress on delivering this objective:

The Council's [Revenue Budget for 2021/22 and Capital Programme for 2021 to 2026](#) were approved in February 2021, based on forecasts at that time and taking into account plans for investment in delivery of corporate priorities. They were supported by detailed analyses of income and spending plans over the medium term and a healthy financial Reserves position to help manage future financial risks.

The most significant single budget challenge this year has continued to be the impact of the Covid-19 pandemic, particularly the loss of income from services, primarily car parking where £1 million less income is projected for the year. In addition, the pandemic has contributed to wider economic factors which have increased the demands upon the Council and the public sector as a whole, such as support for housing and homelessness, business support and requests for early intervention assistance. With minimal consistent support from central government, and limits to what more could be asked of local taxpayers, the Council has continued to need to do more with less.

In the year ahead, the Council will be developing a new Financial Sustainability Programme to deliver a sustainable solution to these challenges. This will include a focus on four key areas of Income Generation, Use of Assets, Prioritisation of Resources and Achieving Value for Money. Through this programme, along with ongoing budget planning, the Council will seek to maintain its services, whilst being as financially efficient as possible.

#### What does success look like?

Evidence that the Council is being transparent in its financial decision making.

#### Progress on delivering this objective:

The Council ensures that all relevant legal and regulatory requirements are met when managing public funds. The Revenue Budget, Capital Programme and Medium Term Financial Plan are supported by publication of an annual Treasury Management Strategy, a Capital Investment Strategy and a Statement of Accounts.

Quarterly budget monitoring reports to the Executive track whether expenditure and income are in line with approved budgets and action is taken where new financial risks are identified. All financial strategies and reports are subject to scrutiny before approval and are publicly available on the Council's website. The annual Statement of Accounts is also subject to review by the external auditor.

### **Our Commitment – Financial efficiency**

The Council has a commitment to operate financially efficiently, and to make effective use of public funds. This is reflected through the objectives in Reigate & Banstead 2025 to be a financially self-sustaining Council, and to undertake commercial activities to generate additional income, in order to sustain services.

In addition to the work identified under those objectives, this obligation extends across all Council services. Portfolio Holders and Heads of Service work together to identify where resources can best be utilised, and where service delivery can be made more efficient.

With the challenging financial climate facing the Council, this has been more pressing than ever in the past year. Work over the year identified a number of savings for the most recent annual budget, including reduced CCTV costs and reductions in management team costs.

With the economy not yet recovered from the pandemic, central government funding remaining limited and uncertain, and costs and demand for services continuing to rise, this commitment will remain of vital importance in the coming year.

For 2021/22, spending has been kept within approved limits, with an underspend projected on this basis. However, the coronavirus pandemic continued to result in significant income reductions in the year, particularly due to reduced demand for parking, leading to approximately £1 million less parking income collected. Whilst parking activity is now slowly recovering, and losses were partially offset by government grants, this leads to a net projected overspend of £0.483 million, or 2.7%. Preparations for this were made for this outcome, and this need will be met from the £2 million Covid-19 Reserve that was set aside for this purpose for 2021/22.

Audit processes have been delayed by external factors, but no issues have currently been identified; we will continue to monitor and respond to any applicable audit advice as it emerges.

## **Objective: Funding Our Services: Undertake commercial activities to generate additional income and build our financial resilience, in order to sustain services**

### **What does success look like?**

Evidence that the Council is increasingly deriving income from commercial sources.

### **Progress on delivering this objective:**

In December 2021, the Council adopted [Part 2 of its Commercial Strategy](#). This set out the Council's overarching approach to investing in commercial assets as part of its work to make the borough a great place to live and work. This built on the principles established in [Part 1 of the strategy](#). The strategy identifies the need for the Council to learn from best practice and experience, focus on its areas of expertise, and maintain a thorough and robust understanding of business cases and risk.

In the last year, there have been changes to the local authority borrowing regime, limiting local authorities' ability to borrow to support investment. These changes further emphasise the need for local authority investment to provide direct social benefits to their authority areas. As such, future commercial investment activities will necessarily be a subsidiary factor to investments in providing these local benefits. Consistent with the link between social benefits and commercial activity, the Wheatley Court development at Cromwell Road, Redhill is an example of a scheme which will provide 32 new, affordable rent homes, whilst generating an income for the Council. We also delivered 25 new homes at Camelia Close in Tadworth, with 11 of these transferred to Raven Housing Trust for shared ownership sale and the scheme as a whole generating a capital return for the Council.

The Council continues to have a number of other ongoing projects which will secure income in the future. In 2021/22, this work has progressed well, including the development at The Rise in Redhill nearing completion. Work towards a new crematorium service is now halted, following the Council's planning application being refused, but the Revenues, Benefits and Counter-Fraud team has continued to provide specialist services to other local authorities, with demand for this service remaining strong.

The Council has also been reviewing its approach to its property portfolio. Within the last year, the Council was able to generate approximately £1.5 million in income from its properties, which helps to fund our other services. With the changes to business practices following the pandemic, many companies have been looking at how their office spaces and other facilities will be used in future. This presents both opportunities and potential challenges for the Council in terms of market demand for its investment properties. Work has

therefore been underway to ensure that its property assets are being fully utilised, and are underpinned by appropriate future planning.

The Council has also been ensuring that its property management includes a comprehensive awareness of maintenance costs and other current and potential commitments. In line with Part 2 of the Council's Commercial Strategy, this has also been reinforced as part of the development of newer assets, such as the residential units at Cromwell Road. These processes help to ensure that the Council's business cases and financial planning remain accurate and responsive to changing circumstances.

## **Objective: Operational Assets: Ensure that our operational assets are fit for purpose**

### **What does success look like?**

Evidence the Council is investing in the upkeep of operational assets based on robust business cases.

### **Progress on delivering this objective:**

The Council's Capital Programme for 2021/22 to 2025/26 sets out our plans to invest £45.297 million in existing and new assets.

In March this year the Council approved a new IT Strategy for 2022/23 to 2026/27. This identifies the need to invest in keeping the Council's technology and IT security up to date. It sets out areas requiring essential investment, including backup and disaster recovery capability, improving cyber defences against increasing levels of cybercrime, and replacing aging telephony infrastructure. Along with ongoing improvements to remote and hybrid working tools, and ongoing improvements to speed and reliability of remote connections, these improvements will ensure that the Council's IT systems remain secure, and that we are able to use its digital and IT tools to respond to all emerging needs. Other digital tools continue to be upgraded as necessary, most recently including an updated elections system, to allow for more efficient operations of elections and democratic functions.

Our fleet of vehicles is a key operational asset, which has to be maintained. Our rolling fleet replacement programme ensures service resilience and reliability. We have continued to move towards electric or hybrid vehicles where technology allows, with us now up to a total of 13, including all parking service vehicles. We have also invested in a new mobile crane unit to help respond to fly-tipping cases more quickly and efficiently, removing dangerous and messy waste from borough roads and fields. The Earlswood Depot site itself will also be undergoing review, to ensure that the site facilities remain up to date and fit for purpose.

## Our Commitment – High quality core services and continued service improvement

Providing high quality core services is fundamental to the objectives of our Corporate Plan. Our core services have been maintained throughout the pandemic, and will continue to be at the forefront of Council efforts in the coming year. Whilst we weren't able to complete a residents' survey to obtain comprehensive feedback this year, we will continue to monitor and respond to the feedback and concerns of residents through our other channels, such as the customer contact team, social media and online tools, and engagement with our elected Members.

Regular reporting on our services is conducted on a quarterly basis, with the Overview and Scrutiny Committee and the Executive receiving regular reports on Key Performance Indicators, and service level indicators reported to the Council's Corporate Governance Group. Public reports to the Overview and Scrutiny Committee are supported by internal audits and risk management reporting, overseen by the Audit Committee.

Overarching planning of the Council's work is undertaken through the annual Service and Financial Planning process, which identifies service needs, allocates resources, and leads in to each annual budget. This process takes account of the Council's core plans and strategies, particularly the Corporate Plan, and ensures that their objectives are reflected in our work.

In recent years the Council, like most other local authorities, has faced increasing challenges in continuing to deliver our services to the same high standard. Factors such as the pandemic and economic disruption have increased demand upon almost all of our services, whilst funding has either been removed, reduced, or has not kept pace with inflationary pressures. Whilst we are continuing to strive to be more efficient, as identified within our Financial Sustainability and Funding Our Services Objectives, and work towards enhancing our financial sustainability is underway, the national climate in which we operate will continue to make this corporate plan commitment more difficult to deliver as time goes by.

The Council has also worked to adapt its office space to prepare a safe working environment for staff who are now able to return to the workplace, as well as those who needed to be able to access it throughout the pandemic. Offices and meeting rooms have now been, or are currently being, updated to support hybrid working arrangements, allowing for those on site to work effectively with those at remote locations, and improving capabilities to coordinate with partners at external organisations.

## **Objective: Skills and Great People: Ensure that the Council has the right skills to deliver this plan**

### **What does success look like?**

Evidence the Council is taking action to ensure that the right skills are in place.

### **Progress on delivering this objective:**

The Council has continued its recruitment and training efforts, to ensure that the organisation has the skills and capacity to deliver its objectives. The pandemic's lessons of resilience and adaptability have helped drive new perspective on effective working and collaboration, and we have expanded our focus on recruitment and talent attraction. This approach has incorporated enhanced use of social media in addition to traditional methods, whilst remote and hybrid working opportunities have expanded the pool of available talent.

### **Our Commitment – Responsible use of data**

The Council employs a Data Protection Officer to ensure that data held is kept secure, and complies with all data protection regulations and guidance, as well as the Council's Privacy Statement published on our website. Robust data protection is supported through providing training for officers and Members, reviewing databases and removing data when it is no longer required, or statutory limits are met.

The Council's data security is also supported by the IT team, who monitor and reinforce our cyber security. The Council's IT Strategy, as approved by the Executive in March 2022, includes a commitment to further improve our cyber defences to ensure that they remain up to date and sufficient to meet the growing risk facing modern organisations.

The Data and Insight Team are also continuing their work to help the organisation use the data we hold effectively. This includes such things as tracking and predicting trends in demand for services, providing analysis to inform decision making, and helping to ensure that our understanding of the borough and its residents remains accurate. This also helped us to ensure that we provided support to the most vulnerable during the coronavirus pandemic. The team has recently been conducting a review of the organisation's use of data and is considering how we might make further improvements to our processes.

The recent Organisational Development and Human Resources Service Review highlighted a number of areas for continued improvement, with our organisational design and workforce planning and development emerging as critical elements of service. Recruitment, retention and training are all critical elements in ensuring that we have the right people, with the right

skills in the right roles, delivering against our corporate objectives. Supporting, and emerging from these efforts, the Council must continue to be seen as a great employer, and our Great Workplace and Great People strategy will continue to be developed to meet our future needs.

During 2021/22 the new senior Management Structure was also approved and has resulted in £0.25 million in budget savings. The final budget savings arising from the restructure are dependent on the outcome of the grade review that is currently in progress

Apprenticeships continue to be a valuable component of our talent development work, and we currently employ 25 apprentices, consistent with the previous year's level and up from 10 in 2017/18. Of those who complete apprenticeships with us, the majority stay with the organisation, often progressing on to higher level training or more senior roles. Our wider training programme is also well used by officers, with Reigate and Banstead Council staff utilising the shared Surrey District and Borough Councils tool at a significantly higher rate than any other participating council. The requirements of the Council's work rarely stand still, and it is therefore essential that we maintain this healthy and positive learning culture to enable us to continue to deliver our best efforts for our residents.



## Appendix 1 – Contextual Indicators

### Contextual Indicators - People

#### Borough Population

Population estimates for the borough are obtained from the Office of National Statistics. These are published annually but will also be updated once the data from the recent census is released.

The borough's population is increasing steadily. According to the most recent mid-year estimates, the population is assessed to have grown by approximately 500 people between 2019 and 2020, growing from 148,748 to 149,243. The percentage of our population aged 65+ is increasing more quickly than other age groups, and we remain in the middle of Surrey authorities on this measure.

Figure 10: Estimated Borough Population Over Time

Source: Office for National Statistics – Mid-Year Population Estimates 2020 (June 2021 Release)

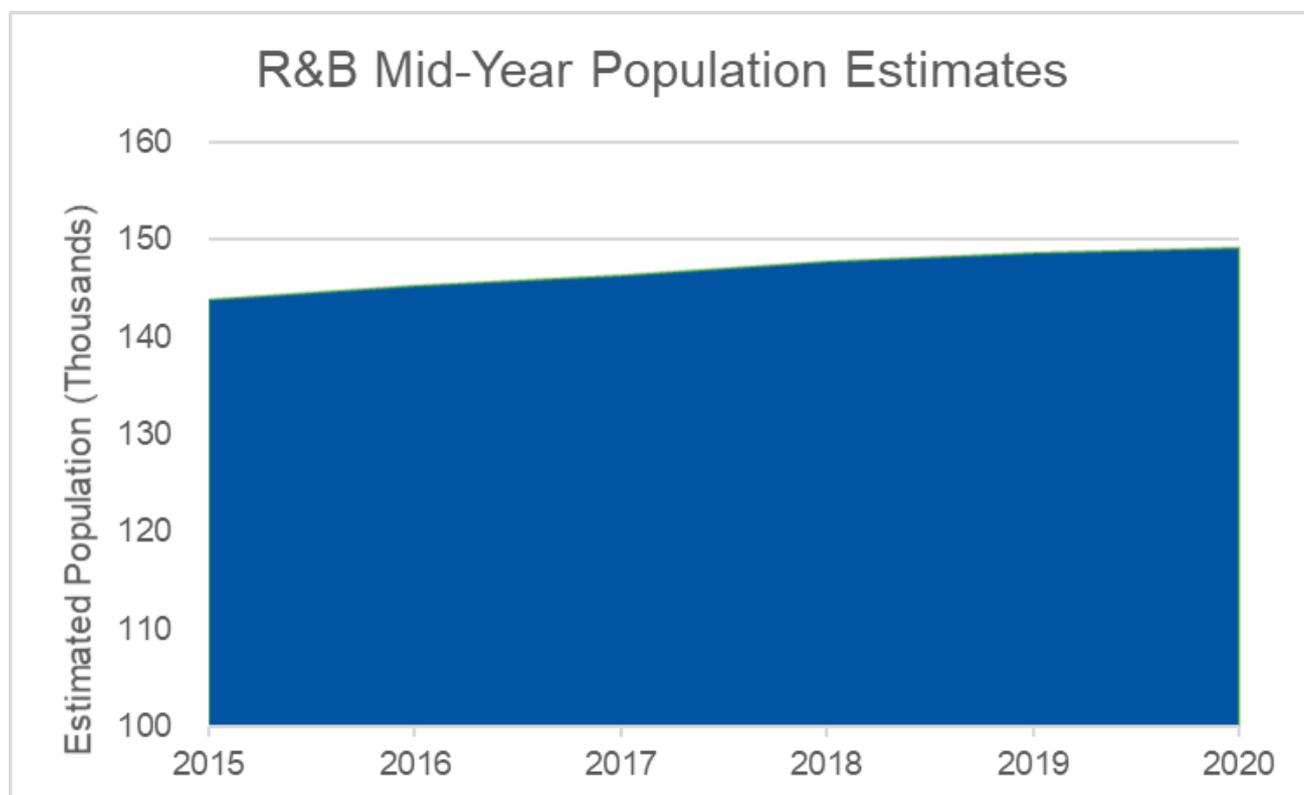


Figure 11: Estimated borough population aged 65+

Source: Office for National Statistics – 2018 Population Projections

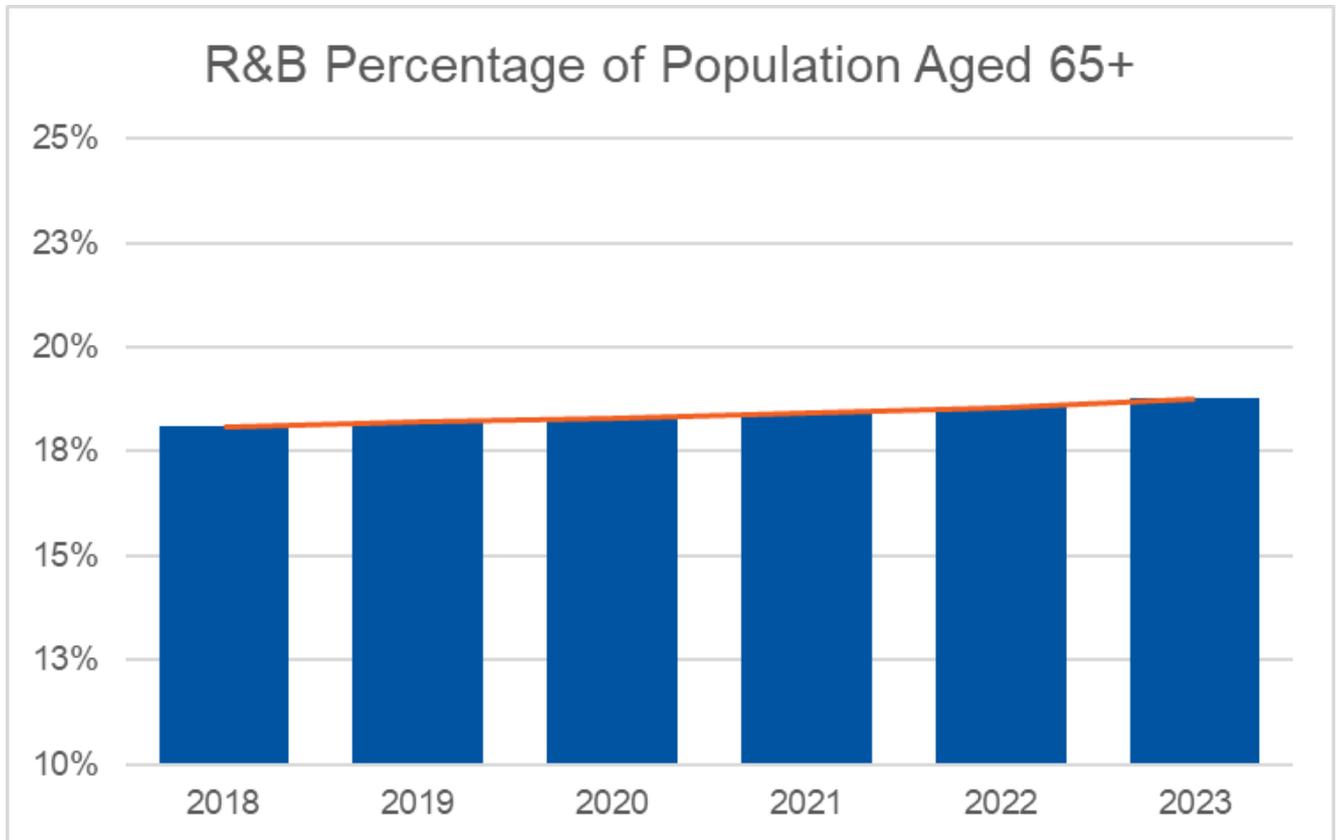
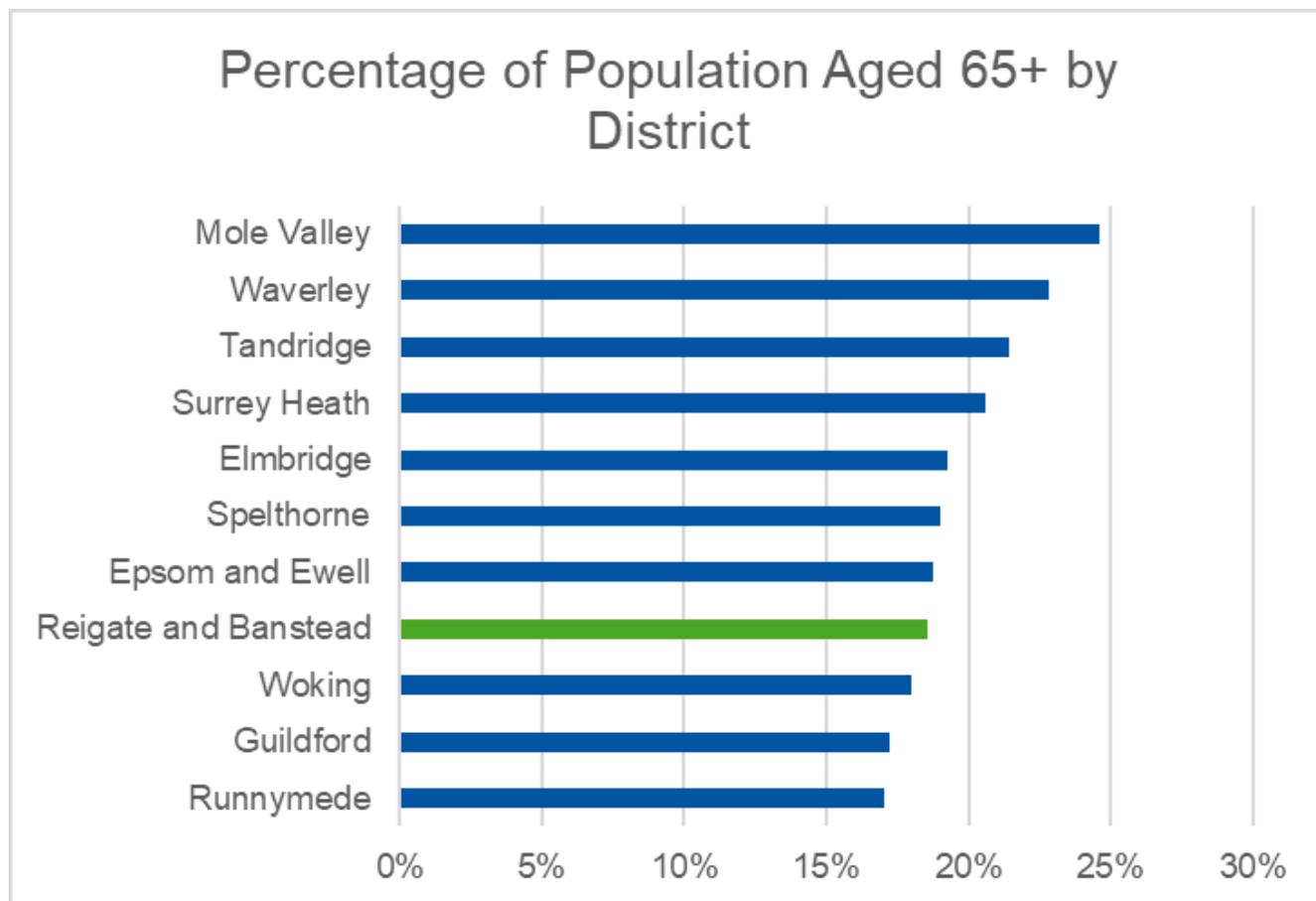


Figure 12: Percentage of Population Aged 65+ by Surrey District

Source: Office for National Statistics – 2018 Population Projections for 2022



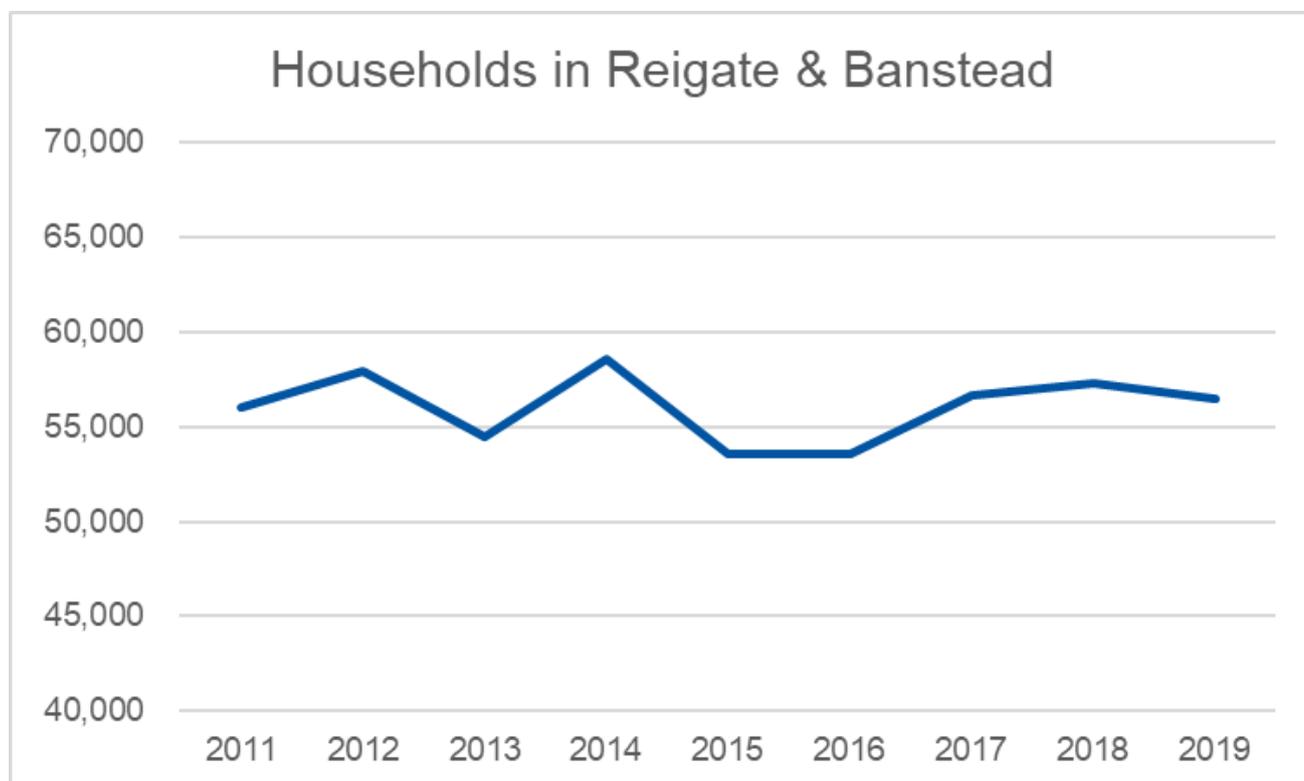
### Number of households

The total number of households in the borough is estimated to be 56,500, as of the most recent statistical release. A household is defined as one person living alone, or a group of people (not necessarily related) living at the same address who share cooking facilities and share a living room or sitting room or dining area.

The total estimated number of households in the borough has remained relatively constant over recent years, albeit with some year-to-year variations. As the population and housing supply have both increased this period, this would imply both that the average household has increased in size, and that there are more vacant properties in the area – this is supported by figures on vacant properties, which have increased locally since 2014. These changes would be consistent with the increased cost of housing and challenges to living standards faced by many.

Figure 13: Households in Reigate & Banstead

Source: Office for National Statistics – Annual Population Survey – August 2021 Release



### Households on housing waiting list

The demand for social housing has reduced slightly from its peak last year, but it remains significantly higher than at the start of 2020. The sector continues to experience significant pressure due to poor affordability of housing, the consequences of Covid-19 related economic disruption, and a historic undersupply of social housing. The supply of social housing available continues to be primarily composed of smaller properties, with only a limited quantity of larger homes.

Based on the available figures for total households in the borough, the February 2022 housing register would indicate that a number of households equivalent to 2% of those in the borough are currently seeking homelessness support.

Figure 14: Households on the Reigate & Banstead Housing Register

Source: Reigate & Banstead Borough Council Housing Register

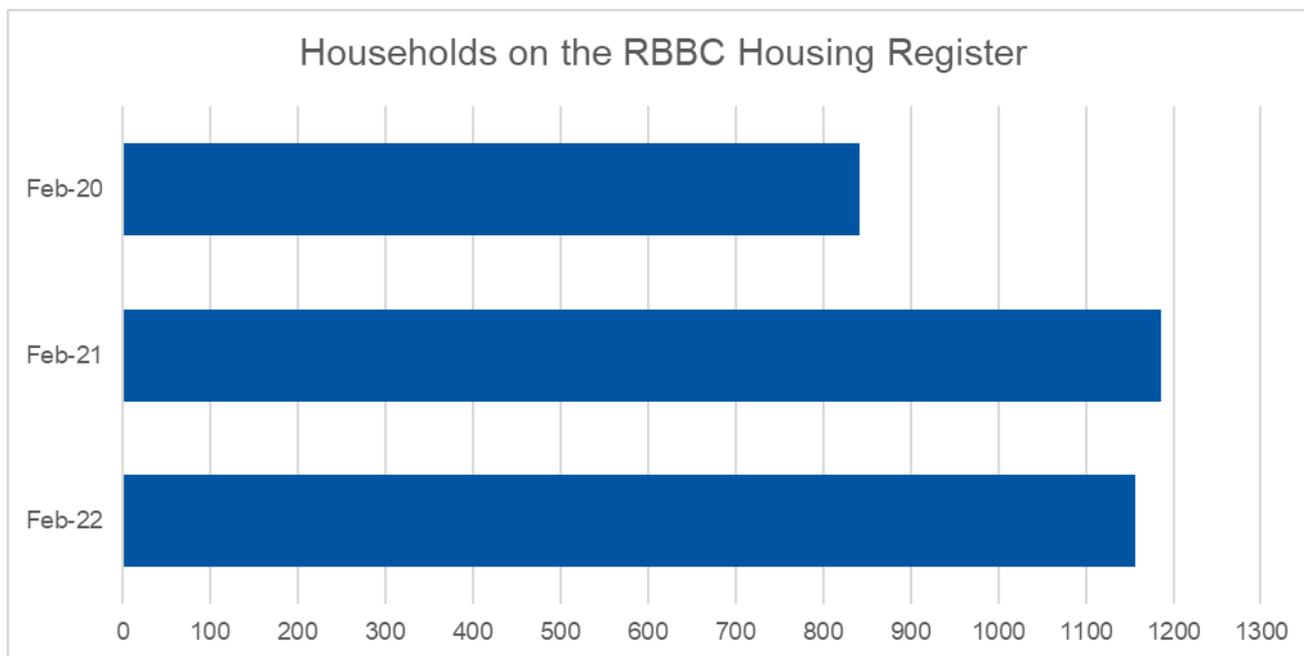
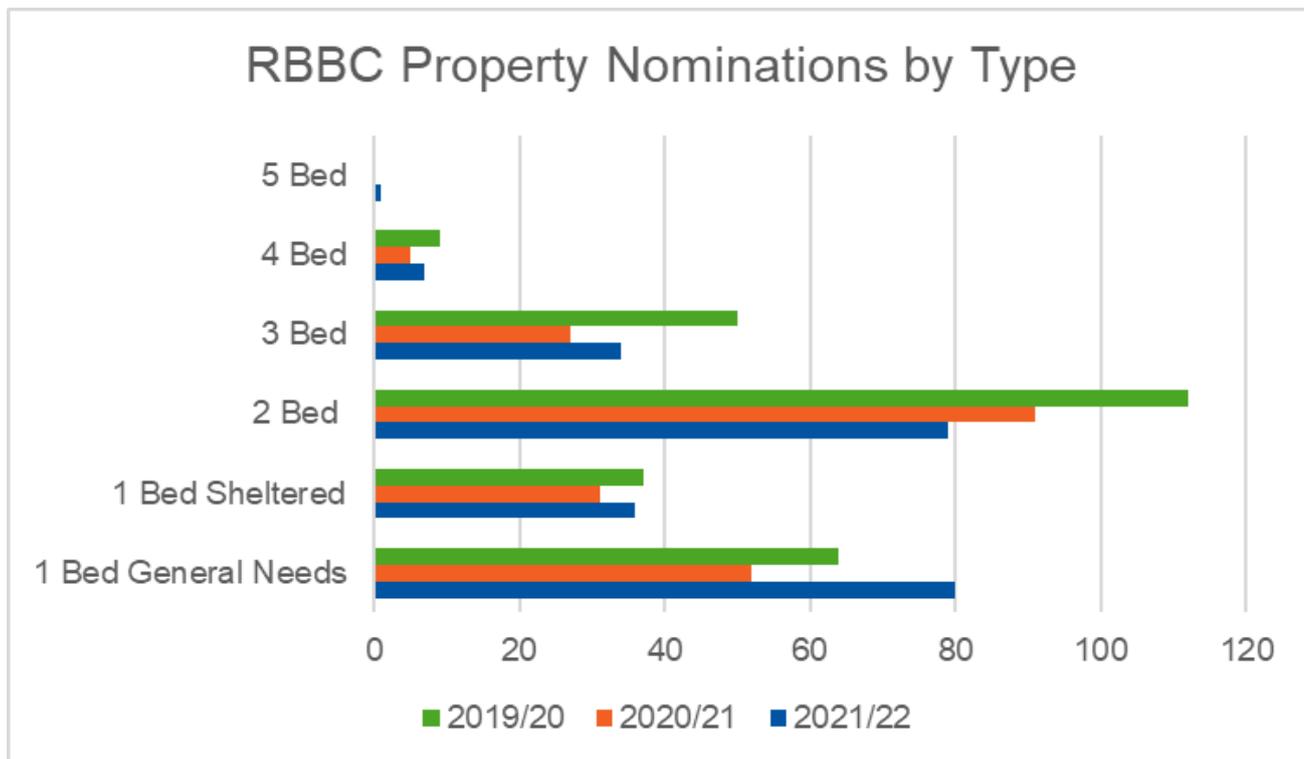


Figure 15: Number of social housing property nominations available to the Council

Source: Reigate & Banstead Borough Council Housing Service



## Unemployment Levels

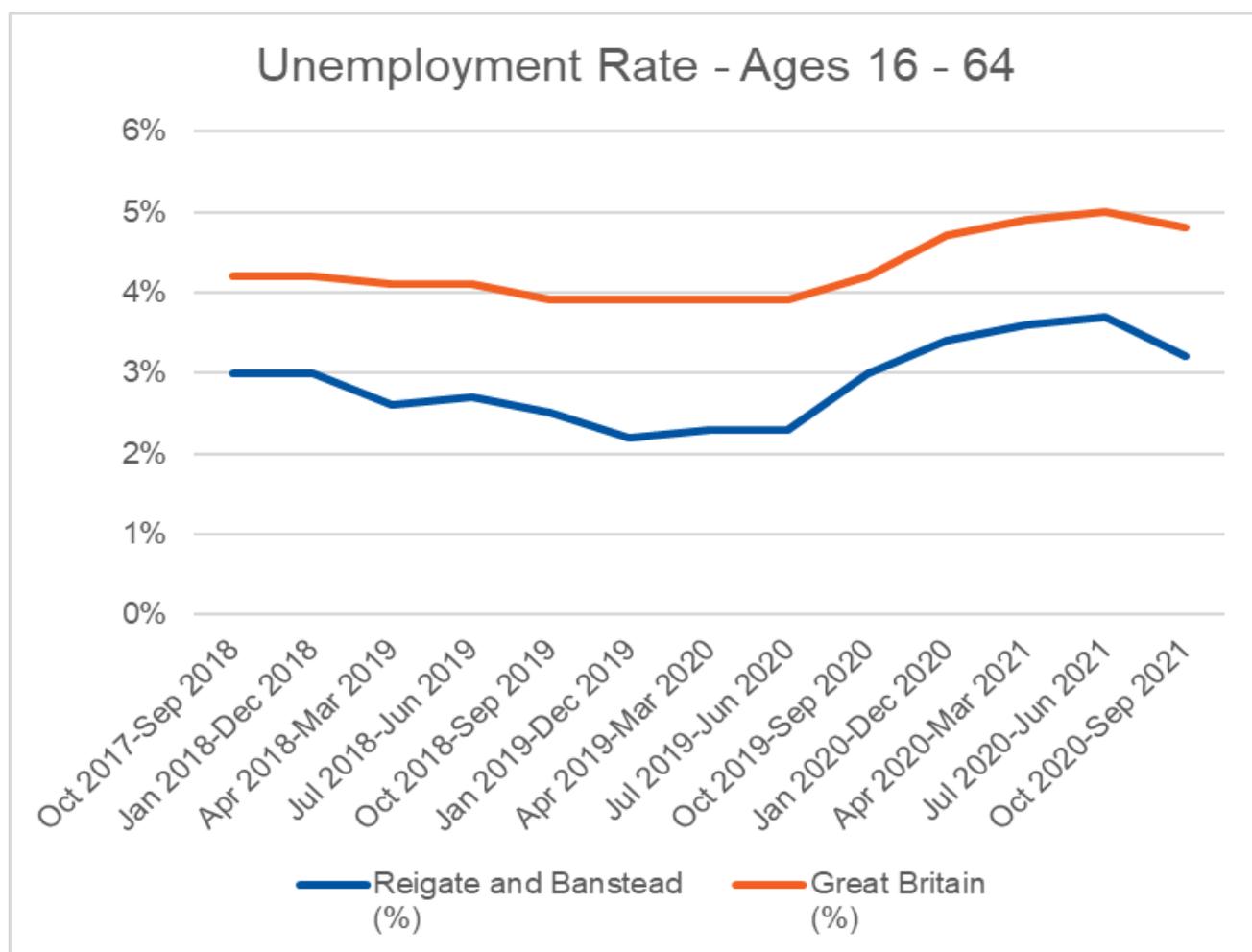
Unemployment levels are used as a key indicator of the out of work population, reflecting their use at a national level.

Unemployment levels had generally trended downwards since the economic crash of 2008, reflecting the strengthening labour market. Unemployment increased during the Covid-19 pandemic, but has now decreased again towards levels closer to trend. Whilst the level remains higher than pre-pandemic, they are generally trending towards remaining low, or decreasing slightly further.

Whilst there is potential for employment levels to be affected by ongoing economic challenges, current levels are historically low, and present an indication of a strong position for labour, both in the borough and nationally.

Figure 16: Unemployment Rate - Ages 16-64

Source: Office for National Statistics – Annual Population Survey



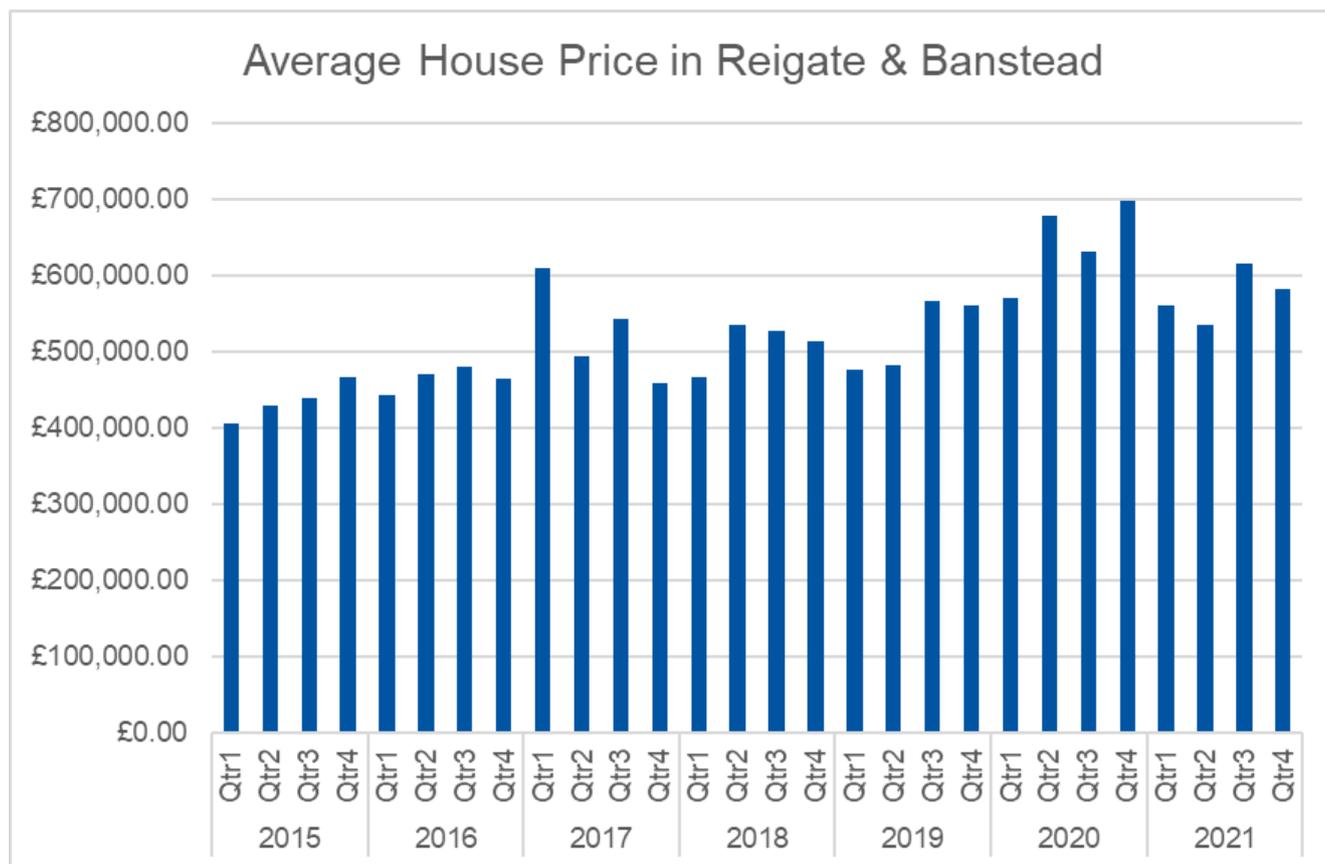
## Average House Price

Recent years have seen a sustained increase in average house prices in the borough, although they have dipped slightly since a peak in 2020, possibly influenced by the temporary reduction in stamp duty. At the end of 2021 the average house price was £583k, compared to £406k at the start of 2015.

The most recent Office for National Statistics data puts the Affordability Ratio for the borough (median house price to median workplace earnings) at 12.26. This ratio has been increasing over time; from 9.24 in 2010 to its current level, meaning that housing has become less affordable for local people. It has however reduced slightly from its peak of 12.33 in 2018.

Figure 17: Average House Price in Reigate & Banstead

Source: Land Registry UK House Price Data



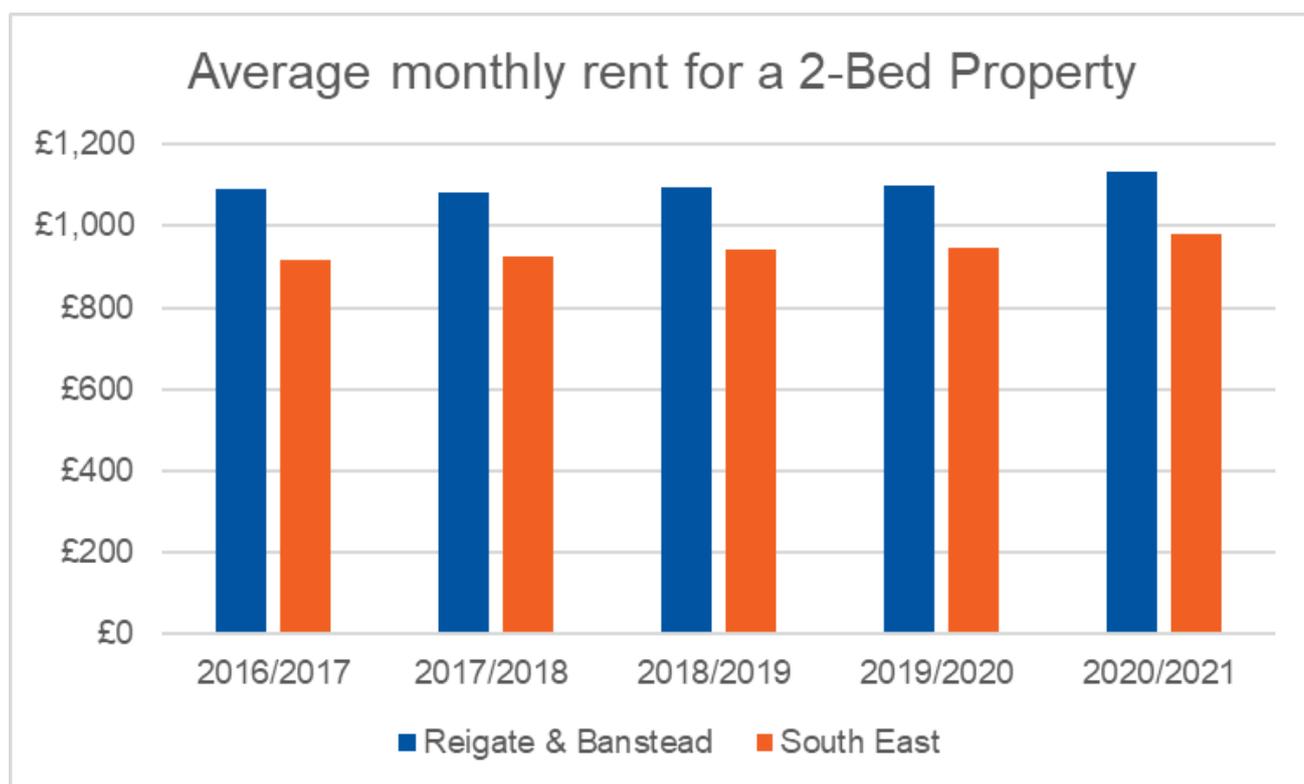
## Mean Monthly Rent (two bedroom flat)

The mean monthly rent for a 2-bedroom property in the borough has been increasing slightly over time; seeing an increase of £41 per month since 2017. Once adjusted for inflation, rental rates have therefore effectively remained constant in real terms.

Rates in the borough have remained higher than those in the wider South East and England as a whole. Whilst rates remain high relative to wages, the level of affordability for residents has not changed significantly in recent years. As inflation has now significantly increased from recent trend levels, the impact this has on future rental rates will need to be monitored in coming years.

Figure 18: Average monthly rent for a 2-bed property

Source: National Valuation Office Agency



## Borough Crime Rate

The recorded crime rate (excluding fraud) in Reigate & Banstead has been slowly decreasing over recent years, with 53 such recorded offences by 1,000 population in 2020/21. This compares to a national rate of such recorded crimes of approximately 84 per 1000 population.

There was a more significant reduction in 2020/21, particularly in theft offences; this was consistent with the wider country, which the Office for National Statistics suggests was related to the coronavirus pandemic and government instructions to limit social contact. As figures for future years become available, there may therefore be a slight increase in recorded crime as coronavirus restrictions are lifted and if crime levels return to trend.

Due to the way the data is collected, these figures exclude fraud offences. Whilst information on such offences is not available as part of the general data by area, such offences have increased nationally over the period, and are therefore also likely to have increased in the local area. Nationally, fraud offences comprised almost half of total recorded crime.

Of the crime recorded in the borough, the largest category of offences recorded locally is violence against the person, consistent with recent years. This represents a higher proportion of crimes recorded locally than the national average, but this is largely due to a significantly lower local rate of theft offences, rather than any increase in violent offences, and rates for both categories remain below the national averages.

Figure 19: Recorded Crime Per 1000 Residents (Excluding Fraud Offences)

Source: Office for National Statistics – Recorded Crime Data by Community Safety Partnership Area

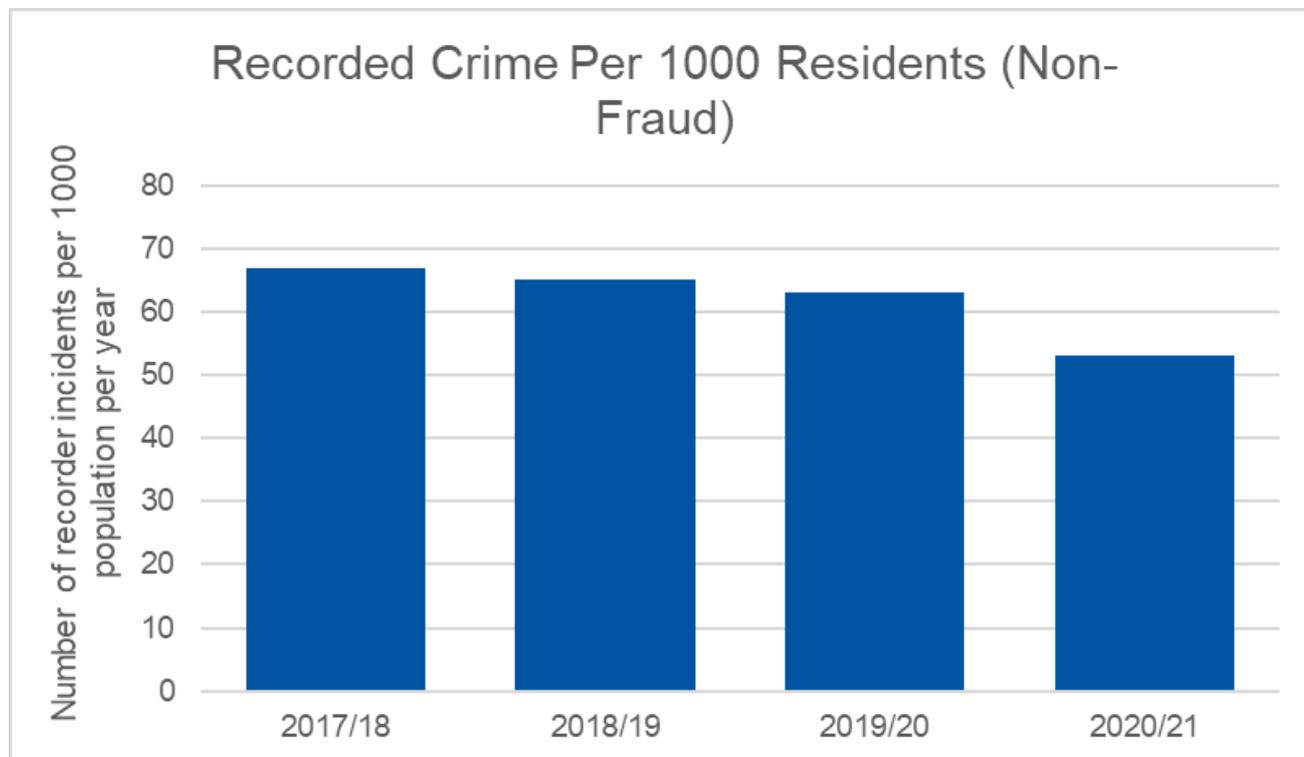
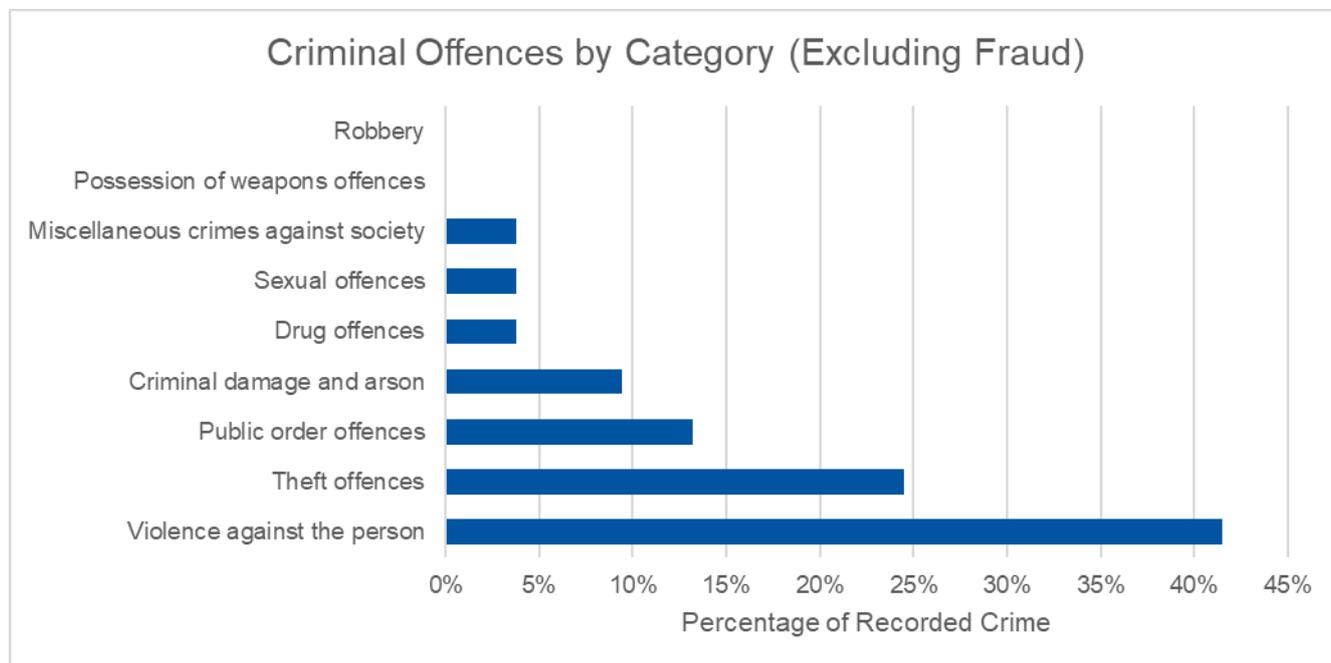


Figure 20: Criminal Offences by Category in Reigate & Banstead

Source: Office for National Statistics – Recorded Crime Data by Community Safety Partnership Area



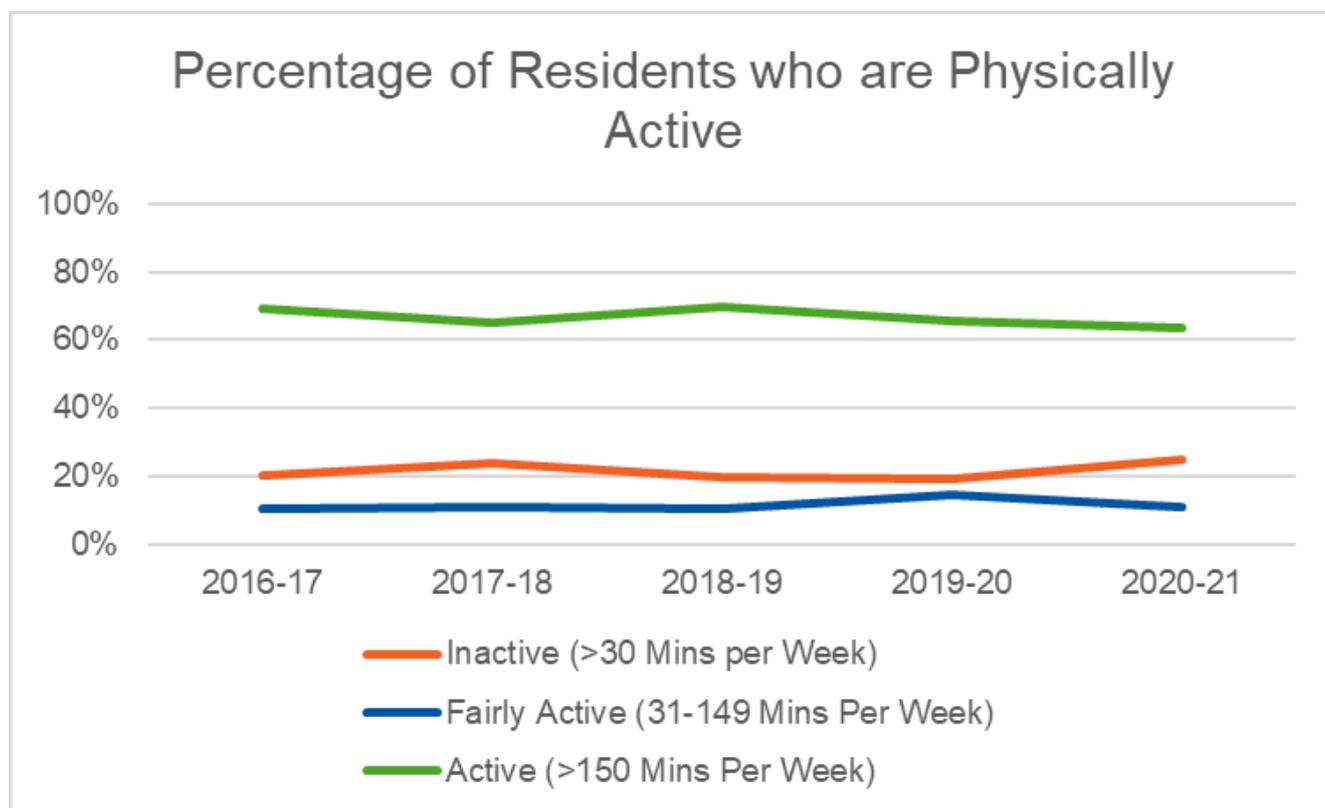
### Percentage of residents who are physically active

The most recent information on physical activity shows that 63.5% of residents reported that they were physically active in 2020/21. This is defined as undertaking at least 150 minutes of moderate intensity activity per week.

This represented a decrease from levels in previous years, but was identified by Sports England to have been influenced by the restrictions on activity imposed by the coronavirus pandemic. It is not yet clear if activity levels will return to normal following the lifting of coronavirus restrictions.

Figure 21: Percentage of residents who are physically active

Source: Sports England Active Lives Survey



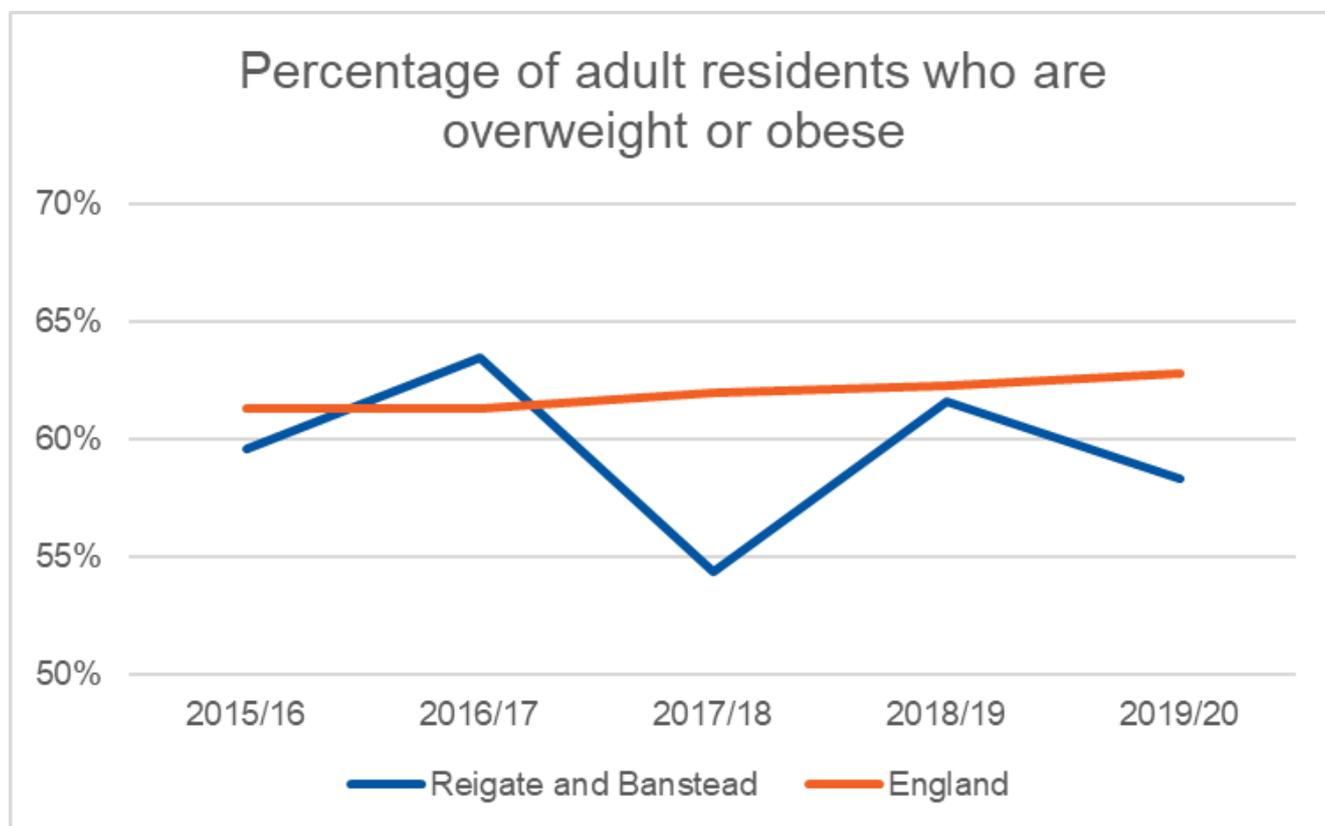
### Percentage of residents who are overweight or obese

The most recently published data indicates that a majority of adult residents of the borough are overweight or obese – 58.3% as of 2019/20. This is lower than the English average, and represents a reduction from 61.6% in 2018/19.

High levels of obesity present public health challenges due to increased risk of number of health issues, including type 2 diabetes, heart disease, some varieties of cancer, and strokes. Although the Council does not have a direct responsibility for healthcare, the health of residents has a range of indirect implications for Council services and local needs.

Figure 22: Percentage of adult residents who are overweight or obese

Source: Public Health England – Public Health Outcomes Framework



## Contextual Indicators – Place

### Town centre vacancy rates

RBBC's [Town Centre Monitor](#) covers the period from September 2020 to May 2021 with survey work undertaken in May 2021.

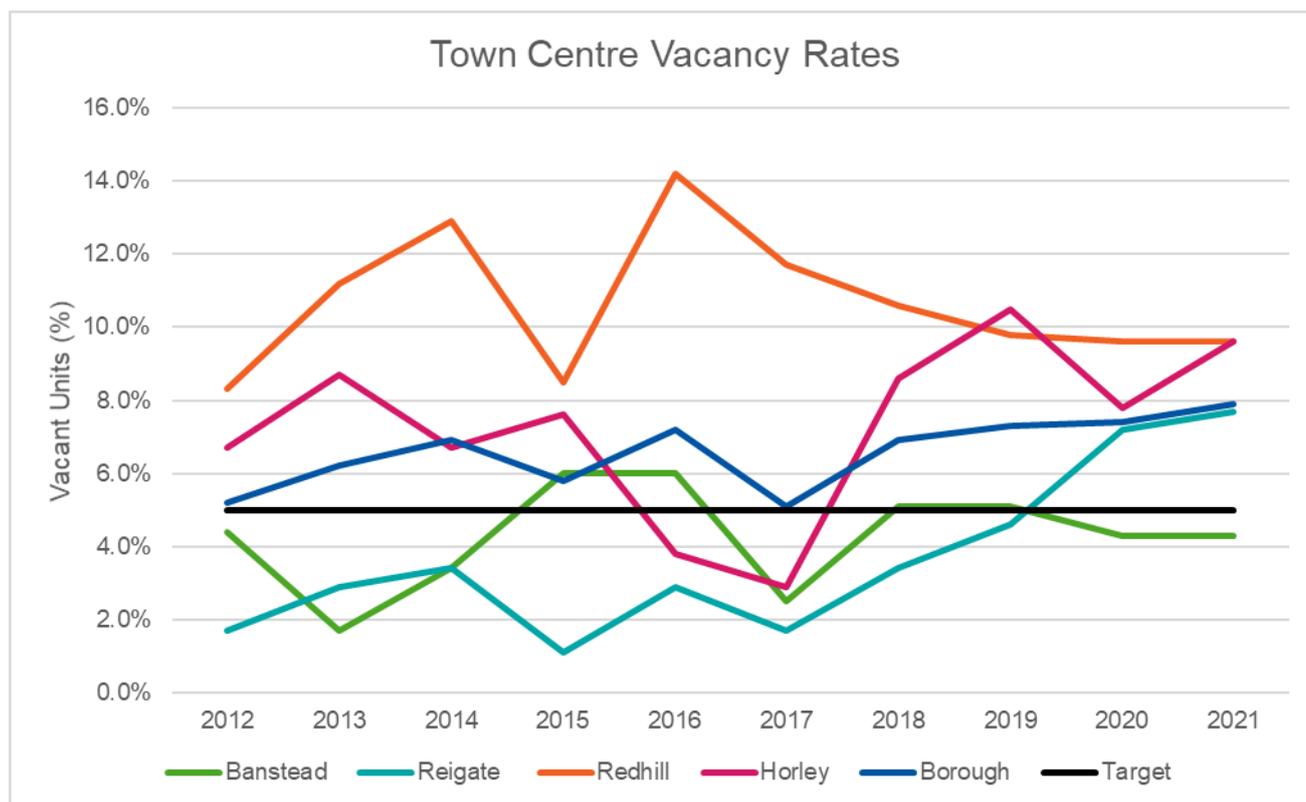
Town centre vacancy rates have generally either remained level or increased slightly in the last year. This is broadly consistent with expected patterns, following the coronavirus pandemic and the unwinding of associated business support measures. It also reflects the wider economic context of retailers shifting towards more online provision, and away from high street locations.

Whilst vacancy rates remain above target levels, and the Economic Prosperity team will continue to work with businesses to maintain healthy town centres, rates are not currently so

high as to prompt additional concerns about any given high street location. We will continue to monitor town centres to determine where any additional targeted support may be required.

Figure 23: Town centre vacancy rates

Source: Reigate & Banstead Town Centre Monitor 2021



### Total employee jobs in the borough

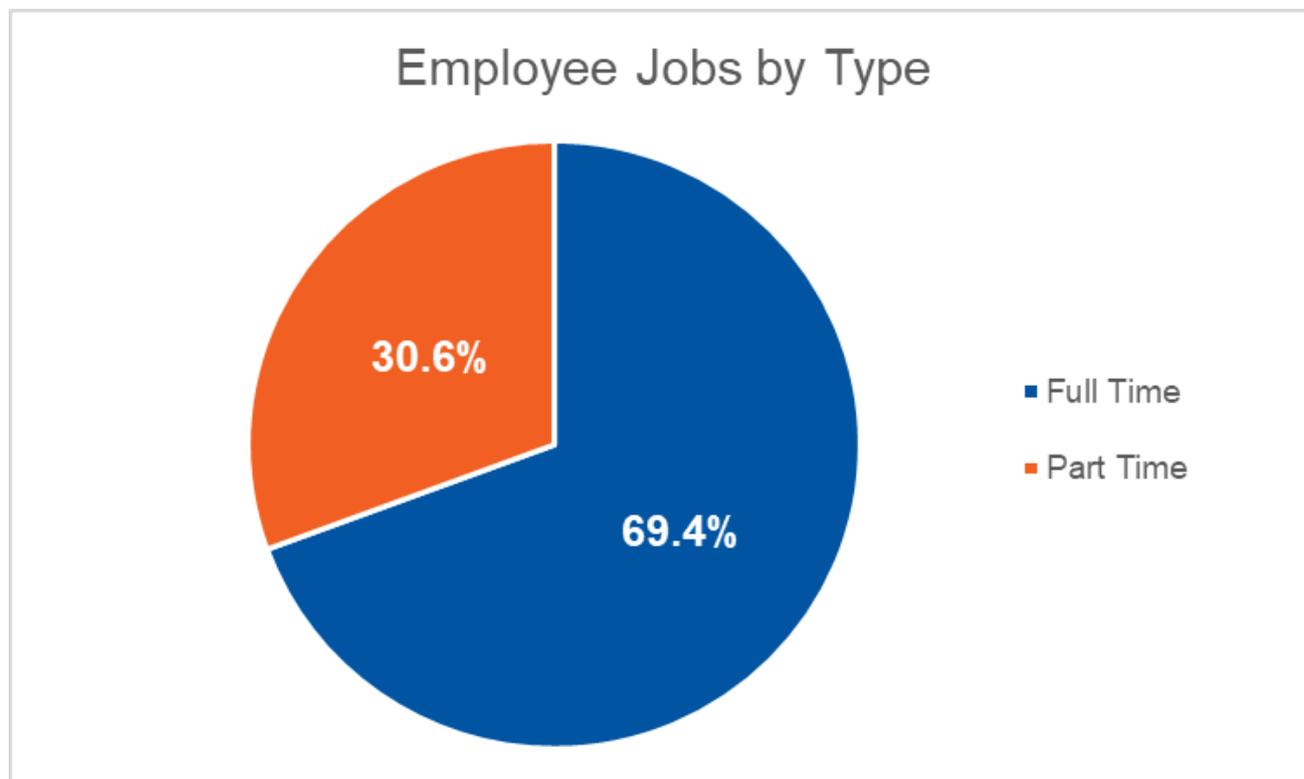
As of 2020, the borough is home to 67,000 employee jobs, including 46,500 full-time and 20,500 part-time jobs. The ONS Business Register and Employment Survey records a job at the location of an employee’s workplace.

This represents a reduction of 2,000 local jobs from 2019, predominantly full-time roles. As this reduction occurred during the midst of the coronavirus pandemic, it is difficult to be certain of what this implies for longer term employment. However, employee jobs were at a similar level in 2017 and 2018, so the variation may not represent any significant change to longer term trends.

Whilst the majority of employee jobs continue to be full time, part-time jobs make up over 30% of local roles, and therefore form a significant part of the local employment landscape. This proportion is consistent with recent years.

Figure 24: Employee jobs by type

Source: ONS Employment Survey 2020



### Total enterprises in the borough

There are a recorded 7,130 businesses in the borough. Of these, the vast majority are micro and small enterprises, employing relatively few people each. There are fewer medium and large enterprises, but as these each employ considerably more people, they account for a significant proportion of the total employees in the borough.

The Council's economic prosperity support measures, including business grants and entrepreneur support, are particularly targeted at small and micro enterprises, but larger enterprises also benefit from the systematic effects of a prosperous local economy.

Between 2020 and 2021, the number of businesses in the borough reduced by 130 (1.8%). The majority of this reduction was composed of micro-businesses, with the number of large enterprises increasing during the period. Given the adverse economic circumstances for some small businesses during the period due to the coronavirus pandemic and associated factors, the reduction in enterprise numbers is not currently considered to be of concern, but the number of local enterprises will continue to be monitored.

Figure 25: Enterprises in the borough by size (persons employed)

Source: Office for National Statistics – Interdepartmental Business Register

Enterprise Size (Number of Employees)	Number of Enterprises (2020)	Number of Enterprises (2021)
<b>Micro</b> (0 to 9)	6655	6505
<b>Small</b> (10 to 49)	500	515
<b>Medium</b> (50 to 249)	80	75
<b>Large</b> (250 or more)	30	35
<b>Total</b> (Rounded)	7260	7130

### Business five year survival rate

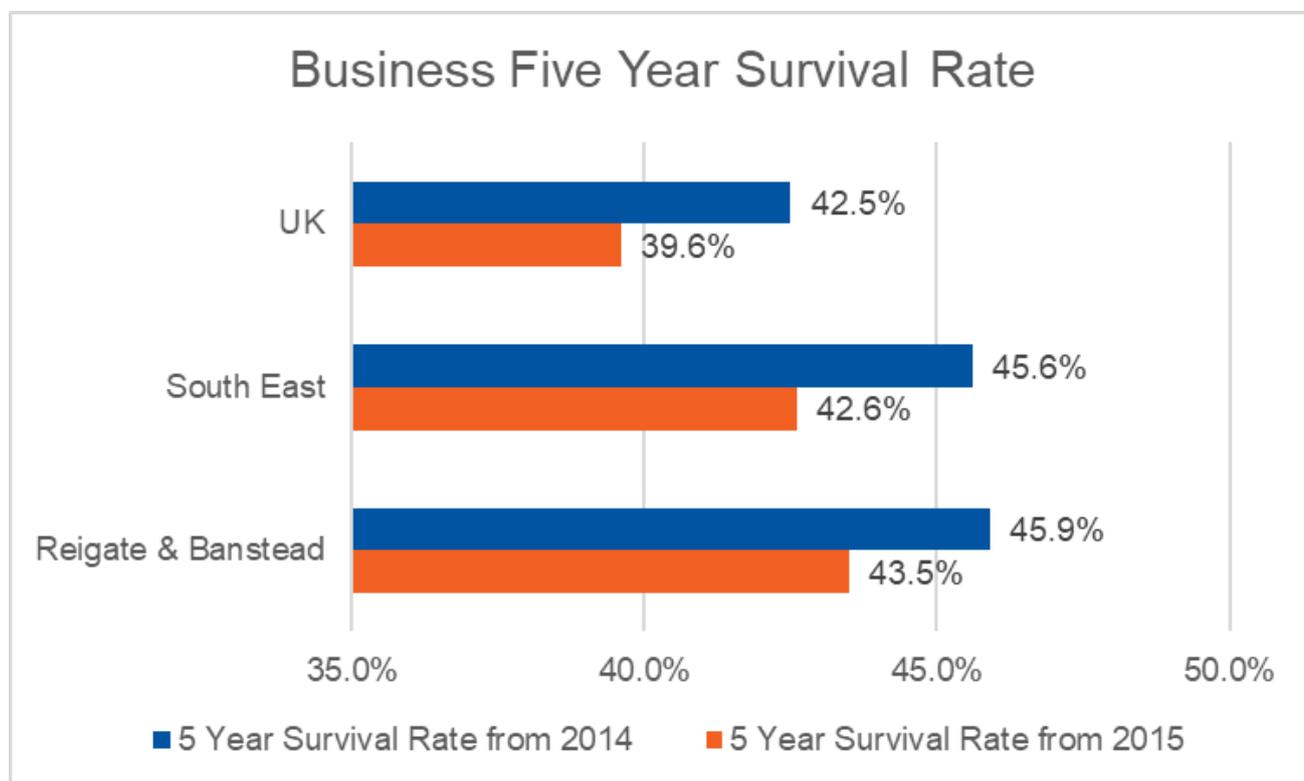
Reigate and Banstead has consistently had a business survival rate above both national and regional averages. This survival rate represents the number of businesses started that are still in existence after a five year period.

This survival rate diminished across all areas in 2020, very likely due to the influence of the coronavirus pandemic. Despite this, businesses in the borough fared relatively well, with both higher survival rates and a smaller reduction in those rates over the year, as compared to other areas.

There may be a further reduction in survival rates in 2021 as a result of the continuing impact of the pandemic. The work of the economic prosperity team and others during the period will continue to be focused to help to mitigate this effect in the local area.

Figure 26: Business five year survival rate

Source: Office for National Statistics – Business Geography



### Value of the local economy

Reigate and Banstead’s local economy was most recently assessed to be worth £5.74 billion in terms of gross value added (GVA). This represents a decrease from previous years. The most recent data is for 2019. As such, this decrease is not due to the coronavirus pandemic, but other factors.

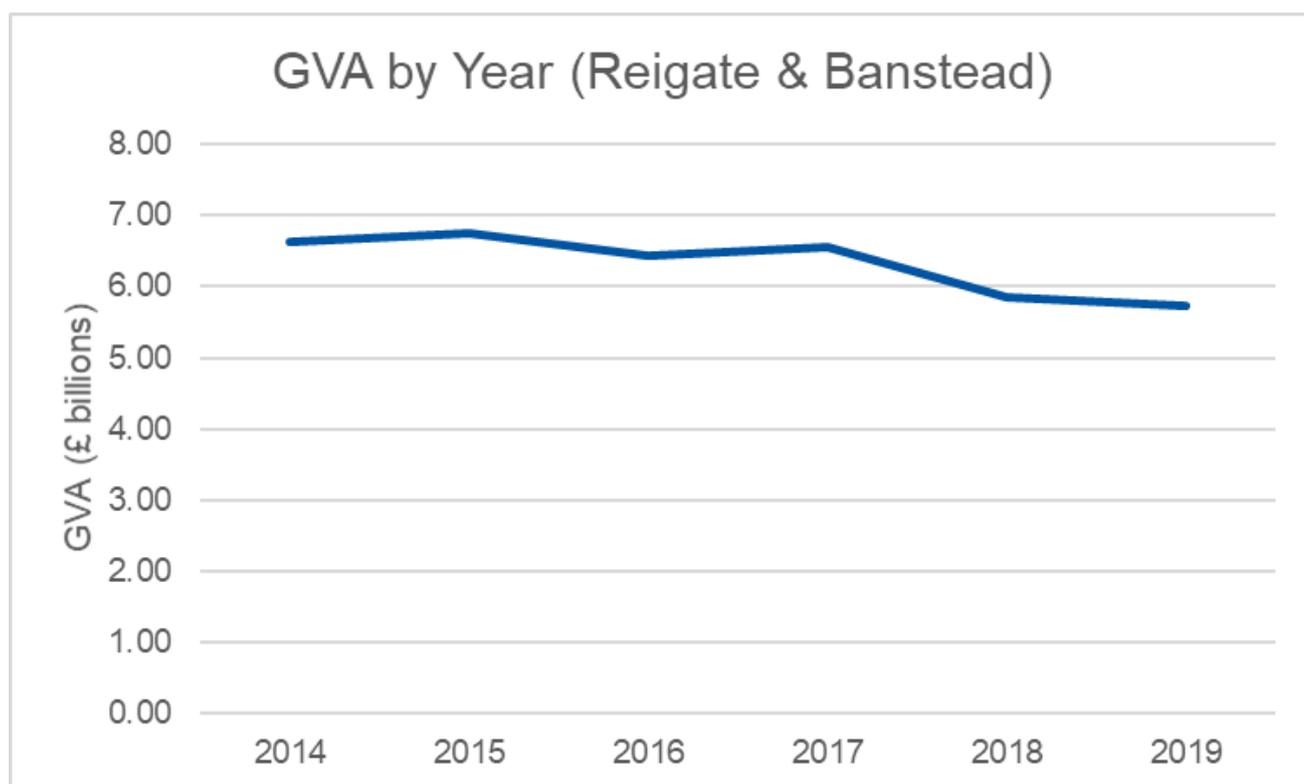
The most significant reductions in local GVA have been the financial & insurance sector and the wholesale & retail trade sector, which have also historically been the largest components of the local economy. However, the timing of these decreases did not closely correspond to changes in other measures of local economic prosperity, such as average earnings. As GVA reporting is dependent on where companies are listed as being based, it is therefore possible that this variation is due to changes in such listings, rather than necessarily reflecting the reality of local circumstances.

There may also be other relevant local implications, but the complexity of the GVA measure makes these hard to assess in the short term. The data for forthcoming GVA data publications will also be complicated by the impact of the coronavirus pandemic. We will

therefore need to continue to monitor this measure over the longer term to better understand its implications for local residents and the borough.

Figure 27: Gross Value Added by Year

Source: Office for National Statistics – Gross Value Added



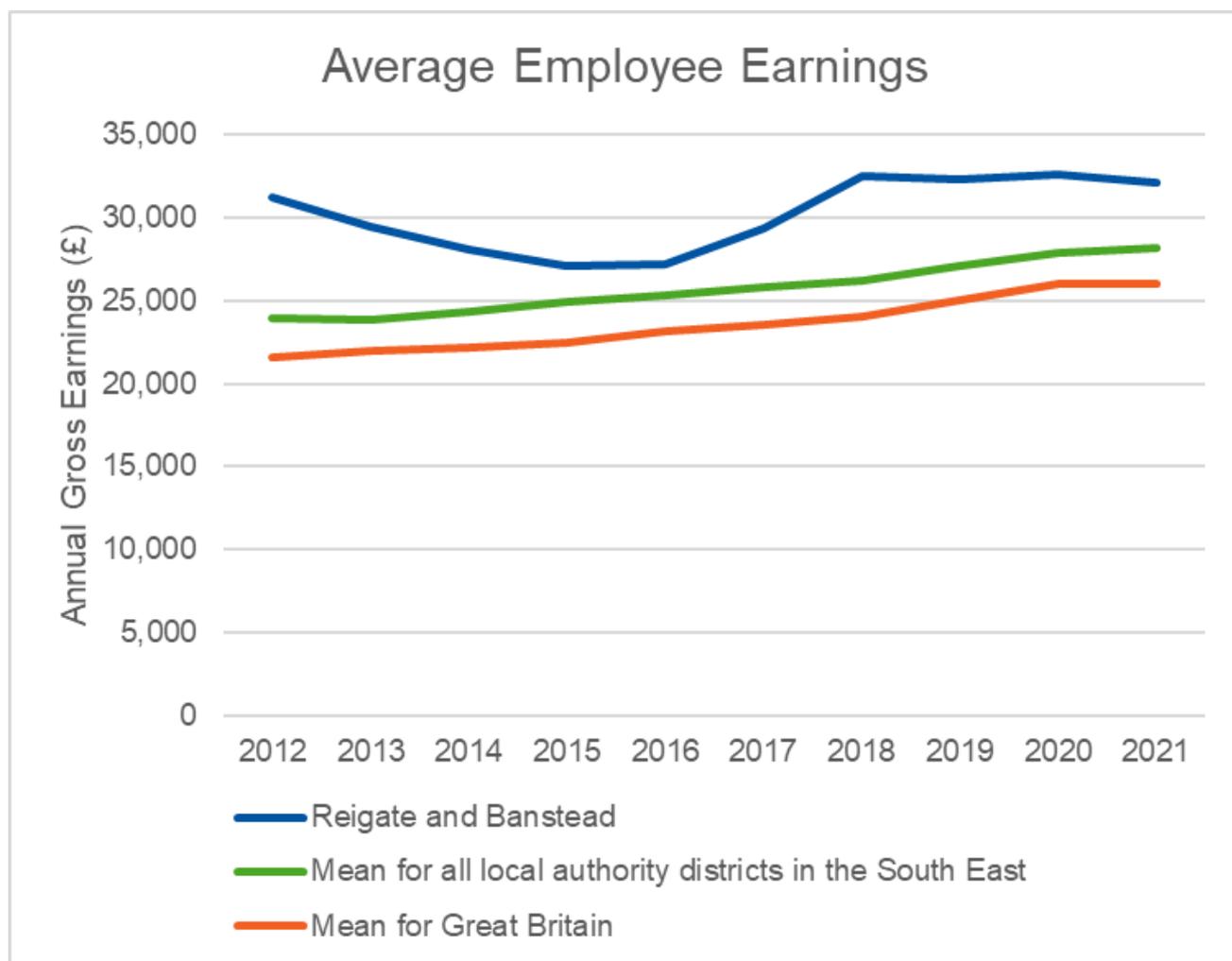
### Average resident income

As of 2021, the average annual pay for those employed in the borough is £32,199. The average pay for full-time employees in the borough is £37,684. These both compare favourably to the national and regional averages, but have declined since 2020. However, it is unclear how representative these measures are at present, as both earnings and ease of measurement were affected by the coronavirus pandemic, and the Office for National Statistics advises caution in considering current data.

We will continue to monitor local earnings data as time goes by – if there is a sustained reduction in local earnings, this would be expected to influence the local economy and the lives of local residents through both similar reductions in local spending and demand.

Figure 28: Average employee earnings

Source: Office for National Statistics – Annual Survey of Hours and Earnings



### Total number of homes in the borough

The Office for National Statistics defines a dwelling in terms of self-contained household spaces in permanent buildings. Whilst this may not match exactly to all households in the borough, it provides a good measure of general levels and trends over time.

As per the latest data release in March 2022, there are 61,432 dwellings in the borough. With the borough's estimated population of approximately 150,000, this represents about 2.5 people per dwelling.

The number of dwellings in the borough has consistently increased over time, by approximately 500 dwellings per year in the last several years. This is broadly consistent with local measures of housing completions.

*Figure 29: Number of dwellings in the borough*

*Source: Office for National Statistics – Data tables on dwelling stock*

Year	Number of dwellings in the borough
2015	58833
2016	59368
2017	59885
2018	60438
2019	60973
2020	61432

## New Homes Delivered

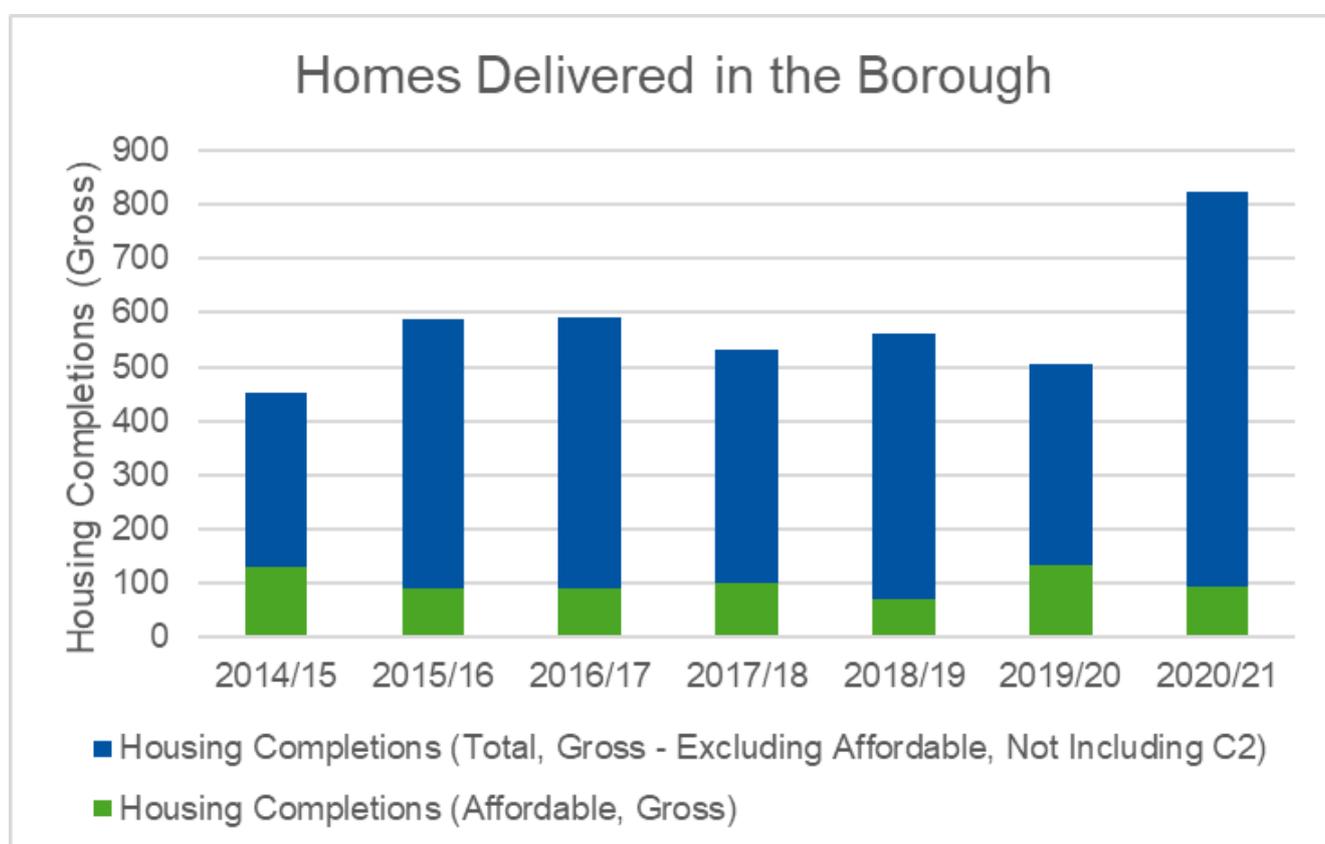
The Council records and publishes the number of new homes completed each year in its annual [Housing Delivery Monitor](#). These figures generally record gross completions, and the net number of homes may therefore be slightly lower where properties are removed from use. Use class ‘C2’ properties (including older persons’ care and nursing homes) are not included, as they are not subject to the same assessment of affordability.

The Council’s Local Plan sets out minimum targets for both general and affordable housing completions; these are 460 homes annually overall, and 1500 total affordable homes between 2012 and 2027. Housing completions in the borough have consistently met these targets for the overall period of the plan.

The borough’s Development Management Plan sets a target of 30% affordable housing for medium and larger sites. As not all affordable homes built are part of such developments, and some developers may be able to secure exceptions, the total proportion of affordable homes delivered will generally be lower than this target. However, our Council led projects will meet or exceed plan thresholds, and we will continue to work to ensure all developers act in accordance with local and national planning policy.

Figure 30: Homes delivered in the borough

Source: Reigate & Banstead Borough Council Housing Delivery Monitor



### Borough carbon emissions

The total CO2 emissions for the borough have been declining over time. The most recent figures released for the borough record a total of 716.4 kilotonnes of CO2 emissions in 2019. Borough level figures are only available with some delay, and we therefore do not yet have information for later years, however we will continue to report the latest available information in our stand-alone Environmental Sustainability annual report.

On a per capita basis, Reigate & Banstead has slightly lower annual emissions (4.8 tCO<sub>2</sub>) than both the national (5.2 tCO<sub>2</sub>) and South East (5.0 tCO<sub>2</sub>) averages. Local emissions are significantly skewed towards transport and domestic sources due to the lack of major local industry. Gatwick Airport emissions are not included in local figures, although the presence of the airport will also generate additional local road traffic.

Figure 31: Reigate & Banstead CO<sub>2</sub> emissions by sector

Source: Department for Business, Energy, Industry and Skills emissions data

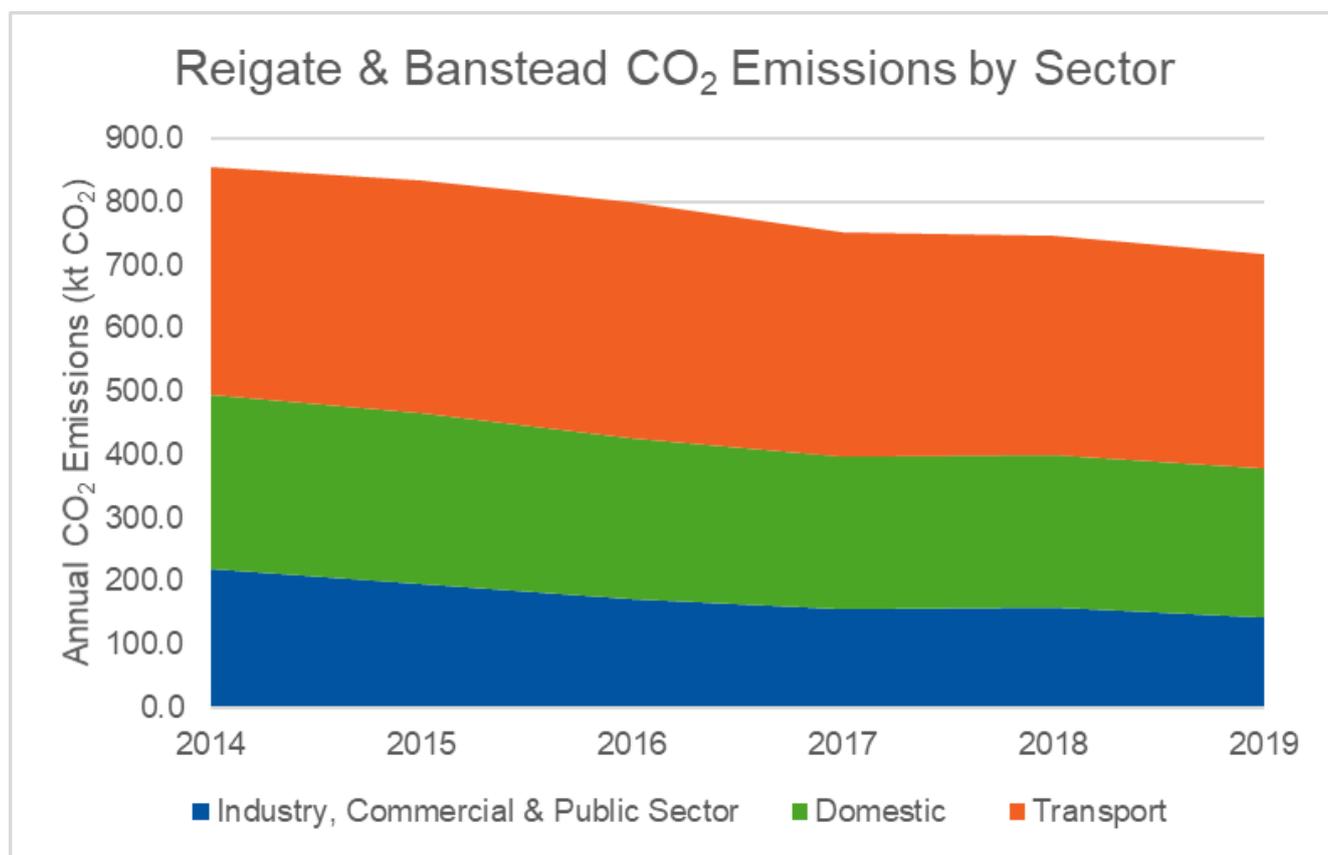
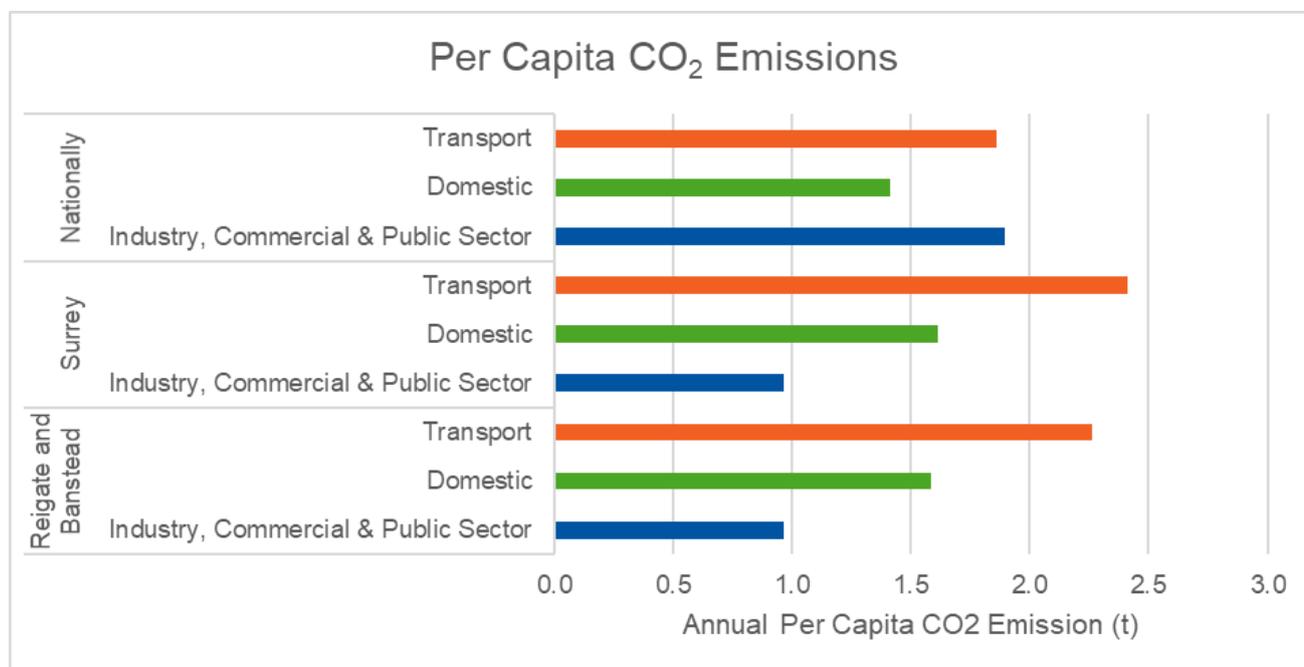


Figure 32: Per capita CO<sub>2</sub> emissions

Source: Department for Business, Energy, Industry and Skills emissions data



### Percentage of household waste recycled

The overall recycling rate for the borough has increased since last year – from 53.2% last year, to 56.5% this year, as of quarter 3. As last year’s rate in quarter 1 was influenced by the temporary suspension of green waste collection, whilst this is a positive trend, it may not be fully representative of normal recycling levels. Similarly, as total household waste levels and residents’ behaviours have shifted since the coronavirus pandemic, comparisons to performance levels in earlier years are of limited value.

Total volumes of household waste remain significantly elevated relative to pre-pandemic levels, as changes in behaviour, including increased numbers working from home, have led to an increase in domestic waste generation. A larger proportion of the workforce is now returning to office working, and these levels may therefore reduce over time. However, it is likely that this and other behavioural changes will persist to at least some extent, and household waste may therefore be expected to stay similarly elevated.

The Council is continuing to work to increase the rate of effective local recycling, reuse and composting, through a number of measures, including the progression of the flats recycling programme and information and awareness campaigns.

Figure 33: Household Waste Collection and Recycling

Source: Waste Data Flow Report (Q3 2021/22)

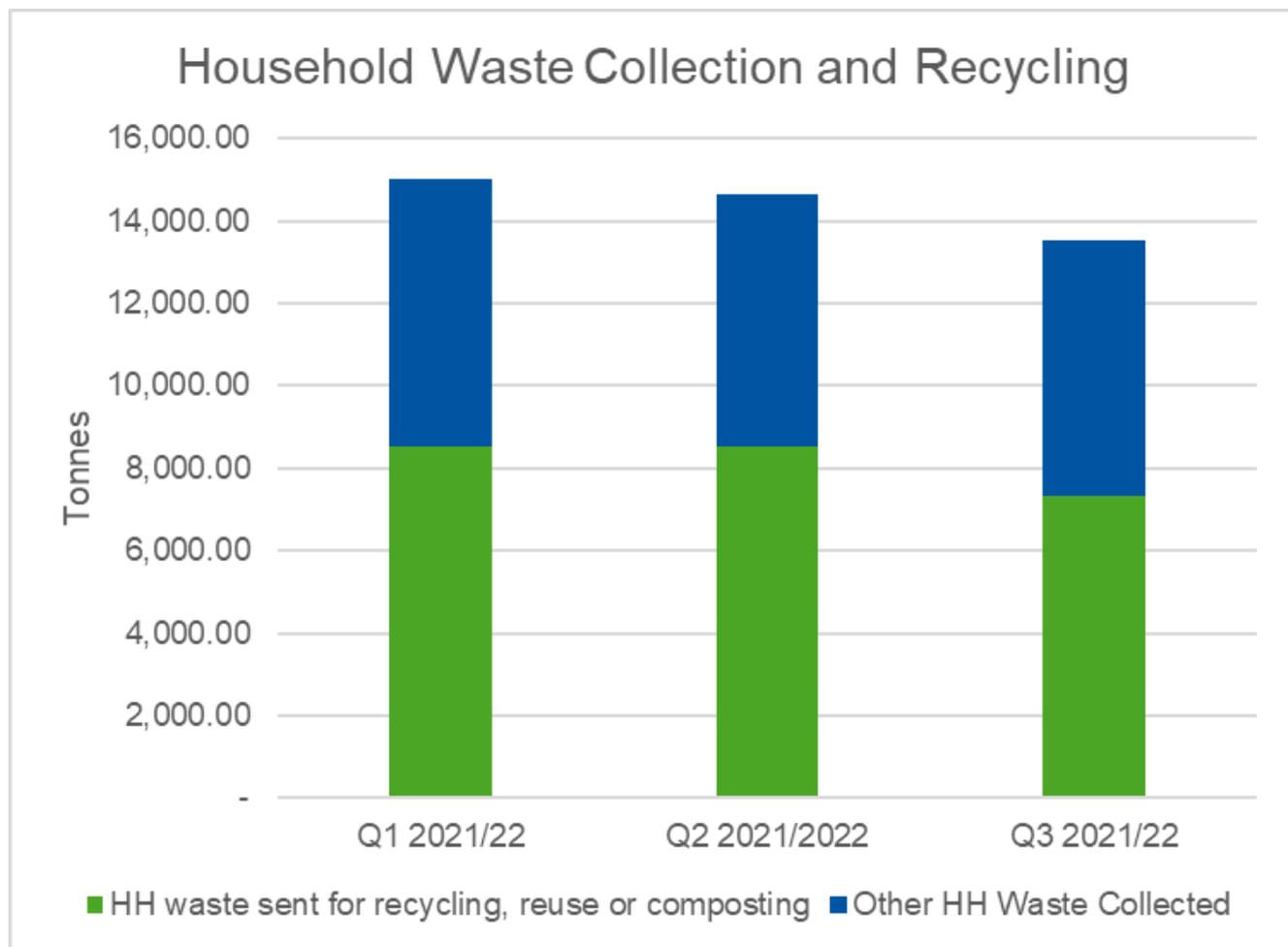
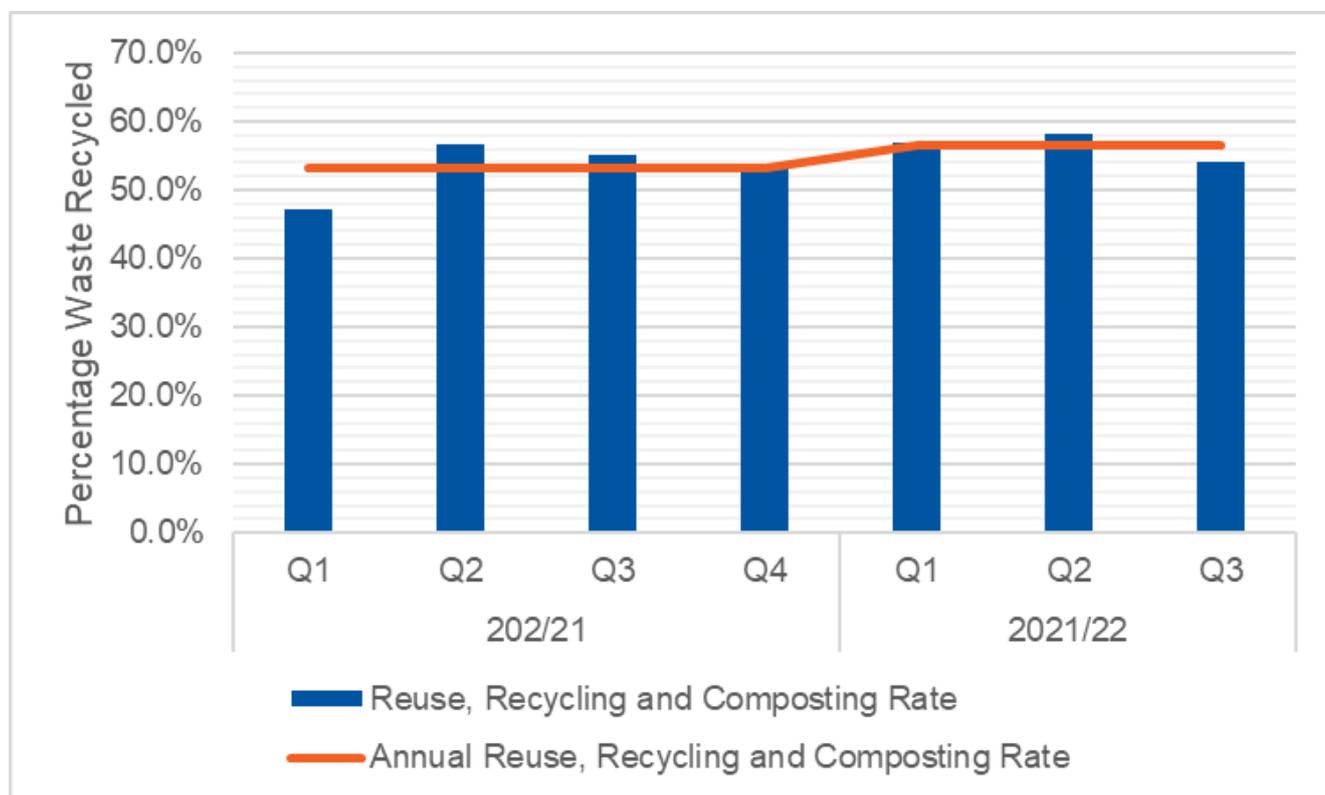


Figure 34: Percentage Waste Recycled

Source: Waste Data Flow Report (Q4 2020/21 and Q3 2021/22)



## Contextual Indicators – Organisation

### Annual revenue budget

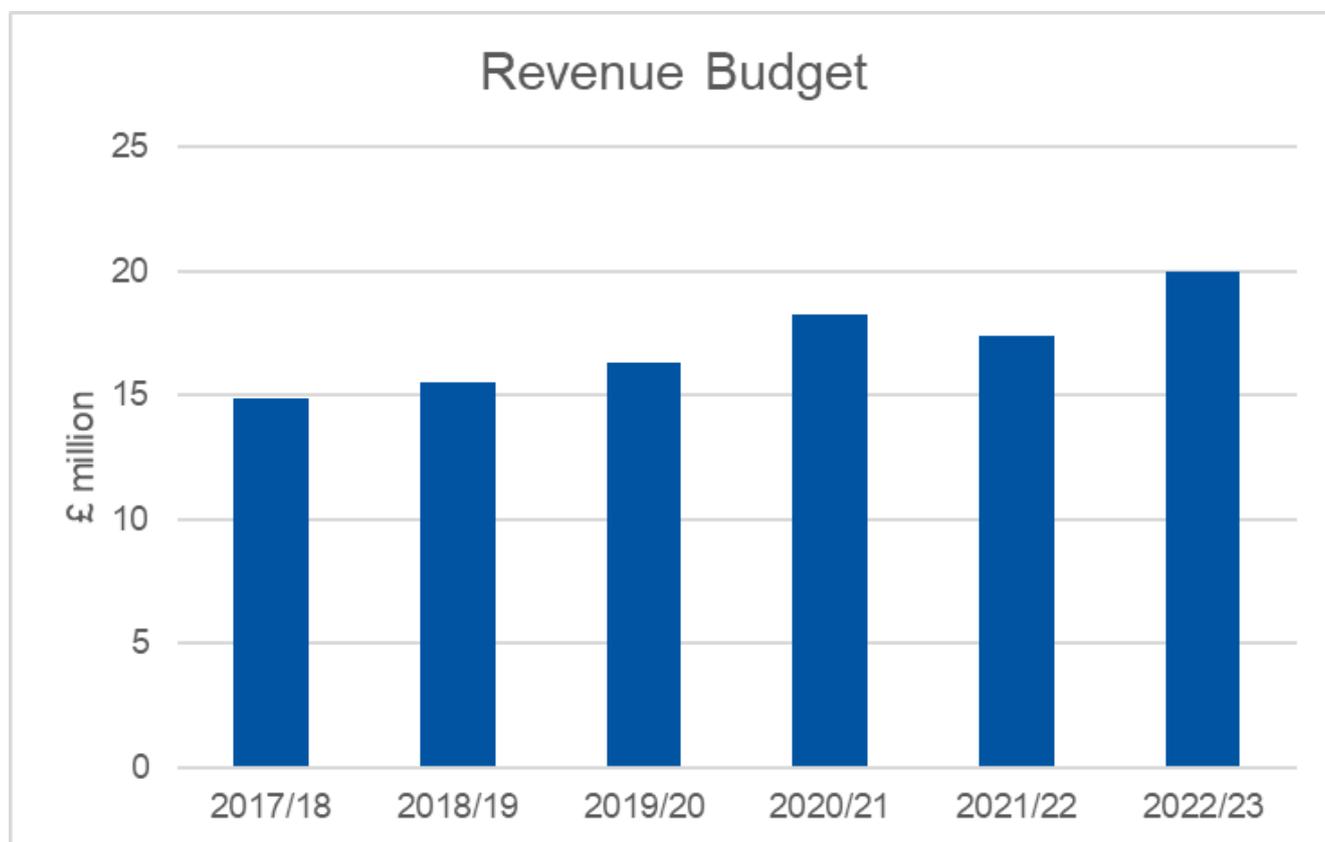
The net annual Revenue Budget for 2020/21 was £17.395 million. This represents the position after all expenditure and income is taken into account.

Revenue reserves at the start of the year were very healthy at almost £38 million – with specific sums earmarked to help manage future financial risks, fund short-term expenses, and to support delivery of our development plans.

End of year outturn forecasts indicate that spending has been maintained within the approved budget and specific allocated reserves, despite the additional challenges of responding to the pandemic.

For 2021/22 the net Revenue Budget is £19.980 million.

Figure 35: Council revenue budget per year



### Government funding

The main sources of funding are income from council tax and a relatively small share of the local business rates collected. While some grants are received from Government for specific purposes, no general funding support is received.

### Staff employed by the Council

As of the start of 2022/23, the council employs 533.6 full time equivalent posts.

This represents a net reduction of 0.4 in FTE equivalents from the start of 2020/21.

### Annual average council tax (Band D)

Of the Council Tax collected in the Borough, just under 11% is retained by the Borough Council. Approximately 75% goes to Surrey County Council, with around 14% going to

Surrey Police. In areas with a town or parish Council, these will represent around 1-2% of the total.

Over recent years, the Council's share of the Council Tax has increased in-line with the Government's upper limit for annual increases.

Figure 36: Annual Council Tax for Reigate & Banstead Borough Council

