



# Our Five Year Plan **2015-2020**

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## A great place to live and work

# Welcome to Reigate & Banstead Borough Council's five year plan

Welcome to our five year plan, explaining how we will prioritise our resources and deliver our services to the people living and working in our borough, over the coming years.

## The past five years

In the past five years the Council has delivered key projects including new and refurbished leisure centres, major regeneration across the borough, a new recycling service and established an award-winning youth employment scheme.

It is continuing to deliver other key projects, against a backdrop of major internal change at the Council, as

we meet the financial challenges facing local government. Whilst many councils have cut services or closed facilities, Reigate & Banstead has continued to invest in supporting both residents and businesses.

Over the same period, our proportion of Council Tax has only increased by an average of £1.46 a year per household.



**“I love living here and am immensely proud of the area. It’s a lovely environment to bring up a family.”**  
Local resident

## Our vision for the future

Going forward our vision is for a leading Council recognised by our residents, peers and partners. We will:

- deliver quality services and support
- provide value for money
- make the borough a great place to live
- be flexible and sustainable, responding to the needs and demands of our borough, residents and businesses and
- be an increasingly commercial organisation

Our vision is brought to life through our five year plan (our Corporate Plan 2015-2020) which outlines the priority areas for our work, grouped around these three themes:

- **People** - supporting residents to enjoy healthy and happy lifestyles
- **Place** - a great place to live and work
- **Organisation** - a great Council.

## Our finances

To deliver our vision for the future we must manage our finances well. At the moment Reigate & Banstead receives a very low government grant; this will reduce and probably disappear by 2020.

Our ability to provide great services for our residents and businesses will depend on income and Council Tax, which are often restricted. To balance

our budget, we will need to generate more income by 2020. We will take a commercial approach to fees and charges wherever possible. We will also need to find new income sources and investment income.

Our funding model will change to reflect our new financial situation and this will represent a paradigm shift in our funding.

## Our organisation

To deliver our vision and meet our challenges, our organisation will carry on evolving. Our resources will focus on our priorities and key services, and the changes needed to these services.

We will use technology even more, provide self-service options wherever

possible and deliver savings by being more efficient.

Our staff are vital in delivering our services for residents and businesses. We will invest in developing our people to maximise their potential and to attract and keep quality staff.



## Resourcing our five year plan

We will use existing budgets as much as possible to deliver our plan. This way our resources are linked directly to our priorities; it also ensures all areas of the Council support the plan.

Where extra resource is needed to help us deliver corporate projects we have a separate reserve fund, which can be called on.

We also have a five year rolling capital spending programme, which is used for buying and maintaining physical assets. We review our capital requirements annually and agree any expenditure as part of the annual budget setting.

## Residents and communities

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

We will be asking our residents to self-serve and use online tools for contacting and engaging with us. Community action and self-responsibility will also be important for residents working to overcome local challenges. Ward Councillors will have an important role in supporting and encouraging this activity.



### Fact



**139,000+**

people live in the borough making it the largest borough in Surrey

and there are



**57,000+**

homes in Reigate & Banstead

# People

Supporting residents to enjoy healthy and happy lifestyles

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## Our priority

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

## Our objective

To enable residents to benefit from the borough's prosperity and to address the impact of welfare reform, including Universal Credit from 2016.

## We will achieve this through

- Developing and promoting work experience and employment opportunities within the Council and beyond it
- Deliver the expanded Family Support Programme (as part of the national Troubled Families initiative)
- Providing advice and guidance, particularly around benefits and housing

## Outcomes

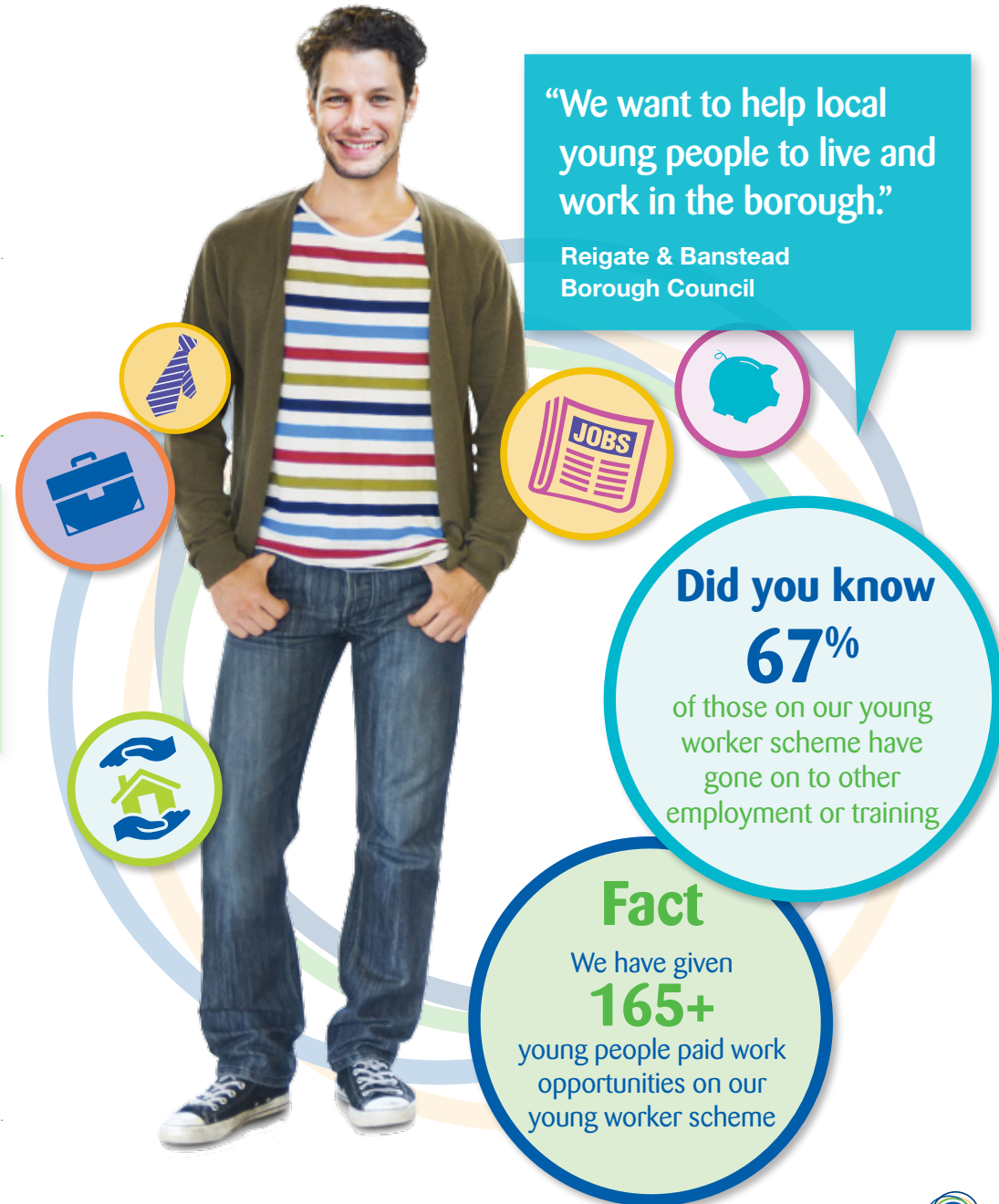
- Vulnerable families are supported into employment
- Residents in priority places, particularly young people, are supported into employment

## Success measures

- Existing Family Support Programme performance measures (on target)
- % residents claiming Job Seekers Allowance
- Number of work experience and other employment opportunities provided by the Council

**“We want to help local young people to live and work in the borough.”**

Reigate & Banstead  
Borough Council



## Our priority

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

## Our objective

To meet the demands of a rapidly increasing 65+ population and to support them to live happier, healthier and independent lives, free from social isolation and to support the cost of providing our services

## We will achieve this through

- Delivering preventative health and social activities via our leisure centres, parks, open spaces and with our new community service provider
- Providing opportunities and encouragement for older residents to volunteer within the community
- Improving communication with older residents and efficient signposting to key services

## Outcomes

- More residents and visitors benefit from our leisure and community centres
- Older residents enjoy an active lifestyle
- Improved communication and signposting to services

## Success measures

- Existing community centre and leisure centre contract performance measures (on target)
- Take up of services and customer feedback on planned/programmed activities in our leisure centres and community centres
- Number of new volunteers involved in Council schemes/initiatives
- Number of website hits on new webpage and directory of services



“Ageing well means being financially secure, able to live independently and able to manage any long term health conditions”

Local resident

## Fact

In the next 20 years, our over-65s population is expected to grow by over

# 17,000

people – an increase of

# 70%

## Did you know

Nearly 1 in 5 of the borough's population is

## over 65



## Our priority

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

## Our objective

To work with our partners to provide a wide range of activities, which support health improvements.

### We will achieve this through

- Working in partnership with GLL (our leisure centre operator), community groups and local sports clubs to encourage greater use of our centres and, through planned activities, encourage more use of our parks and open spaces
- Continuing to work closely with the Surrey Health & Wellbeing Board, Clinical Commissioning Groups and Public Health partners and seeking extra funding for more health related activities
- Continuing to deliver efficient and effective environmental health services, with an increasing focus on supporting residents of all ages in making healthier lifestyle choices

## Outcomes

- More residents and visitors benefit from our leisure centres, parks and open spaces
- Successfully deliver our Health Action Plan

## Success measures

- Existing leisure centre contract performance (on target)
- Take up of services and customer feedback on planned/programmed activities in our leisure centres and parks and open spaces
- Existing Health Action Plan performance measures and evaluation criteria

“Anything the Council can do to enhance peoples enjoyment of being outside and using public spaces, will be beneficial.”

Local resident



**Fact**  
we had nearly  
**one million**  
visits to our three leisure centres in 2013

**Did you know**  
In 2013, there were just under  
**9 million**  
visits to the parks and countryside areas we look after



## Our priority

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

## Our objective

To improve community safety and reduce the fear of crime.

### We will achieve this through

- Carrying out joint enforcement activities with Surrey Police
- Strong partnership working across East Surrey Community Safety Partnership

## Outcomes

- Stronger partnership work between the Council and police
- Residents and visitors feel safer in the borough

## Success measures

- % residents that agree the Police and Council are tackling anti-social behaviour
- % residents that agree the borough is a safe place

“Surrey is one of the safest areas in the country.”

Reigate & Banstead Borough Council

**Did you know**

**99%**

of residents say that a safe neighbourhood makes somewhere a good place to live

**Fact**

**83%**

of residents feel safe living in the borough

Icons: A gear, a dog with a slash, a horse with a slash, a person with a slash, and a magnifying glass.

# Place

A great place to live and work



## Our priority

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

## Our objective

To create new jobs for our residents' benefit. To ensure there is a resilient, vibrant economy.

### We will achieve this through

- Offering support to local businesses through our Economic Development programme
- Promoting the borough as a place to do business
- Securing resources to maintain and improve business-related infrastructure
- Working with partners and businesses to ensure that benefits of wider economic growth are enjoyed in the borough.

## Outcomes

- New jobs created within the borough to benefit local residents
- New / expanded businesses located within the borough

## Success measures

- Reduction in % Job Seekers Allowance claimants (total and long term)
- Proportion of residents that also work in the borough
- % vacant commercial and industrial space in the borough
- VAT registered businesses
- Business 5-year survival rate

**“We want a resilient, vibrant economy.”**  
Reigate & Banstead Borough Council

**Fact**  
**90%**  
of businesses in the borough employ fewer than 10 people

**Did you know**  
Reigate & Banstead is home to  
**5,800**  
businesses

## Our priority

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

## Our objective

To ensure the borough remains an attractive place to live, work and do business.

### We will achieve this through

- Our parks and street scene services
- Using volunteers to help maintain public spaces
- Encouraging communities to help maintain local spaces

## Outcomes

- Borough remains a clean and attractive place

## Success measures

- % residents that are satisfied with the borough as a place to live
- % streets that achieve cleanliness standard



**“We work to keep the borough a clean and attractive place.”**  
 Reigate & Banstead Borough Council

**Fact**  
**85%**  
 of residents are satisfied with their local area

**Did you know**  
**96%**  
 of residents said parks, open spaces and playgrounds are important in making somewhere a good place to live

## Our priority

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

## Our objective

To ensure development is planned, providing for residential and business growth, and that it benefits the borough in accordance with the approved Core Strategy.

## We will achieve this through

- Developing and consulting on evidence-based policies that provide a framework for planning issues including economic development, regeneration, housing, environmental protection, transport, health and education

## Outcomes

- Planned, sustainable development within the borough
- Funding secured for infrastructure across the borough

## Success measures

- Development Management Plan adopted
- Community Infrastructure Levy in place

**“We aim to deliver affordable and other types of housing, employment space and infrastructure, whilst protecting the borough’s pleasant environment.”**  
Reigate & Banstead Borough Council

**Did you know**  
Our target is to enable  
**460**  
new homes to be developed each year for the next 15 years – over 20% of these will be affordable homes

**Fact**  
Average house prices in the borough are  
**£100,000**  
above the national average

# Organisation

A Great Council



## Our priority

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

## Our objective

To provide a sustainable financial base for delivering services.

### We will achieve this through

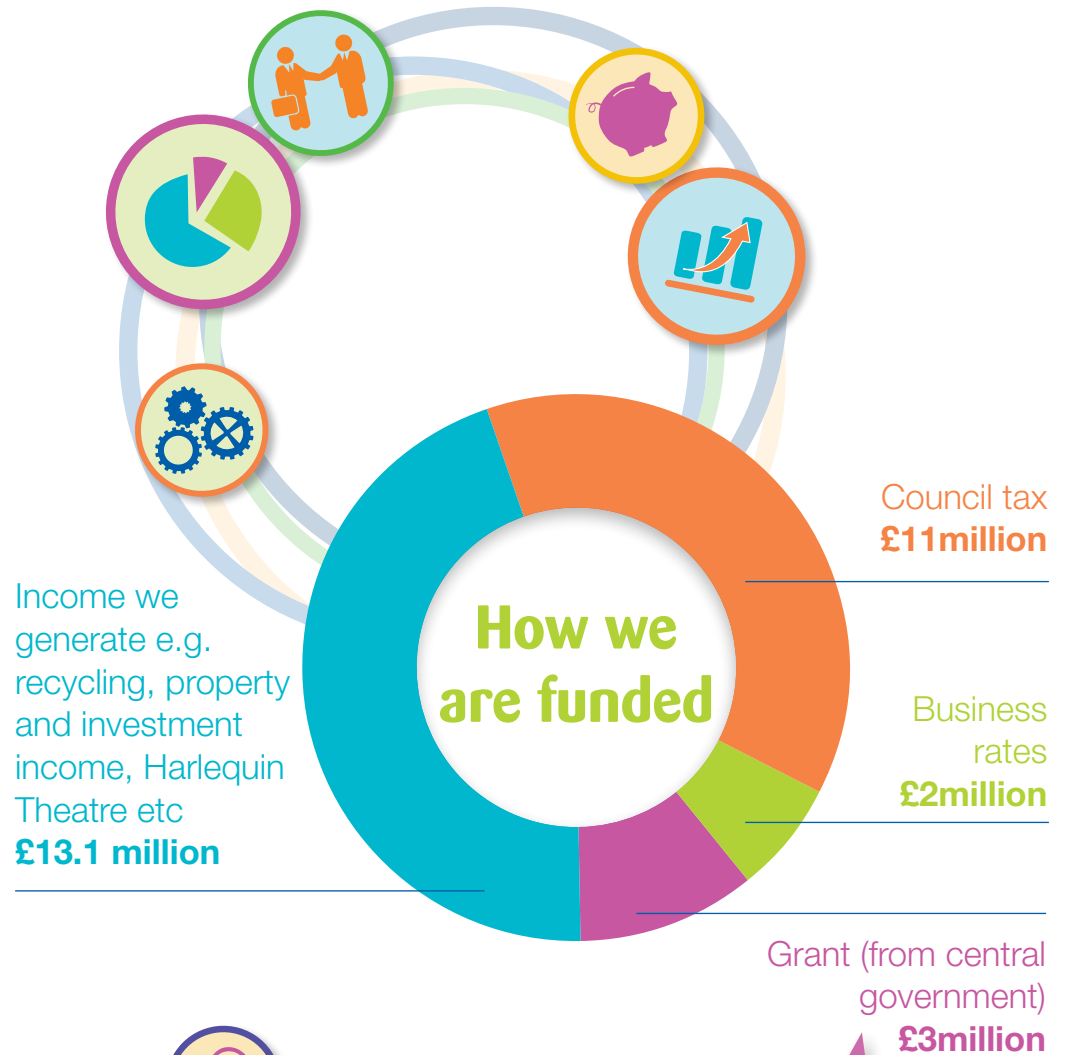
- Taking a commercial approach to fees and charges
- Encouraging residents to self-serve
- Reducing our spend on non-priority services
- Increasing our element of Council Tax
- Delivering efficiencies from every service, with modest reductions in staffing levels

## Outcomes

- Balanced budget adopted each year, without drawing on reserves

## Success measures

- Net savings delivered



**“Our government grant is likely to end by 2020.”**

Reigate & Banstead  
Borough Council

## Our priority

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

## Our objective

To understand the needs and priorities of our residents and businesses.

### We will achieve this through

- Developing and delivering communications campaigns that result in raised awareness, active participation and behaviour change (where appropriate) which enhance the reputation of the Council
- Carrying out efficient, effective and well directed consultation and engagement activities
- Listening to feedback from residents and businesses
- Using data to help inform decision making

## Outcomes

- Residents are satisfied with the Council's performance
- Residents are aware of the Council's decisions and services

## Success measures

- % residents satisfied with our performance
- % residents satisfied with 'ability to influence decision making'
- Increase % residents feeling informed



## Fact

In 2013 we handled  
**157,000**  
 phone calls,  
**2,800**  
 online transactions and  
**53,000**  
 visitors

## Did you know

**71%**

of residents would prefer to contact us online



## Our priority

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

## Our objective

To maximise this value and provide income to the Council.

### We will achieve this through

- Developing a property investment strategy, including appropriate resources
- Bringing forward existing property and assets for development
- Investing in new property assets
- Acquiring further assets, both inside and outside of the borough

## Outcomes

- Increased income secured from property and assets

## Success measures

- % Council income from property and assets



## Our priority

We will maximise the potential of our staff.

## Our objective

To ensure we have a culture that supports change and enables the organisation to be forward thinking, innovative and entrepreneurial.

## We will achieve this through

- Identifying and reinforcing corporate values and behaviours to help the culture evolve to become more commercial, innovative and to embrace change
- Providing our staff with training and development to ensure they have the right mix of skills to deliver our priorities

## Outcomes

- Organisational performance increases
- Staff engagement with the organisation is increased and corporate values and behaviours are demonstrated
- Organisation is able to recruit and retain appropriately qualified and experienced staff to meet its objectives

## Success measures

- Increase % staff satisfaction, via biannual survey
- Values and behaviours are embedded into the performance management system
- Internal promotions/secondments

“We will enable the organisation to be forward thinking, innovative and entrepreneurial.”

Reigate & Banstead Borough Council



**Fact**

We employ

**450**  
people

**Did you know**

we've cut our management costs between 2010 and 2014 by

**£1.4million**