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TO	Executive
DATE	Monday, 18 March 2019
EXECUTIVE MEMBER	Leader of the Council Deputy Leader and Portfolio Holder for Housing and Benefits

KEY DECISION REQUIRED	NO
WARDS AFFECTED	ALL WARDS

SUBJECT	Corporate Plan 2020-2025
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RECOMMENDATIONS
<p>(i) That the Draft Corporate Plan 2020-2025 at Annex 1 be approved for discussion with Council members following the elections in May, and prior to public consultation in accordance with the Council's Policy Framework</p> <p>(ii) That the Motion presented to Full Council on 8 February 2019 regarding climate change be noted and the following actions be agreed:</p> <ul style="list-style-type: none"> - That the Draft Corporate Plan include a new commitment in relation to environmental sustainability and climate change - That the Council review, and as necessary update, its plans in relation to carbon management and local action on climate change

REASONS FOR RECOMMENDATIONS
<p>(i) The Corporate Plan forms part of the Council's Policy Framework. A draft Plan has been developed and is being published for discussion purposes, recognising that content will need to be re-visited following the borough's all-out elections in May. In accordance with the Council's Constitution, the draft Corporate Plan will also be the subject of a consultation lasting no less than 8 weeks.</p> <p>(ii) The proposed approach will allow the Council to develop and report on its activities in</p>

relation to climate change over the period of the new Corporate Plan.

EXECUTIVE SUMMARY

It is best practice for a Council to have an up-to-date Corporate Plan to communicate its priorities to local residents, businesses and partners, and to inform the organisation's service and financial planning activities.

Since the current Corporate Plan ('Our Five Year Plan 2015-2020') was adopted in late 2014, significant progress has been made in delivering against its priorities. However, the context in which the Council operates continues to change, with new opportunities, challenges and uncertainties, and the Council needs to make sure it is in the best possible position to respond to these.

A revised Corporate Plan has been drafted, which takes account of the changing national, sub-national and local political, financial, social, environmental and economic landscape.

It confirms the Council's commitment to delivering high quality services and providing value for money, and includes updated priorities across the three themes of People, Place and Organisation. These will be used to inform and align Council activities to meet the needs and aspirations of local residents, businesses and Councillors, whilst also recognising the continuing financial challenges that the organisation is faced with.

Executive agreement of the revised draft Corporate Plan is sought, although it is recognised that the content will need to be re-visited following the Council's all-out elections in May. Consultation on the draft Plan will also need to be undertaken in line with the Council's Policy Framework. The results of this consultation will inform the final version of the new Corporate Plan, which will be presented to Executive and Full Council for formal adoption later in 2019.

At its meeting on 8 February 2019, the Council resolved to refer a motion to the Executive for consideration. The motion proposed (in summary) that the Council be requested to update its Carbon Management Plan and set a carbon neutral target for the Council, that the Executive be requested to take account of the climate change challenge through its review of the Council's Corporate Plan, and that the Council be requested to call on Government to make local action on climate change easier.

This report considers the background to the motion and recommends that the updated Corporate Plan commits the Council to review and as necessary update its plans in relation to environmental sustainability and carbon management, taking account of the latest evidence and national policy.

Executive has authority to approve the above recommendations

STATUTORY POWERS

1. There is no statutory requirement for the Council to produce or maintain a Corporate Plan.
2. However, the Council has in recent years adopted a Corporate Plan to set out its overall vision for the borough and explain the priorities that guide its service and financial planning. Maintaining an up-to-date Corporate Plan is seen as best practice

within the sector.

BACKGROUND

Corporate Plan

3. The Council adopted its current Corporate Plan (titled 'Our Five Year Plan 2015-2020') in December 2014¹.
4. This Plan sets out a vision that the Council will be a leading Council, which would:
 - a. Deliver quality services and support
 - b. Provide value for money
 - c. Make the borough a great place to live
 - d. Be flexible and sustainable, responding to the needs and demands of our borough, residents and businesses; and
 - e. Become an increasingly commercial organisation.
5. The current Plan is based around three themes, People, Place and Organisation. Since it was adopted, significant progress has been made in delivering its priorities – this progress has been reported on annually, most recently to the June 2018 Executive.
6. At the same time, the context in which the Council operates continues to change, with new opportunities, challenges and uncertainties arising. These include the complete removal of the Council's Revenue Support Grant by Government, new national policies and legislation, and changes to how our partner organisations fund and deliver their services. The Council needs to make sure it is in the best possible position to respond to these things.
7. In light of these changes, a review of the current Plan has been undertaken to ensure that it continues to accurately reflect the Council's priorities and that the Council's activities remain relevant to the borough's residents and businesses in the coming years.

Climate change

8. At the Council meeting on 8 February 2019, it was resolved that the following motion be referred to the Executive for consideration:
 - a. That the Council be requested to update its Carbon Management Plan in light of the IPCC Special Report on Global Warming published in October 2018. This should include the setting of a carbon neutral target for Reigate and Banstead Borough Council and a governance structure to ensure close monitoring of the Plan
 - b. That the Executive be requested to take full account of the IPCC Special Report on Global Warming published in October 2018 as part of its upcoming review of the Corporate Plan for the 2020-2025 period and to consider integrating this Motion into the draft Corporate Plan to be considered by the council later in the year; and
 - c. That the Council be requested to call on Government to provide the necessary

¹ Available at: http://www.reigate-banstead.gov.uk/info/20205/plans_and_policies/280/our_5_year_plan

powers and resources in order to make local action on climate change easier.

9. The motion agreed was an amended version of the original motion moved by Cllr Essex and seconded by Cllr Brown.

KEY INFORMATION

Evidence base

10. The revised draft Corporate Plan included at **Annex 1** has been developed taking into account a wide range of evidence and information:
11. Performance against the current Five Year Plan: Since it was adopted in late 2014, the Council has regularly reported its performance against the Five Year Plan priorities to the Overview & Scrutiny Committee and the Executive. These reports are available via the Meetings section of the Council website. Our successes and experiences in delivering these priorities have informed the new priorities included within the draft Corporate Plan appended to this report. Since the current Plan was adopted, key achievements have included:
 - a. People
 - 92% of families assisted through our Family Support programme showing an improvement in their circumstances, and 7 Syrian refugee families settled within the borough
 - Introduction of a successful 'wellbeing prescription' service, and opening of the new leisure and community centre in Preston
 - Creation of a new Community Development Team supporting residents and local communities
 - Considerable reduction in our bed & breakfast costs for people facing homelessness and opening of our new 'in-borough' emergency temporary accommodation.
 - b. Place
 - Introduction of the Community Infrastructure Levy and - since 2016 - collection of nearly £20m for infrastructure improvements from CIL and section 106 agreements
 - Successful progression of the Development Management Plan through public examination hearings; and planning permission and confirmation of the compulsory purchase order for the Council's Marketfield Way development
 - The continued success of our business support activities, including the provision of 50-60 small business grants a year
 - Two 'Green Flag' parks within the borough and multiple 'In Bloom' awards for our green spaces
 - Increase in recycling levels from 49% in 2015 to 54% in 2018.
 - c. Organisation
 - Over £8.7m of cumulative revenue savings since 2015
 - Over £4m per year of income now generated through our property portfolio

and being put towards delivering Council services

- National and regional recognition for our Communications work
- A successful LGA Peer Challenge in 2015, and more recent follow up visit in late 2017 praising the Council's ambition and innovation.

12. Since the Five Year Plan was adopted, residents' surveys have been carried out to ensure that customers' views on Council services are collected and inform future service provision. The results of these surveys have been included in plan performance reports and it is anticipated that a new round of surveys will be commissioned to support implementation of the new Corporate Plan.
13. Borough Profile: The Borough Profile brings together a range of demographic, economic and social datasets which provide insight into the borough's characteristics now, and how this may change in future years. The information it contains can help the Council consider those services and areas of the borough where greater support may need to be provided in the future.
14. Due to the size of the Borough Profile it is not appended to this report, but it is available on the Council website² and a copy has been placed in the Members' Room.
15. National, sub-national and local challenges and opportunities: The wider socio-economic context in which the Council operates, as well as future government policy, will impact on our priority setting. Particular national, sub-national and local considerations that have informed the development of the draft Corporate Plan include:
 - a. The continuing economic uncertainties associated with Brexit and the challenges that this may present for local residents and businesses
 - b. The Government's plans for local authority funding reform and business rates reform, which will impact on our future funding position
 - c. New and emerging national legislation and policy, including in relation to industrial strategy, housing and homelessness, planning, and welfare reform
 - d. Changes at the sub-national level to how healthcare is planned and provided, and how transport and economic development funding is devolved
 - e. The financial challenges being faced by partner organisations, particularly Surrey County Council.
16. Member engagement: A member workshop was held in Spring 2018 to consider the challenges that the Council and its residents and customers are likely to be faced with over the coming years and how the Council should respond to these. Common themes identified included:
 - a. The need to continue to operate in a financially sound and transparent way and offer value for money to residents and other customers
 - b. Opportunities for the Council to do more to help local people and workers access suitable housing
 - c. The need for the Council to work more closely with other providers to deliver the

² Available at <http://www.reigate-banstead.gov.uk/corporateplan>

range of services, facilities and infrastructure that residents need

- d. The opportunity for better collaboration and alignment across the Council's activities to support vulnerable people and those of partners, including the voluntary sector
 - e. The role of the Council in promoting individual wellbeing and strong communities
 - f. The role of the Council in supporting local businesses and ensuring continued economic prosperity in the borough, including revitalising town centres
 - g. A continued commitment to providing high quality public open spaces
 - h. The chance to lead by example on environmental and 'green' initiatives.
17. Further member engagement was undertaken in early 2019 on the emerging draft Corporate Plan and comments have taken into account in preparing the document at Annex 1.
18. Stakeholder views: The views of a range of stakeholders have also helped inform the draft Corporate Plan. This has included the views of Council staff. As well as supporting the themes identified at the Member workshop, some of the suggestions made by stakeholders included:
- a. Opportunities to expand the Council's activities to help address the challenges of child poverty, food poverty, household debt, mental ill-health and social isolation
 - b. Opportunities to promote volunteering and corporate social responsibility as a means of helping the Council to achieve its priorities
 - c. The value of early intervention by the Council and partner organisations to help the most vulnerable people
 - d. The role of the Council in working with employers and education providers to ensure local people develop the right skills, and to help provide a range of business accommodation in the borough to meet different requirements
 - e. The chance to do more to secure a wider choice of types of homes and tenancies
 - f. The central role of the Council in community safety, reducing the fear of crime and preventing high-harm and serious organised crime.

Climate Change

19. In December 2015, 195 countries (including the UK) adopted a legally binding global climate agreement. The agreement set out 4 key actions to avoid climate change and limit global warming, including to keep global temperatures 'well below' 2°C above pre-industrial times and – if possible - 1.5°C; and to limit the amount of greenhouse gases emitted by human activity to the same levels that trees, soil and the ocean can absorb naturally, at some point between 2050 and 2100.
20. This 'Paris Agreement' is due to enter into force in 2020.
21. As part of the decision to adopt the Paris Agreement, the Intergovernmental Panel on Climate Change (IPCC) was invited to produce a Special Report on global warming of 1.5°C above pre-industrial levels and related global greenhouse gas

emission pathways.

22. The Special Report was approved by the IPCC in October 2018. It concluded that global warming to 1.5°C would require rapid, far-reaching and unprecedented changes in all aspects of society. It highlighted a number of climate change impacts that could be avoided by limiting global warming to 1.5°C compared to 2°C, or more.
23. The Council has previously committed to undertake activities to reduce carbon emissions and tackle climate change. In 2009, the Council adopted a Sustainable Energy Strategy. This was incorporated into the 2011-15 Corporate Plan, in which the Council set out an operational priority to implement a Sustainable Energy Strategy and Low Carbon Management Plan, with a target of reducing CO2 emissions by 30%. These strategies were very successful and were both largely delivered against, including through:
 - a. Energy efficiency measures within our own estate
 - b. Promoting energy efficiency schemes to local residents and businesses; and
 - c. Improving the efficiency of our fleet operations
24. However, the 2015-2020 Five Year Plan did not include priorities within this area, and the officer posts with responsibility for implementing these strategies were deleted. Since 2015, the Council's approach has been to support carbon reduction within our own estate through mainstream activities and to promote energy efficiency schemes to local residents and businesses in partnership with other bodies and organisations.

Content of the proposed new Corporate Plan

25. The proposed new Plan represents an evolution of the current Plan. The proposed vision has its roots in the current Plan and remains largely the same, with some minor updates. The three themes of People, Place and Organisation are proposed to be retained given the success of the Council in meeting many of the priorities under the current Plan. The main differences between the proposed new Corporate Plan and the current Five Year Plan include:
 - a. A new set of 'cross-cutting commitments' describing how the Council will deliver services, covering aspects such as communications, customer contact, partnership working and environmental sustainability
 - b. A new 'housing' objective confirming Executive commitments (building on those made at the meeting in April 2017) to do more to secure the delivery of homes that are more affordable for local people. The Outline Housing Strategy report elsewhere on this meeting's agenda will help deliver this objective
 - c. Expanded objectives about communities and vulnerable people, reflecting the Council's proactive housing, family support and community development activities
 - d. A new objective that recognises the need for the Council to support towns and villages in the borough to thrive in the face of changing shopping habits and competition from larger centres
 - e. An updated objective on Local Planning recognising the future focus of our work in this area beyond the Development Management Plan
26. The draft Plan includes a continuing commitment to achieve financial sustainability,

including through commercial activities to generate income and increase our reserves, and a recognition that to continue to deliver high quality services and deliver corporate objectives will require ongoing investment in operational assets and skills.

Partnership

27. Partnership working is particularly important at a time when public finances are stretched. It can help make best use of the limited funding which is available. As such, partnership working is a theme that runs throughout the draft Corporate Plan.
28. To maximise the benefits that can be realised from working together, the Council has - in the past - agreed Memorandums of Understanding with key partners including Surrey County Council, health partners and – most recently – Raven Housing Trust. In support of the new Corporate Plan, arrangements with these and other organisations will be reviewed to ensure that, as far as possible, we can align activities to help deliver our corporate objectives. This may include information sharing, collaborating on joint projects, agreeing updated Memorandums of Understanding, or entering into formal Service Level Agreements or Joint Ventures.

Climate Change

29. Reflecting the 8 February 2019 Council motion, and recognising the climate change challenge, it is now proposed to introduce a new ‘cross cutting commitment’ within the draft Corporate Plan 2020-2025 covering environmental sustainability. This commits the Council to reducing waste and emissions across its own estate and using natural resources more efficiently, and to reviewing (and as necessary updating) Council plans in relation to carbon management.
30. Further work will be required to determine the content of, and commitments within, an updated Carbon Management Plan (or equivalent). Provision to report progress on this work is included within the draft Corporate Plan commitment to report annually on plan performance.

OPTIONS

31. The options available to the Executive are:
 - a. Option 1: To approve the Draft Corporate Plan 2020-2025 for discussion, and incorporate a commitment in relation to environmental sustainability (including climate change). This option is recommended as it will ensure that progress can be made towards adopting a new Corporate Plan in a timely fashion that continues to accurately reflect the Council’s priorities and mean that the Council’s activities remain relevant to the borough’s residents and businesses in the coming years. It also ensures that new Council members elected in May will have the opportunity to input into the emerging Plan.
 - b. Option 2: To approve the Draft Corporate Plan 2020-2025 for discussion, without incorporating any commitment in relation to environmental sustainability. This option is not recommended as it fails to capitalise on an opportunity to confirm the Council’s commitment and approach to climate change.
 - c. Option 3: Not to approve the Draft Corporate Plan, and request that further work be undertaken before a revised draft is reported back to the Executive. This option is not recommended as it will delay getting an updated and current Plan

in place. Option 1 allows further opportunities to develop and amend the content of the revised Corporate Plan before it is adopted in any event.

LEGAL IMPLICATIONS

32. There are no legal implications to consider.

FINANCIAL IMPLICATIONS

33. The Council's service and financial plans are developed in line with its Corporate Plan. In parallel to developing this Corporate Plan, a new Capital Investment Strategy is being prepared. The Outline Capital Investment Strategy appears elsewhere on the agenda of this meeting. Work on the Capital Investment Strategy Action Plan will continue as the Corporate Plan is finalised throughout 2019.
34. For the year 2020/21, service and financial planning will be undertaken taking account of not only the current Five Year Plan priorities, but also the emerging priorities set out in the revised Draft Corporate Plan appended to this report (subject to the Executive's agreement of the draft and any further changes agreed after May).
35. The Council will, where possible, deliver its Corporate Plan priorities through mainstream services and budgets, and by working with partners to combine resources and lever in external funding. However, some additional funding may be required to support specific projects and activities and the Council has established a Corporate Plan Delivery Fund to support these.

EQUALITIES IMPLICATIONS

36. An Equalities Impact Assessment (EqIA) has been carried out on the draft Corporate Plan, and is available as a background paper. This concludes that, if successfully delivered, the vision and priorities in the draft Corporate Plan will have a positive or, at worst, a neutral impact on the equality target groups. Only one potential negative impact was identified, in relation to people from equalities target groups who are not local being unable to access new homes provided under the proposed 'housing' objective. However, given that the scale of housing secured under this objective will be very small compared to the availability of housing in the borough generally, any negative impact will be very low such that overall impact is judged to be neutral.
37. Where new projects or policies are being developed to deliver the Corporate Plan priorities, separate EqIAs will be carried out in support of these by the relevant responsible officers. The draft Corporate Plan EqIA identifies that consideration should be given through this process as to whether positive equalities impacts can be secured.
38. The EqIA also recommends that equalities target group representatives and 'hard to reach' or 'seldom heard' groups be consulted as part of the public consultation on the draft Corporate Plan and that measures should be put in place so consultation material can be provided in accessible formats. The Council will take the necessary steps to do this.

COMMUNICATION IMPLICATIONS

39. As part of the Council's Policy Framework, public consultation will be undertaken on

the draft Plan. At the appropriate time, a communications plan will be developed for this consultation exercise.

40. After the public consultation, and once finalised and agreed by Full Council, the revised Corporate Plan will be formally launched. A separate communications plan will be developed for the launch and will include measures to publicise the Corporate Plan to residents, businesses, partners, members and staff.

RISK MANAGEMENT CONSIDERATIONS

41. The drafting of a new Corporate Plan is not identified specifically as a strategic risk. However, failure to regularly review the Council's corporate priorities may mean that future service and financial planning does not properly reflect local needs and aspirations.
42. Reviewing the Corporate Plan means that the changing national, sub-national and local context in which the Council operates, and the needs of local residents and businesses, will continue to be taken into account in the planning and funding of Council services and activities.

OTHER IMPLICATIONS

43. There are no other implications to consider.

CONSULTATION

44. A range of informal consultation has been undertaken to inform the revised draft Corporate Plan. This has included:
 - a. Engagement with Council staff via team meetings and workshop sessions in Spring 2018
 - b. An all-member briefing and workshop in Spring 2018
 - c. Two external stakeholder workshops in Spring 2018, attended by over 30 people in total, and a series of staff workshops
 - d. Discussion of draft Plan content with the Leader, Deputy Leader, and Executive Members throughout Autumn/Winter 2018
 - e. A member briefing and member workshop in February 2019.
45. The outcomes of this informal consultation have informed the content of the draft Corporate Plan at Annex 1. Subject to agreement of the draft Plan by the Executive, further engagement with Council members will be undertaken in advance of public consultation.

POLICY FRAMEWORK

46. The Corporate Plan forms part of the Council's Policy Framework. In line with the Constitution, an 8 week consultation will be undertaken on the revised draft Plan at the appropriate time. This will include consideration of the draft Plan by the Overview & Scrutiny Committee and a public survey.
47. Responses to the consultation will be reported (in summary form) to the Executive, to be considered when recommending a final Corporate Plan to the Full Council for

adoption.

BACKGROUND PAPERS

1. Five Year Plan 2015-20: <http://www.reigate-banstead.gov.uk/corporateplan>
2. Five Year Plan Performance Report, Executive 21 June 2018: <https://reigate-banstead.moderngov.co.uk/ieListMeetings.aspx?Committeed=137>
3. Updated Borough Profile 2018: <http://www.reigate-banstead.gov.uk/corporateplan>
4. Draft Corporate Plan Equalities Impact Assessment