



Reigate & Banstead 2025

Our Five Year Corporate Plan

**Draft for Discussion,
March 2019**

WELCOME

Welcome to our draft Corporate Plan

This Plan sets out our proposed priorities for the next five years, and explains how we will focus our resources and deliver services to those living, working and spending time in Reigate & Banstead.

Our current Five Year Plan runs to 2020, and a lot has changed since we published it.

We want to ensure the work we do, and how we do it, remains relevant to our residents and service users, so we have had a good look at what has changed, what is likely to change in the future, and what our partners and residents are saying. The result is this document, our new draft Corporate Plan.

We would like your views on what we are proposing.

**Cllr Mark Brunt
Leader**

**Cllr Graham Knight
Deputy Leader**

What we do

We carry out a wide range of services and activities which benefit those who live in, work in, and visit the borough.

What we do	
✓ Waste & recycling collection	✓ Leisure and community centres
✓ Street cleaning	✓ Local Plan and planning applications
✓ Council car parks and parking enforcement	✓ Community safety
✓ Council greenspaces and allotments	✓ Business support
✓ Housing register and homelessness services	✓ Licencing and environmental health
	✓ Community development and family support

For all the services we provide, a typical (Band D) household pays £227.46 a year through its Council Tax– less than £4.38 per week.

The way local government is set up in Surrey means that the rest of your Council Tax goes to different authorities, who are responsible for providing the other services residents receive or need. For example, Surrey County Council provides many important services: education, adult social care, highways maintenance to name but a few. If you live in Salfords & Sidlow or Horley, your Parish or Town Council also provides important local services. Our residents also benefit from services provided by the NHS, Police and other service providers.

What we don't do	
Surrey County Council services <ul style="list-style-type: none"> * Community recycling centres; waste disposal * Highways maintenance and potholes * On street parking restrictions * Highways trees, public rights of way * Minerals & waste planning; transport planning * Fire & Rescue * Education and libraries * Trading standards * Adult social care, Children's services 	Registered housing providers eg Raven <ul style="list-style-type: none"> * Management of social housing Surrey Police <ul style="list-style-type: none"> * Policing NHS & Clinical Commissioning Groups <ul style="list-style-type: none"> * Primary and acute healthcare Private landowners <ul style="list-style-type: none"> * Private car parks and private land

The context in which we operate

Our new draft Corporate Plan reflects the borough's local characteristics, the needs of our residents and businesses, and the wider context in which we operate (for example new and changing central government legislation and regulation).

You can find out more about the borough at www.reigate-banstead.gov.uk/corporateplan

Over the term of our new Corporate Plan, we expect changes to the statutory framework in which we operate in, and changes to how local government is financed. We want to make sure we can respond to these changes by planning for the future.

Working in partnership

Partnership working is a theme throughout this draft Corporate Plan.

Our work is influenced by what other public sector organisations do. Some of these other organisations operate locally, others over a wider area. Some make decisions about priorities and funding which we can influence. Others provide services directly in our borough.

Some of our partners and key external organisations



Working in partnership can deliver best value for our residents at a time when public finances are stretched. We will work closely with our partners to make sure their activities align with ours and to ensure their future funding decisions do not have a disproportionate negative impact on our residents and businesses.

Our relationship with Surrey County Council (SCC) is particularly important. Many of our services are complementary to SCCs, and we also carry out a number of services on their behalf. We will continue to work with SCC to plan and coordinate future service provision in the borough.

We also cannot deliver our Corporate Plan without you, our residents, customers and service users. Later in this draft Plan we have highlighted what you do can make a real positive difference, help us achieve our goals and help strengthen our local communities. Tell us what you think or if there is more you can do!

OUR VISION

Our vision is:

**To be recognised by our residents, businesses and partners as a leading Council.
This means:**

- **Delivering quality services and support**
- **Providing value for money**
- **Making the borough a great place to live, work in and visit**
- **Being flexible and sustainable, responding to the needs and demands of our borough, residents and businesses; and**
- **Operating as an increasingly commercial organisation.**

We know there is much that our residents and local businesses love about the borough, from our great location between London and Gatwick to our characterful local towns, our fabulous local parks and our beautiful countryside.

We are proud of these things. Not only do we have a stewardship role to protect what is good about the borough but we also have an opportunity to make Reigate & Banstead even better.

OUR PROPOSED PRIORITIES TO 2025

Our proposed priorities explain how we intend to deliver our vision. Our priorities are divided into three themes:



These are also the themes in our current Five Year Plan. We have structured our services around them in recent years. We recognise there will be overlaps between these themes but have chosen to retain them as they reflect where we want to focus our activities and investment between now and 2025.

OUR COMMITMENTS

To continue to be a great Council, it is not just about what we do, but about how we do it. That's why we have a new section in this Plan which sets out our commitments to residents, customers and other service users.

We will:

Continue to deliver high quality core services and put our customers at the heart of what we do

Our core services include things like environmental health, licencing, planning, waste and recycling collection, housing and homelessness responsibilities, land charges, car parks, revenue collecting and benefit distribution, and street naming and numbering. We are bound by national legislation in respect of the statutory services, but where possible we will provide added value or enhanced services (although these may come at an extra cost for customers). Our operations are supported by a range of other Council teams such as legal, financial, human resources, democratic services and electoral services and project and business assurance, which ensure we deliver our services efficiently and effectively.

- ❖ We will report on our service performance, undertake service reviews and continual service improvement and run surveys to understand what our customers want from the Council and levels of satisfaction.

Communicate effectively

We know that how we communicate to our residents and other customers is important. We will focus our communications on explaining the services we provide, promoting our successes, responding to enquiries about our activities, and undertaking behaviour change and marketing campaigns to help deliver the priorities in this Plan.

- ❖ We will regularly review communications preferences and requirements and target our communications activities accordingly to meet our residents' and customers' needs.

Make it simple for our residents and customers to contact and do business with the Council

Customer care is important to us. The way people want to engage with their local Council is changing, with more people wanting to use digital methods. However we also know there will be times when our customers need different assistance.

- ❖ We will invest in technology and human resources to deliver this commitment, monitor how customers interact with the Council and focus our improvement activities in a cost-effective way.

Develop and maintain positive and constructive partnerships with other service providers and the voluntary sector

Partnership working is particularly important at a time when public finances are stretched. It can help us make the best use of the limited funding that we have. We are committed to working with a wide range of other organisations, to deliver the priorities set out in this Plan.

- ❖ Where services fall outside of our direct control, we will use our existing relationships to promote - and lobby for - the interests of our local residents and businesses.

Manage and use the data we hold responsibly and effectively

Given the wide range of activities the Council carries out, we hold a lot of data, some of it personal. We will comply with data protection legislation, only use data fairly and lawfully and only share data with external parties where there is a legal basis for doing so. We will use the data we do hold proactively so the services we provide are relevant, co-ordinated and efficient.

- ❖ We will regularly review our data protection policy and update it as required; and provide training for staff who deal with personal data.

Operate efficiently and with financial rigour

While we receive only 12 pence in every pound of Council Tax paid in the borough and a small proportion of business rates, we know our residents and businesses expect us to operate efficiently and provide value for money.

- ❖ In line with statutory requirements, we will publish our audited annual accounts, and annual revenue and capital budget proposals. We will develop a clear strategy to explain how we will invest to secure our long term financial sustainability.

Promote and support environmental sustainability and the efficient use of natural resources

Whilst environmental sustainability is a global challenge, the Council can and should do its bit. Across our own estate, assets and activities we will seek to reduce waste and emissions (including carbon emissions) and use natural resources more efficiently.

- ❖ We will review - and as necessary update - our plans in relation to environmental sustainability and carbon management to deliver this commitment, taking account of the latest evidence and national policy. We will report on our progress on delivering these plans.
- ❖ We recognise that social, economic and environmental sustainability objectives may not always align, and therefore that our decision-making will sometimes need to balance competing priorities and reflect the financial constraints we face as a Council.

Support residents and businesses to make a positive difference in our communities

We cannot deliver this Plan alone. Residents and businesses can make a real difference and help us achieve our priorities. We will help you to do this, by providing appropriate advice and support and asking our partners to do the same.

- ❖ We'll make information about how you can make a difference available on our website, via our social media channels and our print publications.

Do you want to make a positive difference? Consider:

- ✓ Volunteering for a local charity or club
- ✓ Supporting local business by 'buying local', and spending time in our town and village centres
- ✓ Looking out for, and checking in with, your neighbours
- ✓ Reporting antisocial behaviour to our JET team
- ✓ Eating healthily, exercising sensibly and visiting our local parks and countryside
- ✓ Re-using, and recycling using your kerbside boxes or one of our 'bring sites'
- ✓ Using water and energy efficiently
- ✓ Walking, cycling or using public transport where possible

Facts and figures



Population of
147,700

27% of people over
65, projected to
increase to 39% by
2035



Only 2.9%
unemployment,
compared with 4.1%
nationally

Average resident
income = £34,098



What we already do

- Our three **leisure centres** receive over 1.2 million visits every year
- Last year our housing team helped over 250 households avoid **homelessness**
- In 2018/19 we provided over £330,000 of **grants** to local community groups and charities
- 91% of the families our **Family Support** Team have helped have seen an improvement in their circumstances
- The Council has welcomed 7 Syrian **refugee families** into the borough and is supporting them to access education and employment
- Our recently launched **Money Support** service provides practical advice about managing money well
- The borough's Mayor attends as many as 400 engagements per year and carries out fundraising event to support two charities each year

Housing

Some of the challenges we face

- The average house price is £414,790¹ - over 11 times the average income² and well above the national average
- The average rent for a 2 bed flat is £1,075 per month³
- There are over 800 households on the housing register of which over 550 are on the waiting list⁴, and over 230 children in emergency or temporary accommodation⁵
- On average, the Council houses 13 households in B&B accommodation per night⁶
- It is increasingly difficult (and slow) to secure affordable housing on new developments

Our objective: Secure the delivery of homes that can be afforded by local people and which provide a wider choice of tenure, type and size of housing

To achieve this, we will:

- Develop and implement a Housing Strategy
- Work with partner organisations and developers to bring forward sites that deliver homes that can be afforded by local people and local workers and a better mix of types, sizes and tenures of homes

- If we develop our own limited land holdings for housing, deliver a minimum of 30% affordable housing on all Council schemes
- Provide local temporary and emergency accommodation
- Work with Raven Housing Trust to identify and investigate opportunities for estate renewal, supported by new infrastructure and environmental improvements
- Give priority to local people for affordable housing
- Use our planning policies to require private developers to deliver affordable housing from qualifying schemes and a mix of housing types and tenures

Communities & Community Safety

Some of the challenges we face

- The borough has generally strong communities, however there are still some areas where residents have fewer opportunities
- Crime rates are relatively low compared to other areas nationally but increasing: 62 crimes per 1000 residents per year⁷
- Reigate & Banstead has the 2nd highest level of domestic abuse in Surrey⁸

Our objective: Work with partners to create strong, safe and welcoming communities

To achieve this, we will:

- Fund community development workers in target communities across the borough
- Deliver community activities at our community centres around the borough, including activities for older and more vulnerable residents
- Work with partners to provide a range of other community services to reduce social isolation
- Use our 'place' activities to deliver wider community benefits
- Work in partnership with the Police and Surrey County Council and other organisations to tackle crime and the causes of crime, and to raise awareness of hidden crime such as domestic abuse
- Work with partners to continue to deliver joint enforcement activities to respond to and reduce anti-social behaviour across the borough

Vulnerable Residents

Some of the challenges we face

- 9.2% of children in the borough are living in poverty⁹
- The borough has the second highest level of excess winter deaths in Surrey¹⁰
- 14% of residents report their day-to-day activities are limited¹¹
- Over 3,700 of residents provide more than 20 hours of unpaid care per week¹²
- Visits to foodbanks in the borough have increased in recent years

Our objective: Deliver targeted and proactive support for our most vulnerable residents

To achieve this, we will:

- Through our housing and family support teams, provide early help and advice, enabling residents in need to access jobs, housing, money advice and other support
- Share information with relevant partners to target our support to those who need it most
- Provide advice, grants and other financial support to help older people and those at risk of homelessness, including to help them remain in their homes
- Secure accommodation through the private rented and social housing sector to prevent homelessness
- Work with partners to provide support for – and raise awareness in relation to - vulnerable older residents, those with dementia, and carers.

Leisure & Wellbeing

Some of the challenges we face

- 63% of the adult population in Reigate & Banstead is overweight or obese¹³
- 18% of reception age children in the borough are overweight or obese¹⁴
- Reigate & Banstead has the third highest proportion of mental health disorders in young people in Surrey¹⁵

Our objective: Provide leisure & wellbeing services that are accessible to, and meet the needs of, communities and visitors

To achieve this, we will:

- Undertake a review of the leisure and wellbeing services we currently provide
- Work in partnership to look at co-location of our services with those of partner organisations
- Focus on activities that address the wider determinants of both physical and mental health, including for older people, and for young adults and children

Facts and figures



61,246 homes in
the borough

Economy worth
£4.75bn



72% of the borough
is countryside

54% of household
waste is recycled



What we already do

- Nearly 3,500 **new homes** have been built in the borough since 2012, of which in total 683 have been affordable homes
- Since 2016 we have collected nearly £20m from new developments to put towards **infrastructure** improvements
- In 2018/19 we provided **small business grants** to around 60 local businesses
- We are **strengthening links** between local employers and education providers – our last careers fair was attended by over 550 school children
- We maintain 55 **parks and open spaces** and 33 play areas, and manage over 1,300 allotments
- Each year we **clear the streets** of 1,400 tonnes of litter. In 2017/18 our Joint Enforcement Team dealt with nearly 4,000 incidents of **antisocial behaviour**

Towns and Villages

Some of the challenges we face

- People's shopping patterns are changing, which means the role of our town centres will need to evolve
- Our town centres face increasing competition from larger centres and online shopping
- However local residents and workers will continue to expect our towns and villages to provide the services they need

Our objective: With our partners, invest in our town and village centres, so they continue to be places where people chose to live, work and visit

To achieve this, we will:

- Use our own assets to provide new retail, leisure and business space and new homes in our town centres, including through the delivery of the Marketfield Way development in Redhill
- Work with local interest groups and partners to enhance the environment in our town and village centres and improve services for visitors and local businesses

- Use our planning policies to ensure our towns and villages can respond to changes in retailing, encourage a mix of uses in our centres and retain the facilities and services residents need

Economic Prosperity

Some of the challenges we face

- Over 35,000 residents commute out of the borough for work, with 27,000 people commuting in¹⁶
- New offices are being built in the borough, but more generally the supply of new employment space is not meeting high levels of market demand
- The way people work is changing and we need to make sure our borough provides the type of space and services (business infrastructure) that businesses need to thrive

Our objective: 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

To achieve this, we will:

- Work with partners to progress our plans for Horley Business Park, supported by infrastructure including new road access, bus, walking and cycling routes, and a new public park; and secure jobs for local people including during construction
- Provide support to start-up and micro businesses to increase business birth and survival rates
- Work with large employers and support them to maintain a local presence, employ local workers, build stronger relationships with local education and skills providers and support apprenticeships schemes
- Continue to facilitate networking to strengthen the business community in Reigate & Banstead
- Work with partners across the wider economic area to secure investment, promote the borough, deliver business floorspace and business infrastructure (such as 5G), and to secure a greater range of higher education provision in the local area.

Local planning

Some of the challenges we face

- Our great location, natural environment and good transport links make the borough an attractive place to live, but this comes with its own challenges
- Projected need for over 1,000 new homes in the borough every year and for 5-6,000 new homes across the Gatwick Diamond area each year¹⁷
- Infrastructure funding gap estimated to be at least £64.8m between 2016 and 2031¹⁸
- Ambitious growth plans at Gatwick Airport which would result in increased numbers of passengers and employees, which needs to be planned for

Our objective: Ensure new development is properly planned and sustainable, and benefits the borough's communities and the wider area, and use our planning policies positively to facilitate the delivery of other Corporate Plan objectives

To achieve this, we will:

- Maintain an up-to-date local plan setting out the scale and location of new development and social, economic and environmental policies to inform decision making on planning applications
- Use our planning policies alongside our development activities to enable growth and development that is consistent with this Corporate Plan and the principles of sustainability
- Collect Section 106 contributions and the Community Infrastructure Levy and spend it on infrastructure to support new development
- Engage with infrastructure providers to make sure other funding is properly targeted to benefit the borough
- Work with neighbouring authorities and partners to identify the best locations for new development and lobby for the investment in the infrastructure needed to support this

Clean & Green

Some of the challenges we face

- Increased recycling in recent years, but we could do more
- Reported incidents of fly-tipping have increased in recent years
- Our parks and greenspaces cost about £1.2m to maintain each year

Our objective: Provide high quality green spaces and neighbourhood services to ensure local people have access to the services and facilities they need and that the borough continues to be clean and attractive

To achieve this, we will:

- Continue to invest in and maintain parks, recreational facilities and countryside in Council ownership, and promote biodiversity
- Encourage greater use of our parks and countryside through the provision of new facilities, activities and events
- Work with volunteers across the borough, and help communities to maintain their own local green spaces
- Continue to roll out our full recycling service to all homes in the borough where practical and viable, and raise awareness and reduce the use of single use plastics in partnership with the Surrey Waste Partnership
- Continue to deliver a waste & recycling service that provides good value to the taxpayer and take a joint enforcement approach towards fly-tipping
- Continue to deliver a high quality cleansing and street cleaning service

Facts and figures

£0

No revenue support grant from Government

Annual net budget in 2019/20 of £16.3m



All our services for less than £4.38 Council Tax per week

What we already do

- Since 2009/10, the Council has made cumulative revenue savings of around £20m.
- Over £4m of income predicted to be generated from our property portfolio in 2019/20
- 99%+ collection rate for Council Tax and Business Rates – one of the highest in the country.
- 11 apprentices employed and over 230 paid work experience opportunities provided to borough residents since 2011

Financial sustainability

Some of the challenges we face

- The Council receives no revenue support grant from Government; we do not expect to be able to retain any of the business rates we collect in future years
- Most of the Council Tax we collect goes to other partners - only 12 pence in every £1 available to spend on Borough Council services

Our objective: Be a financially self-sustaining Council

To achieve this, we will:

- Ensure that our budgeting process is transparent and well-managed to deliver a balanced budget outcome each year
- Increase Council Tax annually to reflect increasing costs, and run an effective collection team to recover money owed to us
- Operate in an efficient and rigorous way across all our day-to-day financial operations
- Publish and keep up-to-date our Investment Strategy

Commercial Activities

Some of the challenges we face

- To be financially self sustaining we need to generate more income through commercial activities to fill the gap left from the removal of government grant.
- Commercial activities also enable us to generate capital receipts

Our objective: Undertake commercial activities to generate additional income and build our financial resilience, in order to sustain service provision

To achieve this, we will:

- Further develop our commercial revenues, benefits and fraud activities
- Investigate other opportunities to sell or diversify our services and pursue these where supported by a robust business case
- Invest in new property assets or development opportunities in our economic area where these will provide a reliable revenue income stream or longer term capital receipt and help us sustain service provision
- Use our existing property assets to generate revenue income or capital receipts for the Council, including by bringing them forward for development

Operational Assets

Some of the challenges we face

- The services we provide rely on our estate, buildings, equipment, ICT and vehicles being modern, efficient and reliable.
- Maintaining these operational assets costs money, but without investment the services we provide to residents and businesses will suffer

Our objective: Ensure that our operational assets (things like our estate, equipment, IT and vehicles) are fit for purpose

To achieve this, we will:

- Maintain an up-to-date asset management strategy
- Invest in our operational assets when required to ensure they remain fit for purpose and support environmental sustainability objectives

Skills & Great People

Some of the challenges we face

- Our Councillors and staff will require a variety of skills to deliver the objectives in this Plan
- It is increasingly difficult to recruit the people we need as we are competing with London authorities and the private sector

Our objective: Invest to ensure the Council (councillors and officers) has the right skills to deliver this Plan

To achieve this, we will:

- Develop and deliver an Organisational Development Strategy
- Invest in attracting, retaining, developing and rewarding appropriately qualified and skilled staff to deliver our Plan in an increasingly digital environment
- Draw on external advice where in-house skills do not exist
- Foster local democracy by seeking to attract candidates to stand as Councillors whose diversity reflects our communities
- Provide a modern working environment and competitive employment packages to attract and retain talented people and become an employer of choice

MONITORING AND REPORTING ON PROGRESS

We are proposing to report annually on our progress towards delivering this Plan. We will report on contextual indicators – that is, things that are not entirely within our control but paint a picture of what is happening in the borough; things like house prices, levels of employment etc. We will also identify key Corporate Plan indicators so you can understand whether we are meeting our plan objectives.

We will publish these annual progress reports on our website.

The Council may also prepare topic specific action plans explaining in more detail the work which will be undertaken to deliver its objectives and priorities

References

-
- ¹ Land Registry, October 2018
 - ² Office for National Statistics 2018
 - ³ Valuation Office Agency, December 2018
 - ⁴ Reigate & Banstead Borough Council, 2018
 - ⁵ Reigate & Banstead Borough Council, 2018
 - ⁶ Reigate & Banstead Borough Council, 2018, average on a Friday night
 - ⁷ Surrey Police, 2017
 - ⁸ Surrey Police, 2018
 - ⁹ HMRC, 2015
 - ¹⁰ Public Health England 2017
 - ¹¹ Census 2011
 - ¹² Census 2011
 - ¹³ Public Health England 2017
 - ¹⁴ Public Health England 2015 (latest data available)
 - ¹⁵ Public Health England 2015 (latest data available)
 - ¹⁶ Census 2011
 - ¹⁷ Ministry for Homes, Communities and Local Government, 2018
 - ¹⁸ Surrey Infrastructure Study, 2018