



Reigate & Banstead 2025

Our Five Year Plan

**Draft for consideration by
Executive, July 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 since we agreed our last Plan, 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.

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Cllr Mark Brunt
Leader

How to take part

- Visit our website and view a copy of the draft corporate plan at www.reigate-banstead.gov.uk/rbbc2025
- Fill out our online survey
- Email your comments to corporate.plan@reigate-banstead.gov.uk
- Send your comments to Cath Rose, Head of Corporate Policy, Reigate & Banstead Borough Council, Town Hall, Castlefield Road, Reigate, Surrey RH2 0SH

We will be able to accept comments until 5pm on Monday 16 September.

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	✓ Licensing 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. Residents also benefit from services provided by the NHS, Police and other service providers.

What we don't do	
<p>Surrey County Council services</p> <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 	<p>Registered housing providers eg Raven</p> <ul style="list-style-type: none"> * Management of social housing <p>Surrey Police</p> <ul style="list-style-type: none"> * Policing <p>NHS & Clinical Commissioning Groups</p> <ul style="list-style-type: none"> * Primary and acute healthcare <p>Private landowners</p> <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/rbbc2025

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



We have developed our draft Plan having regard to the plans and strategies of partner organisations. More information about shared priority areas is included at Annex 1.

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 our activities are aligned and to ensure their future funding decisions benefit our borough, help deliver our ambitions, and 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 those that the County Council provide, 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 proactive about tackling climate change and reducing our environmental impact**
- **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.

In recognition of the Intergovernmental Panel on Climate Change's (IPCC) warning that urgent action is required in order to avoid runaway global warming and climate breakdown, we have updated our vision to recognise the vital role the Council has to play in addressing the causes and impacts of climate change and supporting our residents and businesses to do the same. Only by taking a proactive approach and working together can we help meet UK and global targets.

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 commit to:

High quality core services and continued service improvement

Our core services include things like environmental health, licensing, 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 those who use these enhanced services). Our operations are supported by a range of other Council teams such as legal, financial, human resources, democratic services, electoral services and project and business assurance. These teams ensure we deliver our services efficiently and effectively.

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

Clear and effective communication

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 residents' and customers' communications preferences and requirements and target our communications activities accordingly to meet needs.

Putting residents and other customers at the heart of what we do

Customer care is important to us, and it is important that we treat our residents and other customers in a fair and inclusive way and respond to enquiries effectively and appropriately. 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.
- ❖ We will seek to eliminate all forms of unlawful discrimination, victimisation and harassment which are under the control of the Council and promote equality and good relations within and between all communities

Environmental responsibility

Environmental sustainability and tackling climate change is a global challenge, and the Council is committed to reducing its own environmental impact and supporting local residents and businesses to do the same. 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 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.

Partnership working

Partnership working – with other service providers and the voluntary sector - is particularly important at a time when public finances are stretched. It can help us make the best use of the limited funding that is available. We are committed to working proactively 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.

Responsible use of data

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.

Financial efficiency

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.

Helping residents and businesses 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
- ✓ '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 Joint Enforcement 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



- Our three **leisure centres** receive over 1.2 million visits every year and the Harlequin Theatre sees around 60,000 visits
- Last year we 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

What we already do

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

Why is this important? Along with much of south east England, Reigate & Banstead is facing a housing affordability crisis. This means many of our young people are unable to stay in the borough, and employers are already reporting that the struggle to recruit local workers due to the high level of house prices and rents. Many who do live in the borough face insecure tenancies or overcrowding, and older people looking to downsize may not

have the options they want. We think the Council should take a more proactive role in helping provide a better choice of new homes for local people.

To achieve our housing objective, we will:

- Develop and implement a Housing Delivery Strategy
- Work with partner organisations (including Surrey County Council) and developers (including Raven Housing Trust) to deliver homes that can be afforded by local people and local workers and a better mix of types, sizes and tenures of homes
- Deliver a minimum of 30% affordable housing on all housing schemes on Council-owned land
- Provide local temporary and emergency accommodation and continue to secure accommodation through the private rented and social housing sector to prevent homelessness
- 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

Why is this important? Strong communities support their residents and local businesses. We know the next five years will bring challenges associated with the economy, the housing market, welfare changes and an aging population. People in strong communities are better able to endure challenging times, less likely to be socially isolated, and therefore less likely to require costly public sector support. We have a duty as a local authority to work with our partners and residents to collectively keep our communities as safe as possible.

To achieve our Communities & Community Safety objective, 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 across all age groups
- Use our 'place' activities to deliver wider community benefits

- Support local and community organisations to deliver services that help us to achieve the priorities in this plan
- Work 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 more effective 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: Provide targeted and proactive support for our most vulnerable residents

Why is this important? While many residents enjoy a high quality of life, the borough is also home to many vulnerable adults and children who experience lower standards of living and feel isolated. Our aging population, high house prices, welfare reform, public sector cuts and other factors will present challenges for many residents. By providing early support, it is more likely that vulnerable residents can be helped to avoid some of the worst problems such as food and fuel poverty, debt, social isolation, severe mental health issues and homelessness.

To achieve our Vulnerable Residents objective, we will:

- Provide early help and advice, enabling residents in need to access jobs, housing, money advice and other support, including through our housing and family support teams
- Share information with relevant partners to target multi-agency 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
- 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, cultural & wellbeing services that are accessible to, and meet the needs of, communities and visitors

Why is this important? Good health is something that is taken for granted by many people. Yet we are all likely at some time in our lives to experience poor physical and/or mental health. Taking care of our own personal wellbeing not only makes our own lives easier but also provides benefits to our communities, economy and society as a whole. Already the NHS and Surrey County Council social care services are stretched, and by making it easier for people to make healthy choices now we can reduce the pressure that will be placed on these services in the future.

To achieve our Leisure & Wellbeing objective, we will:

- Review and develop our leisure services offer in the borough
- Review the cultural opportunities that we provide for residents and visitors, including at the Harlequin theatre, and expand our offer to meet changing needs
- Focus on activities addressing the wider determinants of both physical and mental health, including for older people, and for young adults and children, and continue to support and promote wellbeing and 'wellbeing prescription' services, where economically feasible.
- Explore opportunities to co-locate of our services with those of partner organisations

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

Why is this important? Our towns and villages are at the heart of our local communities. However, across the country, retailers are struggling as a result of economic circumstances and changes in the ways people shop. This means we need to take a more proactive approach to ensure that our town and village centres continue to provide the important local services residents and employees rely on and remain attractive and vibrant places that people want to visit.

To achieve our Towns & Villages objective, 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
- Although some new offices are being built in the borough, the supply of new employment space is not keeping up with 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

Why is this important? Reigate & Banstead has a relatively healthy economy, and is home to a wide range of employers. However our local businesses report a number of challenges, including difficulty for employees in accessing homes they can afford, and local congestion. We also know there are changes on the horizon that could challenge the future success of our local economy. We believe the Council has a role to play in making sure our economy is resilient to face these changes and continues to provide a good supply of jobs which local people can access.

To achieve our Economic Prosperity objective, we will:

- 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 businesses and other organisations to make the borough a more attractive location for visitors to stay and spend time
- Work with partners across the wider economic area, including the Local Enterprise Partnership, 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.

- 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

Shaping our Places

Some of the challenges we face

- Our great location, natural environment and good transport links make the borough an attractive place to live, but with this comes the challenge of balancing economic considerations with environmental and social considerations
- There is a high level of demand for new homes in the borough
- Providing transport and other infrastructure is challenging given limited public sector funding is available¹⁷
- Ambitious growth plans at Gatwick Airport are expected to result in increased numbers of passengers and employees which will have impacts that we need to plan for

Our objective: Ensure new development is properly planned and sustainableⁱ, and benefits the borough's communities and the wider area

Why is this important? The need for development in the borough must be balanced against the potential consequences to local environment and quality of life. As the statutory planning authority, the Council strives to achieve this balance by approving the right development in the right place. This includes taking a proactive role in shaping how places in the borough develop to make sure that local communities benefit from development and infrastructure investment.

To achieve our Shaping our Places objective, we will:

- Maintain an up-to-date local plan which sets out the scale and location of new development and includes social, economic and environmental policies to inform decision making on planning applications
- Use our planning policies to enable growth and development that is consistent with this Corporate Plan and the principles of sustainable development
- Collect Section 106 contributions and the Community Infrastructure Levy and spend it on the infrastructure needed to support new development
- Engage with infrastructure providers to make sure other funding is properly targeted to benefit the borough
- Work with Surrey County Council and other transport providers to promote sustainable transport choices and reduce congestion
- Work with neighbouring authorities and partners to identify the best locations for new development across the wider area and lobby for the investment in the infrastructure needed to support this

ⁱ Balancing economic, social and environmental considerations

Clean & Green Spaces

Some of the challenges we face

- Reported incidents of fly-tipping have increased in recent years
- Our parks and greenspaces cost about £1.2m to maintain each year
- The Council sweeps 481km of public highway and maintains 550 litterbins

Our objective: 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

Why is this important? We know that residents and employers value the quality of both the urban and rural environment in Reigate & Banstead; it is part of what makes the borough a great place to live and work. Faced with the challenges of population growth and development pressure, it is important that we continue to invest to ensure that our public spaces are well maintained.

To achieve our Clean & Green Spaces objective we will:

- Invest in our parks, recreational facilities and countryside in Council ownership, promote biodiversity and encourage greater use of our green spaces 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
- Deliver a high quality cleansing and street cleaning service and take a joint enforcement approach towards fly-tipping
- Work with partners including Surrey County Council and the Local Enterprise Partnership to tackle areas of poor air quality across the borough and promote the use of low emission vehicles.

Environmental Sustainability

Some of the challenges we face

- Without global action, international targets to keep global temperatures below 2°C will not be achieved.
- The borough emits around 800,000 tonnes of carbon dioxide per year, or 5.4 tonnes per person
- Recycling in the borough has increased in recent years, but we could do more

Our objective: Reduce our own environmental impact and support local residents and businesses to do the same

Why is this important? Without global action, natural resources will become increasingly scarce, the environment will face continuing threats including from pollution and climate change targets will be exceeded. We feel that it is important that we do our bit to respond to these challenges, and help our residents and businesses to do the same.

To achieve our Environmental Sustainability objective we will:

- Continue to deliver a waste & recycling service that provides good value to the taxpayer, and encourages recycling and reduces plastic waste, working with the Surrey Environment Partnership
- Review and update our plans in relation to environmental sustainability and carbon management, taking account of the latest evidence and national policy
- Seek to reduce waste and emissions across our own estate, assets and activities, and use natural resources more efficiently
- Work with Surrey County Council and other partners to help local residents and businesses to take action to reduce their own carbon footprint, and resource use.

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 is predicted to be generated from our property portfolio in 2019/20
- Over 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; and we are not certain that we will be able to retain any of the business rates we collect in future years
- Most of the Council Tax residents pay goes to Surrey County Council and Surrey Police - only 12 pence in every £1 that we collect is available to spend on Borough Council services

Our objective: Be a financially self-sustaining Council

Why is this important? The Council now receives no Revenue Support Grant from Government, and the amount of business rates that we are able to keep is being cut dramatically and there are limits on how much we can increase council tax. We have been planning for the withdrawal of Government revenue support grant, but our ability to continue to provide high quality services now depends on the Council finding new sources of income to fund them.

To achieve our Financial sustainability objective, we will:

- Ensure that our budget setting process is transparent and well-managed to deliver a balanced budget outcome each year
- 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

We anticipate that we will need to increase Council Tax every year to reflect increasing costs but we will review this position annually.

Commercial Activities

Some of the challenges we face

- To be financially self sustaining we need to generate more income through commercial activities and investments to fill the gap left from the removal of Government grant.

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

Why is this important? One way in which we can generate income to continue to provide high quality services is through commercial activities. This includes investment in buildings to generate new rent income and selling our services to other organisations. The income or profit will be reinvested in the services we provide.

To achieve our Commercial Activities objective, we will:

- Expand our Council Tax and Business Rates collection and counter-fraud services for other organisations where it makes commercial sense to do so.
- 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 services
- Use our existing property assets to generate revenue income or capital receipts for the Council, including by bringing some of them forward for development
- Consider all commercial investment opportunities in the context of our responsibility to promote economic, environmental and social wellbeing in the borough and delivering the objectives within this plan

Operational Assets

Some of the challenges we face

- The Council maintains a number of public and community buildings which require maintenance and repair.
- Other assets that we need to invest in to ensure our residents receive a high quality of service include refuse collection vehicles and IT systems.

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

Why is this important? The services that we provide to residents and other customers rely on our buildings, vehicles, other equipment and IT systems being modern, efficient and reliable. Maintaining these operational assets costs money, but without investment the quality of service we are able to provide will decline.

To achieve our Operational Assets objective, we will:

- Maintain an up-to-date asset management strategy

- Make best use of the assets we have to deliver high quality services and the objectives within this Plan
- 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

Why is this important? We are one of the borough's main employers, and can offer a range of varied, flexible and interesting jobs to local people. Even our staff who do not live in the borough spend time and money here. We know that our residents and other customers expect high quality services from the Council. To deliver these services, we need to attract and retain great staff. We know that if we have an engaged, happy, motivated and well-rewarded workforce we will be a more efficient and effective Council.

To achieve our Skills & Great People objective, we will:

- Develop and deliver an Organisational Development Strategy
- Invest in attracting, retaining, developing and rewarding skilled staff to deliver our Plan in an increasingly digital environment
- Extend our apprenticeships scheme, maximising the value we secure from the Apprenticeship Levy and creating career development opportunities for residents and staff.
- Draw on external advice and expertise where in-house skills do not exist
- Encourage local people and communities to participate in the Council's work and decision-making
- Provide a modern working environment and competitive employment packages to attract and retain talented people and become an employer of choice

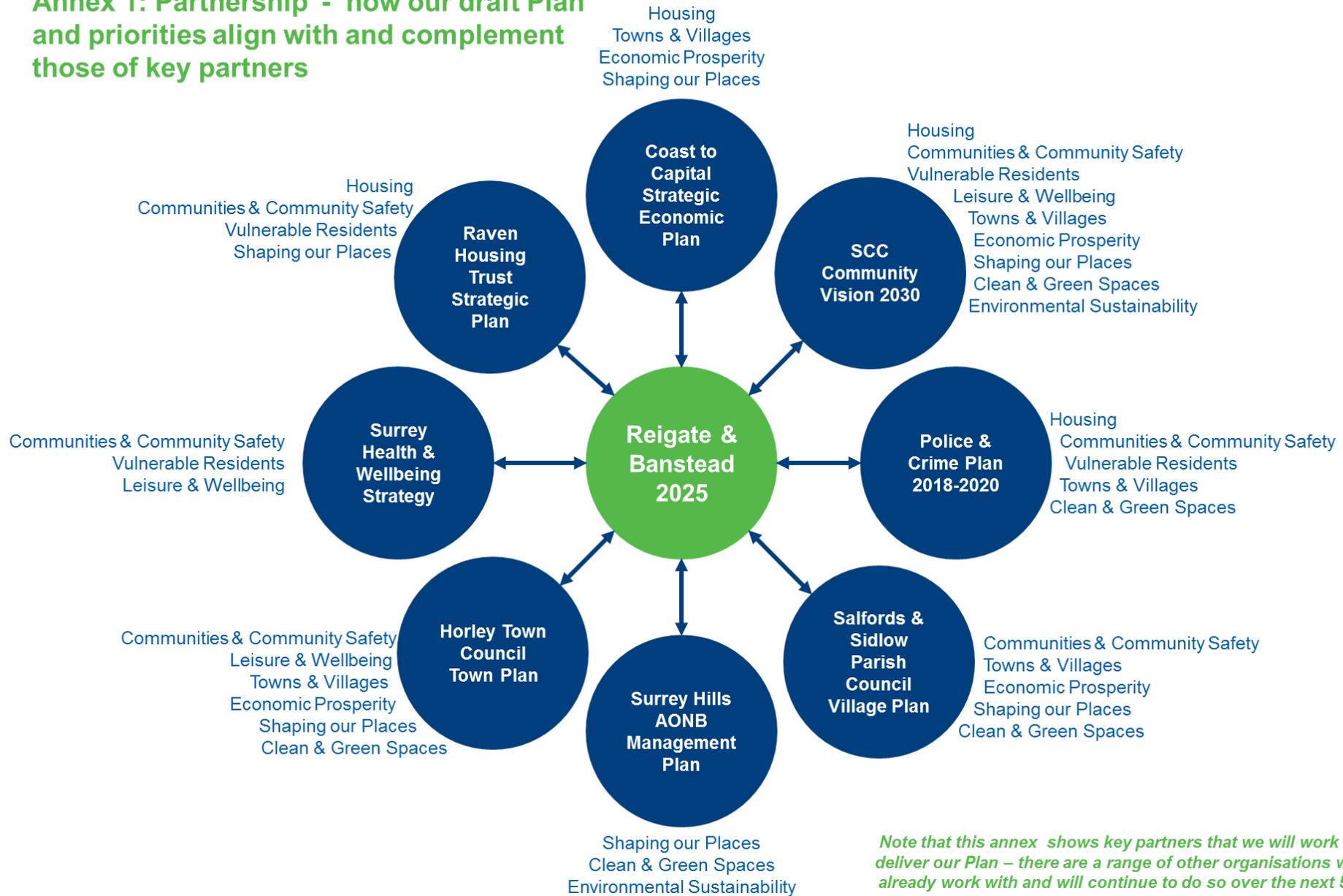
MONITORING AND REPORTING ON PROGRESS

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 action plans explaining in more detail the work which will be undertaken to deliver its objectives and priorities

Annex 1: Partnership - how our draft Plan and priorities align with and complement those of key partners



References

- ¹ Land Registry, October 2018
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