



Reigate & Banstead
BOROUGH COUNCIL
Banstead | Horley | Redhill | Reigate

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TO	Executive
DATE	5 December 2019
EXECUTIVE MEMBER	Leader of the Council

KEY DECISION REQUIRED	YES
WARDS AFFECTED	ALL WARDS

SUBJECT	Reigate & Banstead 2025
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RECOMMENDATIONS
(i) That the consultation feedback on the proposals for 'Reigate & Banstead 2025' be noted; and
(ii) That 'Reigate & Banstead 2025', the Council's corporate plan for the period 2020-2025 be adopted

REASONS FOR RECOMMENDATIONS
To ensure that the Council has an adopted corporate plan for the 2020-2025 period that sets out a clear vision and priorities to guide its service and financial plans.

EXECUTIVE SUMMARY
<p>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.</p> <p>The Council's current corporate plan run from 2015 to 2020. A new plan, 'Reigate & Banstead 2025' has therefore been prepared to set out the Council's priorities for the next five years. The corporate plan is a key part of the Council's Policy Framework.</p> <p>A draft version of the plan was agreed by the Executive in July 2019 for consultation. This draft plan was prepared taking into account the changing national, sub-national and local political, financial, social, environmental and economic landscape, as well as comments</p>

from councillors, partner organisations and staff.

This report summarises the responses received during the consultation period, in accordance with the Council's constitution. It also summarises the changes that are proposed to be made to the consultation draft.

Subject to agreement by the Executive, Reigate & Banstead 2025 will be taken forward to Full Council for formal adoption.

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

3. The Council adopted its [current corporate plan](#) in late 2014. This plan runs to 2020.
4. A review of this 2015-20 plan has been undertaken to ensure that it remains fit for purpose for the next five years.
5. The review has included consideration of: performance against the current corporate plan; the updated Borough Profile; the priorities of key partner organisations; the views of staff and stakeholders; and engagement with elected members. Further information about how the draft plan was developed is included in the following background papers:
 - a. [Report to the Executive, March 2019](#)
 - b. [Report to the Executive, July 2019](#)
6. The Executive agreed the new draft corporate plan in July 2019. As the plan forms part of the Council's Policy Framework, an eight-week consultation was then undertaken, prior to the plan being finalised.

KEY INFORMATION

Consultation activities

7. The consultation ran from 21 July to 16 September 2019. It comprised the following activities:
 - a. Consideration of the draft plan by the Council's Overview & Scrutiny Committee
 - b. A dedicated web-page on the Council's website including information about the plan, an on-line survey, and a dedicated email address to which comments could also be sent
 - c. Press release and website news items before, at the start of and towards the end of the consultation
 - d. A programme of social media activity to promote the consultation, and promotion

through our Business E-Newsletter

- e. Paper copies of the survey and summary leaflets at community locations
- f. Direct email notifications to over 500 contacts across a range of partners, local interest groups and organisations
- g. Attendance at meetings with local stakeholders, including town and parish councils, business guilds, residents' associations, members of the Youth Council and members of the deaf community.

Consultation results

- 8. The consultation received a good level of response from both residents and local groups and partner organisations.
- 9. In general, participants expressed a high level of support for the plan's vision, objectives and commitments, with:
 - a. Nearly 70% of survey respondents supporting the vision, and 95% either supporting it or supporting it to some extent
 - b. 88% of survey respondents supporting the commitments
 - c. At least 77% either tending to support or strongly supporting each or our objectives (and in several cases objectives receiving over 90% 'tend to support' or 'strongly support').
- 10. Over 1,000 written comments were also received through the survey, with other comments provided via email, in response to social media posts and via face to face meetings.
- 11. Annex 2 provides a summary of comments raised through the public consultation. The [minutes of the Overview & Scrutiny Committee](#) record the Committee's recommendations. Members of the Committee supported the way in which the plan had been developed and agreed that it reflected the full width and breadth of the work and services of the Council.

Amendments proposed as a result of the consultation

- 12. Comments made by the Overview & Scrutiny Committee have been considered in finalising the plan:
 - a. In relation to the proposed housing objective, taking the views of the Committee into account, it is considered that the commitment to provide at least 30% affordable housing on council-owned development sites is appropriate and should not be reduced
 - b. Reference to households (as well as population) is now included, as is reference to Surrey County Council's (SCC) statutory role in supporting vulnerable residents
 - c. Reference to the Council's role in engaging with local business guilds is now included, as is specific reference to important local infrastructure considerations.
- 13. A number of amendments to the plan are proposed to reflect comments made through the public consultation. These include:
 - a. More explanation of how the Council will fund delivery of its plan priorities and what is meant by the term 'commercial activities'
 - b. Specific reference to the new Environmental Sustainability Strategy that is being

developed

- c. More explanation of what is meant by ‘homes that can be afforded by local people’
 - d. Clearer reference to the role that volunteers play in our local communities
 - e. More support for the borough as a great place to do business (as well as to live and work)
 - f. Acknowledgement that the Council needs to consider the borough’s climate change resilience as well as activities to associated with the causes of climate change; and
 - g. Reference to supporting councillors to act as effective community representatives.
14. The final updated version of the plan is included at Annex 1.
15. A number of comments received through the public consultation were about detailed or specific activities that the Council should (or should not) be doing. These would not be appropriate to refer to in a high-level plan like Reigate & Banstead 2025, but are nonetheless valuable and will be considered as detailed proposals to implement the plan are prepared.
16. Many comments made also concerned services that do not fall directly within the remit of the Borough Council. This included in relation to SCC services such as highways, streetlighting, pavements, libraries and children’s centres; and other services such as healthcare, public transport and the police. Whilst unable to directly address these issues ourselves, the level of response in relation to these areas highlight that we need to continue to work closely with SCC and other service providers to promote and protect the interests of our residents.

Measuring progress in delivering Reigate & Banstead 2025

17. The draft plan agreed by the Executive in July explained that the Council will report annually on its progress in delivering Reigate & Banstead 2025. A number of consultation responses requested more information about how this would be done.
18. The plan now includes both contextual indicators and success measures. These will allow for our progress in delivering the plan to be clearly reported on an annual basis (in addition to quarterly performance reporting on key performance indicators). Annual reports will be provided to the Overview & Scrutiny Committee and the Executive in the usual way, and made available on the Council’s website.

OPTIONS

19. The options available to the Executive are:
- a. Option 1: To recommend ‘Reigate & Banstead 2025’ for adoption. This option is recommended. It will ensure that the Council has an up-to-date corporate plan to inform its service and financial planning decisions, and that the Council’s activities remain relevant to the borough’s residents and other service users in the coming years.
 - b. Option 2: Not to recommend ‘Reigate & Banstead 2025’ for adoption and to request that further work be undertaken in response to the consultation before a revised version is reported back to the Executive. This option is not recommended as it will delay getting an updated and current plan in place.

LEGAL IMPLICATIONS

20. No legal implications have been identified.

FINANCIAL IMPLICATIONS

21. The Council's service and financial plans are developed in line with its corporate plan. For the year 2020/21, service and financial planning has been undertaken taking into account the emerging priorities set out in the draft version of 'Reigate & Banstead 2025' and the outcomes of the consultation.
22. In parallel to developing this corporate plan, a new Capital Investment Strategy has also been developed, and will continue to be regularly reviewed and updated to reflect corporate priorities.
23. The Council will, wherever possible, deliver its corporate plan priorities through mainstream services and budgets, and by working with partners to combine resources and lever in external funding. Some additional funding may be required to support specific activities, and consideration is being given to identifying earmarked reserves to support these activities (as reported to the Executive in November).

EQUALITIES IMPLICATIONS

24. An Equality Impact Assessment (EqIA) has been carried out on Reigate & Banstead 2025 and is available as a background paper. This concludes that, if successfully delivered, the vision and priorities in the new corporate plan will have a positive or, at worst, neutral impact on the equality target groups. Only one potential negative impact has been identified, in relation to people from equalities target groups who do not live or work locally 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.
25. Reigate & Banstead 2025 includes a stronger commitment than previous corporate plans in relation to ensuring fair and inclusive customer care, stating clearly that the Council will seek to promote equality and good relations across communities. Elsewhere on this meeting's agenda, a new suite of Equality Objectives for the Council are proposed, to ensure that the Council continues to make good progress in discharging its Equality Duty.
26. 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 and will need to be taken into account by the relevant decision maker(s). The EqIA identifies that consideration should be given through this process as to whether positive equality impacts can be secured.

COMMUNICATIONS IMPLICATIONS

27. Once adopted by Full Council, Reigate & Banstead 2025 will be published on the Council website. A communications plan has been developed in support of the publication and includes measures to raise awareness of the plan to residents,

businesses, partners, councillors and staff.

28. Consideration is also being given to how the Council can better communicate its progress towards delivering the plan through the annual reporting process.

RISK MANAGEMENT CONSIDERATIONS

29. No specific risk management issues have been identified. The risks outlined in the Council's strategic risk register have been considered in preparing Reigate & Banstead 2025.

OTHER IMPLICATIONS

30. No other implications have been identified.

CONSULTATION

31. The consultation undertaken to inform this final version of Reigate & Banstead 2025 is reported elsewhere in this report.
32. The revised plan appended at Annex 1 has been discussed with Executive members and shared informally with all councillors prior to this meeting.

POLICY FRAMEWORK

33. As the Council's corporate plan, Reigate & Banstead 2025 forms part of the Policy Framework. In line with the requirements of the Constitution, an eight week consultation has been undertaken on the draft plan. The Constitution requires that in finalising Policy Framework proposals, the decision maker(s) have regard to the consultation responses, including any from the Overview & Scrutiny Committee. Consultation responses received are summarised elsewhere in this report.
34. It falls to Full Council to adopt Reigate & Banstead 2025.

BACKGROUND PAPERS

1. Five Year Plan 2015-20: http://www.reigate-banstead.gov.uk/download/downloads/id/610/our_5_year_plan_2015-20
2. Report to the Executive, March 2019: <https://reigate-bansteadintranet.moderngov.co.uk/documents/s3952/Corporate%20Plan.pdf>
3. Report to the Executive, July 2019: <https://reigate-bansteadintranet.moderngov.co.uk/documents/s3995/Corporate%20Plan.pdf>
4. Five Year Plan Performance Report, Executive June 2019: <https://reigate-banstead.moderngov.co.uk/ieListMeetings.aspx?Committeeld=137>
5. Borough Profile 2018: <http://www.reigate-banstead.gov.uk/corporateplan>
6. Report to, and minutes of, the Overview & Scrutiny Committee, September 2019: <https://reigate-bansteadintranet.moderngov.co.uk/ieListDocuments.aspx?CId=135&MId=1424&Ver=4>
7. Corporate Plan Equalities Impact Assessment

