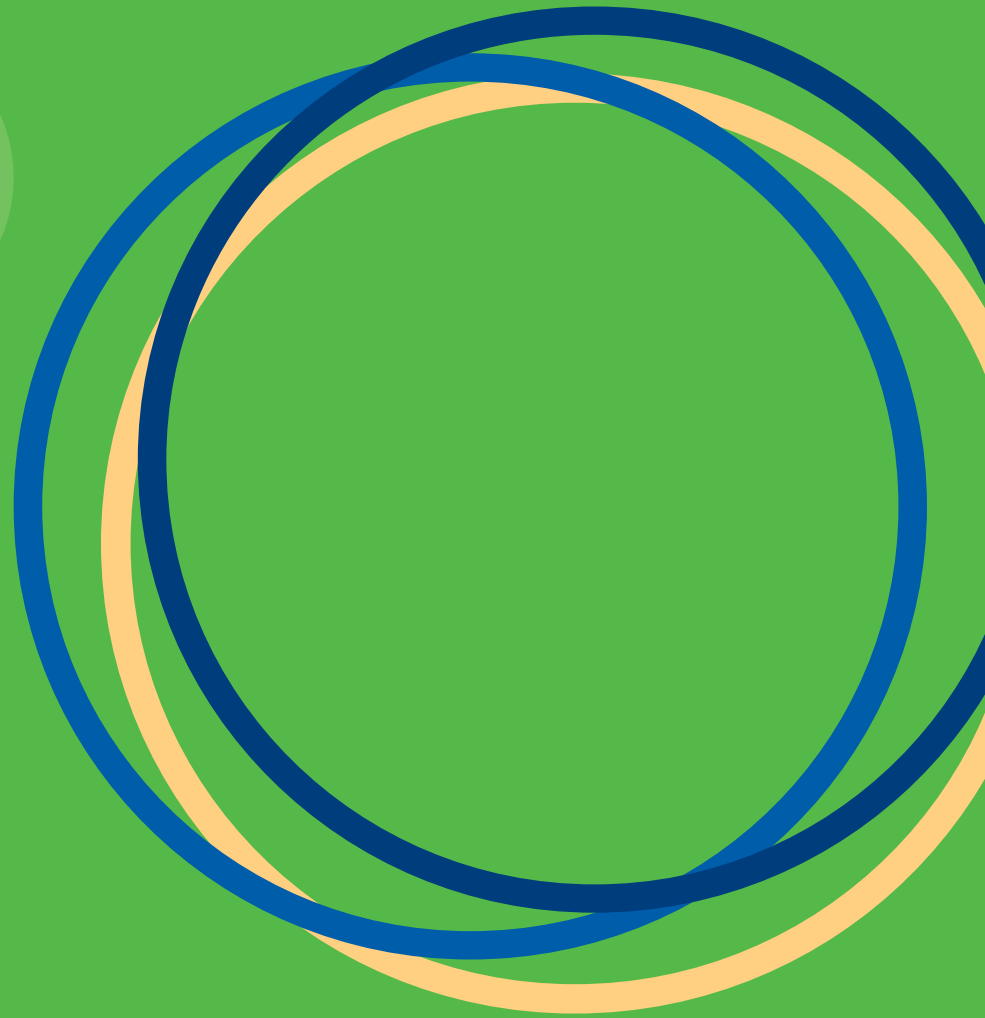


# Corporate Plan 2011 - 2015



# Our vision

Reigate & Banstead Borough Council is dedicated to achieving sustainable, prosperous and self-reliant communities within an attractive, accessible and well-maintained Borough.

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## The Council's Key Principles

The Council will deliver its core services well, whilst continuing to seek service efficiencies to reduce the cost to residents. However, the Council recognises that some services need improvement, whereas others may be delivered to a lower level without significant impact on residents. The Council will seek to maximise its income through appropriate fees and charges. We will pursue a programme of disposal of surplus assets in order to assist the long term financial sustainability of the Council. The Council will set a level of Council tax which reflects these considerations.

Maintaining a clean green safe Borough will continue to be important and the Council will seek to preserve the character of the area. Investment and development will be encouraged in areas that will benefit from regeneration to encourage the continuing prosperity of the Borough and improve the quality of life for local residents. In order to achieve this, the Council will work in partnership and explore opportunities for alternative service delivery with the public, private and voluntary/community sectors.

The Council will encourage residents to take more responsibility for themselves, their neighbours and their communities. The principle of promoting self reliance and personal responsibility will be a key priority for the Council. Councillors will act as strong community leaders to support residents and businesses and we will promote initiatives to empower communities and groups to resolve their own issues and improve their environment.

The Council will be more visible to its residents in future and operate in an open and transparent way. We will communicate effectively and actively encourage resident involvement in the development and delivery of our services and improvement schemes.

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# Our borough

The Borough of Reigate and Banstead covers 12,900 hectares of which 69% is Metropolitan Green Belt. This area is predominantly open countryside and contains part of the Surrey Hills Area of Outstanding Natural Beauty, sites of special scientific interest, local nature reserves as well as conservation areas and listed buildings. The Borough has some 70 parks and 34 children's play areas.

The Borough's population (mid 2009 estimate) is 136,110 which makes it the largest of the 11 Surrey districts and boroughs, by population. Over 64% of 16 to 64 year olds are economically active, unemployment (July 2010) is at 1.8% which is amongst the lowest in the South East. The main type of employment within the Borough is the professional services including banking, finance and insurance with 33% of employees in this category. 24% of the population is employed in the public sector. A further 21% work in distribution, hotel and restaurants. 4% are in construction with only 5% employed in manufacturing. There are over 1,200 retail outlets, 800 offices, 350 industrial and 350 warehouse units in the Borough with a total floor space of 900,000 square metres.

27,000 people - nearly half of the workplace population of 58,000 - commute in from other areas and a further 34,000 Borough residents commute to employment outside the Borough, creating a lot of pressure on the road network.

Although Reigate and Banstead is a comparatively affluent area, there are pockets of deprivation. See the section on our regeneration programme for more details.

# Our finances

This Plan has been prepared during a period of significant economic uncertainty. The economic downturn is continuing to affect the Council. A range of management action has been taken to address these changes in recent years including the identification of substantial savings.

The spending ambition articulated in this Corporate Plan will see the Council continue to deliver a wide range of statutory and discretionary services, build new Leisure Centres, refurbish another, upgrade the Theatre, implement a new waste collection regime and maintain focus on regeneration in town centres and priority places. Furthermore the Council has allocated £400,000 pump priming funds for 'Big Society'

initiatives to support older people, young adults and improve health outcomes for local people. At a time of major cuts in Government funding, the Council will also freeze the Council Tax for the second successive year to help reduce the tax burden on our residents, although future inflation linked increases are likely to be required.

Budgets are tight. The Council will need to maintain momentum on reducing costs and generating income, including further asset disposals. We will also regularly review programmes to ensure they remain affordable and that service delivery is maintained within a sustainable cost envelope.

# Our priorities

We have identified priorities for the Council over the next five years following consultation with our residents and our partners. We have grouped these priorities under the following themes:

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**Self-reliant and Thriving Communities – a Clean Green Safe and Healthy Borough**

**Regeneration – Improving and Sustaining our Communities**

**Our Organisation – Better for Less**

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# Self reliant and thriving communities - a clean green safe and healthy Borough

The Borough is a clean and safe place to live. We will work with the Police, Surrey County Council and other partners to continue to address low level crime and anti-social behaviour and better co-ordinate our enforcement activities. The Council recognises the need to work with residents and businesses on schemes to prevent littering and noise nuisance, have a robust licensing regime to protect the public, and tackle environmental crime and anti-social behaviour. The Council will also seek to improve and co-ordinate our 'on street' presence with partners, particularly in our town centres and other 'hot spots'. In addition, we will continue to seek good design in new developments and regeneration areas to help to reduce crime.

We will also work to improve public health through our statutory and discretionary services and with partners.

We are committed to a green borough in all senses of the word. The Council is working to improve energy efficiency and sustainability, including improving energy efficiency in the Council's own buildings and service operations as well as helping to use less energy in businesses, homes and transport.

A key priority is to continue to provide a high quality recycling and waste service. By meeting our residents' aspirations to increase recycling, we will reduce the amount of waste that goes to landfill sites and make better use of natural resources. During this plan period we will be making phased changes in our collection of waste and recyclables, increasing the number of items taken away at the doorstep to encourage people to minimise waste and to reuse recyclable material.

We will continue to encourage residents to enjoy healthy and active lifestyles so that they can enjoy a better quality of life. Access to suitable housing is important and we will promote the provision of affordable housing for local residents as well as tackle and prevent homelessness. We will also provide access to high quality green infrastructure such as parks and open spaces and invest in the improvement of these and our leisure centres.

## What we have achieved so far

- Increased recycling rate from 28% to 40% over the last 5 years
- During 2009/10 we made a saving of £80,000 due to energy saving initiatives
- The provision of 830 affordable homes in the Borough over the last 5 years
- Started the construction of a new leisure centre at Horley

## Key service priorities

- Tackle priority crimes and individuals
- Target litter, dog control, fly tipping, fly posting, graffiti and abandoned cars
- Coordinate our 'on street' presence both internally and with partners, particularly in our town centres
- Implement the Sustainable Energy Strategy including the Council's Local Carbon Management Plan
- Tackle and prevent homelessness
- Promote the provision of affordable housing for local residents
- Protect health and effect health improvements

## Key outcomes

- Work with key partners to reduce town centre disorder and youth antisocial behaviour
- Reduce Council CO<sup>2</sup> emissions by 30% (approx 1,600 tonnes) by 2014 and run projects to manage community emissions
- Increase recycling from 37% to 57% by 2015
- Build new leisure centres at Horley and Banstead and refurbish the Donyngs centre
- Reduce health inequalities.

## Our Corporate priority

- Implement an expanded kerbside recycling service

# Regeneration - improving and sustaining our communities

The Borough as a whole enjoys relative affluence and a high environmental quality. The Borough's location between London and Gatwick Airport presents real opportunities to improve and sustain our economic prosperity. The quality of life enjoyed in the majority of the Borough will be sustained by preserving their character and that of the surrounding countryside.

However, there are areas of concern where communities need to be supported, and development managed, for the well being of our residents and for the economic health of the Borough as a whole.

In order to improve and sustain the prosperity, economic health and social well being of our Borough, we need to:

- strengthen the local economy, particularly in Redhill and Horley;
- proactively manage sustainable housing growth including the provision of affordable housing; and
- support the regeneration of some of our communities, particularly on the Merstham and Preston estates.

We will work in partnership both with other public sector partners, with the voluntary and private sectors and with our communities to achieve our ambitious objectives for our Borough.

## Strengthening the local economy

The quality of life of our residents, and the economic competitiveness of our businesses, relies on a strong and sustainable local economy. We need to capitalise on our location between London and Gatwick Airport. Our town centres need to provide a competitive retail offer, our transport links need to be strong and reliable, and our workforce needs the skills to ensure the efficiency of our businesses.

Our regeneration plans for Redhill and Horley are central to the achievement of this objective. These plans require private sector investment. We will ensure that development is appropriate by producing planning policies focused on these areas as part of our Local Development Framework, and will work to enhance the public realm.

## Managing sustainable housing growth

The pressures on the environment and our transport networks from housing growth across the region are clear. However, carefully managed housing growth is key to ensuring the economic prosperity of our existing communities. By managing the growth in a sustainable way, we can capitalise on the positive aspects whilst minimising the negative impacts.

Our future housing growth projections will primarily be delivered in Horley, Preston and Redhill. We have secured £7.8 million of New Growth Points Government funding, since 2006, to help ensure the sustainability of this population growth by ensuring infrastructure is provided too.

## Supporting the regeneration of some of our communities

A proportion of our residents do not enjoy the same quality of life that is shared by the majority. This may be a result of complex support needs, low income, living in a lower quality physical environment than other local residents and/or lack of access to affordable housing. Our partnership regeneration plans for communities such as the Merstham and Preston estates combine both physical and social regeneration objectives based on our principles of self reliance and personal responsibility. This will improve the opportunities for people there, and benefit the Borough as a whole.

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**The following sections set out our plans for the principal regeneration areas in the Borough.**

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# Redhill regeneration

Redhill is a growth and transport hub for the Borough and the surrounding areas. However, its town centre does not fulfil its potential as a major retail centre. The town has some relatively affluent areas, as well as several areas of social housing. Redhill faces some youth issues and anti-social behaviour challenges which we are working with key agencies to address.

We are working towards making Redhill a thriving town centre serving as a prominent commercial location, a competitive retail destination as well as a good place to live.

The town needs to make the most of its excellent accessibility to stimulate growth. We envisage significant change and diversification in the town centre to satisfy the demands of a growing population and workforce. This will include new shops to improve the town's retail offer, including improved supermarket provision, enhanced cultural provision and the creation of a family-focused evening economy.

We want to transform the image of the town with new development of a high standard of architectural, urban and sustainable design. This will include assessment and mitigation of development impacts on the transport network.

Importantly, the town centre needs to be a safe and desirable place to be, with varied, attractive and well-maintained public spaces. Above all, we want to make Redhill town centre a success story, demonstrated by the number of people wanting to live, work and spend their money in the town.

## What we have achieved so far

### Working with partners, we have:

- Built a new bus station to improve the transport interchange
- Carried out environmental improvements to the High Street and created a new public space at Maple Square
- Prepared an Improvement Plan for Memorial Park
- Completed the first and second stages of a study to identify, design and cost traffic management improvements for Redhill town centre

## Priorities

### Working with our partners, we will:

- Establish a new Redhill Regeneration Forum to drive forward regeneration in central Redhill, by Spring 2011
- Undertake environmental and public realm improvements to create a new public space at the western end of Station Road
- Complete the refurbishment of the Donyngs leisure centre by the end of 2011
- Carry out the first improvements in Memorial Park in 2011 and, subject to securing necessary funds, complete the full scheme by 2014
- Redevelop the Marketfield Way site as a major mixed use regeneration scheme (subject to scheme viability and market conditions) by 2015
- Agree the future of key regeneration sites at Longmead and Colebrooke

## Key outcomes

Our work will contribute to achieving the following long term outcomes:

- A revitalised town centre through significantly improved supermarket provision, more comparison shopping to improve the range of shops and consumer choice, enhanced community, leisure and recreation facilities and a better quality environment
- A reduction in the vacancy rates for commercial office space in Redhill (relative to the Surrey average)
- A reduction in unemployment in Redhill East and Redhill West wards (relative to the Borough average)
- An increase in the satisfaction of Redhill residents with their local area as a place to live (relative to the Borough average)
- An increase in the satisfaction of Redhill residents with commercial and public facilities in the town centre (relative to the average for Surrey town centres)
- A reduction in the recorded instances of anti-social behaviour per 1,000 population (relative to the Borough average)



# Horley growth & regeneration

Growth will be focused on the two new neighbourhoods of the North East and North West Sectors. We will plan comprehensively and sustainably for the phased development of 2,600 new homes in mixed communities, with a range of dwelling types and sizes, including affordable housing.

The new neighbourhoods will be integrated with the existing built-up area of Horley and ringed by a riverside green chain of public open space.

We aim to ensure that appropriate infrastructure and community facilities are available to the growing population of Horley, that these are planned and delivered in a co-ordinated and timely way and are environmentally friendly.

The regeneration of Horley town centre needs to be co-ordinated with the development of the new neighbourhoods as it is essential to provide a social, cultural and commercial centre to cater for the proposed 30% increase in Horley's population.

The town centre will be regenerated by making it the focus of high quality commercial, retail, community and residential developments to meet the current and future needs of local people and to secure its future vitality and viability. Public realm improvements will assist regeneration and make the town centre a pleasant place to be. Horley will also make the most of its proximity to Gatwick Airport.

## What we have achieved so far

### Working with partners, we have:

- Started building the first new neighbourhood in the NE Sector
- Delivered an award winning transport interchange
- Extended the Fastway 100 bus service from Horley to Redhill
- Completed the first two stages of Town centre street scene improvements
- Commenced the construction of the new Horley leisure centre

## Priorities

### Working with our partners, we will:

#### **North East Sector**

- Complete phase 1 and build out the majority of phases 2 and 3
- Provide a new neighbourhood centre, including a community hall
- Implement improvements to the A23/Cross Oak Lane junction to facilitate access to the NE and NW sectors
- Build a new one-form entry primary school
- Complete and open the first phase of the Riverside Green Chain

#### **North West Sector**

- Complete the Section 106 Planning Agreement
- Commence enabling works to provide roads and statutory services

#### **Horley Town Centre**

- Redevelop the Newman House site for a high quality mixed use scheme
- Undertake further town centre street scene improvements
- Complete the new Horley leisure centre by 2012

Our work will contribute to achieving the following long term outcomes:

- The development of two new high quality sustainable new neighbourhoods in NE and NW Horley, providing 710 and 1,570 homes respectively, and 320 homes on smaller sites in other parts of the town
- A 20% modal shift of peak hour traffic from the housing sites onto alternative modes of transport
- Enhanced recreational and open space provision to meet local need including outdoor sports facilities, a riverside green chain and allotments
- A revitalised town centre through the provision of more convenience shopping, enhanced community facilities and a better quality environment
- Provision of appropriate infrastructure to support a healthy and vibrant community, including enhanced library, youth and school provision and a new leisure centre

## Key outcomes



# Merstham

Merstham has three distinct communities – the village, South Merstham, and the Merstham estate. The village and South Merstham both enjoy relative affluence, but this is not shared by a number of residents of the estate.

The Merstham estate has been identified by the Surrey Strategic Partnership as one of four Priority Places in Surrey. We are working closely with key agencies, including the Raven Housing Trust and Surrey County Council, to make the most of the opportunity for positive change presented by the estate's "Priority Place" status. We have developed the Merstham Estate Regeneration Plan which sets out what all partners will do to achieve a number of objectives – in the short, medium and long term (15 years +).

We want to ensure residents of the Merstham estate benefit from the provision of appropriate and effective services and facilities to make the estate a cleaner and safer environment.

Vulnerable people will be helped to lead positive lifestyles, and families will be supported. Local people will be empowered to develop their skills, confidence and self-esteem.

We will work in partnership to reduce health inequalities, improve the educational attainment / skills base amongst local residents, reduce anti-social behaviour and improve feelings of community safety.

In addition, public and voluntary service providers will pursue opportunities to deliver shared services to maximise local benefits.

## What we have achieved so far

### Working with partners, we have:

- Carried out site preparation works at the former Iron Horse Public House site
- Undertaken consultation to find out what people want and what partners can deliver and developed a Joint Action Plan
- Joint funded a Community Development Worker and a community facility

## Priorities

### Working with our partners, we will:

- Deliver the Merstham Estate Regeneration Plan, which includes both physical and community regeneration objectives
- Improve the physical environment of the core of the Merstham estate, including securing a future use for the former Iron Horse Public House site
- Facilitate the regeneration of the Merstham estate by ensuring more collaborative working, in particular to improve the effectiveness of support for the most vulnerable / disruptive residents on the estate

## Key outcomes

Our work will contribute to achieving the following long term outcomes:

- A reduction in the relative number of young people not in education, employment or training (NEETs) in Merstham ward compared to other wards in south east Surrey
- A reduction in the difference between the percentage of the Merstham estate working age people claiming key benefits and national average
- An increase in the satisfaction of Merstham ward residents with their local areas as a place to live (relative to the Borough average)
- An increase in the satisfaction of Merstham estate residents with commercial and public facilities
- A reduction in the anti-social behaviour rate per 1000 population (relative to the Borough average)

# Preston

The regeneration of Preston will build a stronger, more diverse and self-reliant community. We will create a better environment in which both existing and new families will wish to live and improve opportunities for people to help themselves.

We will achieve this by:

- Facilitating the development of a range of new homes, which will include a greater mix of housing types, including market housing, shared ownership, and other forms of intermediate housing;
- Making improvements to the existing housing stock to enhance the quality of accommodation;
- Providing quality new community buildings, to replace existing run-down facilities, to better meet the need of the community;
- Enhancing the quality of the public realm and green spaces to provide a safer, better connected and more attractive environment;
- Working with local people and service providers to deliver community regeneration that better meets local need.

The achievement of the vision, objectives and outcomes relies on the funding commitments and effective partnership working between the Borough and County Councils and key partners such as the Raven Housing Trust and will also partly be dependent on improved housing market conditions.

## What we have achieved so far

**Working with partners, we have:**

- Signed a Joint Statement of Intent with Surrey County Council, endorsed by Raven Housing Trust, to bring about comprehensive regeneration in Preston
- Undertaken important feasibility work to help shape future regeneration such as a Regeneration Masterplan and Transport Assessments
- Worked with young people to help plan for improved play facilities

## Priorities

**Working with our partners, we will:**

- Develop and deliver the Preston Regeneration Plan which will include both physical and community regeneration objectives
- Improve the physical environment by developing key sites and enhancing existing housing and the public realm
- Develop and implement plans for new community facilities, including a new leisure centre, football, play and youth facilities
- Identify service priorities with local people and work collaboratively with agencies to deliver improvements

## Key outcomes

Our work will contribute to achieving the following long-term outcomes:

- A high quality development of market and affordable homes, which are well integrated into the existing neighbourhood
- Improved condition of the existing housing stock
- Better opportunities for local people to access affordable housing, including home ownership options
- A reduction in the number of young people not in education, employment or training (NEETs) in the Preston ward compared to other wards in south east Surrey
- An increase in the satisfaction of Preston ward residents with their local areas as a place to live (relative to the Borough average)
- Provision of appropriate infrastructure to support a stronger, more diverse and self-reliant community, including a new leisure centre, football, play and youth facilities
- A reduction in the anti-social behaviour rate per 1000 population (relative to the Borough average)

# Our organisation - better for less

The role of councils is changing. The Coalition Government has signalled a change in the relationship between central and local government. More powers will be devolved to councils and neighbourhoods and local communities will have greater control over housing and planning decisions.

This will involve citizens, communities and the council coming together to solve the problems they face and build the Borough they want.

The Council will embrace the Government's localism agenda and promote initiatives based on the principle of self reliance and personal responsibility. We will develop a new approach to engagement and improve the way we communicate with residents and businesses so that the Council is more visible to its residents and they have a real say in service delivery.

It is important that the Council organisation is fit for purpose in terms of the size and scale of its operations as well as the arrangements for decision making and we will continue to adapt to deliver our changing responsibilities.

The Council has been successful in driving down costs and has achieved significant savings but we need to achieve more efficiencies to meet our objectives in relation to council tax levels whilst delivering our ambitious improvement priorities.

The Council will continue to deliver its core services well but the method of delivery may change as we pursue opportunities to work in partnership with other Councils, the wider public sector, commercial and voluntary/community organisations.

The Council will continue to invest in its staff to ensure they have the skills to deliver high quality services in this changing environment. We will also maintain all our key properties to ensure that they offer a good environment for users.

## What we have achieved so far

- Budget savings of £8.9 million over the last 5 years
- A freeze in Borough Council Tax for 2010/11 and 2011/12

## Key service priorities

- Continuous improvement in the performance of key services
- Evidence of engagement with citizens and communities in service design and change and improved communications
- Develop new partnerships to enhance service delivery
- Deliver changes to planning, licensing and the electoral regimes arising from major legislative change

## Key outcomes

- More efficient Council, lower costs and reduced headcount

- A balanced budget to ensure future financial sustainability
- Improved customer satisfaction levels for key services.
- Enhanced role of the voluntary and community sector in service delivery and increase in volunteering in the Borough

## Corporate priorities

- Implement Tranche 1 of the Sourcing Strategy and the agreed programme of Alternative Service Delivery
- Take forward initiatives to promote self reliance and enhance the role of the voluntary /community sector
- Achieve savings to deliver a balanced budget and the Council's priorities
- Increase the visibility and reputation of the Council
- Implement the new Executive arrangements (Strong Leader model) to maximise the efficiency of the decision making process
- Maximise the potential of our staff through ongoing development and talent management