Reigate & Banstead 2025: Our Five Year Plan

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Reigate & Banstead 2025: Our Five Year Plan

Welcome

Reigate & Banstead 2025 is Reigate & Banstead Borough Council's five year plan covering 2020-2025.

It sets out the Council's priorities and explains how we will focus our resources and deliver services to those living, working, and spending time in the borough.

We know there is much that residents and local businesses love about the borough, from our great location to our characterful towns, fabulous local parks and beautiful countryside. We are proud of these things, and through this plan we explain how we intend not only to safeguard them but to make the borough even better.

We have developed this plan in consultation with residents, local businesses, councillors, our staff and other partners. We have worked hard to ensure that it reflects the things that you have told us are important to you.

But we cannot deliver this plan working in isolation. We are committed to continue working in partnership with other organisations and local groups to make best use of the limited public funding available to us. We also want to support residents and businesses to make a real positive difference and help strengthen our local communities.

Our plan priorities will inform the work of the Council until 2025. We will publish an annual progress report on our website **www.reigate-banstead.gov.uk/rbbc2025** so you can see how we are getting on. You can also follow our progress via our social media channels (**@reigatebanstead**).

I would like to thank everyone who provided comments to help shape Reigate & Banstead 2025, and to those working with us to deliver it and make the borough a great place to live, work, do business in and visit.

Councillor Mark Brunt

Leader, Reigate & Banstead Borough Council

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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.

- ✓ Waste and recycling collection
- ✓ Street cleaning
- ✓ Council car parks and parking enforcement
- ✓ Council green spaces and allotments
- ✓ Housing register and homelessness services
- ✓ Collection of local taxes and counter-fraud services
- ✓ Leisure and community centres
- ✓ Local Plan and planning applications
- ✓ Community safety
- ✓ Business support
- ✓ Licensing and environmental health
- ✓ Community development and family support

For all the services we provide, in 2019 a typical (band D) household paid £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 and 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

Surrey County Council services
- ✗ Community recycling centres
- ✗ Waste disposal
- ✗ Highways maintenance and potholes
- ✗ On-street parking restrictions
- ✗ Highways trees
- ✗ Public rights of way
- ✗ Minerals and waste planning
- ✗ Transport planning
- ✗ Fire and rescue
- ✗ Education and libraries
- ✗ Trading standards
- ✗ Adult social care and children's services

Registered housing providers e.g. Raven Housing Trust
- ✗ Management of social housing

Surrey Police
- ✗ Policing

NHS and Clinical Commissioning Groups
- ✗ Primary and acute healthcare

Private landowners
- ✗ Private car parks and private land

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The context we operate in

Our new five year 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).

We have developed it in consultation with local councillors, residents, businesses and other organisations with an interest in what happens in the borough.

You can find out more about our consultation, and about the borough's characteristics, on the Reigate & Banstead 2025 page of our website: **www.reigate-banstead.gov.uk/rbbc2025.**

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

How we will fund the plan

The Council now receives no revenue support from central government. If we want to keep delivering the services that we currently provide let alone improve or diversify them we need to find additional funds.

Later on in this plan we explain how we will generate additional income to fund service provision and delivery of the priorities set out in this plan. We will consider a range of income-generating opportunities, but make sure that we do this in a transparent way, and a way that is consistent with (and does not undermine) our role as a public body.

Each year, the Council publishes a medium-term financial plan, looking forward five years, and undertakes a thorough review of its budgets and service business plans as part of its annual budget setting process. Our draft budget for the coming financial year is usually published in November and finalised in February.

This process will allow us to manage our services and budgets to deliver the priorities within this plan.

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Working in partnership

Partnership working is a theme throughout this 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.

Here are some of our partners and key external organisations:

As well as those shown above, we work with and engage with a large number of other organisations and groups, including the health sector, local interest groups, the voluntary, community and faith sector, residents' associations and cross-boundary partnerships.

We have developed our plan having regard to the plans and strategies of partner organisations. In many cases our priorities align - more information about these 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 disproportionately negative impact on our residents and businesses.

Our relationship with Surrey County Council (SCC) is particularly important. SCC provides many services which we know are important to our residents, including highways maintenance, libraries, adult social care and children's services, waste and

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minerals planning, transport planning, and schools. In addition, many of our services are complementary to those that the county council provides, and we also carry out a number of services on their behalf. We will continue to work with SCC to plan and coordinate service provision in the borough, and try to ensure that their future service plans reflect our local communities' needs.

We also cannot deliver Reigate & Banstead 2025 without you, our residents, customers and service users. Later in this plan we have highlighted some of the things you can do to make a real positive difference and help strengthen our local communities.

Monitoring and reporting on progress

We will 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, such as house prices, levels of employment etc. We have also identified key success measures so you can understand whether we are meeting our plan objectives. Annex 2 sets out the measures that we will report on.

We will publish annual progress reports on our website: **www.reigate-banstead.gov.uk/rbbc2025.**

The Council may prepare action plans or other strategies explaining in more detail the work which will be undertaken to deliver its objectives and priorities.

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Our vision

Our vision is:

To be recognised by our residents, businesses and partners as a great Council.

This means:

- delivering quality services and support

- providing value for money

- making the borough a great place to live, work in, do business and visit

- being proactive about tackling climate change and reducing our environmental impact; and

- being flexible and sustainable, responding to the needs and demands of our borough, residents and businesses.

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, we also have an opportunity to make Reigate & Banstead even better.

We can no longer rely on government funding, so to enable us to achieve this vision we will need to generate our own income to deliver the services that are important to residents and businesses in the borough. We will publish our plans for generating income and have introduced mechanisms to ensure that our activities in this area are transparent and align with our responsibilities as your local council.

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.

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Our commitments

To continue to be a great Council, it is not just about what we do, but about how we do it. 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 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, finance, 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 with 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 service users 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 are global challenges. The Council is committed to reducing its own environmental impact and supporting local

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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 and publish a new environmental sustainability strategy to deliver this commitment, taking account of the latest evidence and national policy. We will report on our progress in delivering this strategy.

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

Working together 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 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, 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 in our local communities. We will help you to do this, by providing appropriate advice and support and asking our partners to do the same.

We will make information about how you can make a positive difference available on our website, via our social media channels and our print publications.

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Do you want to make a positive difference in Reigate & Banstead?

Consider taking part in one or more of these activities:

- ★ 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 anti-social 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 and reducing single-use plastics
- ★ Walking, cycling or using public transport where possible

Our priorities to 2025

Our priorities explain how we intend to deliver our vision, and are divided into three themes: **People, Place** and **Organisation**.

These are a continuation of the themes in our 2015-2020 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 until 2025.

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People
Facts and figures

Population of

149,000[1]

Only **2.7%** unemployment, compared with 3.9% nationally[2]

18.5% of people over 65, projected to increase to 23.5% by 2035[3]

£37,523 Average resident annual income[4]

Did you know?

★ Our three leisure centres receive over **1.2 million** visits every year and the Harlequin Theatre sees around **60,000** visits[5]

★ Last year we helped **275** households avoid homelessness[6]

★ In 2018/19 we provided around **£380,000** of grants to approximately **50** organisations[7]

★ **91%** of the families our Family Support Team have helped have seen an improvement in their circumstances[8]

★ The Council has welcomed **ten** 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 events to support two charities each year[9].

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Housing

Some of the challenges we face

- The average house price is £513,895[10] - over ten times the average income[11] and well above the national average

- The average rent for a two bed flat is £1,075 per month[12]

- There are over 800 households on the housing register of which 600 are on the waiting list[13], and over 230 children in emergency or temporary accommodation[14]

- On average, the Council houses 17 households in B&B accommodation per night[15]

- Around 10-15% of housing applications are incorrect or fraudulent[16]

- 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**

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 they 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.

What do we mean by 'homes than can be afforded by local people'?

There are many different views and definitions of what 'affordable housing' is.

We recognise that the government definition of 'affordable housing' often results in homes that are not genuinely affordable to local people or local workers. However, these are generally the only type of affordable homes that we are able to require developers to build.

As a Council we have more flexibility over the type (and price) of homes to rent or buy that we can provide. We will therefore develop our proposals based on our own evidence – including local incomes and availability of borrowing. It is important to note that providing homes that are genuinely affordable will require a financial subsidy, which may mean that some new homes need to be provided at market prices.

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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, a mix of housing types and tenures and homes of a suitable size.

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Communities and 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 are increasing: 65 crimes per 1,000 residents per year[17]

- Reigate & Banstead has the highest level of domestic abuse in Surrey[18].

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 ageing 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 and 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

- work with partners to provide a range of other community services to reduce social isolation across all age groups

- seek to deliver wider community benefits through our own development activities

- support local and community organisations and promote volunteering 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.

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Vulnerable residents

Some of the challenges we face

- Approximately 9% of children in the borough are living in poverty[19]

- 14% of residents report their day-to-day activities are limited due to poor health[20]

- Over 3,700 residents provide more than 20 hours of unpaid care per week[21]

- 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 ageing population, high house prices, welfare reform, public sector cuts and other factors will present challenges for many residents. By providing early support and working closely with partners such as SCC (which provides adult and children's social care services), 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 and services, including through our housing and intervention 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.

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Leisure and wellbeing

Some of the challenges we face

- 63% of the adult population in Reigate & Banstead is overweight or obese[22]
- 18% of reception age children in the borough are identified as having excess weight[23]
- Reigate & Banstead has the third highest proportion of mental health disorders in young people in Surrey[24].

Our objective: Provide leisure, cultural and 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 and wellbeing objective, we will:

- develop and implement a wellbeing strategy and 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 our services with those of partner organisations.

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Place

Facts and figures

61,430[25]
homes in the borough

Economy worth
in excess of
£4.3bn[26]

72%
of the borough is
countryside[27]

54%
of household waste
is recycled[28]

Did you know?

★ Nearly **3,650** new homes have been built in the borough since 2012, of which **692** have been affordable homes[29]

★ Since 2016 we have collected around **£20m** from new developments to put towards infrastructure improvements

★ In 2018/19 we provided small business grants to around **60** local businesses[30]

★ We are strengthening links between local employers and education providers – our last careers fair was attended by over **600** schoolchildren[31]

★ We maintain **55** parks and open spaces and **77** play areas, and manage over **1,300** allotments[32]

★ Each year we collect over **2,300** tonnes of litter from the streets and litter bins[33]

★ In 2018/19 our Joint Enforcement Team handled nearly **4,000** reported incidents[34].

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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 choose to live, work, do business 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 and villages objective, we will:

- use our own assets to provide new retail, leisure, business space and new homes in our town centres, including through the delivery of the Marketfield Way development in Redhill

- engage with business guilds and other similar organisations to support and retain local businesses and retailers within our town centres

- 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.

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Economic prosperity

Some of the challenges we face

- Over 35,000 residents commute out of the borough for work, with a very similar number commuting in[35]

- Although some new offices are being built in the borough, the supply of new employment space is not keeping up with market demand[36]

- The way people work is changing and we need to make sure our borough provides the type of spaces 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 apprenticeship 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 other investment and benefits for the local area (such as jobs for local people including during construction).

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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 the limits on public sector funding[37]

- 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 sustainable, 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 the local environment and quality of life. As the statutory planning authority, with an adopted housing target of at least 460 homes per year, 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 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 (including in relation to transport, health, education and flood mitigation)

- work with Surrey County Council and other transport providers to promote sustainable transport choices, increase accessibility for all 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.

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Clean and green spaces

Some of the challenges we face

- Reported incidents of fly-tipping have increased in recent years[38]

- Our parks and green spaces cost about £1.4m to maintain each year[39]

- The Council sweeps 481km of public highway and maintains 550 litter bins[40].

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 and green spaces objective, we will:

- invest in parks, recreational facilities and countryside in Council ownership, promote biodiversity and encourage greater use of our green spaces and allotments 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.

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Environmental sustainability

Some of the challenges we face

- Without global action, international targets to keep global temperature increases 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[41]

- Recycling in the borough has increased in recent years, but we could do more.

Our objective: Reduce our own environmental impact, support local residents and businesses to do the same, and make sure our activities increase the borough's resilience to the effects of climate change

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 not be met. 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. We also need to make sure that the borough is better placed to respond to the impacts of climate change and more extreme weather events.

To achieve our environmental sustainability objective, we will:

- continue to deliver a waste and recycling service that provides good value to the taxpayer, encourages recycling and reduces plastic waste, working with the Surrey Environment Partnership

- review and update our plans and publish a new environmental sustainability strategy, 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

- through our own activities and planning policies improve the borough's resilience to the effects of climate change

- work with Surrey County Council and other partners to help local residents and businesses to take action to reduce their own carbon footprint and use of resources, and increase their climate change resilience.

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Organisation

Facts and figures

£0
revenue support
from Government[42]

Annual net budget
in 2019/20 of
£16.3m[43]

All our services for less than
£4.38
Council Tax per week[44]

Our website gets around
3 million
hits a year[45]

Did you know?

★ Since 2009/10, the Council has made cumulative revenue savings of around **£20m**[46]

★ Over **£4m** of income is predicted to be generated from our property portfolio in 2019/20[47]

★ Over **99%** collection rate for Council Tax and Business Rates – one of the highest in the country[48]

★ More than **30** people have started apprenticeships at the Council since 2011, and over **230** paid work experience opportunities have been provided to borough residents since 2011[49].

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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, 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 the 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 Capital 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.

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Funding our services

Some of the challenges we face

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

Our objective: Generate additional income and build our financial resilience, in order to sustain services, through responsible and sustainable commercial activities

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 rental income and selling our services to other organisations. The income or profit will be reinvested in the services we provide. As a public body, it is important that we are transparent about our commercial strategy and the commercial decisions that we take and that any such decisions are consistent with (and do not undermine) our statutory functions.

To achieve our funding our services 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

- develop a commercial strategy to inform our income generation 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 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.

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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. Our investment in operational assets will be underpinned by our commitment to deliver the priorities in this plan, including environmental sustainability.

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 allow us to deliver the priorities in this plan, including environmental sustainability objectives.

Skills and 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: 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.

Each of the borough's councillors has a duty to the whole community with a particular focus on their ward constituents. Councillors can also benefit from training and development to help them discharge their responsibilities.

To achieve our skills and 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

- Support councillors to undertake training and development to help them act as effective community representatives.
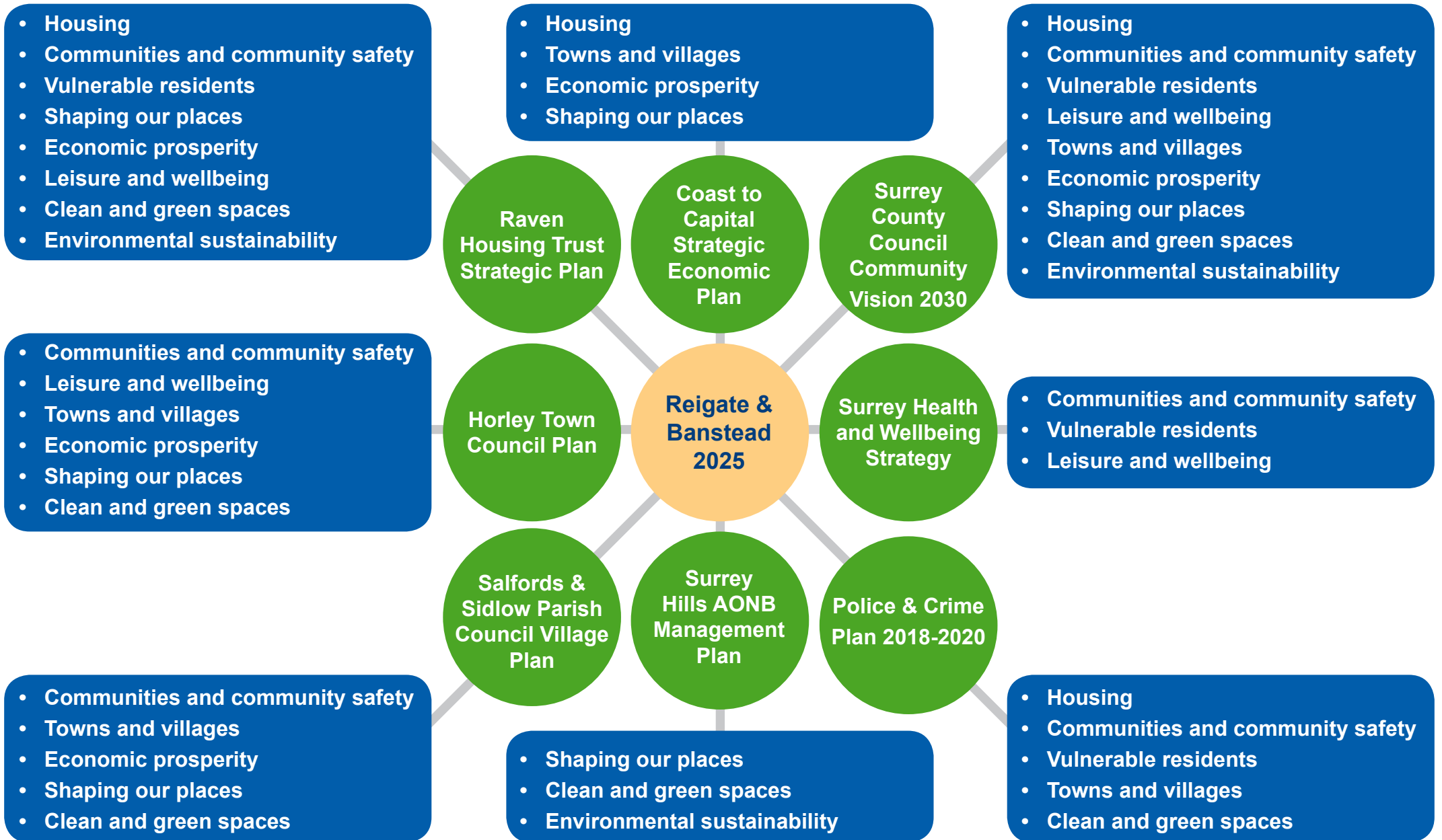
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Annex 1: Partnership
How our plan and priorities align with and complement those of our key partners.

Raven Housing Trust Strategic Plan
- Housing
- Communities and community safety
- Vulnerable residents
- Shaping our places
- Economic prosperity
- Leisure and wellbeing
- Clean and green spaces
- Environmental sustainability

Coast to Capital Strategic Economic Plan
- Housing
- Towns and villages
- Economic prosperity
- Shaping our places

Surrey County Council Community Vision 2030
- Housing
- Communities and community safety
- Vulnerable residents
- Leisure and wellbeing
- Towns and villages
- Economic prosperity
- Shaping our places
- Clean and green spaces
- Environmental sustainability

Horley Town Council Plan
- Communities and community safety
- Leisure and wellbeing
- Towns and villages
- Economic prosperity
- Shaping our places
- Clean and green spaces

Reigate & Banstead 2025

Surrey Health and Wellbeing Strategy
- Communities and community safety
- Vulnerable residents
- Leisure and wellbeing

Salfords & Sidlow Parish Council Village Plan
- Communities and community safety
- Towns and villages
- Economic prosperity
- Shaping our places
- Clean and green spaces

Surrey Hills AONB Management Plan
- Shaping our places
- Clean and green spaces
- Environmental sustainability

Police & Crime Plan 2018-2020
- Housing
- Communities and community safety
- Vulnerable residents
- Towns and villages
- Clean and green spaces

Note that this annex shows key partners that we will work with to deliver our plan - there are a range of other organisations who we already work with and will continue to do so over the next five years.

Contextual indicators

People

Total population
Total number of households
Households on the waiting list
% of people aged 65 or over
Claimant count (out of work benefits)
Average house price
Mean monthly rent (two bed flat)
Crime rate per 1,000 residents
% of physically active adults
% of population overweight or obese

Place

Town centre vacancy rates
Total employee jobs in the borough
Total enterprises in the borough
Business five year survival rate
Value of the local economy
Average resident income
Total number of homes in the borough
Total homes/affordable homes delivered in year
% of household waste recycled
Borough's carbon emissions (within influence)
Per capita carbon emissions

Organisation

Annual net budget
Amount of government funding
Annual average Council Tax per week
Staff employed by the Council

NB other contextual and scene setting indicators may be incorporated throughout the life of the plan

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Success measures

Baseline for reporting will be the start of the 2020/2021 financial year.

Section A: People

Objective	What does success look like?	Measure	Source
Secure the delivery of homes that can be afforded by local people and which provide a wider choice of tenure, type and size	Evidence that affordable, discounted or lower-cost homes are delivered by the Council or the Council working in partnership [Note that the Housing Delivery Strategy may also set additional success measures and targets]	Numbers delivered and / or examples of activities and outcomes	Information provided by Council services
Work with partners to create strong, safe and welcoming communities	Residents feel that the local area is safe	Improvement on baseline	Residents' Survey
	Residents agree that the local community is a place where people of different backgrounds get along	Improvement on baseline	Residents' Survey
	Evidence that the Council is working with partners to deliver positive outcomes in the borough's communities	Examples of activities and outcomes	Information provided by Council services
	Evidence that our community facilities and activities are well used by communities and residents	Improvement on baseline and / or examples of activities and outcomes	Information provided by Council services / service providers
Provide targeted and proactive support for our most vulnerable residents	Evidence that more residents are benefitting from our early help activities	Improvement on baseline and / or examples of activities and outcomes	Information provided by Council services
	Evidence that the Council is working with partners to deliver positive outcomes for vulnerable residents	Examples of activities and outcomes	Information provided by Council services
Provide leisure, cultural and wellbeing services that are accessible to, and meet the needs of, communities and visitors	Residents agree that the leisure, cultural and wellbeing services provided by the Council meet their needs	Improvement on baseline	Residents' Survey
	Evidence that our leisure, cultural and wellbeing facilities and activities are well used by residents [Note that the Wellbeing Strategy may also set additional success measures and targets]	Improvement on baseline and / or examples of activities and outcomes	Information provided by Council services

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Section B: Place

Objective	What does success look like?	Measure	Source
With our partners, invest in our town and village centres, so they continue to be places where people choose to live, work and visit	Residents' feedback on local town and village centres	Improvement on baseline	Residents' Survey
	Evidence that new floorspace or alternative uses are being delivered in town and village centres by the Council or the Council working in partnership	Examples of activities and outcomes	Information provided by Council services
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	Evidence that the Council is working with partners to drive the prosperity of the borough	Examples of activities and outcomes	Information provided by Council services and local businesses
	Evidence that new floorspace and business infrastructure is being delivered by the Council or the Council working in partnership	Examples of activities and outcomes	Information provided by Council services
Ensure new development is properly planned and sustainable and benefits the borough's communities and the wider area	Evidence that the Council has an up to date local plan	Yes / No; and / or examples of activities and outcomes	Information provided by Council services
	Evidence that 'planning gain' is being captured from new developments	Amounts secured and / or examples of activities and outcomes	Information provided by Council services
	Evidence that the Council is working with partners to deliver new infrastructure and positive outcomes for the borough's places	Examples of activities and outcomes	Information provided by Council services and partner organisations
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	Residents' feedback on the neighbourhood services that we provide, including waste and recycling, street cleansing, JET, greenspaces	Improvement on baseline	Residents' Survey
	Residents feel that the Council is tackling anti-social behaviour	Improvement on baseline	Residents' Survey

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Section B: Place continued

Objective	What does success look like?	Measure	Source
Reduce our own environmental impact and support local residents and businesses to do the same	Evidence that the Council is reducing its own carbon footprint and resource use	Improvement on baseline and / or examples of activities and outcomes	Information provided by Council services
	Evidence that the Council is working with partners to deliver positive environmental sustainability outcomes [Note that the Environmental Sustainability Strategy may include other targets]	Examples of activities and outcomes	Information provided by Council services and partner organisations

Section C: Organisation

Objective	What does success look like?	Measure	Source
Be a financially self-sustaining Council	Evidence that the Council is successfully balancing its budget and has a robust medium-term financial plan	Yes / No	External / internal audit
	Evidence that the Council is being transparent in its financial decision making	Yes / No; and / or examples of activities and outcomes	Information provided by Council services / external / internal audit
Undertake commercial activities to generate additional income and build our financial resilience, in order to sustain services	Evidence that the Council is increasingly deriving income from commercial sources [Note that the Commercial Strategy may include other targets]	Increase on baseline and / or examples of activities and outcomes	Information provided by Council services
Ensure that our operational assets (things like our estate, equipment, IT and vehicles) are fit for purpose	Evidence the Council is investing in upkeep of operational assets based on robust business cases	Examples of activities and outcomes	Information provided by Council services
Ensure the Council (councillors and officers) has the right skills to deliver this plan	Evidence that the Council is taking action to ensure the right skills are in place [Note that the Organisational Development Strategy may include other targets]	Examples of activities and outcomes	Information provided by Council services

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Section D: Our commitments

Commitment	What does success look like?	Measure	Source
High quality core services and continued service improvement	Residents' feedback on Council services generally	Improvement on baseline	Residents' Survey
	Residents' feedback on core Council services	Improvement on baseline	
	Residents' feedback on Reigate & Banstead as a place to live	Improvement on baseline	
Clear and effective communication	Residents' feedback on the Council's communication channels	Improvement on baseline	Residents' Survey
	Residents report that they feel informed about Council services	Improvement on baseline	
Putting residents and other customers at the heart of what we do	Residents agree that the Council listens and responds to their concerns	Improvement on baseline	Residents' Survey
	Residents agree that they can influence Council services	Improvement on baseline	
Environmental responsibility	Residents agree that the Council acts in an environmentally responsible way	Improvement on baseline	Residents' Survey
Partnership working	Evidence that the Council is working with partners to deliver positive outcomes for residents	Examples of activities and outcomes	Information provided by Council services and partner organisations
Responsible use of data	Evidence that the Council is using data responsibly to improve service provision/delivery	Examples of activities and outcomes	Information provided by Council services
Financial efficiency	Residents agree that the Council provides value for money	Improvement on baseline	Residents' Survey
Helping residents and businesses make a positive difference in their communities	Evidence of healthy levels of volunteering by residents and by businesses via corporate social responsibility schemes	Improvement on baseline and / or examples of activities and outcomes	Information provided by Council services and partner organisations

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