



Reigate & Banstead 2025

Annual Report 2022/23

July 2023



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Reigate & Banstead 2025

Annual Report 2022/23

Executive Summary

This year's report on the Council's Corporate Plan, Reigate and Banstead 2025, primarily covers the financial year from April 2022 to March 2023. It also takes account of those events leading into the year, and looks ahead to the forthcoming work of the Council and context in which we continue to operate.

During this time, there have been achievements to recognise but also obstacles to overcome. Reigate and Banstead borough remains a prosperous place, but economic pressures have influenced the lives of many of its residents and raised needs for the Council to address. Through 2022/23, Council Members and officers have worked to meet these needs and deliver the objectives and commitments of the Council's Corporate Plan.

Looking at the challenges faced, these are in many cases shared with communities and local authorities across the country. Within the borough it is the Council's duty to respond to these challenges, but this shared experience also demonstrates the importance of working with others, be those public sector partners, businesses and charities, or communities and their residents.

A few of the prominent achievements this year have been:

- Delivery of new, genuinely affordable homes in the borough. Including a combination of homes available as social housing, temporary housing for homeless individuals and families, and accommodation for those displaced by conflicts in Ukraine and elsewhere, alongside wider affordable housing delivery, our activity in this area represents a significant contribution to helping local people and those most in housing need within the borough. Reflecting the Housing and Place Delivery team's commitment to high standards, Wheatley Court in Redhill, where the Council built and retained 32 new affordable rental homes received the Local Authority Building Control Award for best large south-eastern affordable housing development.
- The work of teams across the Council to deliver a balanced budget whilst maintaining services. Through a combination of efficiencies, income generation, and savings, service reductions in the agreed budget for 2023/24 were limited to £39,000, across a budget of over £23 million, representing 0.2% of the total, whilst the Council has been able to improve and strengthen its support in other areas. Pressures on local government funding are likely to remain for some years, but the Council continues to have among the strongest financial positions in the country whilst maintaining the quality of services to residents.



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- Building on a range of initiatives to update, improve and expand the Council's offer to residents and communities. 2022/23 has seen coordinated efforts to both provide more for residents and set the foundations for the future. This has included: steps towards supporting communities and wellbeing such as strengthening ties with health sector partners, a public health approach to crime prevention and the agreement of a new Leisure & Culture strategy; physical improvements to the borough such as the soon to open The Rise, town centre public realm improvements in Horley and elsewhere, and a new Strategic Infrastructure Programme for the spending of developer contributions; and organisational improvements to underpin service delivery, including a developed data and insight capacity and maximising the use of existing Council assets to support financial sustainability.

These achievements represent both the continuation of existing work, which has been maintained at a high standard through effective and efficient delivery, and newly delivered projects or initiatives which serve to bring forward the Council's Corporate Plan and its objectives.

Among the challenges encountered this last year have been:

- The need to support residents through ongoing financial pressures, as the costs of food, energy and other essentials have continued to increase. Whilst Reigate and Banstead is a relatively affluent borough, it also contains individuals and communities facing higher levels of deprivation who are likely to be particularly impacted by the reduced affordability of these necessities. Responding to this need has placed an increased demand on many Council services (Community Partnerships, Housing, Leisure and Intervention, and others), and these pressures can be expected to continue into the year ahead.
- Funding for local government itself continues to be constrained. Our ability to increase Council Tax is limited to a level significantly below current inflation, and without other core funding being provided by central government, this means that the Council continues to need to do more with less. The Council's Financial Sustainability Programme has been operating alongside our annual service and financial planning to address this challenge, but it remains a pressure - on both Reigate and Banstead, and on other local councils across the country.
- Organisationally, 2022/23 has seen an elevated level of staff turnover, leading to higher demands on recruitment and greater pressures on staff resources across the Council. This trend is common across many sectors and follows the unusual circumstances of recent years. Whilst new members of staff bring with them excellent skills and experience, the process of change itself requires additional work to manage and coordinate. The Council will continue to monitor this important performance indicator.

To meet the needs of the borough and its residents, the Council will need to continue to both address the identified challenges, and build upon its successes. As this report sets out, this work is no simple thing, but good progress towards the Council's its Corporate Plan's objectives were made in 2022/23, and the organisation is well positioned for the future.



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Introduction

Reigate & Banstead 2025

Reigate & Banstead 2025 is the Council's corporate plan for the current five-year period. It sets out the Council's priorities for 2020-2025 and identifies its objectives for delivering services to those living, working and spending time in the borough.

The plan was developed looking at local evidence, resident consultation and feedback, and considering both changes and lessons learned from the previous five years, along with how the borough might change in the future.

Reigate & Banstead 2025 can be found in full on the Council's website, along with additional information on the borough and the development of the plan at: www.reigate-banstead.gov.uk/rbbc2025.

Objectives and Success Measures

As part of the adoption of the plan, the Council made a commitment to report on its progress towards its goals each year. The corporate plan is divided into three themes: People, Place and Organisation, which reflect where the Council is seeking to focus its activities and investment until 2025.

Within each theme, there are a number of success measures to report against, each reflecting an important element of the plan. These measures and objectives are distributed across the Council's services and Executive portfolios, providing an overarching perspective on our work. For each of the objectives and success measures, this report provides information on activity undertaken in the past year, how this has helped to meet the corporate plan goals, and how they influence the borough.

The corporate plan also includes a number of overarching commitments, which reach across all of our objectives. Information on these commitments is reflected throughout the report, with their influence highlighted in a number of areas. While it has not been possible to conduct a residents' survey in the most recent years, and there is thus only limited information available on the regular success measures set out for these commitments, they continue to form an essential part of the Council's approach as illustrated throughout the narrative of this report.

Information on the Contextual Indicators, in the Appendix, provides additional background information and analysis of the wider context in which the Council operates. Many of these factors are significantly outside of the Council's control, but influence the borough and the lives of our residents.



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Objectives: People

Housing: Secure the delivery of homes that can be afforded by local people

What does success look like?

- Evidence that affordable, discounted or lower-cost homes are delivered by the Council or the Council working in partnership.

Progress on delivering this objective:

New affordable homes have been delivered by the Council in Redhill and Horley, building on progress made last year.

At Wheatley Court in Redhill, we built and retained 32 new homes, which are now providing affordable rental homes for those on the Council's Housing Register (social housing waiting list), with the homes managed by Mount Green Housing Association. This scheme received the Local Authority Building Control award for best large social housing development for the South East region.

At Octavia Cottages in Horley we built 4 new affordable homes, providing temporary accommodation managed by the Council for homeless single people.

We're also supporting Transform Housing and Support to provide additional properties, including 4 self-contained units being built as temporary housing for young parents, 4 self-contained units for young people that require support, and 2 additional properties for single rough sleepers requiring support.

In October 2022 the Executive approved an additional £4million to purchase and refurbish self-contained temporary accommodation for families and a shared house to be used as emergency accommodation for homeless single people. These properties will be retained and managed by the Council to both allow local homeless households to stay near to their support networks and avoid relying on expensive out-of-borough accommodation.

In addition, grant funding was secured to purchase up to 10 temporary homes and 2 permanent properties for Ukrainian and Afghan refugee families, in partnership with Mount Green Housing Association and Raven Housing Trust.

Together, these schemes help to meet the need for affordable and temporary accommodation in the borough. Council owned temporary accommodation allows us to both provide a better standard of support, keep households local, and is more cost effective than relying on external providers, enabling us to do more with our resources. These steps are important as the demand for housing support has continued to grow over recent years, representing additional demand on the Housing service and the Council to address. This has been influenced by recent economic pressures, and an increase in the levels of applicants needing additional support, leading to applications potentially both taking longer to process and having greater urgency.

Funding for the above housing schemes was provided both through use of Council reserves, funding secured from Homes England, and funding provided by partners, including Mount Green, Raven and Surrey County Council. Our relationships with partners, particularly local housing associations, continue to be a key part of our delivery of affordable homes.

In terms of overall affordable housing delivery in the borough, levels continue to be above the Local Plan Core Strategy target for 1500 between 2012 and 2027, with 1129 affordable units delivered against the target of 1100 in the 15 year plan. Whilst most development is undertaken by third party developers and is therefore not within the Council's direct control, we continue to work to apply housing standards requiring affordable housing to be provided as part of local development.



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Communities and Community Safety: Work with partners to create strong, safe and welcoming communities

What does success look like?

- Evidence that the Council is working with partners to deliver positive outcomes in the borough's communities
- Evidence that our community facilities and activities are well used by communities and residents

Progress on delivering this objective:

Partnership is at the heart of the Council's approach to service delivery. Our Community Partnerships service actively works with well over a hundred local organisations, enabling an effective and collaborative approach to responding to community needs. Most recently, we've been working with these partners to address and support residents with rising costs of living.

The Council currently leads the East Surrey Place Prevention and Communities Board, the Reigate and Banstead Community Safety Partnership, and partner networks in each of the borough's five community development areas (Horley, Merstham, Preston, Redhill, and Woodhatch and Whitebushes). We also lead thematic work with local partners, including the Older People's Service Providers Forum and Steering Group, and an Employment and Skills Group.

Together, these groups help to make sure that the Council and its partners work cohesively together and that the support made available to residents is joined-up and easy to engage with. Our work over the last year has continued to build upon both our regular practices and the strengthened connections we developed while responding to the COVID-19 (Coronavirus) pandemic.

Our continued close working with the NHS and health sector, including East Surrey Place and Surrey Downs Health and Care, includes work to support our most vulnerable residents and to support community safety which are covered elsewhere in this report, but also covers wider efforts within a health-based approach to improving outcomes for everyone. This joint working includes the Wellbeing Prescription service in the Redhill, Reigate and Horley areas, and the Social Prescribing service in the Banstead area, together with respective NHS partners for each area. The Council is also working with these partners to broaden this offer to include green social prescribing; this programme helps to connect people to the natural environment and its benefits for physical and mental health, and aligns with the Council's environmental sustainability efforts.

Our community centres form a key part of our offer to residents, with visitor numbers at the three centres in Banstead, Horley and Woodhatch increasing this year. Following transformation work by the Community Partnerships team and others, the centres have expanded and updated their offer to the community, providing more options for a wider range of age groups and interests, studying and responding to local needs, and using new branding and messaging to help them reach out more effectively. More residents have been returning or visiting our centres for the first time, with a growing range of activities and services to support all parts of the local community now available. Options include computer classes, sessions for children, parents and grandparents, exercise classes and clubs and support groups for bereavement and dementia. With the transformation work completing in 2022, the centres are now working towards making sure that the available options and support respond to ever developing resident interests and needs.



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The Council's Community Development team have also supported local residents to set up new groups at our Community Centres, including a support group for the parents of Special Educational Needs and Disabilities (SEND) children in Woodhatch and the Africa Community in Surrey and Sussex (ACISS) group at the centre in Horley.

More information about the work of the Council's Family, Housing and Money Support Teams is provided in later sections of this report. However when it comes to partnership working, the Council's Family Support team works with a range of organisations and agencies to help provide the resources and specialist guidance to address families' specific needs and situations. These partners will continue to work with the team and families until support plans have been completed.

The Housing and Money Support teams operate in partnership with housing associations and Community Debt Advice to engage with those facing financial difficulties or at risk of eviction to prevent homelessness or additional debt. This proactive approach both works to minimise the challenges and disruption faced by residents whether those be caused by economic conditions or personal circumstances, and such a preventative approach generally allows for more efficient use of resources than responding after problems have further developed.

To complement the work of our own teams, we also provide grant funding for 9 local Voluntary and Community Sector (VCS) organisations and provide Rental Grant Subsidy to eligible charitable organisations which occupy Council premises. The challenging financial landscape for local government continues to apply pressure to the level of funding we can provide, but the grants and support for these groups help enable them to operate and to leverage the skills, compassion and experience of local communities and volunteers.



Banstead
Community Centre

Welcome to **Banstead** Community Centre

A place for everyone

- reigate-banstead.gov.uk/banstead-community-centre
- bansteadcommunitycentre@reigate-banstead.gov.uk
- 01737 361712

Banstead Community Centre,
The Horseshoe,
Bolters Lane,
Banstead Village,
Surrey SM7 2BQ

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Horley
Community Centre

Welcome to **Horley** Community Centre

A place for everyone

- reigate-banstead.gov.uk/horley-community-centre
- horleycommunitycentre@reigate-banstead.gov.uk
- 01293 772240

Horley Community Centre,
Regent House,
Albert Road,
Horley,
Surrey RH6 7JA

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Woodhatch
Community Centre

Welcome to **Woodhatch** Community Centre

A place for everyone

- reigate-banstead.gov.uk/woodhatch-community-centre
- woodhatchcommunitycentre@reigate-banstead.gov.uk
- 01737 221030

Woodhatch Community Centre,
Whitebeam Drive,
Reigate,
Surrey RH2 7LS

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Reigate & Banstead
Community Centres

Discover **your** local community centre

Banstead | Horley | Woodhatch

- reigate-banstead.gov.uk/community-centres

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What does success look like?

- Residents feel that the local area is safe
- Residents agree that the local community is a place where people of different backgrounds get along

Progress on delivering this objective:

The Reigate and Banstead Community Safety Partnership combines our resources and efforts with those of local partners, including Surrey Police, the NHS, Surrey Fire and Rescue, Surrey County Council, and charities and organisations with specialist expertise such as housing associations and the Probation Service.

The partnership's priorities for 2022 to 2023 remained constant as:

- empowering communities to feel safe,
- protecting the most vulnerable from harm,
- responding to domestic abuse; and,
- tackling anti-social behaviour

The partnership meets regularly, helping us and our partners to share intelligence, ideas and information.

The Council has been developing and implementing a public health approach to crime prevention as part of place-based working. Within this, we have supported activities including youth mentoring in schools, a local football programme, and raising awareness of the risks of drugs and alcohol with young people and parents. By providing communities and families with support and guidance, we help prevent the factors of deprivation and isolation which can otherwise lead to anti-social behaviour and crime.

Where incidents or patterns of incidents sadly arise, we work together with our partners to learn from them and improve. An example of this was a successful learning event to share the recommendations and insight from a local domestic homicide review, delivered to over 200 people. Our teams across Community Partnerships, Community Safety and our Joint Enforcement Team will continue to work together to monitor and respond to resident concerns, community needs and local context.



Vulnerable Residents: Provide targeted and proactive support for our most vulnerable residents

What does success look like?

- Evidence that the Council is working with partners to deliver positive outcomes for vulnerable residents
- Evidence that more residents are benefitting from our early help activities

Progress on delivering this objective:

The most vulnerable in society are often those whom we can help the most, and this remains a key component of Council activities. There are well known challenges evident across the country at the moment, including around the costs of food and energy, and access to resources to support health and wellbeing. We have been active in all of these spheres, helping to provide residents with what they need to get on with their lives.

Working together with and through our partners this year, we have supported the operation of five food clubs, which provide low cost food for local people and reduce waste. 310 people are registered with our 5 clubs and we have saved over 58,000kg of food from being wasted. Our 3 community centres also provide familiar venues at which local people can access a hot meal, attend activities to promote wellbeing and reduce social isolation, have a chiropody or audiology appointment, and much more. To help make sure everyone can reach and access the facilities we need, we also provide a taxi voucher scheme for older isolated residents on low income, which in 2022/23 supported 87 individuals.

Building on our partnership work with the health sector, new work was begun this year by the Welfare and Discharge Team to reduce pressure on hospitals and other health services through community support. The service aims to improve the physical and mental wellbeing of residents across East Surrey, and to assist with enabling timely discharges of patients from hospitals, freeing up resources whilst ensuring they receive the support they need.

The Family Support Team has been busy delivering their part of the local early help offer to support families with multiple and complex needs, assisting 127 families in 2022/23. Feedback from the support we provided between April 2022 and April 2023 indicates that it was most effective in supporting adults wellbeing and mental health, and ensuring school attendance. There was a high percentage of participants maintaining employment whilst engaged with the team. Children and young people reported the biggest improvements in feelings and behaviour, and in confidence and self-esteem.

Our Money Support Team also has a role in engaging with vulnerable residents, particularly those facing financial hardship. The team is able to provide advice and guidance, including around budgeting and accessing debt support services. During 2022/23, the team worked with 220 clients and received positive feedback on outcomes for those supported. Between the Family Support and Money Support teams, 94% of families assisted reported experiencing an improvement in circumstances since making contact.

The Council also provides assistance to those forced to flee from conflict. Our teams have continued to support families from Syria, and welcomed those from Afghanistan and Ukraine. We have been working with displaced families to help them improve their English skills, access employment opportunities, and engage with their local communities. Following the invasion of Ukraine, the Council



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has supported over 300 Ukrainian individuals, as well as residents who have become sponsors offering accommodation under the national Homes for Ukraine scheme. Weekly support sessions have been offered across the borough to support Ukrainian guests and their sponsors, helping them to manage their transition to the UK. As noted earlier in this report, the Council is now working to secure additional housing to provide ongoing support for some of these families.

Part of our work is also accessing and providing funding to others already doing good work in the borough, or to schemes which can help do more. This year, this has included:

- Administering Creating Healthy Communities grants, funded by East Surrey Place, which has provided £134,000 of grants for 25 different organisations, including causes such as befriending services for older people and those in need, eye clinics, accessible arts programmes, and support groups and counselling,
- Managing the distribution of Household Support Fund rounds 2 and 3, ensuring these government funds reached those most in need, through the issuing of vouchers, as well as distributing funds via trusted local VCS partners and distributing support via food banks and food clubs, and
- Grant funding to 9 voluntary and community sector organisations and rental grant subsidies for eligible charitable organisations occupying Council buildings.

Where services and support are available, it's important to make sure those in need know where and how to access them. We maintain information on available resources on our website and publicise them through paper magazines and leaflets, as well running communication campaigns through a wide range of channels. On the ground, our Community Development Team use their informal links in the community to make referrals and signpost many vulnerable residents to money support services, health services, and help with claiming benefits and obtaining employment. Last year our Revenues, Benefits and Fraud team also helped to provide support through administering energy support payments to over 30,000 households in the borough.



Support for Ukrainians

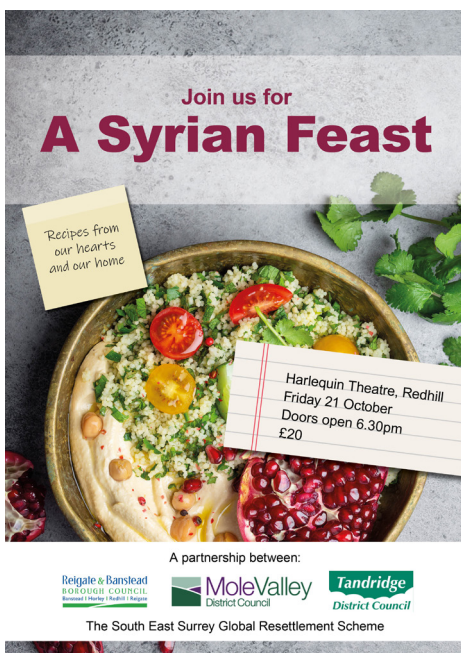
We will be hosting (free) weekly drop-in sessions - offering the chance to meet other people, ask questions, get advice, socialise and practice English.

Please come along if you are residents in the Borough registered to offer your homes, Ukrainian arrivals and settled members of our community from Ukraine.

We look forward to meeting you.

- **Every Tuesday: 3.30pm - 5.30pm**
The Banstead Centre, The Horseshoe, Bolters Lane, Banstead, SM7 2BQ
- **Every Thursday: 3.30pm - 5.30pm**
Christ Central, 3 London Road, Redhill, RH1 1HY

The entrance is to the left of West Central coffee shop (opposite the Harlequin Theatre) past the fire escape stairs.






Join us for
A Syrian Feast

Recipes from our hearts and our home

Harlequin Theatre, Redhill
Friday 21 October
Doors open 6.30pm
£20

A partnership between:

The South East Surrey Global Resettlement Scheme



Welfare and Discharge Team

We support people with complex needs within Reigate & Banstead Borough Council, and Tandridge District Council.

We receive our referrals from East Surrey GP's, local councils, referral partners and the SASH discharge team. We will start by meeting you at home to discuss your needs. These could include:

- mental health and wellbeing
- physical health
- financial support
- housing needs
- substance misuse
- relationships

We offer one-to-one support and make referrals to suitable community-based support and services. We also support you to create a plan that best meets your needs.

We will work with you for a period of up to eight weeks. This can be reviewed or extended if necessary. Our ongoing work is usually a mixture of home visits, community visits, or over the phone.

Contact us: welfareteam@reigate-banstead.gov.uk
01737 276370

Our Commitment: Clear and Effective Communication

The Council has a commitment to inform, engage and interact with residents and businesses and communities. The Council utilises a wide variety of communication channels to meet different needs and preferences of residents, including print and broadcast media, email, a range of social media, and our website. This commitment is a responsibility shared across the organisation and we are particularly mindful of the needs of the vulnerable within our communities.

Communication is not just one way, and we work to make sure that residents and communities are able to easily get in touch with the Council with questions, concerns and feedback. This is often particularly relevant to our work to support communities and community safety, but is also a responsibility for all parts of the organisation.

We work with many local communities and partner organisations to help us understand the needs and wishes of all those living and working in the borough – particularly those who may be more vulnerable or seldom heard through more mainstream communication, or who are at risk of digital exclusion.

An example of that work this year was the creation and targeted distribution of a wellbeing magazine, to 12,000 households identified as those whose wellbeing could be under pressure – be that due to isolation, not being online, or facing some of the challenges of getting older. Helping the right information to reach the right residents in this way is part of a cost-effective approach to effective engagement and communication.

Over the last year we have been continuing to map our customer contact volumes and contact preferences to identify trends in user activity and needs. Emerging from this mapping process will be a fresh look at our customer contact approach, which will work to ensure that our services remain accessible to everyone and that all those in need can discover and benefit from our support. More information on the Council's work around equality and accessibility can be found in the annual report on the Council's Equality Objectives.

Good communication is a responsibility shared by all services across the organisation, and covers work across all of the Council's services. This includes components such as this report and other annual published annual updates, including on topics such as Environmental Sustainability, Investment and Commercial Activities, and the Council's Annual Budget. As with our projects, key policy plans and proposals are supported by consultation; you can view a list of current and recently completed consultations on the Council's consultation webpages.



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Leisure and Wellbeing: Provide leisure, cultural and wellbeing services that are accessible to, and meet the needs of, communities and visitors

What does success look like?

- Residents agree that the leisure, cultural and wellbeing services provided by the Council meet their needs
- Evidence that our leisure, cultural and wellbeing facilities and activities are well used by residents

Progress on delivering this objective:

The Council has recently agreed Part 1 of a new Leisure and Culture Strategy that will provide direction for our work in the coming years.

The new strategy includes a vision for a borough with an inclusive and vibrant leisure and culture offering that is accessible to all, where everyone can participate in meaningful activities that enrich their lives, promote wellbeing and foster a sense of belonging. It sets out objectives to:

- Inspire and encourage residents to lead healthy and active lives
- Provide sustainable services that are accessible to, and meet the needs of, our communities and visitors
- Act as a leisure and cultural facilitator and convenor, drawing together and promoting the borough's rich array of activity and helping it to thrive
- Achieve a financially sustainable leisure and culture service

The strategy encompasses commitments across the Council's leisure offer, including our three leisure centres (in Horley, Redhill and Tadworth), the Harlequin Theatre and Cinema, Community Centres, parks and greenspaces, sports pitches, allotments, events, and work with partners, as well as cultural aspects around sites such as the historically significant Banstead Commons and Reigate Caves. It also recognises the role of private and not-for-profit organisations in meeting residents' leisure and culture needs. As the strategy develops and is delivered, annual reports will be provided on its performance and progress.

The range of services leisure and cultural services provided by the Council (including over 1200 allotments, more than 70 parks and playgrounds, and over 40 outdoor activity areas) remained popular in 2022/23. During 2022, our three leisure centres received over 1 million visits.

Leisure and culture facilities serve a valuable role in maintaining the health and wellbeing of those living within the borough. As well as partnership projects such as our ties to the health sector and the delivery of two Wellbeing Prescription services in the borough, the Council's leisure team also work to ensure that there are a wide range of activities available for young people, including the R&BE Active holiday programme, Surrey Youth Games and Star for a Night. Cultural events in future will also be further supported by the Council's new Arts Development Officer, with funding support from East Surrey Place.

Tied in to their other roles, our 3 community centres offer a wide range of activities for all ages, from short mat bowls and tea dances, to art classes, to stay and play for under 5s, and through to yoga and pilates.



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Within communities, our Community Development team works with local residents to run events and activities such as an art club, young people's sports and leisure projects, and regular litter picks. The team are working ever more closely with local GPs and other health professionals to develop community-based initiatives to support health and wellbeing, such as a wellbeing group for South Asian Women in Redhill.

Our community development work in Preston has been particularly effective recently, with the local community development worker able to obtain over £10,000 in additional funding and in-kind support to help allow young people with limited resources to access the local leisure centre as part of the Monday Night Multi-Sports programme. Engagement with young people in the area also identified demand for an upgraded skate park, and a major refurbishment of the facilities in Preston Park is now taking place, reflecting the needs and aspirations of potential users.

Part of the Council's planning work includes identifying the need for new or improved local facilities for sports and physical activity in the borough. To help inform this, we've recently completed a Playing Pitch and Indoor Sports Facilities study to examine local needs and project future requirements. This will inform both the Council's and other organisations' work around future leisure provision in the area. Completed in December 2022, more information can be found via the Council's website on the Playing Pitches and Sports Facilities Study page.

An example of work towards new and improved leisure provision in the borough is the development of the refurbished Merstham Recreation Ground. The planning application for this project was submitted following detailed design work and consultation in previous years, and was approved on 30 May 2023. Funding towards the site, including elements around flood management has been secured from Surrey County Council, and a bid for additional funding has been submitted to the National Lottery.



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Our Commitment: Putting Residents and Customers at the heart of what we do

Ultimately, the purpose of the Council is to respond to the needs of users of its services, including residents, businesses and visitors. This means not just delivering services, but listening to, understanding and taking account of our residents and customers. In 2022/23, examples included a listening event at Nailsworth in Merstham, work with young people in Horley through the YMCA youth centre and at local parks, and the Riverfest event at the Rivers estate in Redhill.

Working together with residents and communities allows them to use their strengths, supported by the Council and other partners, to help themselves and others in a way that more prescribed top-down approach would be unlikely to achieve. 2022/23 again included no shortage of examples, such as the Kiln Community Garden at Whitebushes, community litter picks in Redhill and Whitebushes, and plans for a new community garden at St Mark's in Preston.

Similarly, our work supporting households at risk of or facing homelessness through the offer of advice, assistance, proactive casework, financial help and provision of accommodation, continues to underpin the many positive outcomes achieved for these vulnerable households. This means taking an individual response to individual needs – sometimes well timed advice can enable someone to find their own way through difficulties, without need for further assistance. This is evidenced in our homelessness outcomes, where we can see the impact of early assistance in preventing the need for more significant help later.

In addition, we regularly conduct surveys, consultation and research around a range of key policies and services (including, in 2022/3, Community Centres, Harlequin Theatre customers, Horley town centre, and parks, playgrounds and greenspaces. These feedback mechanisms all help the Council to hear residents' views more clearly.

For those who do need further support, it is important that this is not only what is convenient for us to deliver, but what they need to allow them and their families to continue to progress with their lives and contribute to their communities and the borough.

More generally, we are continually working to understand the needs of our residents. This is reflected through the work of multiple teams, including the Data and Insight team who utilise our information and customer insights to help drive service improvement and development, and to identify trends and predict future demands. It also helps identify effective routes for engagement for different Council audiences. In 2022/23, this included geographic analysis to help target support for residents at risk of social isolation and loneliness and analysis and examination of customer trends and barriers to access at community centres.



PEOPLE



PLACE



ORGANISATION

Reigate & Banstead
BOROUGH COUNCIL
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Objectives: Place

Towns and Villages: Invest in our town and village centres, so they continue to be places where people choose to live, work and visit

What does success look like?

- Residents' feedback on local town and village centres
- Evidence that new floorspace or alternative uses are being delivered in town and village centres by the Council or the Council working in partnership

Progress on delivering this objective:

The borough's town centres of Banstead, Horley, Redhill and Reigate are a key component of the prosperity of the local area, and we continue to support them as both attractive locations to do business and as part of ensuring essential facilities remain accessible to local residents.

Following the launch of our four town centre promotional videos in April 2022, we ran a social media campaign which generated positive feedback and support for our high streets and from local retailers.

We have continued to share the 'shop local' message through regular promotions on social media throughout the year

The Town Centre Visitor Analysis Project, funded through our Welcome Back Fund allocation, has continued to provide us with valuable insights into town centre visitor activity. Improved understanding of visitor patterns is helping both the Council and our partners to inform future investments and improvements in our high streets, enabling more efficient use of resources. For instance, the data shows that all four high streets had a very strong December driven, in large part, by the towns' Christmas activities. Since December, we have started to see reductions in footfall which are likely to be a result of by challenges in the wider economy and cost of living crisis.

With colleagues from the Cleansing Team, the Council's Economic Prosperity Team have been completing audits of our four town centres to identify opportunities for upgrades around maintenance and cleaning. We also monitor shop vacancy rates in town centres to help us understand and respond to any changes in local context.

We have also been working to make best use of local spaces, and we've been working with partners around options to secure the delivery of a new community workspace in Redhill town centre. When open, the space is intended to enable the provision of services to children and young people as well as health and wellbeing services to the community. In addition, we have begun marketing two new retail premises that were built as part of the Cromwell Road housing development, which will add to the local retail offer.

The opening of the new cinema, restaurants and leisure options at The Rise, will draw business and visitors to Redhill and the surrounding area. Now almost complete, the development of The Rise represents a major investment in the town centre, which will both provide more options for local residents and boost the local economy, particularly during evening and weekend leisure times.

Similarly, work has continued on improvements to Horley town centre, where updates to the high street and surrounding areas have made the town and its shops more attractive to visitors. Work is progressing on improvements to the Central car park, and the subway, including consultation on options for its design and decoration. Work to improve the parking offer is also underway in Preston, following agreements with Surrey County Council and Raven Housing trust around Coxdean and Long Walk.



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ORGANISATION

Economic Prosperity: 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

What does success look like?

- Evidence that the Council is working with partners to drive the prosperity of the borough
- Evidence that new floorspace and business infrastructure is being delivered by the Council or the Council working in partnership

Progress on delivering this objective:

We are leading on a programme of work, with neighbouring authorities, to bring forward opportunities around a Shared East Surrey Economic Development initiative with the aim of providing a coordinated approach the economic development of the East Surrey sub-region.

The Reigate & Banstead Works website connects local people with local employment opportunities, helping residents with careers advice and support. The site continues to evolve with new blogs and new content areas being added all the time. In particular, we have developed a new 'inclusive workforce' area for employers which includes the link to an unconscious bias video which we commissioned and information on becoming a Disability Confident employer.

Working in partnership with Tandridge District Council and the Department for Work and Pensions, we ran the East Surrey Youth Hub programme which completed in December 2022. Started in March 2021 as a response to the pandemic and the rapid growth in youth unemployment, the programme helped 300 customers, with 175 customers gaining employment and a further 9 young adults returning to education. A feedback survey was carried out which showed that 100% of customers had found the support of the Youth Hub to be helpful and 98% of customers said that it had increased their confidence in job searching.

We continue to grow our communications channels to share important information with local businesses to support their start-up and growth, and to promote the strengths of the local business community. We use our social media channels to raise the profile of the borough as a great place in which to live, work, do business and visit. We now have more than 2,000 followers across our three main business social media channels and our reach is currently 26,300, whilst our business e-newsletter is also regularly emailed to 2,000 businesses.



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Connecting across the Council's goals, we also continue to support business to be more environmentally sustainable. As part of this, we have established a Sustainable Business Network with enterprises in the borough as a forum for discussing best practice ideas and collaborating on sustainability initiatives. In parallel with this, we have helped provide information and guidance, including free low carbon action plan training for small and medium enterprises funded by the UK Shared Prosperity Fund, and coordinated 'learning lunches' about becoming more sustainable as a business. To encourage local efforts and recognises success stories, the Reigate and Banstead business awards now include a category for sustainable businesses.

Most directly, we also provide targeted Business Support grants, aimed at helping prospective small businesses get started and grow in the local area. This year, we awarded a total of 51 grants, with a combined value of £51,000, to local start-up businesses, helping them to develop, grow and employ local people.

Challenging economic conditions make things difficult for both residents and local businesses. The borough's economy remains strong at present, but the Economic Prosperity team and others across the Council will continue to monitor local developments and consider options for responding if additional pressures emerge.

Our Commitment: Partnership Working

As can be seen throughout this report, the work of the Council can only be delivered through working effectively with local and national partners. These include, but are not limited to, Surrey County Council, the NHS, Surrey Police, Voluntary Action Reigate & Banstead, and many others.

Our work on housing and health have been particular focusses in the last year. For health matters, we're now working more closely with East Surrey Place and Surrey Place within NHS Surrey Heartlands, as well as other health sector partners, as part of a growing programme of work to reflect the need to provide joined up support to residents, regardless of where they live. This has meant building on mutual understanding of each other's organisations and looking at how we can support each other through coordination of efforts and effective signposting to make accessing resources easier.

Housing needs have also been a pressing concern, with challenges around costs of accommodation and household finances driving high levels of demand for the services of our housing team and local housing associations. We continue to work with housing associations and supported housing providers, such as Raven Housing Trust, Mount Green Housing Association, Transform Housing and Support and YMCA East Surrey. Working together with these partners allows us to both make the most efficient use of available resources and to steer provision of new accommodation that meets local needs. We've also been working with central government bodies and local charities and community groups to provide support for refugees, including over 300 individuals displaced by the ongoing war in Ukraine.



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Shaping Our Places: Ensure new development is properly planned and sustainable and benefits the borough's communities and the wider area

What does success look like?

- Evidence that the Council has an up to date Local Plan
- Evidence that 'planning gain' is being captured from new developments
- Evidence that the Council is working with partners to deliver new infrastructure and positive outcomes for the borough's places

Progress on delivering this objective:

The Council's Local Plan: Core Strategy was reviewed and deemed to be up to date by a meeting of Full Council in July 2019 and covers the period until 2027. The Council's Development Management Plan (DMP) was approved in September 2019 and covers the period until 2027.

Plans must be reviewed every 5 years to be considered up to date and so reviewing the current plan and/or working on a new plan post-2027 are key priorities. In October 2022, the Council adopted a Local Development Scheme, setting out the schedule for the next update to the Local Plan and ensuring that we remain a plan-led authority. Having an up-to-date Local Plan in place means that the Council has a robust basis for the management of new development in the borough, which helps to ensure that new buildings and redevelopment meet the needs of the borough and local residents.

Supporting the Local Plan are other supplementary documents which provide additional, more specific, guidance to maintain local development quality and character. During 2022/23, the Council has been working on a Design Code and digital twin covering the area from Redhill to Horley, which will help direct future development proposals.

There continues to be uncertainty around future national planning policy decisions. Whilst this uncertainty does not change the Council's ability to manage ongoing planning activity, it may have implications for longer term planning activity. As information on national policy emerges, it is monitored by the Planning service and preparations are made to respond to new guidance and regulation.

As reported in the Council's annual Infrastructure Spending Statement of December 2022, the Council collected almost £3 million in community infrastructure levy (CIL), between April 2021 and March 2022, from developments in the borough. Over £3.5 million was also received during the same period from Section 106 planning obligations.



**New
Local Plan
timetable**

**Public meeting
7pm on 1 February**

Reigate & Banstead
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The graphic features a green background with a circular inset showing a red brick building. The text is in white and green. The council name and areas served are in the bottom right corner.



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Figure 1: Annual and cumulative Community Infrastructure Levy collected

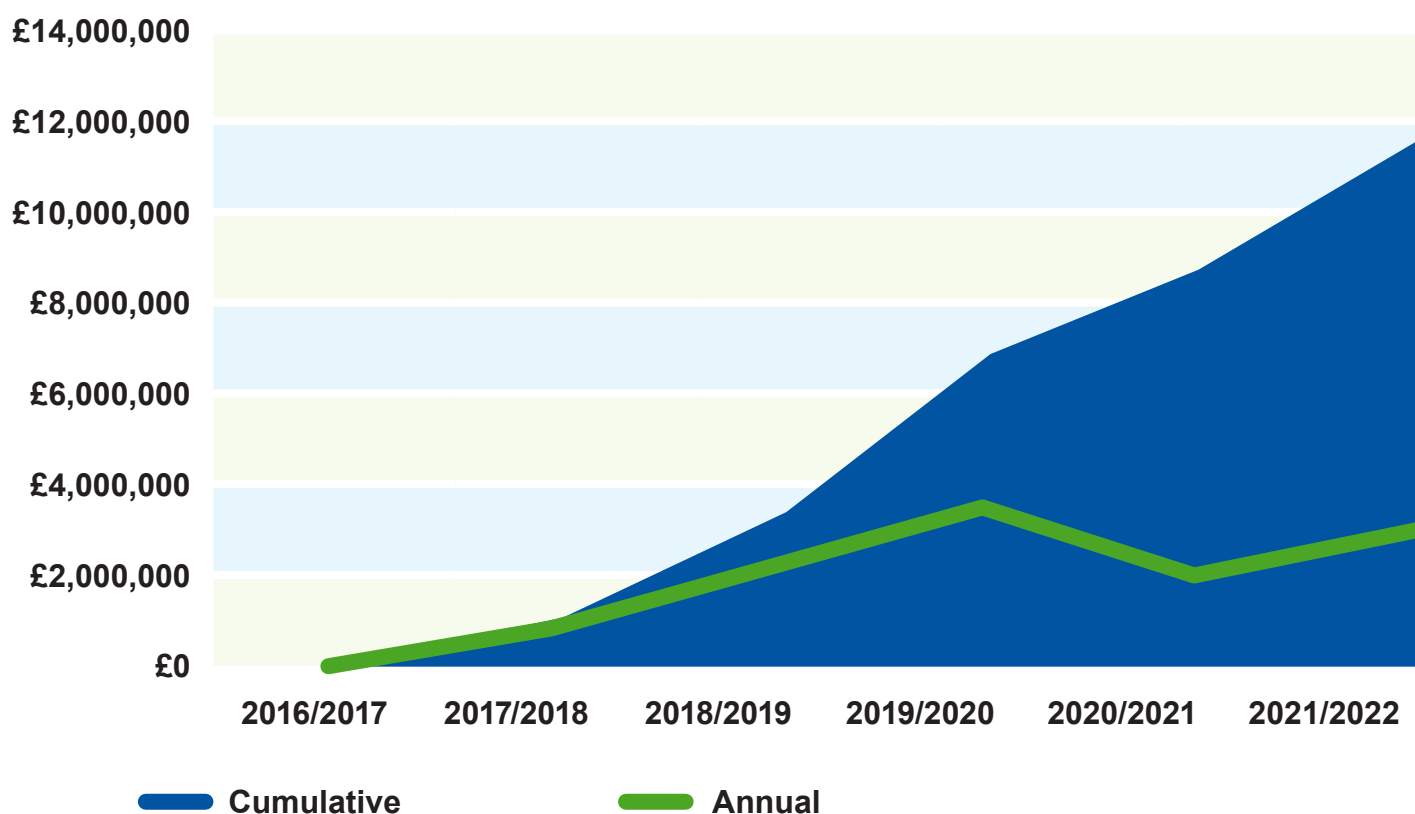


Figure 1, above, shows the annual and cumulative CIL funding collected by the Council. The level of funding collected has been growing, although with a temporary decrease in 2020/2021, likely influenced by the disruption of construction of the coronavirus pandemic. This funding helps ensure new development makes a financial contribution towards amenities and facilities in the local area, including schools, sports and community facilities.

A list of the largest CIL projects funded in the year can be seen below, in figure 2. For the last reported year, the biggest contribution was to an emergency services hub in Banstead, including a new Ambulance Make Ready Centre. Other projects supported included public land maintenance at Banstead Commons, sports and community facilities across the borough, and improvements for Shawley Primary School and bus shelters in Banstead.

As well as the project identified below, 15% of the CIL collected within their respective areas is passed directly to Horley Town Council and Salfords and Sidlow Parish Council. Per the figures reported in December 2022, there was no CIL funding arising within Salfords and Sidlow that year, but £44,446 was transferred to Horley Town Council.

More information on how these funds are spent within their local areas can be found on the Horley Town Council and Salfords and Sidlow Parish Council websites, which can be accessed from the Council's Annual Infrastructure Spending Statement webpage.

Figure 2: Largest Community Infrastructure Levy contributions in the last reported year

Project	Community Infrastructure Levy Contribution
Contribution towards an Emergency Services hub in Banstead (part of the 2017-2022 Strategic Infrastructure Programme)	£291,084
Contribution towards a new countryside management tractor for Banstead Commons Conservators	£37,950
Renovation works to the Tattenham Way recreation ground pavilion	£30,000
Contribution towards the renovation of Redhill Football Club's community room facility	£29,966
Contribution towards replacing South Park Football Club's pitch	£25,000
Replacement of wooden bus shelters on Banstead High Street	£23,585
Re-tiling the roof of Burgh Heath War Memorial Hall	£22,596
Contribution to the refurbishment of Merstham Cricket Club practice and net area	£21,166
Contribution to Shawley Primary School safety upgrades	£20,000
Contribution to skate park replacement and pump track at Sandcross Lane, Woodhatch	£20,000



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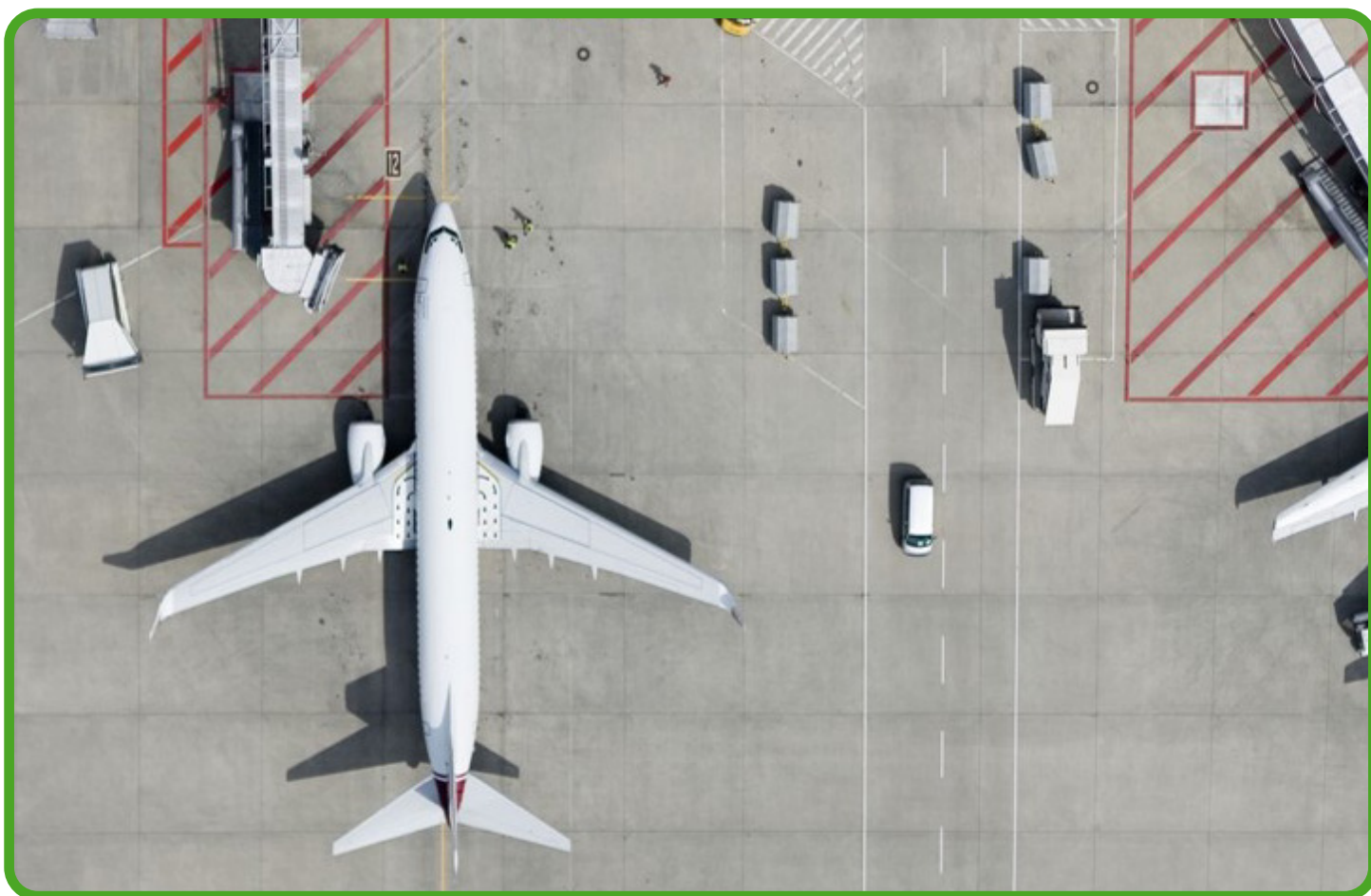
ORGANISATION

In March this year, the Council approved the next Community Infrastructure Levy Strategic Infrastructure Programme, covering 2023-2027 and directing the spend of CIL money on important infrastructure projects across the borough. As well as addressing specific local concerns, the strategic infrastructure programme also contributes to larger schemes, such as planned improvements to the A23 in Earlswood, in conjunction with the County Council and other partners.

The latest strategic infrastructure programme includes a wide range of other projects, including Community Centre and Library refurbishments, public space improvements including Merstham Recreation Ground and Horley subway, footpaths, cycling and bus provision across the borough, school expansions, flood alleviation, parking and electric vehicle charging, and renewable energy and carbon reduction measures.

A location of particular local interest is Gatwick Airport, both in terms of its economic influence and the impact of flights and related activity on the local area. The Council has been engaging with and responding to Gatwick's plans for use of the northern runway, working closely with neighbouring authorities to ensure that the local environment and the Borough's residents are best served by any development proposals at the airport.

As a landowner, the Council continues to review options for the best use of our land and assets, particularly those identified in the DMP as having potential to benefit our local area and residents. These opportunities will need to be carefully considered to ensure that they both provide meaningful social benefits to the borough and are financially sustainable, but also serve to help deliver the Corporate Plan's vision for the borough.



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Clean and Green Spaces: 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

What does success look like?

- Residents feel that the Council is tackling anti-social behaviour
- Residents' feedback on the neighbourhood services that we provide, including waste and recycling, street cleansing, JET, greenspaces

Progress on delivering this objective:

Teams within the Neighbourhood Operations service work hard to maintain high quality services and consistent standards, along with delivering service improvements wherever they can. Our residents have helped us to continue to achieve very high recycling rates of 54.7% in 2022/23, putting us at 29th place in the country, keeping us within the top 10% of Councils and helping to deliver on the council's Environmental Sustainability commitments.

The national strategy regarding waste and resources is anticipated to be updated in the near future, which will have implications for local waste management and recycling services. However, there is currently much uncertainty around the content of the strategy, which introduces additional challenges to future planning. As more information emerges, actions will be put in place to address local implications and ensure that our services continue to be delivered to a high standard.

Our Greenspaces team have delivered another excellent performance, receiving 9 South and South-East In Bloom awards. These awards are a reflection of the commitment and diligent work of the team towards keeping the borough looking beautiful and maintaining our open spaces to a high standard. Together with the work of other teams, such as the Cleansing team, their work delivers on our commitment to provide clean and green spaces for our residents.

As referenced elsewhere in this report, work has also been progressing towards delivery of the refurbished Merstham recreation ground and skate facilities at Preston park. There has also been work to complete new play areas and allotments around the new housing developments in Horley, with progress ongoing at Westvale Park. The new Leisure and Culture Strategy, alongside evidence such as local need for sports facilities in the Playing Pitches and Indoor Sports Facilities study will help inform future plans to continue to develop high quality open spaces and recreation opportunities in the borough.



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The Council has continued to lead problem solving multi-agency meetings to tackle anti-social behaviour through the year. Much of the work of the Community Safety Partnership to prevent crime (detailed earlier in this report) also makes a contribution to this work, as both issues can be generated by deprivation and personal difficulties.

However, when anti-social behaviour does manifest, it needs to be addressed, and the Council has continued to work both directly and with local Police and other partners to resolve situations as they arise. Much of our direct intervention is through the JET team; this year the team have been working to address fly-tipping, with an increased number of culprits identified and issued fixed penalty notices.

Topics of concern are also considered at regular Safety Action Group meetings, together with other Council services, Surrey Police, Raven Housing Trust and other relevant parties as the situation demands. In the last year, work across partners has included consideration of subjects such as domestic abuse, reflecting the new public health duty to tackle serious violence, and incidences of anti-social behaviour in Redhill town centre.

Council teams also work with others as part of the public health approach to preventing anti-social behaviour from occurring and protecting communities. Meetings of the local Joint Action Group (JAG) and Community Harm and Risk Management Meetings (CHaRM) have been considering responses to anti-social behaviour, including concerns around noise, drug use, littering, and related groups. Depending on the circumstances, responses might include mediation, target hardening, community protection warnings or notices, or visits either informally or from partners such as the police. This multi-agency approach has been accompanied by promotion of the Community Trigger for responding to anti-social behaviour, enabling residents to easily raise concerns.

Proactively, we ran an anti-littering social media campaign – ‘Don’t Trash the Borough’ to help discourage mess in public spaces, as well as issuing penalties for anti-social incidents and working to swiftly clean problem areas. Mobile CCTV cameras have also been deployed to anti-social behaviour hotspots to help discourage misconduct and identify those responsible. In addition, the Council completed a number of preventative works around our parks and greenspaces to prevent unauthorised incursions, leading to fewer incidents on our open spaces than in previous years.



Thank you for keeping our borough litter free



Find a bin or take it home



Find a bin or take it home



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Reigate & Banstead
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Environmental Sustainability: Reduce our own environmental impact and support local residents and businesses to do the same

What does success look like?

- Evidence that the Council is reducing its own carbon footprint and resource use
- Evidence that the Council is working with partners to deliver positive environmental sustainability outcomes

Progress on delivering this objective:

The Council's Environmental Sustainability Strategy remains the core of our work to lead the borough towards being greener, more resource efficient and more sustainable. We provide an annual report on our work towards these goals, which can be found on the Council's approach to sustainability webpages. The most recent report was in was in October 2022, and we will reporting again later this year.

Our work in the last year to reduce our energy usage and carbon footprint has included:

- Commissioning energy audits on our key operational builds to help guide our maintenance schedules and look towards where we can improve energy efficiency and/or introduce renewable technologies.
- Continuing to purchase additional electric vehicles to replace petrol and diesel alternatives where suitable. Whilst there are still operational challenges for electric waste lorries, we've been trialling options and investigating other alternative fuels.
- Securing funding for upgrades to the energy efficiency of community facilities and the installation of solar panels to help us provide our own energy.

The Council has committed to making its operations carbon neutral by 2030, and this forms one of the organisation's key performance measures. In terms of emissions, these have been reduced from 2070 tCO₂e in 2019/20, to 1745 tCO₂e as of the most recent available data in 2021/22. Including our additional interim approach of offsetting emissions from gas and electricity use, the net figure for Council emissions is further reduced, to 1001 tCO₂e.

As identified above, the Council has also been able to maintain high levels of recycling locally, which helps to reduce waste and lower the carbon footprint of local consumption. The Council has also taken steps to help support local bio-diversity, through measures such as allowing some areas of grass to grow into natural wild meadows, promoting the Go Wild Reigate and Banstead campaign in 2022 (including providing tools and guidance for residents), and incorporating features such as biodiverse roofs into developments.

Equally as important as our efforts to make Council operations more sustainable is the role we can play in providing guidance and leadership for the borough, and in making it easy for residents, partners and businesses to make changes for themselves and access support and financial assistance. When there are other pressures on residents around finances, time and energy, this can understandably make it harder to think about being sustainable, so we try to make sure that we provide information which is easily accessible and that we help to identify where sustainable options can also be cheaper or easier.



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As part of this leadership role, we undertook a residents' sustainability survey to help gauge understanding of sustainability and opportunities for making a difference within the borough. We've also been conducting a range of face to face engagements with resident and community groups and businesses where we can answer questions and learn about local interests and concerns. The findings from these efforts will help inform our future engagement and support, and make sure we're providing the right information and tools.

Within the last year, we've continued our support to reduce borough-level carbon emissions. We have been supporting Raven Housing Trust and Accent Housing to implement energy efficiency improvements for 78 properties (worth £.13m across Reigate & Banstead and Surrey Heath), funded through the Wave 1 Social Housing Decarbonisation Fund.

We've also worked to support residents on lower incomes to access available government grants for domestic energy efficiency. Working with Action Surrey on the Local Authority Delivery (LAD) Green Homes Grants 2 and 3 (Sustainable Warmth Grant and Home Upgrade Grant) to deliver retrofit measures such as solar PV and insulation led to 102 installations at 63 properties, the second highest in Surrey. We have also been promoting the Government's Boiler Upgrade Scheme to replace boilers with heat pumps locally, although borough level uptake figures are not currently available. By helping residents to access external funding and financial support, we can amplify our efforts and make it easier to local people to make changes which can benefit both themselves and the environment.

To build local awareness and understanding of the challenges and options available, our Sustainability Team has been meeting with a wide range of local groups, including Surrey Minority Ethnic Forum, food clubs across the borough, Tadworth and Walton Residents Association, and the Reigate and Redhill Business Guilds. The Team has also attended events such as Riverfest in Redhill and the Merstham Community Centre Christmas Fair. Presence at events such as these help to leverage the strengths of borough residents and their communities, and provide opportunities for promoting opportunities around energy efficiency grants, water saving, climate literacy and other sustainability messages.



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Our Commitment: Environmental Responsibility

In addition to our objective to reduce the Council's environmental impact and support others to do the same, the Corporate Plan also has a commitment to environmental responsibility, which is recognised as essential for the future of the borough and its residents.

This means that we need to embed awareness of this responsibility throughout the organisation. Building on its Bronze Carbon Literacy accreditation, the Council has expanded training to more officers, and the first cohort of elected Members have now also completed their training. We provide regular email updates to Member Environmental Sustainability Champions, including information on the work of the Council, local partners, opportunities for action, and national policy developments.

Environmental sustainability and climate change are not things which can be quickly or easily fixed, and building understanding and awareness are a necessary part of moving towards a long term model of operation for the Council that is environmentally as well as financially sustainable. This is reflected with all committee reports which include a section for consideration of environmental sustainability factors.

As part of maintaining the Council's leadership role in supporting local environmental sustainability, we continue to provide information and support for residents and businesses, using a range of channels including printed material, social media and the Council's website. The sustainability team is also undertaking face to face engagement with residents, businesses and community groups to provide information and advice on sustainability and explain what the Council is doing.



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ORGANISATION

Objectives: Organisation

Financial Sustainability: Be a financially self-sustaining Council

What does success look like?

- Evidence that the Council is successfully balancing its budget and has a robust medium-term financial plan

Progress on delivering this objective:

The Council approved its annual Revenue Budget for the year 2023 to 2024 and its Capital Programme for 2022 to 2027 in February 2022, based on forecasts at that time and taking into account plans for investment in delivery of corporate priorities. They were supported by detailed analyses of income and spending plans over the medium term and a healthy financial Reserves position to help manage future financial risks.

What does success look like?

- Evidence that the Council is being transparent in its financial decision making

Progress on delivering this objective:

The Council ensures that all relevant legal and regulatory requirements are met when managing public funds. The Revenue Budget, Capital Programme and Medium Term Financial Plan are supported by publication of an annual Treasury Management Strategy, a Capital Investment Strategy and a Statement of Accounts.

Quarterly budget monitoring reports to the Executive track whether expenditure and income are in line with approved budgets and action is taken where new financial risks are identified. All financial strategies are subject to scrutiny before approval and are publicly available on the Council's website. The annual Statement of Accounts is also subject to review by the external auditor. The most recent Statements of Accounts have been delayed due to a combination of nationwide factors, and agreement with the Council's external auditor that the authority would carry out additional work to restructure the supporting records and systems relating to the authority's fixed assets to help ensure that the accounts are supported by comprehensive asset records going forward.

Key financial processes are also subject to regular internal audit review. Within 2022/23, we been working with our auditors to conduct reviews of income collection, council tax, and our financial sustainability programme, along with wider decision making and accountability. At the time of writing, these reviews are still concluding, but the process helps us to identify where our governance processes are working well, or where we can make improvements. The Council's internal audit information is reviewed by the Audit Committee on a quarterly basis.



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Our Commitment: Financial efficiency

The Council has a commitment to operate financially efficiently, and to make effective use of public funds. This is reflected through the objectives in Reigate & Banstead 2025 to be a financially self-sustaining Council, and to undertake commercial activities to generate additional income, in order to sustain services.

In addition to the work identified under those objectives, this obligation extends across all Council services. Portfolio Holders and Heads of Service work together to identify where resources can best be utilised, where service delivery can be made more efficient, or where additional income can be generated without unfairly affecting residents.

With the need to respond to challenging conditions for both the public and the local government sector, this commitment has been an important focus in recent years. The Council has developed a Financial Sustainability Programme, which coordinates a sustained and cohesive approach across the organisation. This year the programme has included projects to generate income and make savings, guidance for service and financial planning across services, and work to ensure that the Council's fees and charges are up to date and appropriate, consistent with the Council's adopted policy.

The Financial Sustainability Programme has been proving effective, with the programme delivering over £2 million in benefit for 2023/24 compared to 2022/23, including £0.79 million in savings and £1.23 million in income generation. As we continue to review opportunities for savings and income generation, we also make sure to consider the implications of any changes on residents. Where any proposals would leave to a reduction in service provision or an increase in cost for residents, we review the equality impacts and other factors before committing to changes. We also conduct consultations on the budget changes and other relevant elements each year to allow residents and local organisations to provide feedback.



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

What does success look like?

- Evidence that the Council is increasingly deriving income from commercial sources

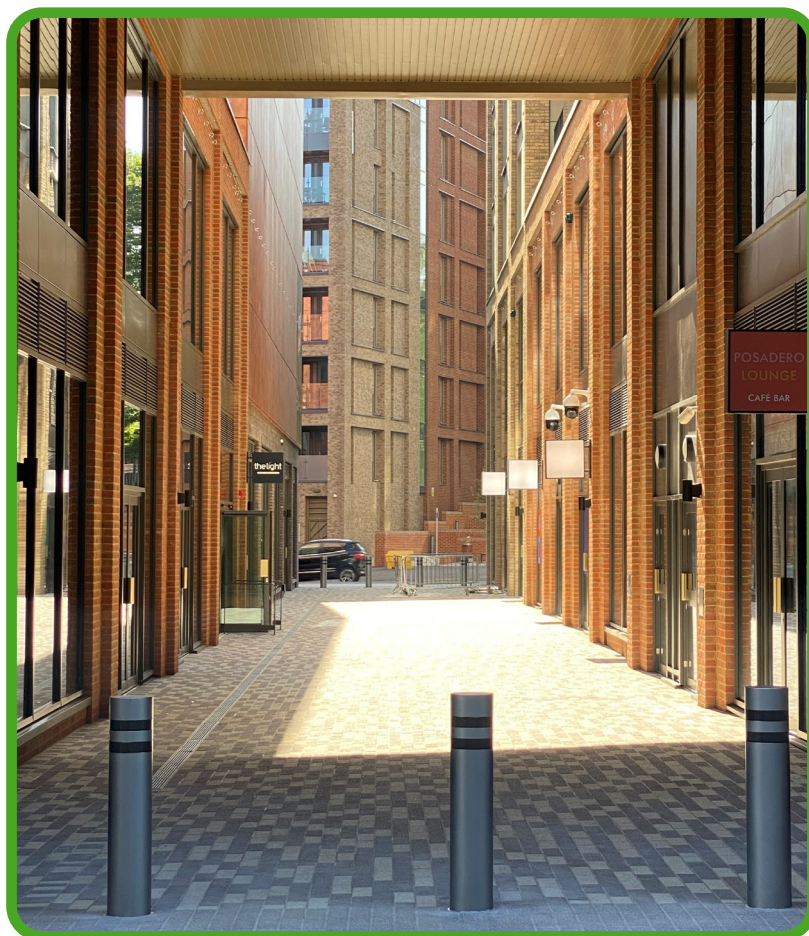
Progress on delivering this objective:

The Council has a Commercial Strategy (Part 1 and Part 2) in place which sets out its approach to effective use of its assets and investments, and to income generation. As a public sector body, our primary purpose in make investments is always to provide social benefit, but we also seek to have projects be financially self-sustaining, so as to enable us to continue to drive improvements in the local area.

The most recent Commercial Strategy progress report, published in December 2022, identifies progress made within the year, including a full review of the Council's property portfolio, development of new assets, including The Rise and Wheatley Court, and the purchase of additional temporary accommodation units, which will reduce costs as well as offering service improvements.

Since then, more work has been done. Of particular note have been efforts to reduce vacancy rates within Council assets, with two previously vacant office suites in Redhill and a retail property in Horley now successfully let. As of the Commercial Strategy progress update in December 2022, £1.197 million has been secured in new lettings, and £384,000 in costs have been avoided. We're continuing to market the commercial property assets we hold to make best use the Council's portfolio. Conservative projections in the Council's Medium Term Financial Plan, also as reported in the December 2022 Commercial Strategy progress update, estimate that units at The Rise will secure an income of £0.25 million in 2024/25, growing to £0.8 million by 2027/28, and potentially reaching £1.1 million when all units are full.

The Council also continues to provide a small range of commercial services to local businesses and other public sector bodies. These include trade waste collection and specialist services and support for revenues, benefits and fraud prevention. Of these, the revenues, benefits and fraud prevention advice we provide has been particularly successful in the last year, expanding to support 30 organisations and generating almost £0.5 million income.



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Operational Assets: Ensure that our operational assets are fit for purpose

What does success look like?

- Evidence the Council is investing in the upkeep of operational assets based on robust business cases

Progress on delivering this objective:

The Council has a range of important operational assets across the borough, including our buildings, vehicles and equipment.

At the beginning of 2022, we opened the re-designed and re-fitted first floor of the Council's Town Hall offices. This space now provides flexible space for collaborative and team working, which complements the individual desk space layout of the ground floor office. Combined with the recent improvements to our remote working capacity, these facilities help ensure that our officers can work wherever they need to, to best deliver Council services.

We're also working to upgrade and improve our Earlswood Depot site, which is the core of our Neighbourhood Operations services. These include potential updates to the on-site workshops, vehicle washes and drainage, as well as looking towards future needs around electric charging points. Maintaining our operational centre will also support the needs of our fleet and its maintenance needs.

As mentioned regarding our environmental sustainability activity, we're also reviewing options to improve the energy efficiency of refuse and other council owned vehicles when they come up for replacement, and where there may be scope to move towards alternative fuels including electric vehicles. While some of these technologies are still reaching maturity and financial viability, they offer the possibility of both being more environmentally sustainable and greater resilience in case of disruption to fuel supplies, where there have been threats of shortages in recent years.

Our information technology is also essential for the effective operation of the Council. Our IT service continually keep our systems up to date and maintain our capacity to meet new demands. Since the adoption of our new IT Strategy last year, there have been a number of improvements made, including steps towards strengthening our disaster recovery capability and resilience to cyber-crime, and updating our telephony systems. Improvements have also been agreed to the equipment in the New Council Chamber at the Town Hall, which supports our webcasting provision to make Council meetings and decision making accessible to all.



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Our Commitment: High quality core services and continued service improvement

Providing high quality core services is fundamental to the objectives of our Corporate Plan. Our annual service and financial planning process reflects this commitment throughout, and we have continued to preserve the quality and delivery of these services despite the challenges facing the sector.

As we've continued to deliver our services more efficiently, this year's budget limited service reductions to £39,000, across a budget of over £23 million, representing 0.2% of the total, whilst we continue to improve and strengthen our support in other areas.

Whilst we weren't able to complete a residents' survey to obtain comprehensive feedback this year, we will continue to monitor and respond to the feedback and concerns of residents through our other channels, such as the customer contact team, social media and online tools, and engagement with our elected Members.

Regular reporting on our service performance is conducted on a quarterly basis, with the Overview and Scrutiny Committee and the Executive receiving regular reports on Key Performance Indicators, and service level indicators reported to the Council's Corporate Governance Group. Public reports to the Overview and Scrutiny Committee are supported by internal audits and risk management reporting, overseen by the Audit Committee.

We're continuing to drive towards even better performance. Towards this end, we've produced new strategies for developing areas, including most recently our Leisure and Culture Strategy. The Council has also welcome a new Strategic Head of Organisation and Transformation, who will work with the management team to help ensure the Council's practices, skills and resources meet the needs of the borough and its residents into the future.



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Skills and Great People: Ensure that the Council has the right skills to deliver this plan

What does success look like?

- Evidence the Council is taking action to ensure that the right skills are in place

Progress on delivering this objective:

Underpinning all of the Council's efforts are the talented people who work to deliver our services. The Council utilises a selection of tools to help keep our staff equipped with the necessary skills and knowledge to perform. This includes participating in the shared Surrey e-Learn service, where our officers continue to have a well above average rate of engagement and course completion, with 113 courses complete during 2022/23. Services also have dedicated training budgets for staff members to pursue individual development where opportunities and needs arise. Professional certification is also supported to ensure our staff maintain necessary qualifications and to support continued professional development.

Recruitment is another key aspect for the organisation to maintain its capacity. This continues to be an area of focus, with the supply of available professionals in some fields under pressure in recent years, with high demand for roles such as drivers for heavy vehicles and those with planning training. We're building up our Human Resources capacity to help support this demand, and continuing to develop our workplace and workforce strategies.

Effective recruitment is especially important at the moment, as the Council is currently experiencing an elevated rate of voluntary staff turnover, much like many other organisations. As of March 2023, the rate was almost 17%, above the KPI target of 12%. This general trend is present across many sectors, following the lower level during the coronavirus pandemic, and it remains to be seen if it will persist at the current level or decline to be closer to historical rates.

Whilst staff turnover remains at an elevated level, additional recruitment work will be necessary to ensure that the Council retains the skills and capacity to continue to deliver its services. In response to this, additional workforce planning is being undertaken, and a comprehensive engagement and benchmarking exercise on how the Council is viewed as an employer is being commissioned. This will be built on by an improved exit questionnaire to provide additional insights and understanding of why individuals move on from the Council.

The Council has a valuable apprenticeship programme, which both provides learning and development opportunities for those entering the workforce or a new area of work, and also attracts and builds the talents of new staff members. The Council currently has 5 new apprentices, along with 11 existing employees participating in formal qualifications as part of their work – these apprenticeships and qualifications range from level 2 (equivalent to a GCSE) to level 7 (equivalent to a master's degree), and are an important part of ensuring that Council staff have the skills they need to deliver services and progress within the organisation.

Training and development is also available for elected Members, to enable them to build on their strengths and directly support their residents. During the last year, 210 training sessions were provided for Members, covering a range of topics from the operation of Committees, to leadership and networking, to understanding environmental sustainability. Together with the skills Members bring from their own backgrounds, this learning helps the Council to effectively engage with all of the challenges we face.



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Our Commitment: Responsible use of data

The Council employs a Data Protection Officer to ensure that personal data held is kept secure, and complies with all data protection regulations and guidance, as well as the Council's Privacy Statement published on our website.

Robust data protection is supported through providing training for officers and Members, reviewing databases and removing personal data when it is no longer required, or statutory limits are met. The Council's Corporate Governance Group oversees good data governance, and is supported through the work of a dedicated Information Governance Group.

The Council's Data and Insight Team works to help the organisation make the best use of the data available to us. This includes such things as tracking and predicting trends in demand for services, providing analysis to inform decision making, and helping to ensure that our understanding of the borough and its residents remains up to date. With data released this year from the 2021 Census, we've been able to build on our understanding of the borough and its residents, which will help inform services to address local needs.

Examples of how the use of data has benefitted service delivery from the last year include helping to target wellbeing support, understanding customer needs at the Harlequin Theatre, and building a picture of resident concerns around sustainability. The Council now also has an officer data community, bringing together officers from across the organisation to review new insights, improve data analytical skills, and share best practices.

The Council's data security is also supported by the IT team, who monitor and reinforce our cyber security. The Council's IT Strategy, as approved by the Executive in March 2022, includes a commitment to further improve our cyber defences to ensure that they remain up to date and sufficient to meet the growing risk facing modern organisations.



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Appendix 1: Contextual Indicators

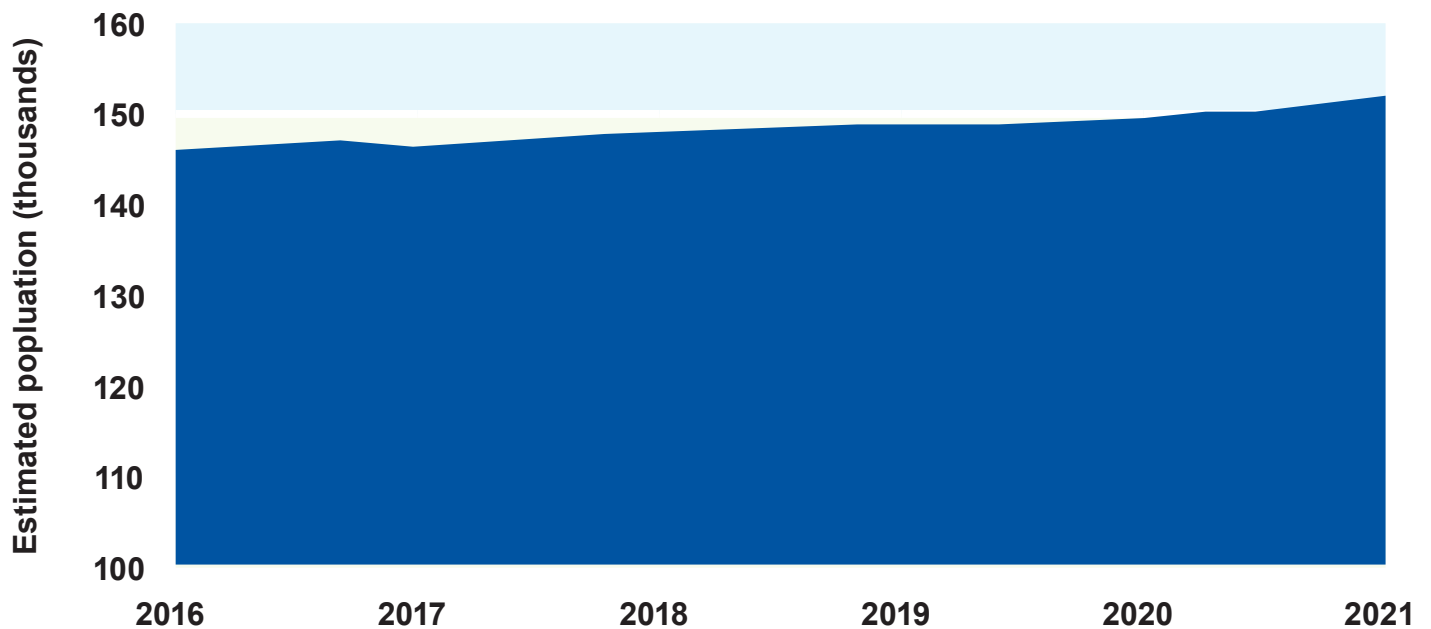
Contextual Indicators: People

Borough Population

The borough's population is increasing steadily, with the rate increasing somewhat in the last few years. According to the most recent mid-year estimates, the population is assessed by the Officer for National Statistics (ONS) to have grown by approximately 1000 people between 2020 and 2021, growing from 149,243 to 151,423. The Census figure for the borough's population in 2021 was 150,846, very close to this estimate, indicating that the ONS estimates are likely to be a good indicator.

Current projections indicate that the 2023 population is likely to be approximately 152,789, and is likely to grow to approximately 153,611 people by 2025. In very broad terms, the population of the borough is therefore indicated to be growing by approximately 0.5% per year.

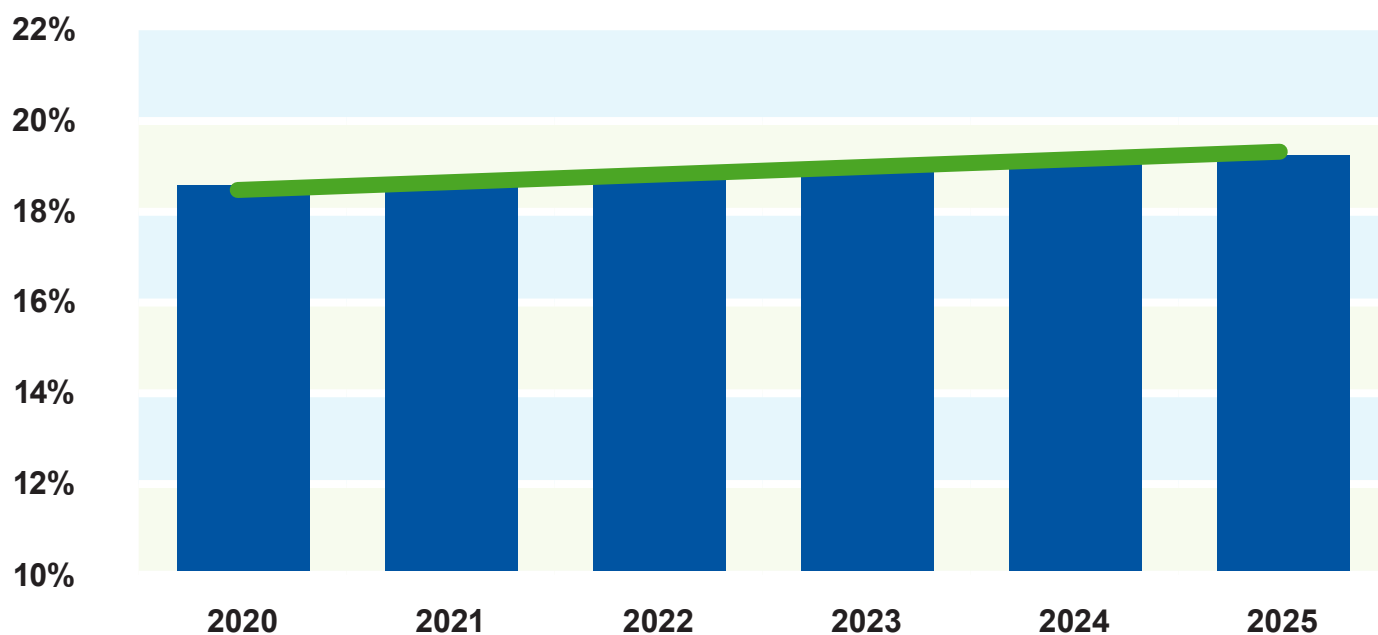
Figure 3: Estimated Borough Population Over Time



Source: Office for National Statistics – Mid-Year Population Estimate 2021 (December 2022 Release)

The borough population aged 65 and older is also growing, at a higher rate than the general population. As can be seen in figure 4, the percentage of the population aged 65 and above is projected to have increased from 18.3% in 2020 to 19.2% in 2025.

Figure 4: Estimated borough population aged 65+



Source: Office for National Statistics – 2018 Population Projections

For 2023, the population of the borough population aged 65 and older is estimated to be approximately 18.8%, putting the borough in the middle of the range for Surrey authorities, which vary between 17.2% in Runnymede, and 24.9% in Mole Valley. The Census figure Reigate and Banstead for 2021 was 17.7%, somewhat lower than the projected 18.4%. This may be due to the influence of the coronavirus pandemic, and it may therefore be the case that percentages in the current year and forthcoming years remain somewhat lower than projections in the near future.



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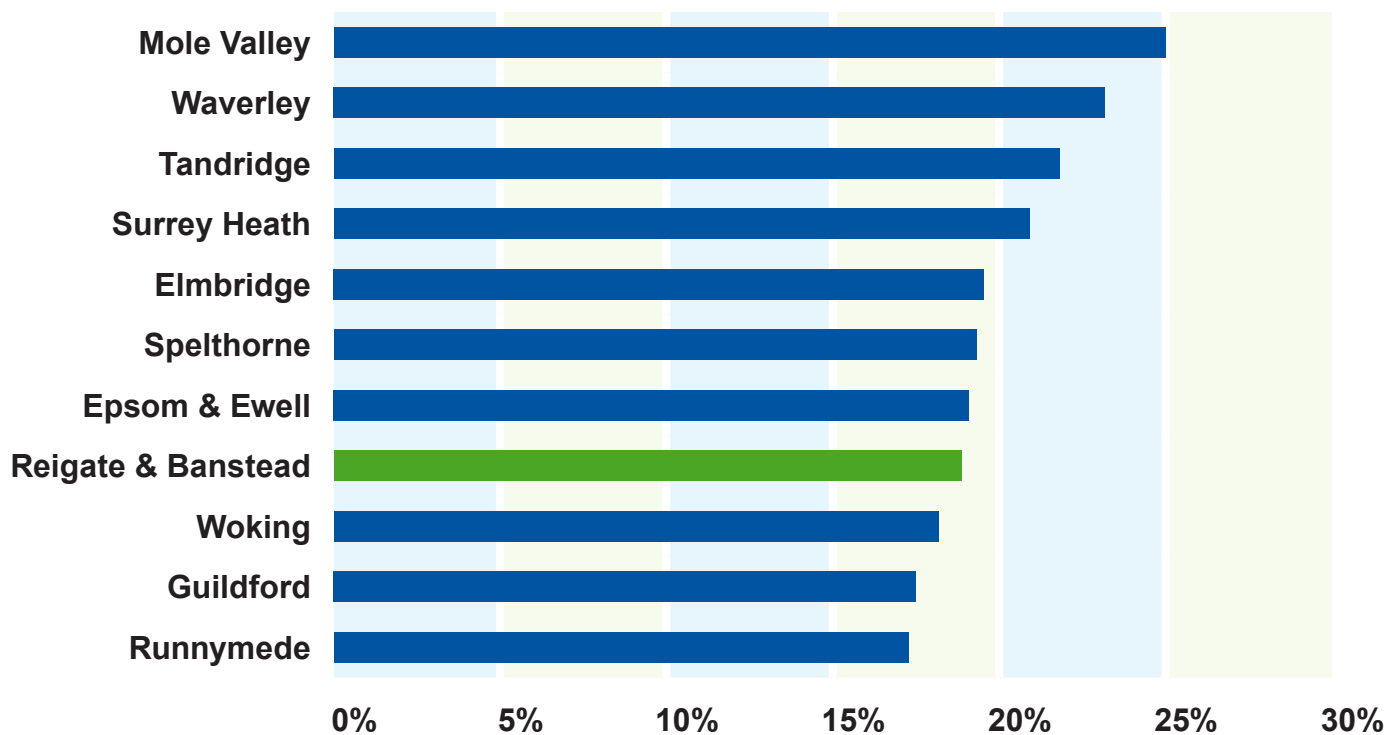


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Figure 5: Percentage of Population Aged 65+ by Surrey District



Source: Office for National Statistics – 2018 Population Projections for 2023



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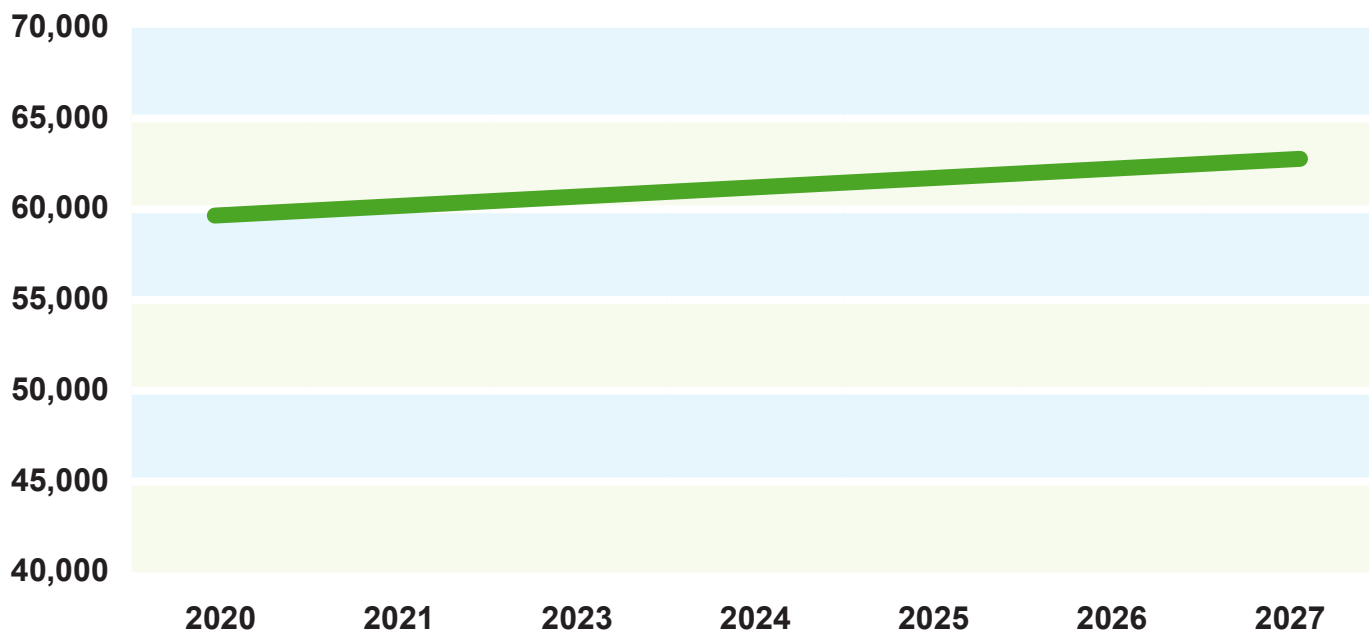
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Number of households

The total number of households in the borough is estimated to be 60,800, as of the most recent statistical release. A household is defined as one person living alone, or a group of people (not necessarily related) living at the same address who share cooking facilities and share a living room or sitting room or dining area.

The Census figure for 2021 was 59,850 households, which matches closely to the projected level for the year of 59,848, indicating that the projections are likely to be a good indicator of household levels.

Figure 6: Households in Reigate & Banstead



Source: Office for National Statistics – 2018 Household projections for England by local authority



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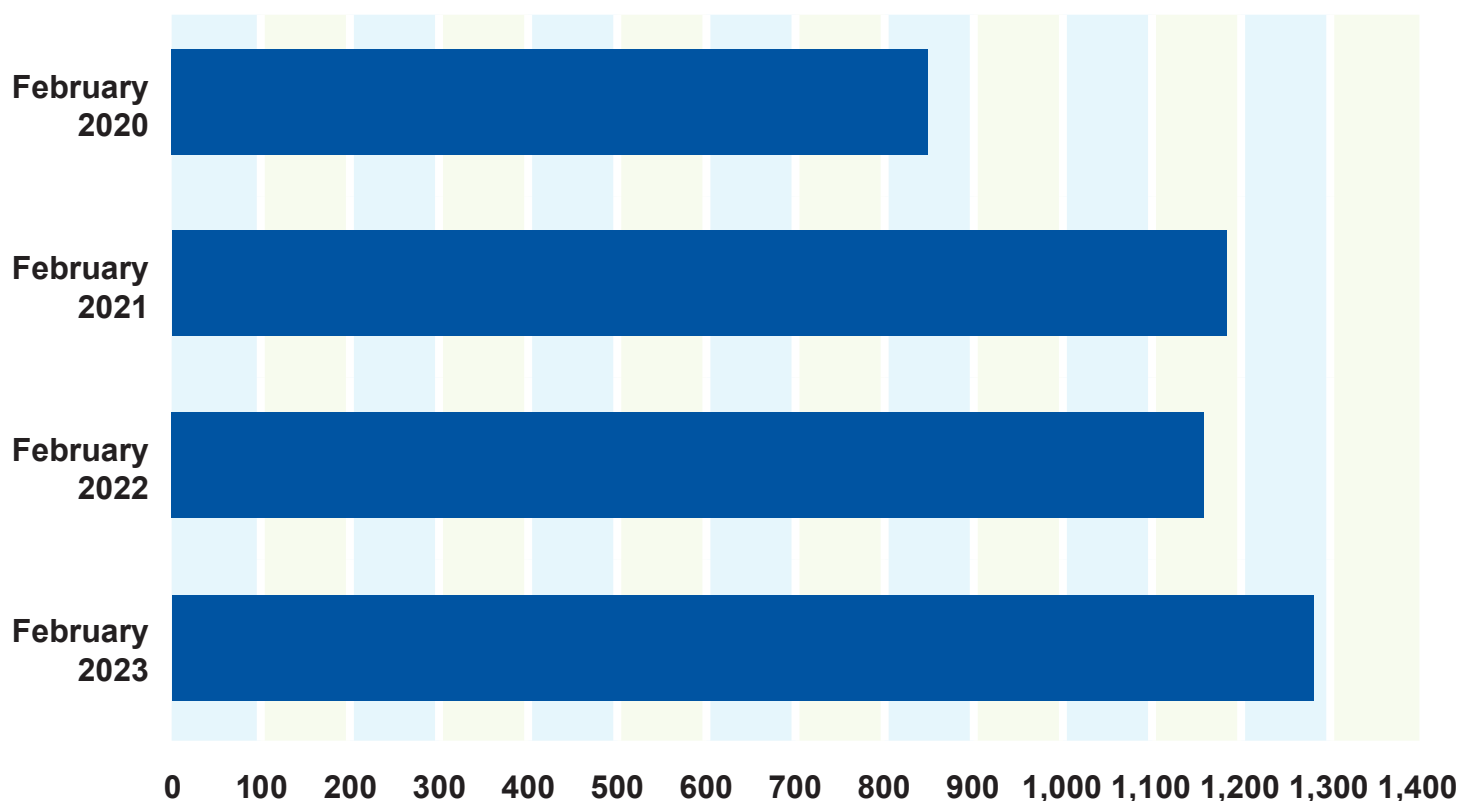
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Households on housing waiting list

The demand for social housing has increased in the last year, to a new high of 1275 households on the housing register in February 2023. The sector continues to experience significant pressure due to poor affordability of housing and a historic undersupply of social housing, both exacerbated by current wider pressures on the cost of living. The supply of social housing available continues to be primarily composed of smaller properties, with only a limited quantity of larger homes.

Based on the available figures for total households in the borough, the February 2023 housing register would indicate that a number of households equivalent to 2% of those in the borough are currently seeking homelessness support, a level which has remained relatively constant in recent years.

Figure 7: Households on the Reigate & Banstead Housing Register



Source: Reigate & Banstead Borough Council Housing Register

The Council has been working to expand the supply of available housing, both directly and together with local partners. As can be seen in figure 8, the level of properties to which the Council's housing team can make nominations has increased, although there remains a very limited supply of larger properties. On average over the past 3 years, 36% of households have been seeking a studio or 1 bedroom property, 37% have been seeking a 2 bedroom property, 23% have been seeking a 3 bedroom property and 4% have been seeking a 4 or more bedroom property.



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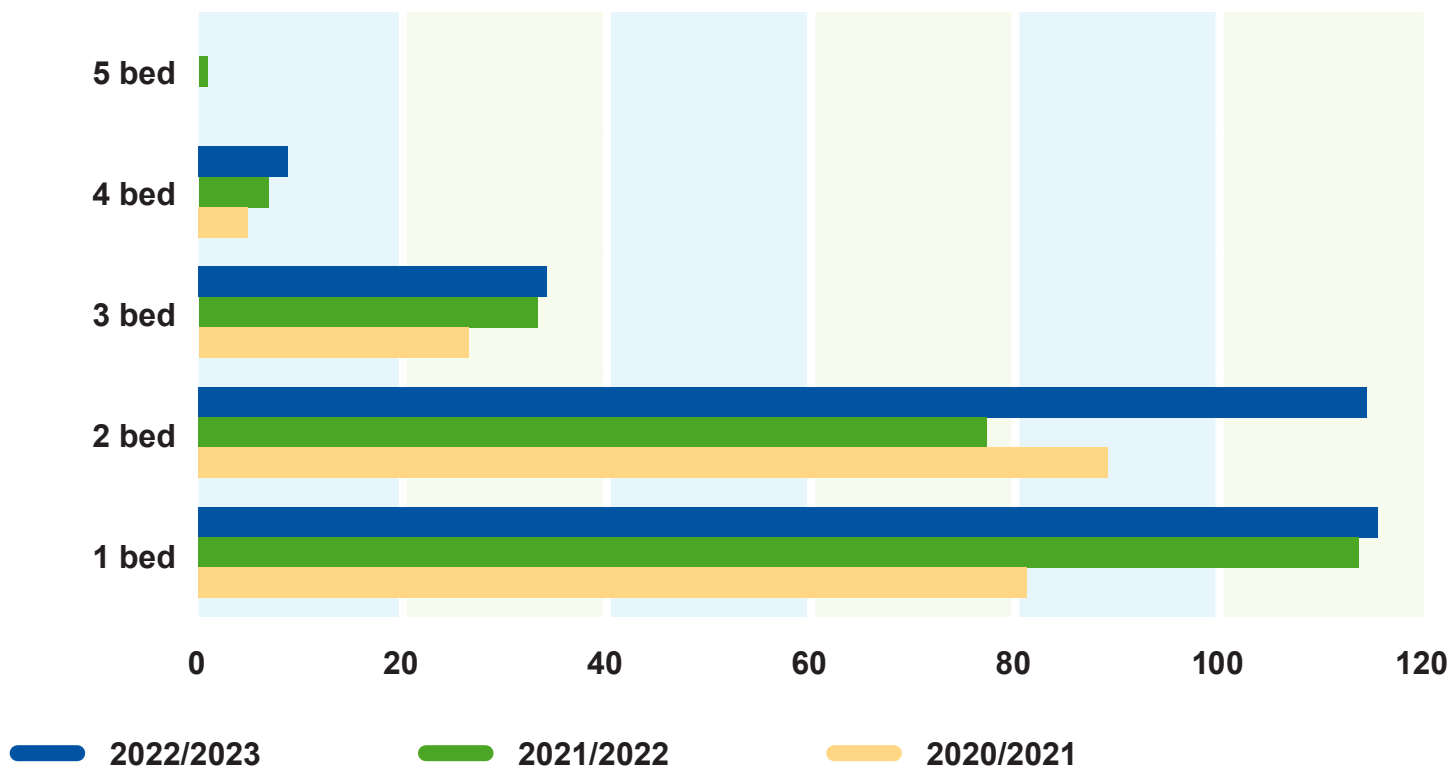


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Figure 8: Number of social housing property nominations available to the Council



Source: Reigate & Banstead Borough Council Housing Service



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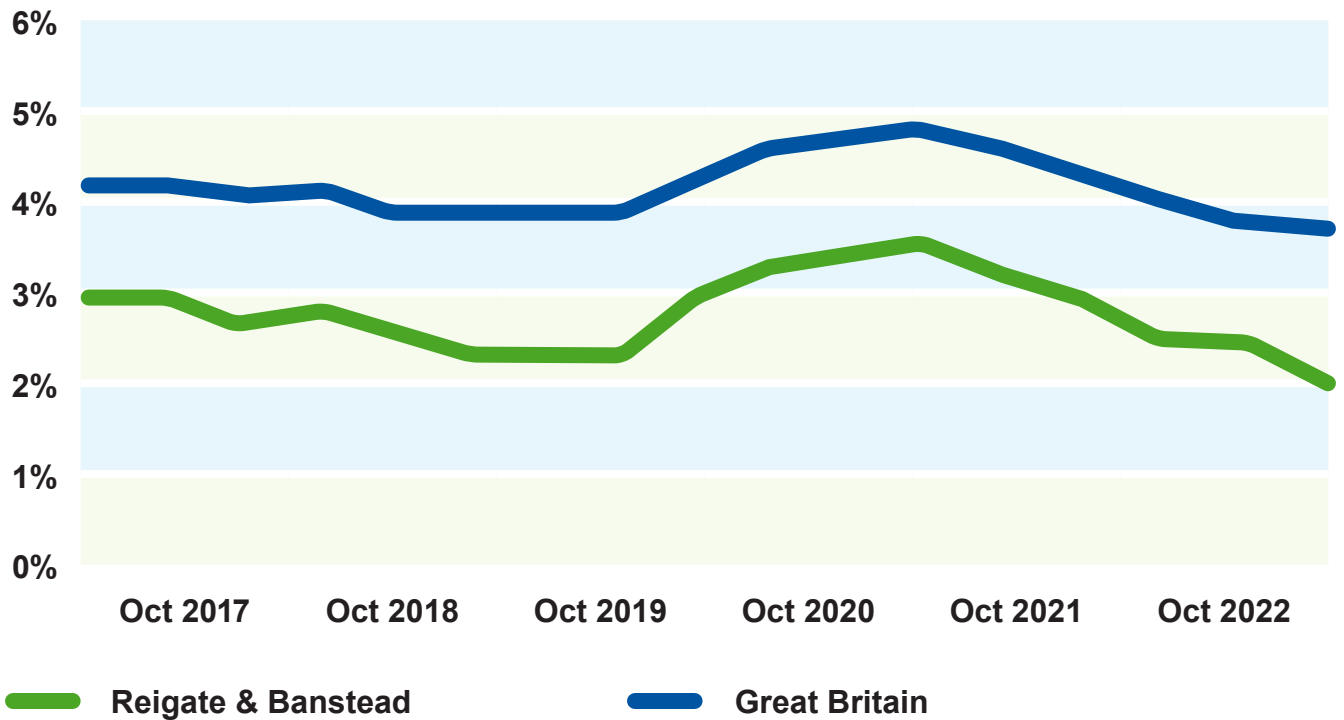
Unemployment Levels

Unemployment levels are used as a key indicator of the out of work population, reflecting their use at a national level.

Unemployment levels had generally trended downwards since the economic crash of 2008, reflecting the strengthening labour market. Unemployment increased during the Covid-19 pandemic, but has now decreased again and reached a new minimum level of 2.1% in the most recent figures.

There are indications that the current very low levels may be influenced by additional factors, including those leaving the workforce following the coronavirus pandemic, and elevated levels of long-term sickness. However, it is likely that, even allowing for these figures, the current reported levels are indicative of a high rate of employment in the borough.

Figure 9: Unemployment Rate - Ages 16-64



Source: Office for National Statistics – Annual Population Survey



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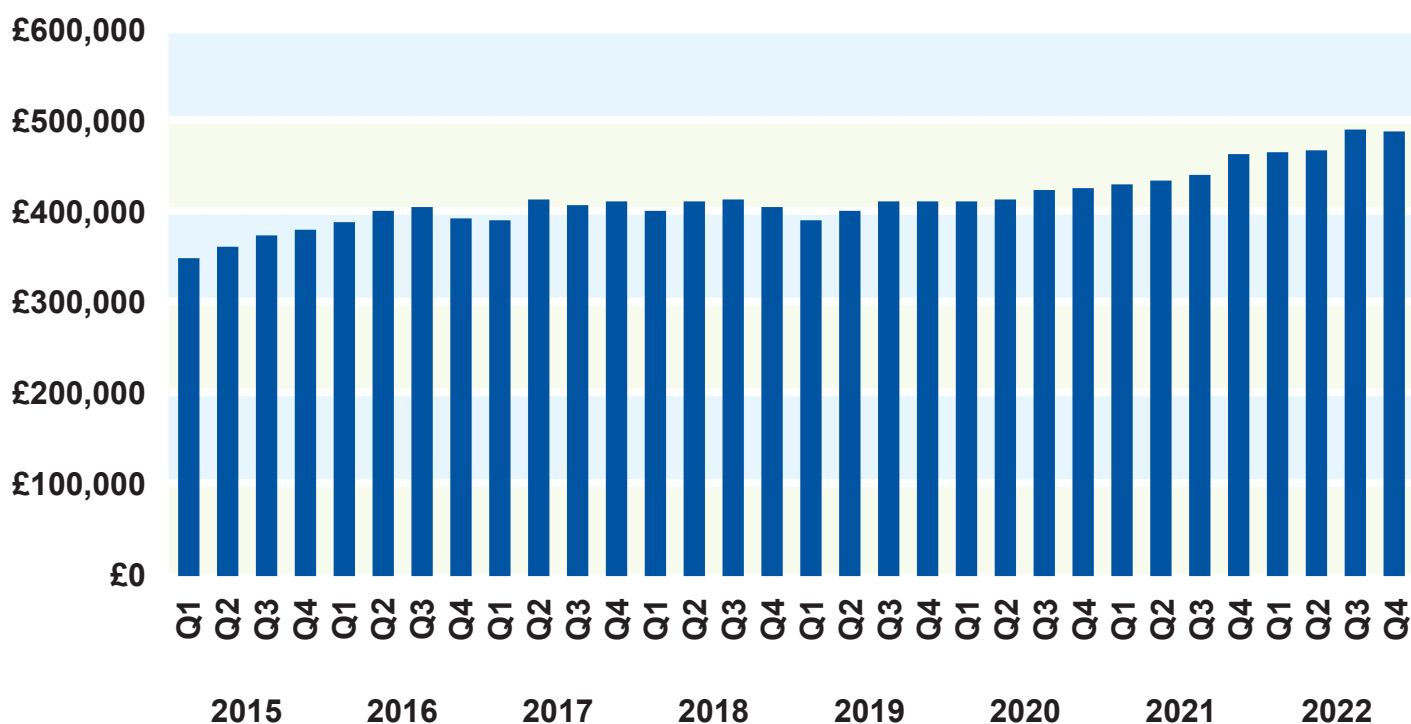
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Average House Price

Recent years have seen a sustained increase in average house prices in the borough. At the end of 2022 the average house price was £493k, compared to £350k at the start of 2015. The data used to inform these figures has been updated to better adjust for outliers, meaning that these average figures are lower than in the previous annual report.

The most recent Office for National Statistics data puts the Affordability Ratio for the borough (median house price to median resident earnings) at 11.82 in 2022. This ratio has been increasing over time; from 7.87 in 2010 to its current level, meaning that housing has become less affordable for local people. It has however reduced slightly from its peak of 12.08 in 2021. Recent moves by the Bank of England to raise interest rates may apply downward pressure on prices as mortgages become more expensive, but the underlying supply factors and other cost pressures on households mean that housing is unlikely to become significantly more affordable in practice in the short term.

Figure 10: Average House Price in Reigate & Banstead



Source: Land Registry UK House Price Data



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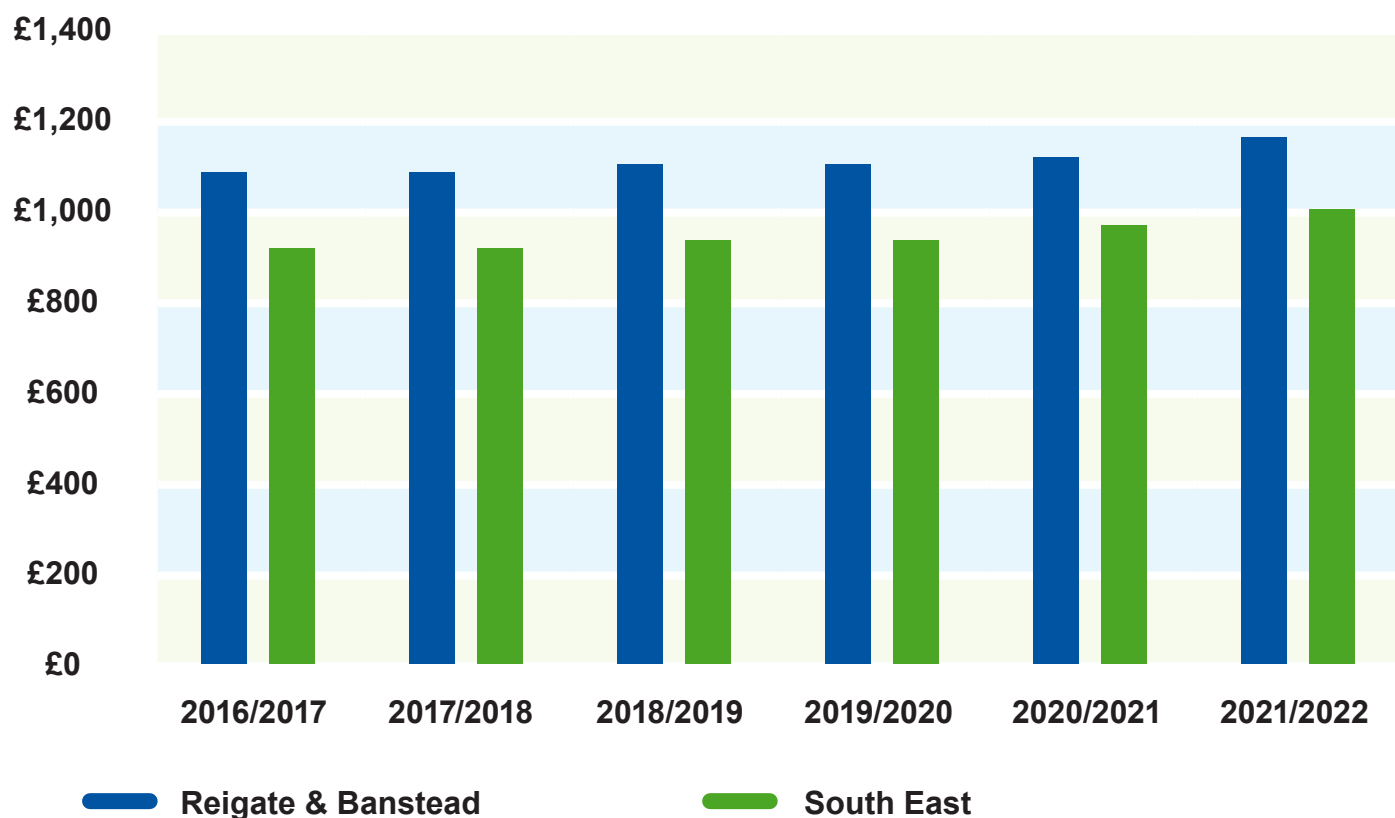
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Mean Monthly Rent (two bedroom flat)

The mean monthly rent for a 2-bedroom property in the borough has been increasing slightly over time; seeing an increase of £81 per month since 2017. Once adjusted for inflation, rental rates have therefore effectively remained constant in real terms.

Rates in the borough have remained higher than those in the wider South East and England as a whole. Whilst rates remain high relative to wages, the level of affordability for residents has not changed significantly in recent years. With inflation increasing more significantly during the year 2021/22, rental rates also increased at a higher rate, although by less than the headline measure of inflation.

Figure 11: Average monthly rent for a 2-bed property



Source: National Valuation Office Agency



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Borough Crime Rate

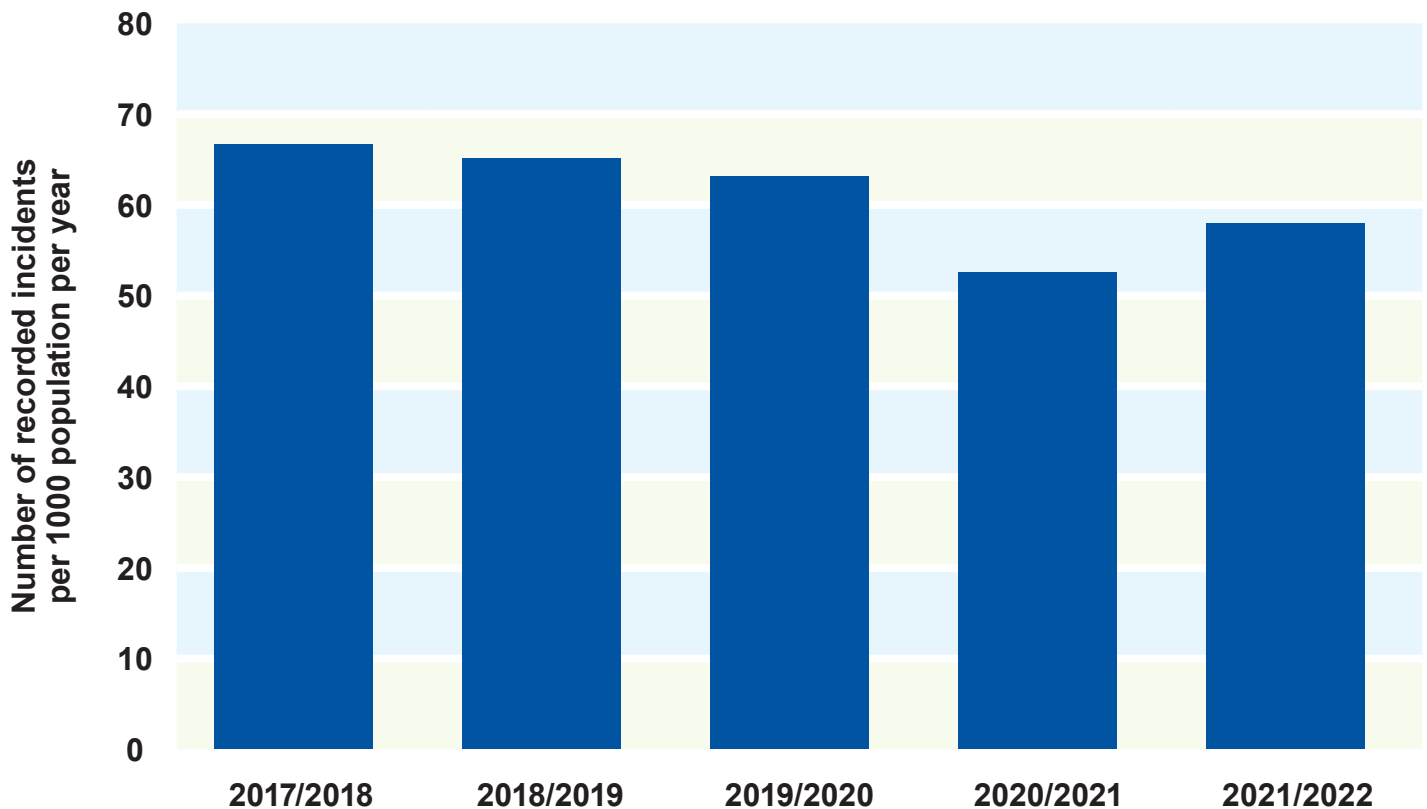
The recorded crime rate (excluding fraud) in Reigate & Banstead has been trending downward over recent years, with 58 such recorded offences by 1,000 population in 2021/22. This compares to a national rate of such recorded crimes for England and Wales of approximately 92 per 1000 population.

This represents a slightly increase from the level of 53 offences per 1000 population in 2020/21, which was anticipated due to the suppressive effect of the coronavirus pandemic.

Due to the way the data is collected, these figures exclude fraud offences. Information from the ONS indicates that fraud levels increases during 2020/21 and the coronavirus pandemic, but have since returned to trend levels. Nationally, fraud and related offences are estimated to constitute approximately half of recorded crimes.

The ONS cautions that police recorded crimes are unlikely to be fully representative of the true experience of crime, due to the influence of patterns in reporting, and these figures are supported nationally by the Crime Survey for England and Wales. However, figures for this survey are not available by Community Safety Partnership area, and police reported figures are therefore utilised to provide a local measure. Police figures are likely to be most effective for more severe crimes where the likelihood of reporting is higher.

Figure 12: Recorded Crime Per 1000 Residents (Excluding Fraud Offences)



Source: Office for National Statistics – Recorded Crime Data by Community Safety Partnership Area



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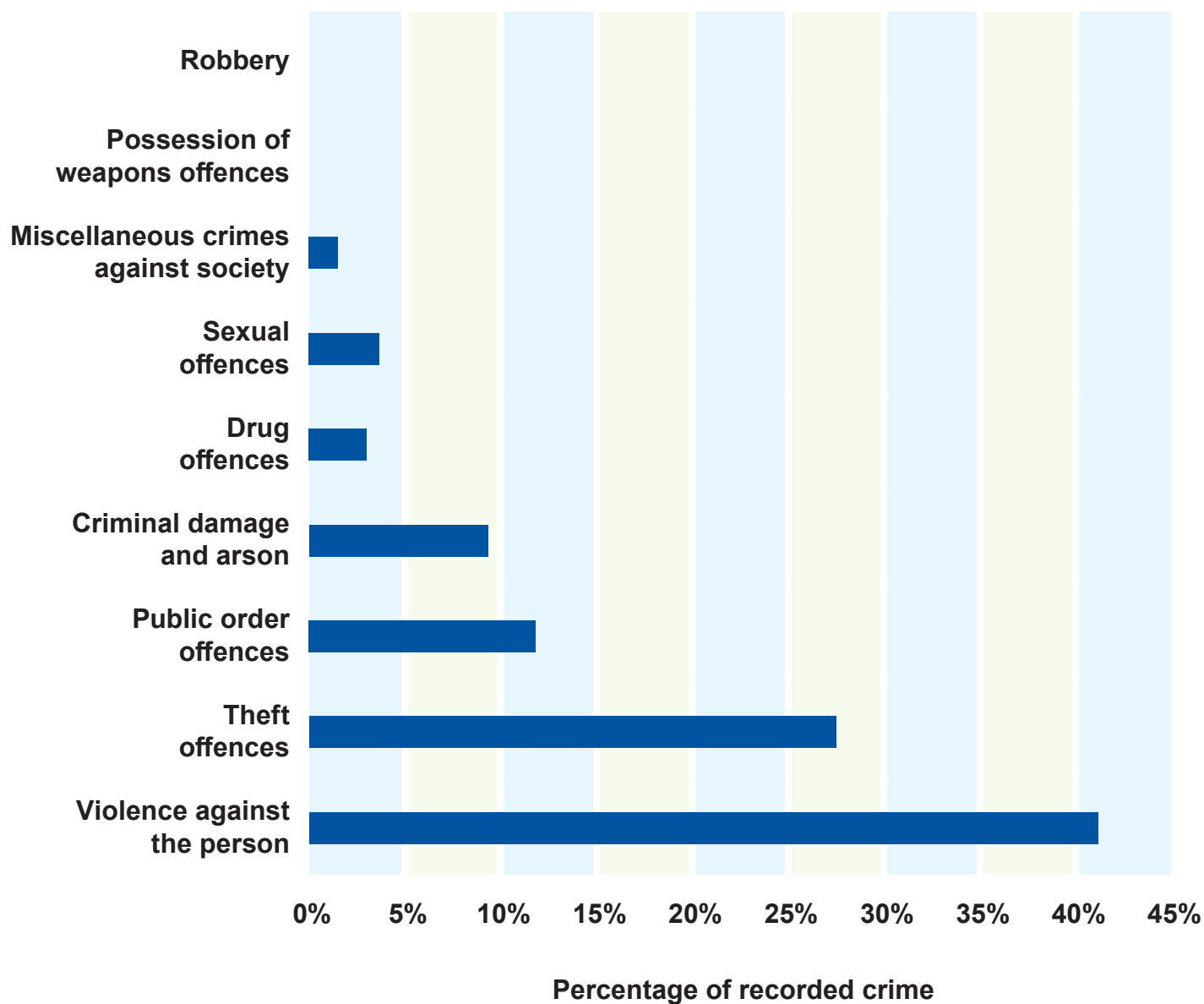


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Of the crime recorded in the borough, the largest category of offences recorded locally is violence against the person, consistent with recent years. This represents a higher proportion of crimes recorded locally than the national average, but this is largely due to a significantly lower local rate of other offences, particularly theft, rather than any increase in violent offences, and rates remain significantly below the national averages.

Figure 13: Criminal Offences by Category in Reigate & Banstead



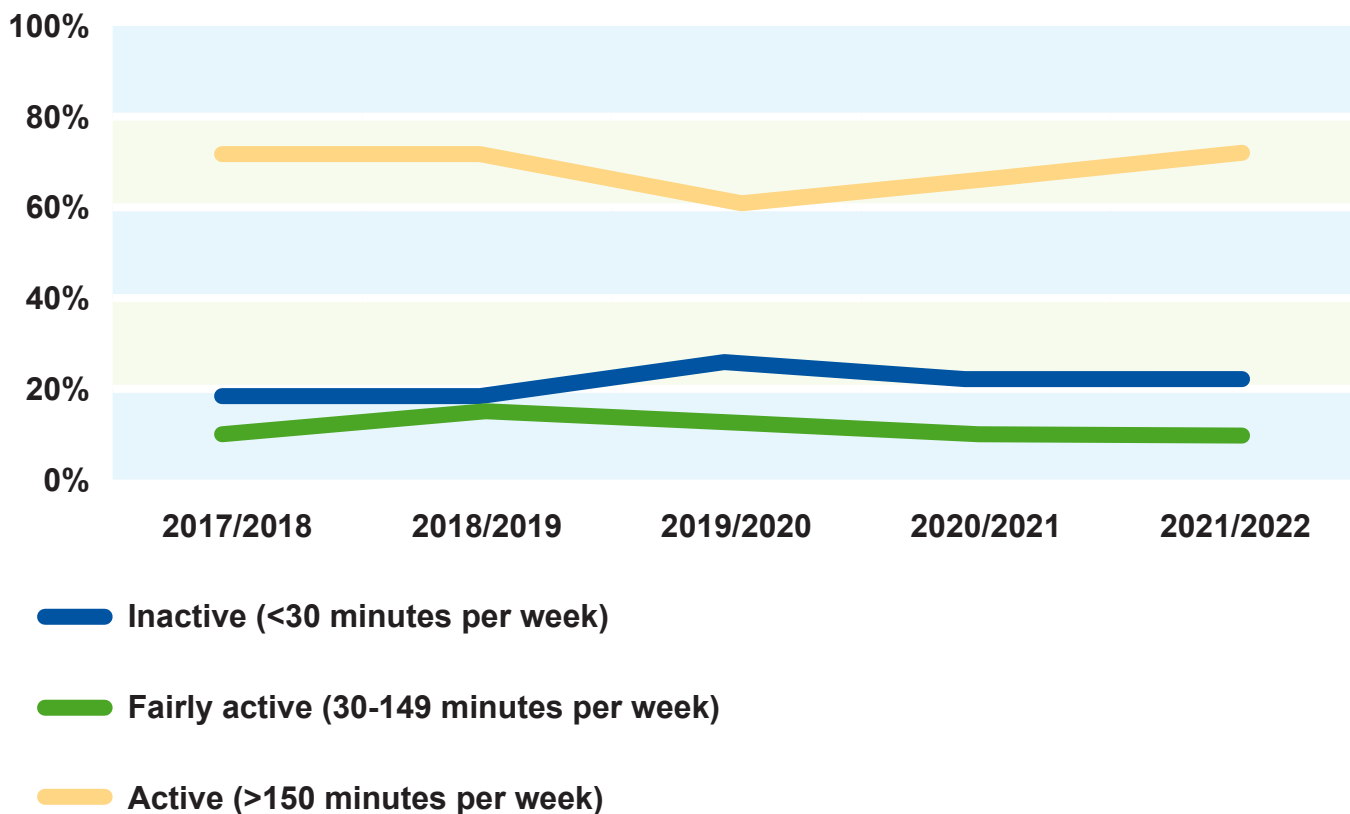
Source: Office for National Statistics – Recorded Crime Data by Community Safety Partnership Area

Percentage of residents who are physically active

The most recent information on physical activity shows that 69.9% of residents reported that they were physically active in 2021/22. This is defined as undertaking at least 150 minutes of moderate intensity activity per week.

This represented an increase from levels in 2019/20 and 2020/21. This is consistent with national trends, where the coronavirus pandemic and related restrictions led to a decrease in levels of physical activity. Levels are now at close to those reported pre-pandemic.

Figure 14: Percentage of residents who are physically active



Source: Sports England Active Lives Survey



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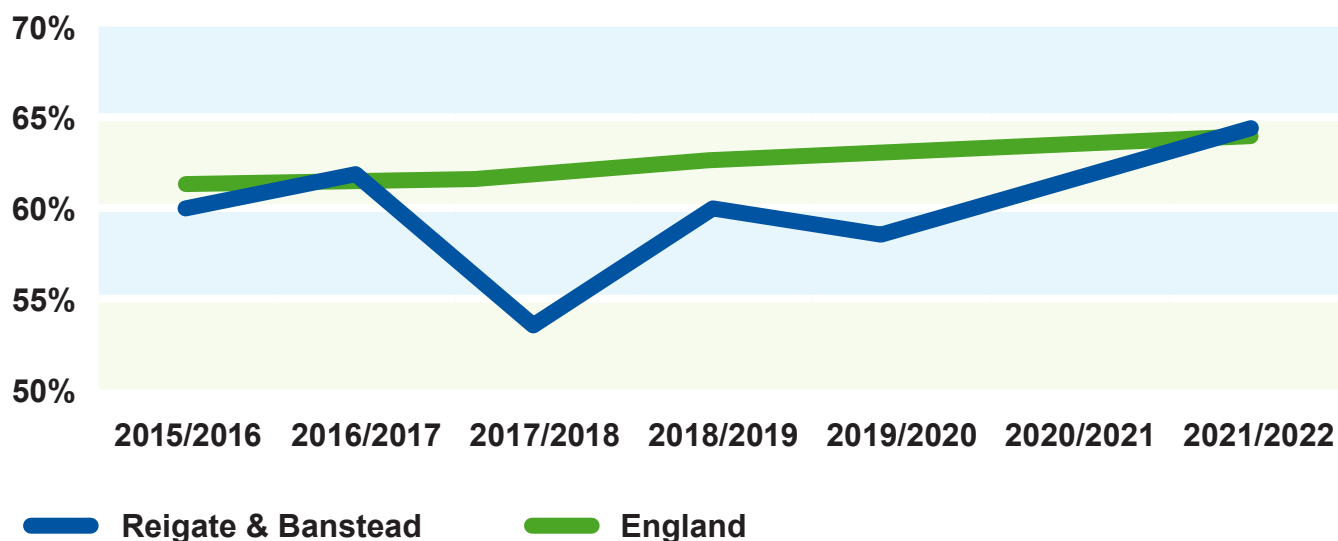
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Percentage of residents who are overweight or obese

The most recently published data indicates that a majority of adult residents of the borough are overweight or obese – 64% as of 2019/20. This has increased over recent years, and has now reached levels equivalent to the average for England of 63.8%. There is a degree of uncertainty in local data due to the smaller sample sizes, and recent levels may have been influenced by the coronavirus pandemic, but if this trend is representative, this may have implications for the future needs for the borough and its residents.

High levels of obesity present public health challenges due to increased risk of number of health issues, including type 2 diabetes, heart disease, some varieties of cancer, and strokes. Although the Council does not have a direct responsibility for healthcare, the health of residents has a range of indirect implications for Council services and local needs.

Figure 15: Percentage of adult residents who are overweight or obese



Source: Public Health England – Public Health Outcomes Framework



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Contextual Indicators: Place

Town centre vacancy rates

RBBC's Town Centre Monitor covers the period from April 2022 to May 2023 with survey work undertaken in May 2023.

During 2021/22, vacancy rates in borough town centres decreased; however they have increased again in 2022/23. Levels in Banstead and Reigate centres have remained below or close to the target level of 5%, at 3.4% and 5.6% respectively. Horley is above the target level at 7.8%, but this is a decrease from the previous year's level of 9.8%. The most significant change is in Redhill, where the vacancy rate has increased from 8.2% to 16.7%. Measures for vacant frontage, indicative of the size of vacant premises follow broadly similar trends for those for units.

An increase in vacancy rates is not unanticipated, as recent pressures on energy costs and consumer spending will have presented challenges for some sectors and businesses. The increase in rate in Redhill is particularly marked; if the recorded level were to continue this would represent a concern, and options to address the situation would need to be considered. However, it is possible that the sample captured by the survey is higher than trend, or represents a temporary transitional period – with new units being built at locations such as The Rise, it is possible that this has led to an increase in vacancy rates whilst new sites are filled, rather than representing a change in existing businesses.

Footfall figures for the town centres are more positive, with April 2023 levels generally representing a significant increase on April 2022 levels, including a 12% increase in Redhill. Horley is the only town centre which has experienced a decrease in footfall levels of approximately 5%. Footfall levels across the borough have largely returned to levels comparable to those pre-pandemic, with the exception of Horley which remains at only approximately 80% of those. As work continues to support the borough's town centres, vacancy levels and footfall will continue to be monitored.



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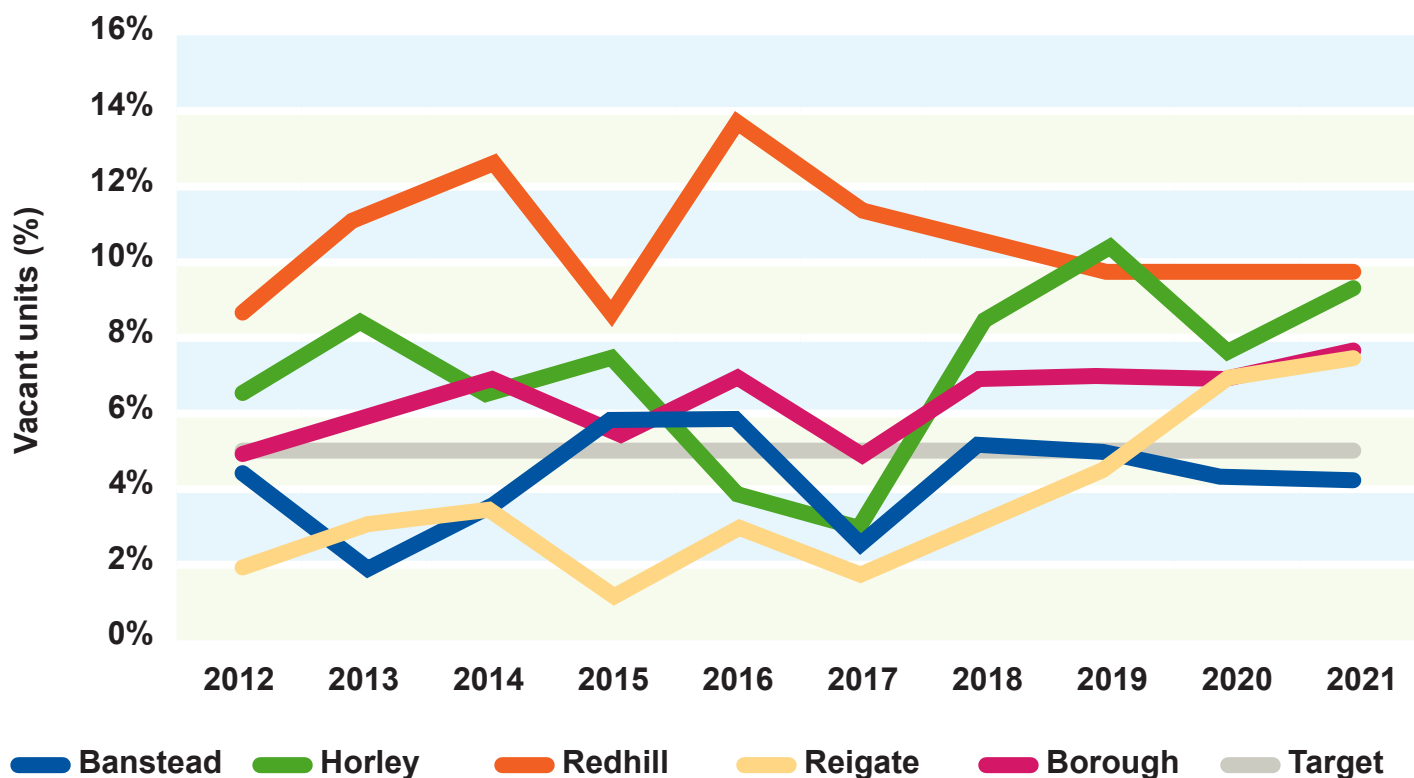


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Figure 16: Town centre vacancy rates



Source: Reigate & Banstead Town Centre Monitor 2023



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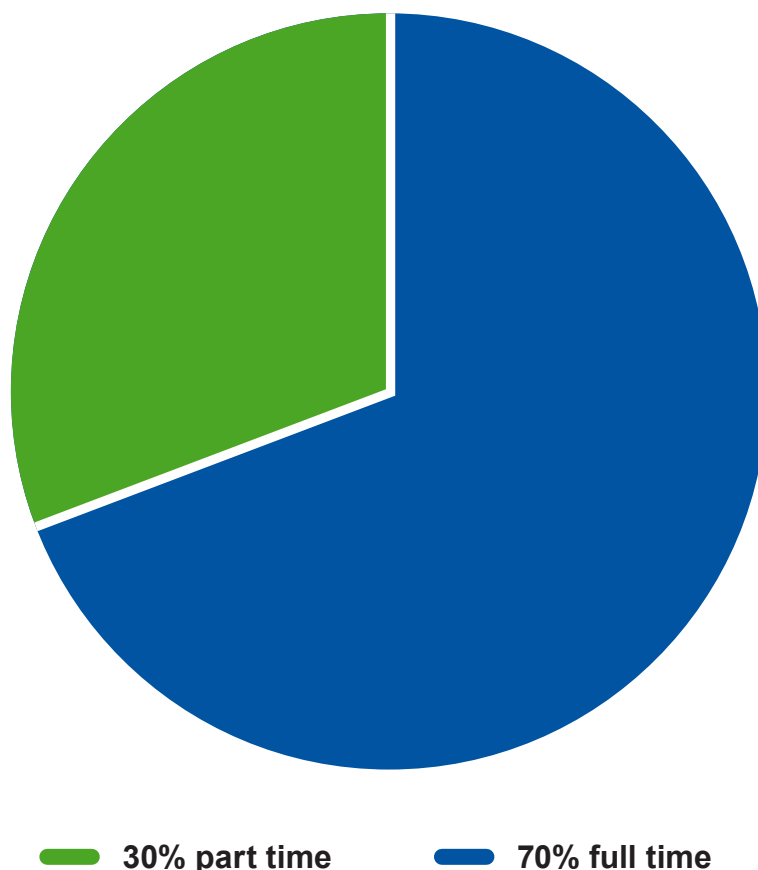
Total employee jobs in the borough

As of 2020, the borough is home to 67,400 employee jobs, including 47,000 full-time and 20,400 part-time jobs. The ONS Business Register and Employment Survey records a job at the location of an employee's workplace.

This represents an increase of 400 local jobs from 2020, with full-time roles constituting the increase. This level is 1600 lower than in 2019, possibly due to the impacts of the coronavirus pandemic, but is higher than in 2017 and 2018, indicating that employment levels may be returning to trend.

Whilst the majority of employee jobs continue to be full time, part-time jobs make up over 30% of local roles, and therefore form a significant part of the local employment landscape. This proportion is consistent with recent years.

Figure 17: Employee jobs by type



Source: ONS Employment Survey 2021



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Total enterprises in the borough

There are a recorded 7,055 businesses in the borough, as of the most recent ONS Business Register and Employment Survey, covering 2021 and released in October 2022. Of these, the vast majority are micro and small enterprises, employing relatively few people each (0 to 9 and 10 to 49 respectively). There are fewer medium and large enterprises, but as these each employ considerably more people (50 to 249 and 250 or more respectively), they account for a significant proportion of the total employees in the borough.

The Council's economic prosperity support measures, including business grants and entrepreneur support, are particularly targeted at small and micro enterprises, but larger enterprises also benefit from the systematic effects of a prosperous local economy.

Between 2020 and 2021, the number of businesses in the borough reduced by 75 (1.05%). The majority of this reduction was composed of micro-businesses, which was likely influenced by the continued disruption of the coronavirus pandemic. The number of medium enterprises also reduced by 5 – whilst this is a small decrease in businesses, and not unanticipated given the economic conditions, it is an area of potential concern due to the larger numbers employed by these medium size businesses. The trend in future years will be monitored to identify emerging concerns; it is hoped that as the disruption of the pandemic recedes, business numbers will recover, although subsequent pressures on energy prices and other costs may also lead to more difficult conditions for some sectors.

Figure 18: Enterprises in the borough by size (persons employed)

Enterprise Size (Number of Employees)	Number of Enterprises (2021)	Number of Enterprises (2022)
Micro (0 to 9)	6,505	6,440
Small (10 to 49)	515	510
Medium (50 to 249)	75	70
Large (250 or more)	35	35
Total (Rounded)	7,130	7,055

Source: Office for National Statistics – Interdepartmental Business Register



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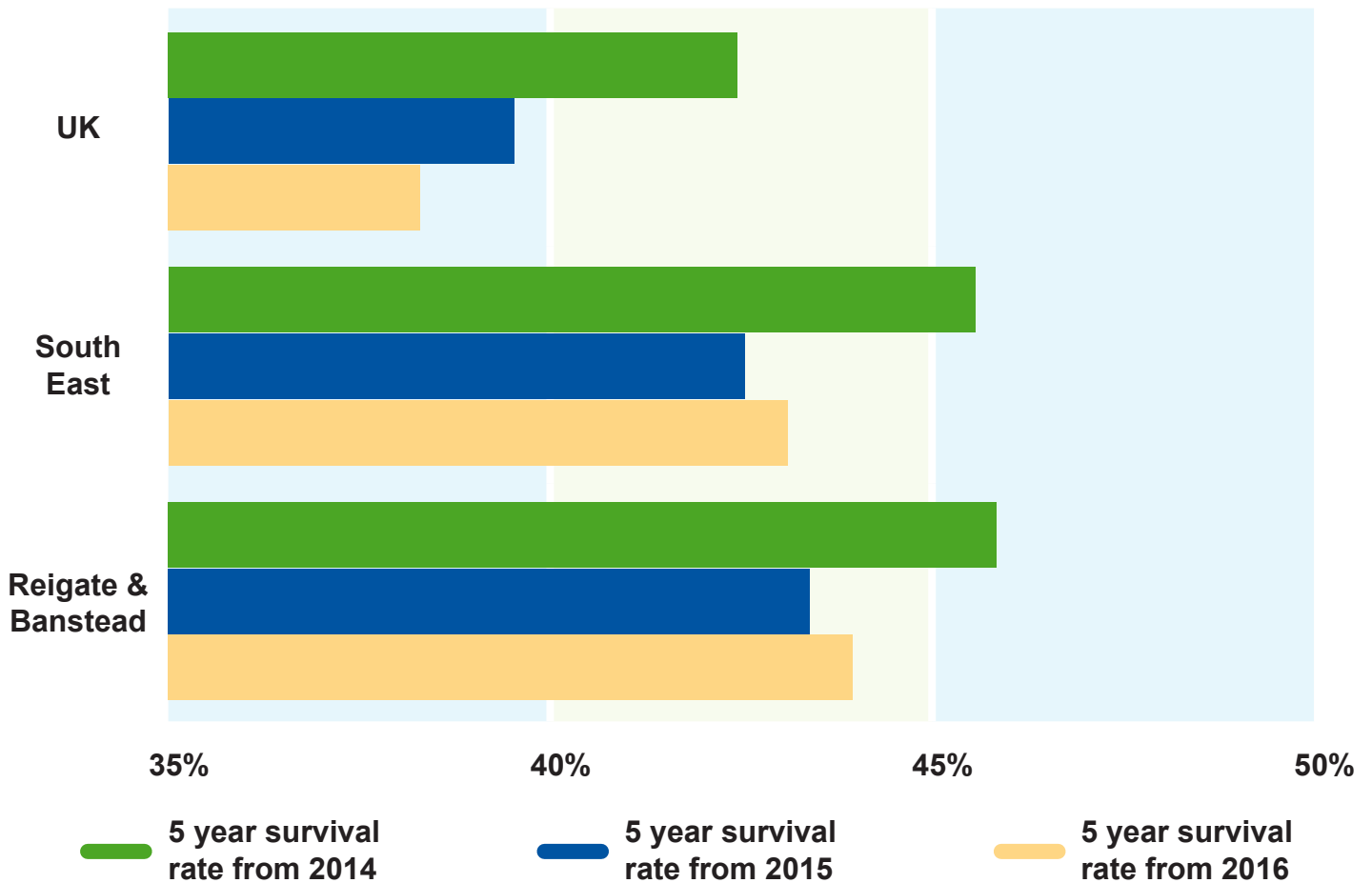
Business five year survival rate

Reigate and Banstead has consistently had a business survival rate above both national and regional averages. This survival rate represents the number of businesses started that are still in existence after a five year period. The most recent available figures cover the period through to 2021.

This survival rate increased slightly to 44% for the 5 years from 2016 to 2021, recovering from a pandemic influenced low of 43.5% in 2020, but still lower than the 2014-2019 rate of 45.9%. By comparison, the survival rate for the Southeast also increased, but the rate for the UK as a whole continued to decline.

The recorded shifts are relatively slight, but indicate that new businesses in Reigate and Banstead are faring better than elsewhere in the country. The increase in 5 year survival rate is positive, but if disruption continues to affect the rest of the country, this may have a future negative effect upon the borough.

Figure 19: Business five year survival rate



Source: Office for National Statistics – Business Geography



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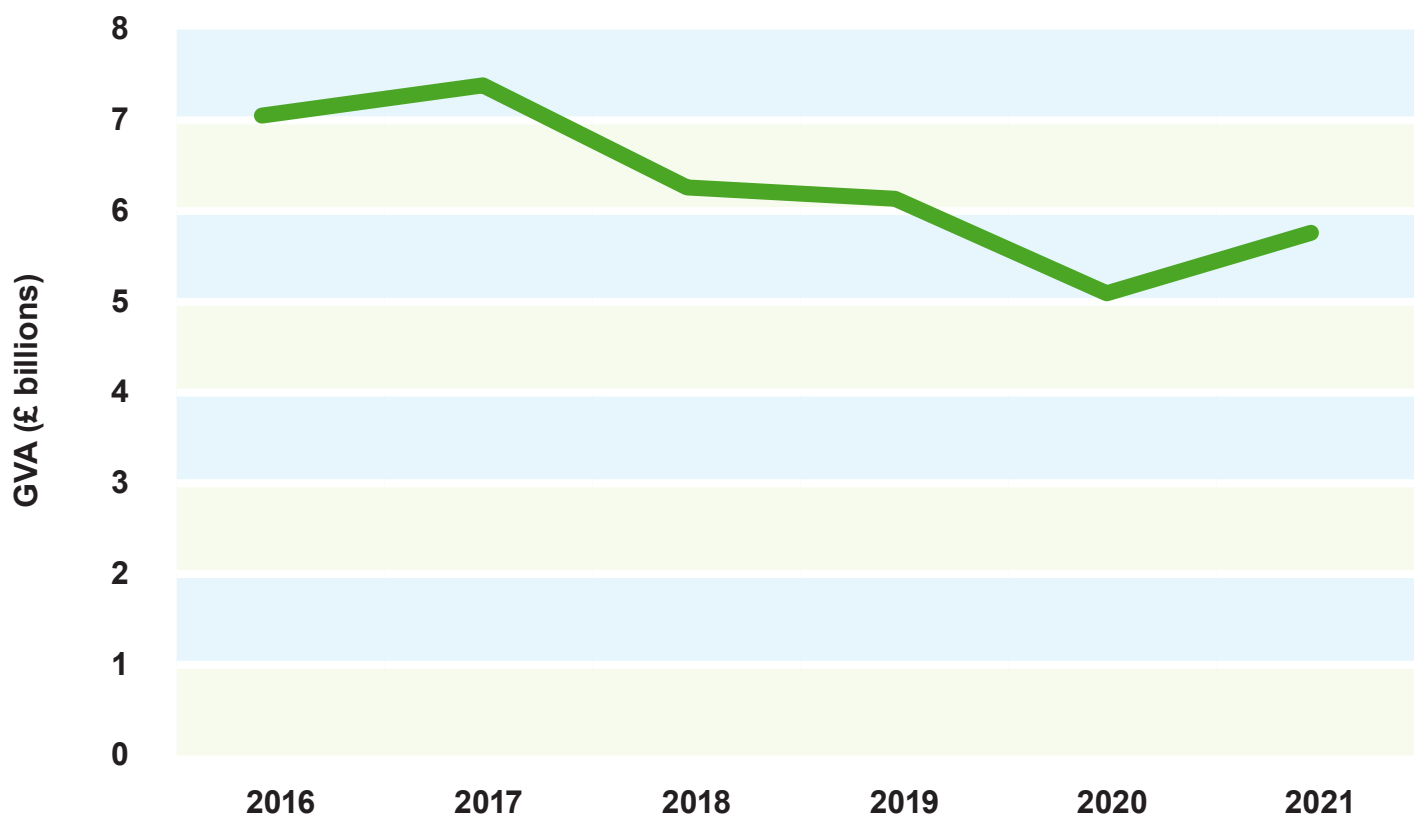
Value of the local economy

Reigate and Banstead's local economy was most recently assessed to be worth £5.7 billion in terms of gross value added (GVA) in 2021. This represents an increase from 2020, but a reduction from previous levels. The coronavirus pandemic may have influenced the decrease in 2020, but the previous decline will not have been impacted by this factor.

As reported previously, most significant reductions in local GVA have been the financial & insurance sector and the wholesale & retail trade sector, which have also historically been the largest components of the local economy. However, the timing of these decreases did not closely correspond to changes in other measures of local economic prosperity, such as average earnings. As GVA reporting is dependent on where companies are listed as being based, it is therefore possible that this variation is due to changes in such listings, rather than necessarily reflecting the reality of local circumstances. Due to the complexity of its modelling, reported GVA values may also change from year to year, even for prior years.

Due to the complexity of the GVA measure and its practical relationship to local people and businesses being indirect, the GVA changes are monitored for information, but are not considered to be a high priority concern.

Figure 20: Gross Value Added by Year



Source: Office for National Statistics – Gross Value Added



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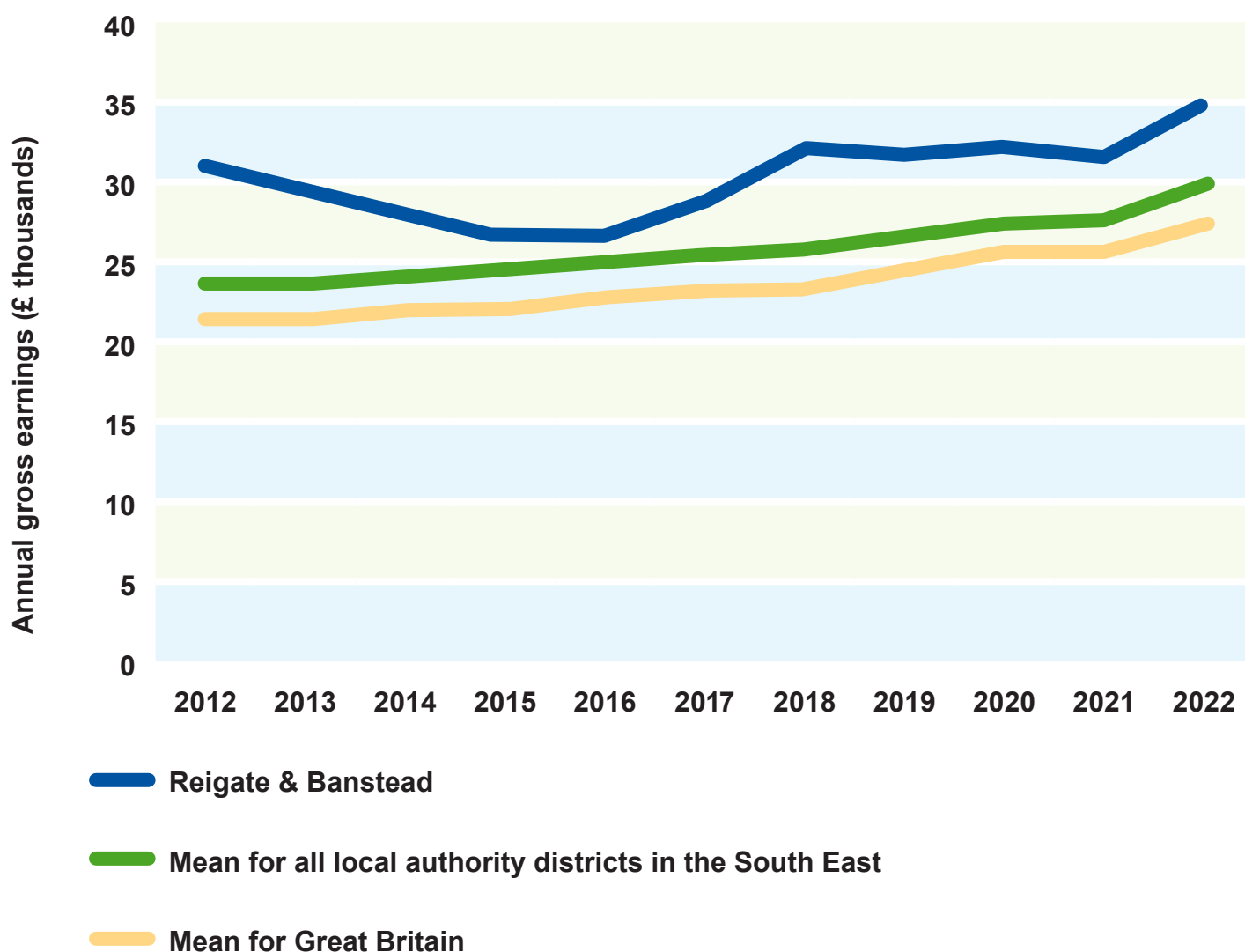
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Average resident income

As of 2022, the average annual pay for residents of the borough is £35,282. The average pay for full-time employees in the borough is £39,778. These both compare favourably to the national and regional averages, and have improved in recent years, although with a static period between 2018 and 2020.

However, as there has also been significant inflation during 2021/22, these pay levels should be considered within that context. The increase between 2021 and 2022 rates of pay was just over 9%, whilst the inflation rate was approximately 11%, meaning that real-terms pay actually declined. As inflation rates were higher on essential goods such as food and energy, this decline will have been felt most sharply by the least wealthy, for whom these goods make up the greatest proportion of their spending.

Figure 21: Average employee earnings



Source: Office for National Statistics – Annual Survey of Hours and Earnings



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Total number of homes in the borough

The Office for National Statistics defines a dwelling in terms of self-contained household spaces in permanent buildings. Whilst this may not match exactly to all households in the borough, it provides a good measure of general levels and trends over time.

As per the latest data release in March 2023, there were 62,233 dwellings in the borough in 2021. With the Census identifying a borough population for that period of 150,846, this represents about 2.5 people per dwelling.

The number of dwellings in the borough has consistently increased over time, by approximately 500 dwellings per year in the last several years, and a slightly larger increase between 2020 and 2021. This is broadly consistent with local measures of housing completions.

Figure 22: Number of dwellings in the borough

Year	Number of dwellings in the borough
2016	59,368
2017	59,885
2018	60,438
2019	60,973
2020	61,432
2021	62,233

Source: Office for National Statistics – Data tables on dwelling stock



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New Homes Delivered

The Council records and publishes the number of new homes completed each year in its annual Housing Delivery Monitor. These figures generally record gross completions, and the net number of homes may therefore be slightly lower where properties are removed from use. Use class 'C2' properties (including older persons' care and nursing homes) are not included, as they are not subject to the same assessment of affordability.

The Council's Local Plan sets out minimum targets for both general and affordable housing completions; these are 460 homes annually overall, and 1500 total affordable homes between 2012 and 2027. Housing completions in the borough have consistently met these targets for the overall period of the plan.

Due to the reporting periods covered, this section utilises information from the annual housing monitor. The figures provided may therefore be slightly different from those reported in the Council's quarterly performance indicators.



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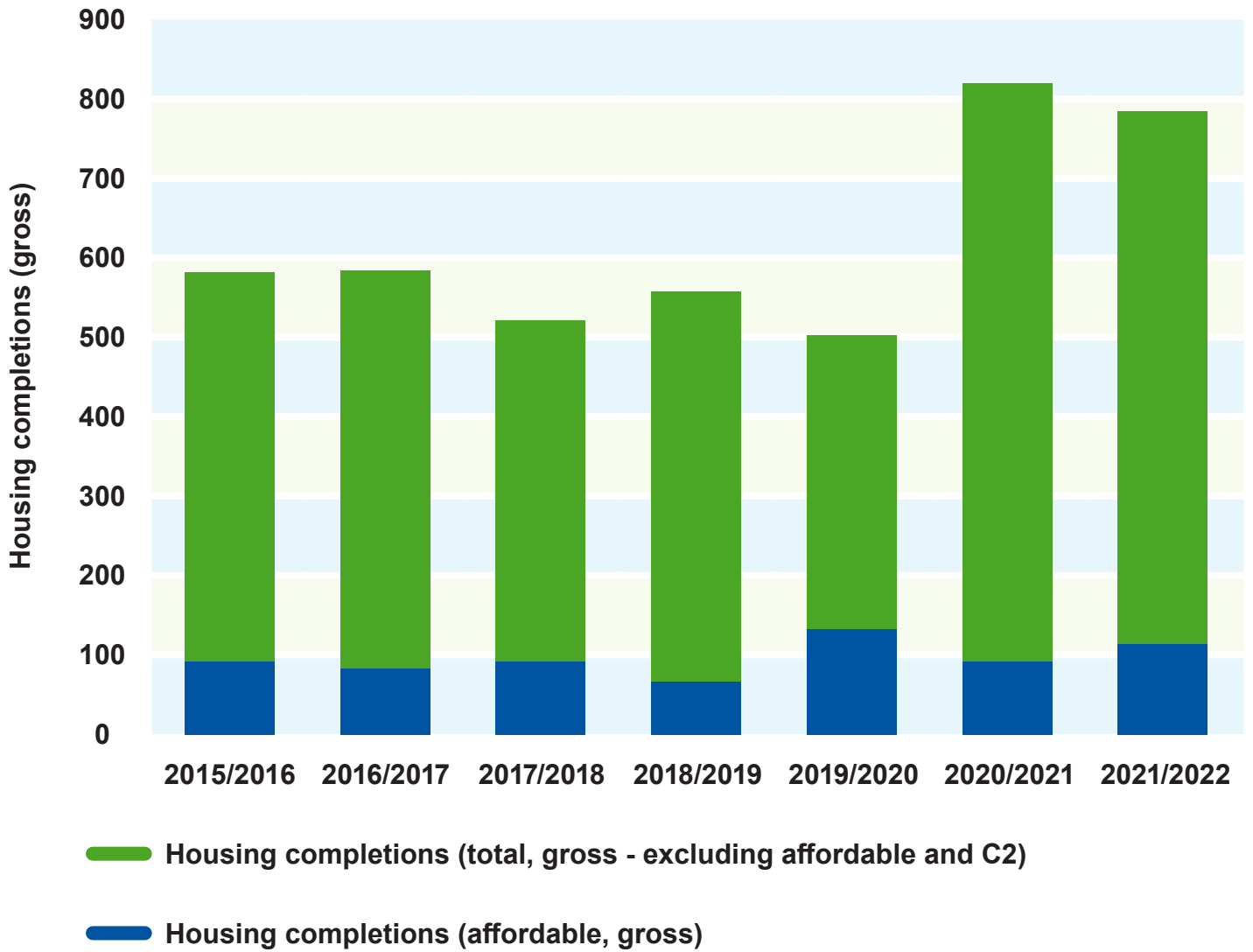
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Figure 23: Homes delivered in the borough



Source: Reigate & Banstead Borough Council Housing Delivery Monitor

The borough’s Development Management Plan sets a target of 30% affordable housing for medium and larger sites. As not all affordable homes built are part of such developments, and some developers may be able to secure exceptions, the total proportion of affordable homes delivered will generally be lower than this target. However, our Council led projects will meet or exceed plan thresholds, and we will continue to work to ensure all developers act in accordance with local and national planning policy.



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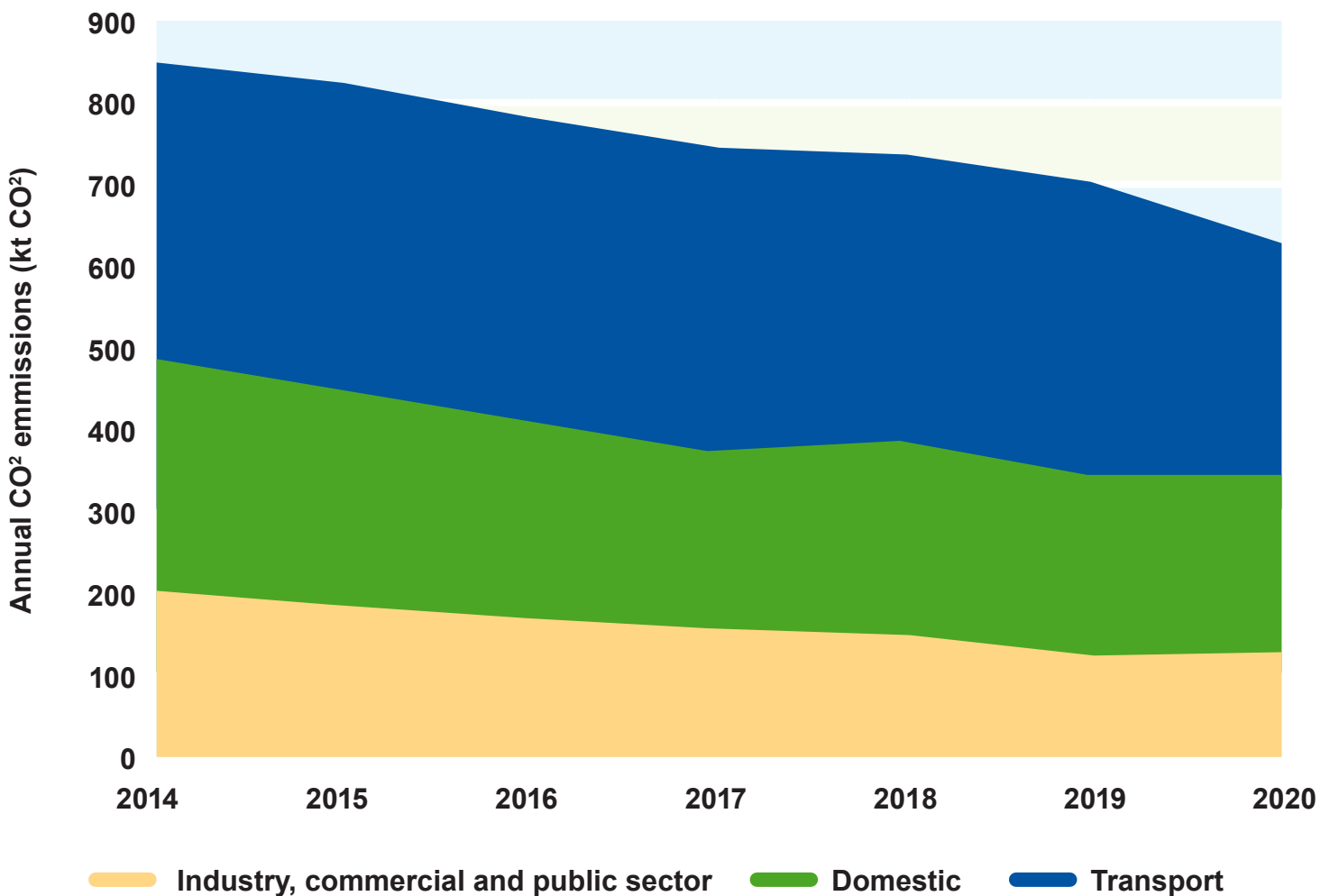
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Borough carbon emissions

The total CO₂ emissions for the borough have been declining over time. The most recent figures released for the borough record a total of 631.7 kilotonnes of CO₂ equivalent emissions in 2020, down from 850 in 2014. Borough level figures are only available with some delay, and we therefore do not yet have information for the latest years, however we will continue to report the latest available information in our stand-alone Environmental Sustainability annual report.

On a per capita basis, Reigate & Banstead has slightly lower annual emissions (4.2 tCO₂ equivalent) than the national (4.6 tCO₂ equivalent) average, and is approximately equal to the average for Surrey. Local emissions are significantly skewed towards transport and domestic sources due to the lack of major local industry. Gatwick Airport emissions are not included in local figures, although the presence of the airport will also generate additional local road traffic.

Figure 24: Reigate & Banstead CO₂ emissions by sector



Source: Department for Business, Energy, Industry and Skills emissions data



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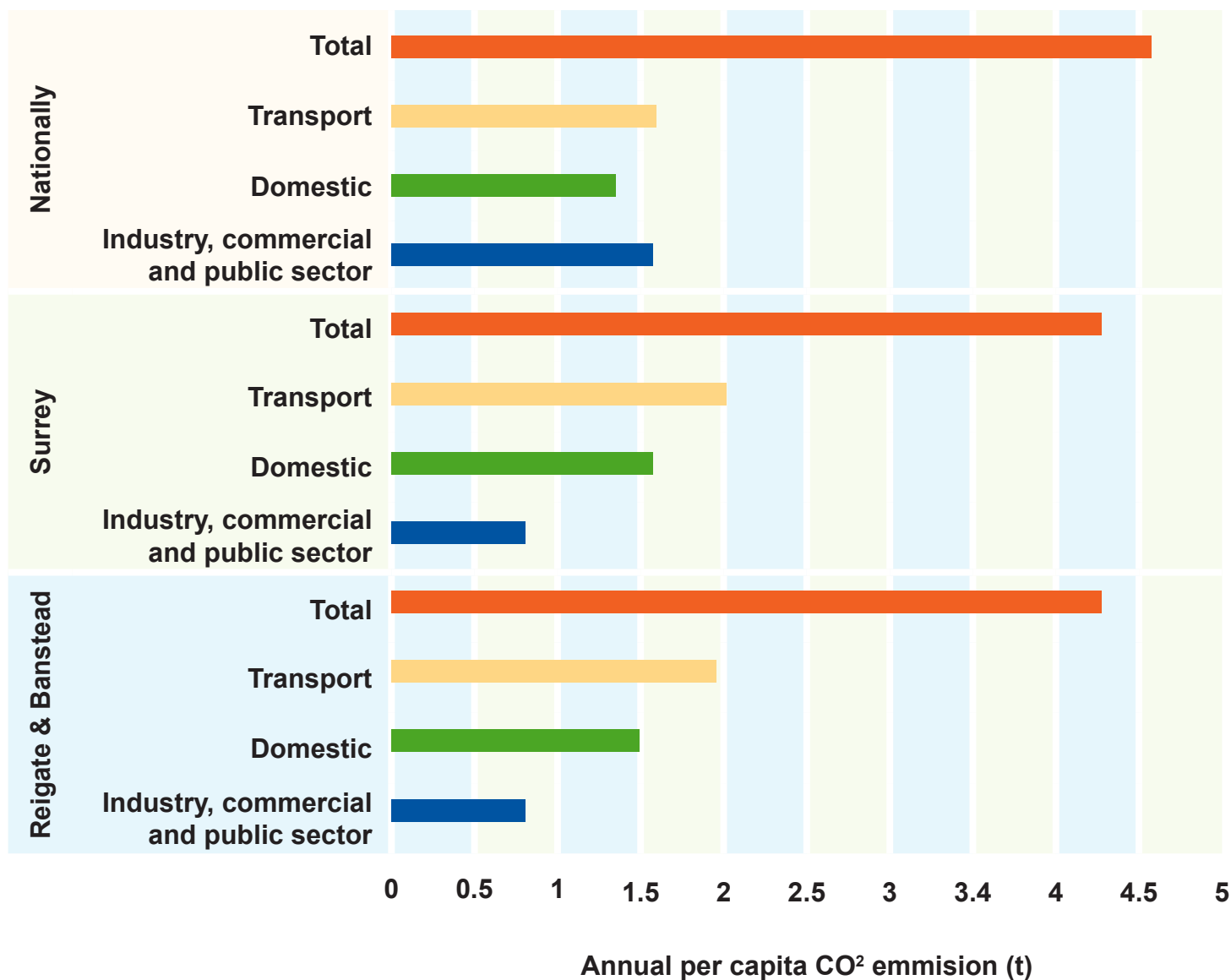


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Figure 25: Per capita CO2 emissions



Source: Department for Business, Energy, Industry and Skills emissions data



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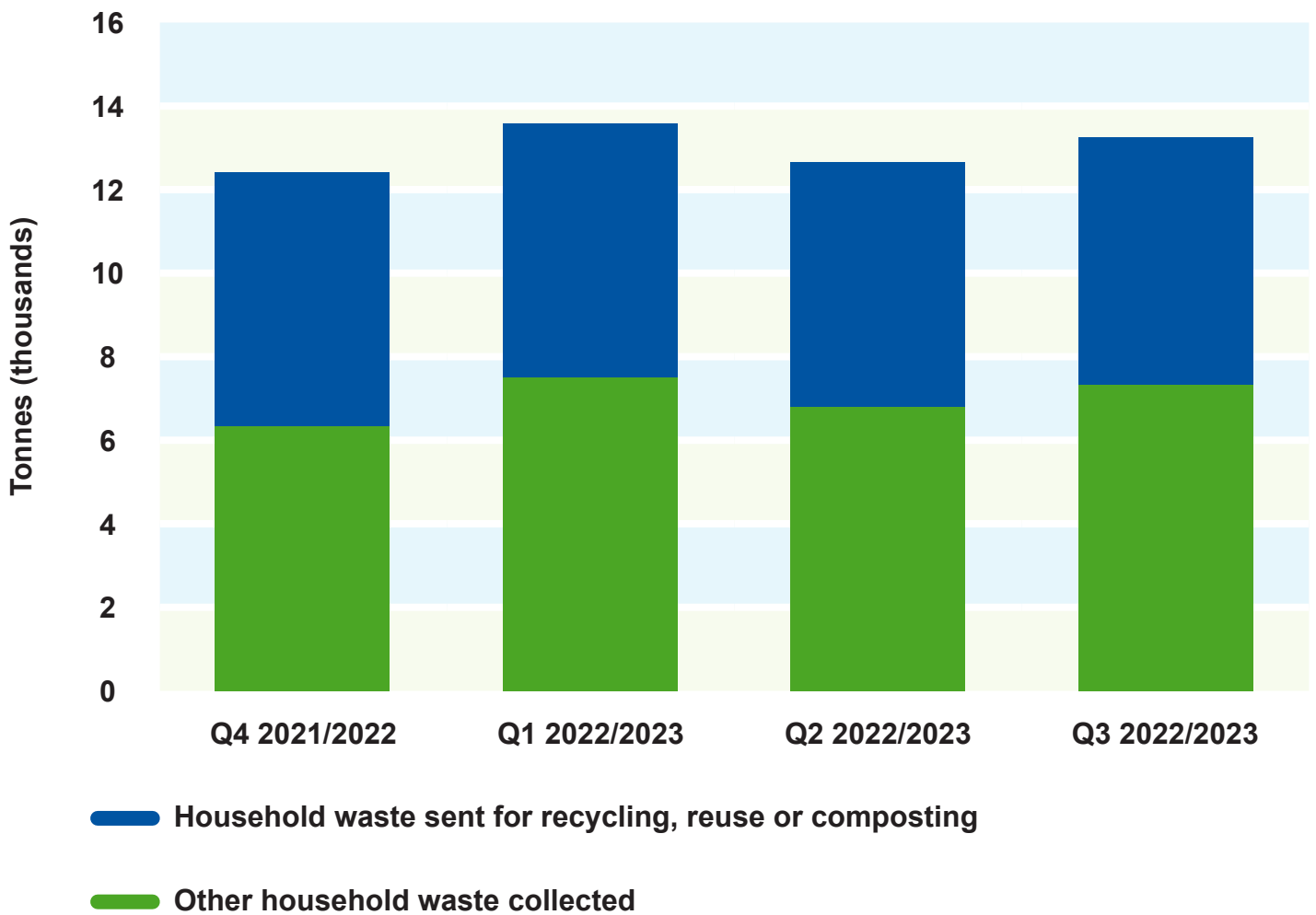
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Percentage of household waste recycled

The overall recycling rate for the borough in 2022/23 decreased slightly from the 2021/22 – from 55.3% last year, to 54.7% this year, as of quarter 3. However, the 2021 figures were a record high and are likely to have been influenced by unusual spending habits due to the latter part of the coronavirus pandemic. The 2022/23 figure continues to be represent a high level of performance, with the Council within the top 10% of local authorities, at 29th place within the country.

Total volumes of household waste remain significantly elevated relative to pre-pandemic levels, as changes in behaviour, including increased numbers working from home, have led to an increase in domestic waste generation. Levels have remained relatively stable during the most recent reported year, and the ongoing effects of this shift will continue to be monitored.

Figure 26: Household Waste Collection and Recycling



Source: Waste Data Flow Report (Q3 2022/23)



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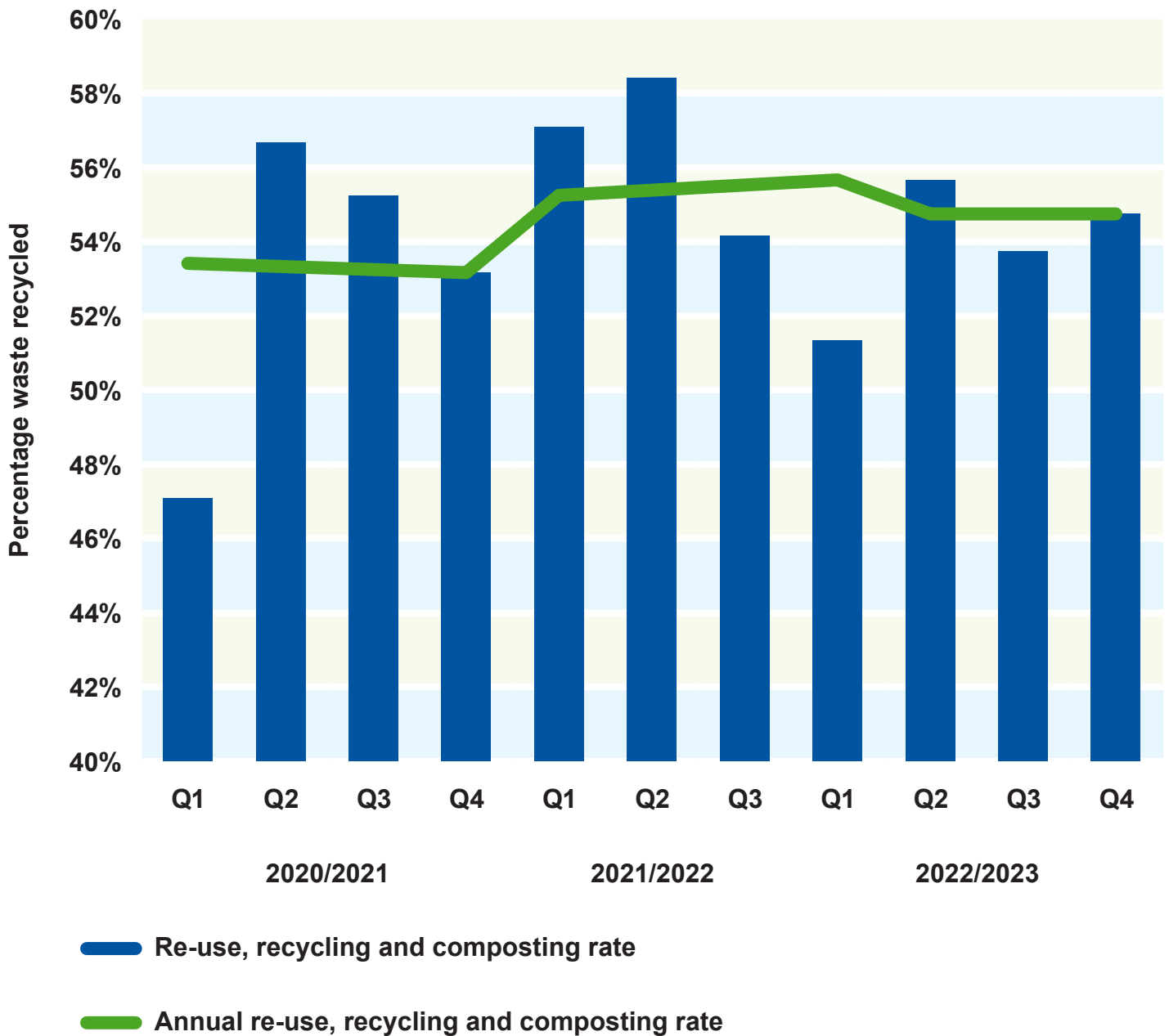
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Figure 27: Percentage Waste Recycled



Source: Reigate and Banstead Waste Data Flow Reports



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Contextual Indicators – Organisation

Annual revenue budget

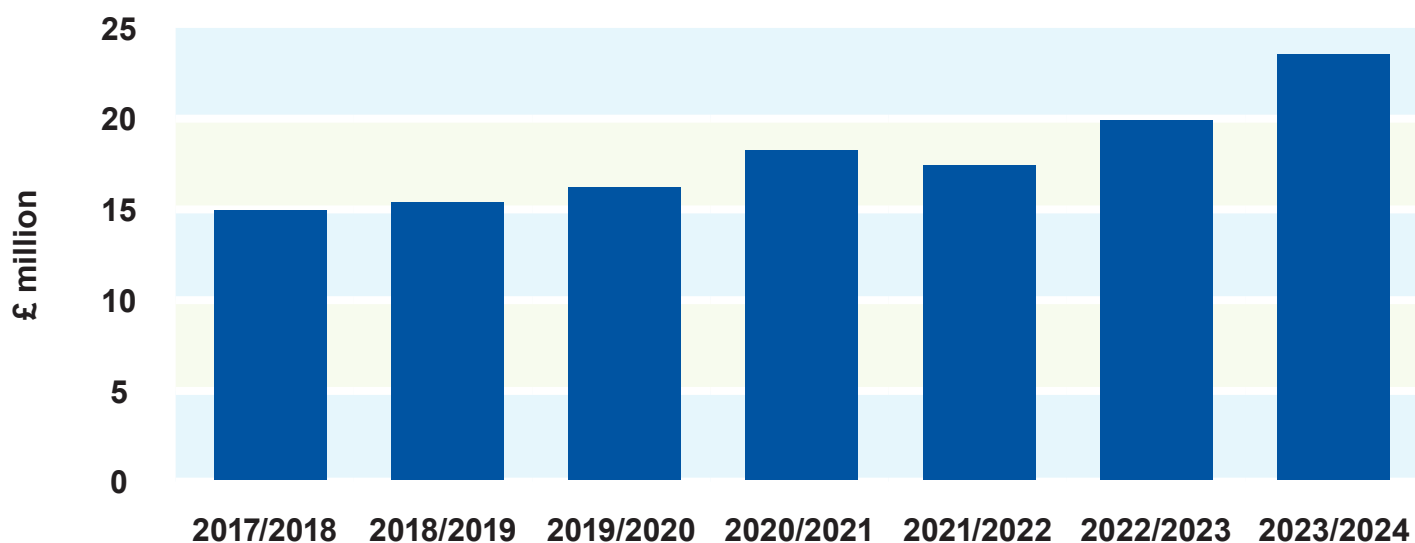
The net annual Revenue Budget for 2022/23 was £19.980 million. This represents the position after all expenditure and income is taken into account.

Revenue reserves remained stable at almost £38 million, increasing slightly between 2022/23 and 2023/24 – with specific sums earmarked to help manage future financial risks, fund short-term expenses, and to support delivery of our development plans.

End of year outturn forecasts indicate that spending has been maintained within the approved budget and specific allocated reserves, despite the additional challenges of responding to the pandemic.

For 2023/24 the net Revenue Budget is £23.194 million, which includes additional provisions to address potential risks arounds energy costs or other financial pressures.

Figure 28: Council revenue budget per year



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Government funding

The main sources of funding are income from council tax and a relatively small share of the local business rates collected. While some grants are received from Government for specific purposes, no general funding support is received.

Staff employed by the Council

As of the start of 2023/24, the council employs 530.0 full time equivalent posts.

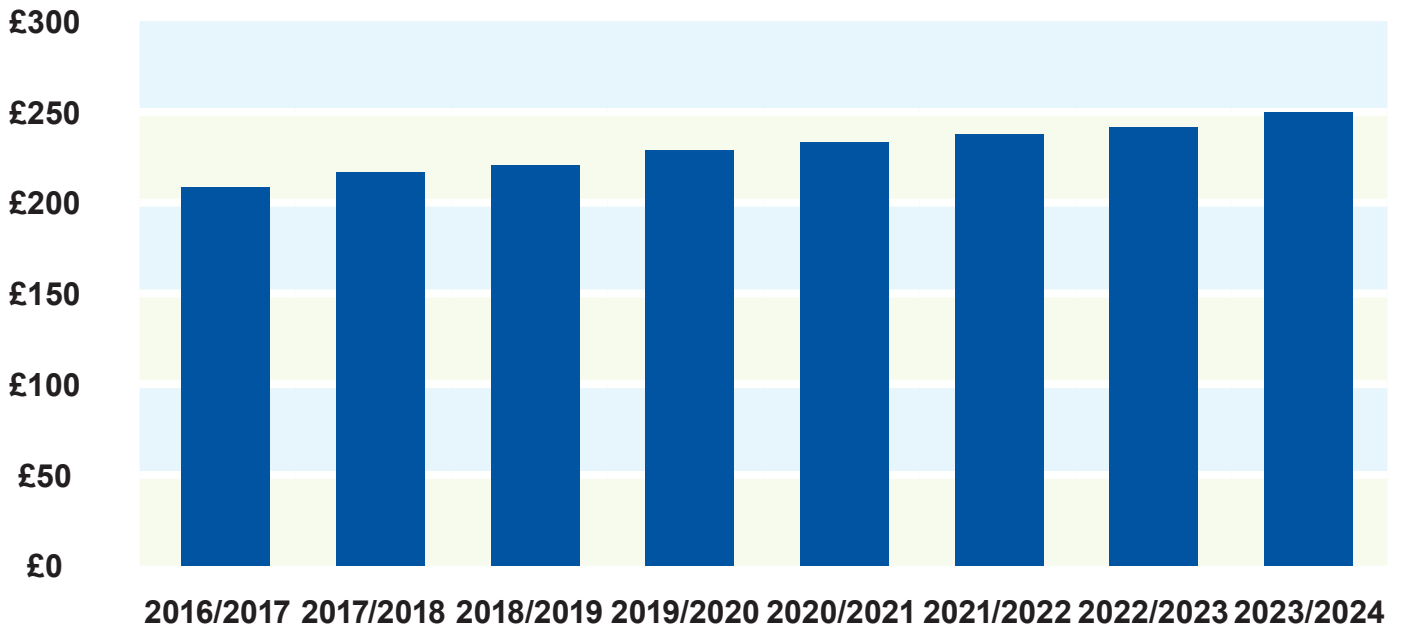
This represents a net reduction of 3.6 in FTE equivalents from the start of 2022/23.

Annual average council tax (Band D)

Of the Council Tax collected in the Borough, just under 11% is retained by the Borough Council. Approximately 75% goes to Surrey County Council, with around 14% going to Surrey Police. In areas with a town or parish Council, these will represent around 1-2% of the total.

Over recent years, the Council's share of the Council Tax has increased in-line with the Government's upper limit for annual increases.

Figure 29: Annual Council Tax for Reigate & Banstead Borough Council



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