

Reigate & Banstead 2025



Annual Report 2020/21



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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 our progress towards its goals each year. These priorities and objectives are divided into three themes: People, Place and Organisation, and 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 capturing 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. A table setting out which portfolios and services support each objective is provided to the right and on the following page.

Other information

The plan also sets out a number of general commitments for work across the organisation, against which we’ve captured information on our progress – a list of these is provided on the following page. In addition, there are a range of contextual indicators. These indicators reflect local factors which are largely outside of the Council’s control, but which help support our understanding of the needs of residents and assist us in targeting our future activities.

| Objective | Portfolios | Services |
|---|---|--|
| People | | |
| Secure the delivery of homes that can be afforded by local people | Housing & Support Planning Policy & Place Delivery | Housing, Planning Policy, Place Delivery |
| Work with partners to create strong safe and welcoming communities | Community Partnerships | Community Partnerships |
| Provide targeted and proactive support for our most vulnerable residents | Housing & Support | Wellbeing & Intervention |
| Provide leisure, cultural and wellbeing services that are accessible to, and meet the needs of, communities and visitors | Leisure & Culture | Wellbeing & Intervention |
| Place | | |
| With our partners, invest in town and village centres, so they continue to be places where people choose to live, work and visit | Economic Prosperity Planning Policy & Place Delivery | Economic Prosperity, Place Delivery |
| 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 | Economic Prosperity | Economic Prosperity |

table continues over the page

| Place (continued) | | |
|---|--|---|
| Ensure new development is properly planned and sustainable and benefits the borough's communities and the wider area | Planning Policy & Place Delivery | Planning Policy |
| 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 | Neighbourhood Services | Neighbourhood Operations |
| Reduce our own environmental impact and support local residents and businesses to do the same | Corporate Policy & Resources All Portfolios | Corporate Policy, Projects & Business Assurance All Services |
| Organisation | | |
| Be a financially self-sustaining Council | Finance & Governance | Finance |
| Undertake commercial activities to generate additional income and build our financial resilience, in order to sustain services | Investment & Companies | Commercial & Investment All Services |
| Ensure that our operational assets are fit for purpose | All Portfolios | All Services |
| Ensure the Council has the right skills to deliver this plan | Corporate Policy & Resources | Organisational Development & HR |

| Our Commitments |
|--|
| High quality core services and continued service improvement |
| Clear and effective communication |
| Putting residents and other customers at the heart of what we do |
| Environmental responsibility |
| Partnership working |
| Responsible use of data |
| Financial efficiency |
| Helping residents and businesses make a positive difference in their communities |

| Contextual Indicators | | |
|-----------------------|---|---|
| People | <ul style="list-style-type: none"> Total population Total households Housing waiting list % population 65+ Unemployment rate | <ul style="list-style-type: none"> Average house price Average monthly rent Crime rate % adults physically active % population overweight |
| Place | <ul style="list-style-type: none"> Town centre vacancy rate Jobs in the borough Businesses in the borough Business survival rate Local economy value | <ul style="list-style-type: none"> Average resident income Homes in the borough Affordable homes delivered % waste recycled Borough carbon emissions |
| Organisation | <ul style="list-style-type: none"> Annual net budget Government funding | <ul style="list-style-type: none"> Average Council Tax Council staff employed |



PEOPLE Objective: 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:

The Council has a number of housing development schemes in progress. These include projects at Cromwell Road, Redhill, which will include 50% homes at discounted rent; Pitwood Park, Tadworth, which will include 44% shared ownership homes; and Lee Street, Horley, which will provide 4 affordable homes for single people. Feasibility studies are also underway for an additional Horley site.

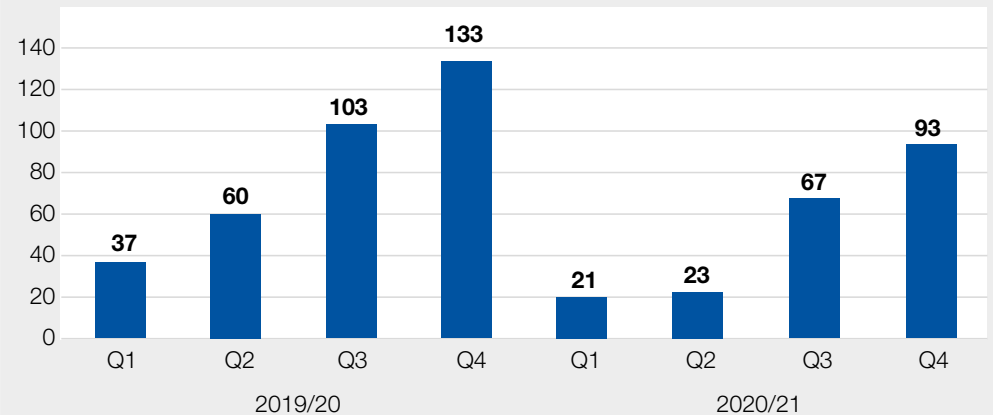
The Council has also worked with YMCA East Surrey and Homes England to secure funding, and to support the delivery of shared housing for single people in Merstham and Horley. Work is also underway with a landowner and registered housing provider in Merstham to unlock a site and funding for delivery of new affordable homes.



The Council's housing development at Pitwood Park, Tadworth

2020/21 saw a decline in overall affordable housing completions in the borough. This was significantly influenced by the impact of coronavirus in the period. However, the borough remains on track to deliver 1,500 affordable units by 2027, in line with its Local Plan target due to strong performance in previous years.

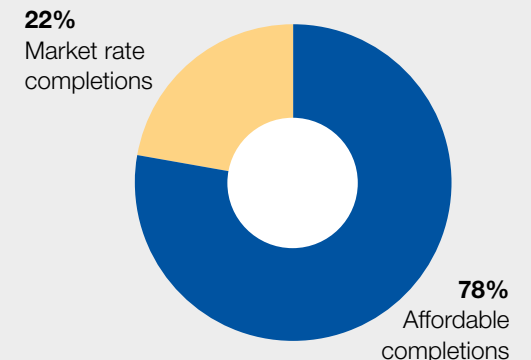
Affordable Housing Completions



22% of all housing completions over the last 3 years have been for affordable housing. The borough's Development Management Plan sets a target of 30% affordable housing for medium and larger sites, and any Council-led projects will aim to meet or exceed this.

Assuming no further national policy changes, these will help to ensure a continuing supply of affordable housing completions in the coming years.

Tenure of Housing Completions (2018 - 2021)





PEOPLE Objective: 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.**

Progress on delivering this objective:

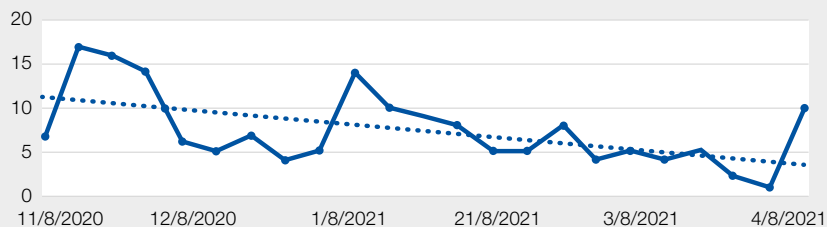
Much of the Council's work during 2020/21 was necessarily focused on helping communities to stay safe amidst the coronavirus pandemic.

The Council has been involved in wide range of welfare activities over the course of the year, working together with over 40 local partners. This has included working to contact vulnerable people, ensure they have access to food and supplies, and remaining in contact to address risks of social isolation. These activities have been supported through the efforts of both regular Council staff and those from the voluntary and community sector.

Support was also provided for local residents more generally, through measures including providing information, responding to enquiries through the Customer Contact Team, and working with providers to maintain the availability of food banks, pharmacy access and general assistance. Wider community work has also continued, including through holding locality meetings remotely and continuing to provide small and medium community support grants.

Recent experiences have also helped to highlight how the Council and local partners can best work together to support residents and communities, and these lessons will help inform future cooperative working.

Foodbank Referrals (From beginning of 2nd Covid-19 Lockdown)



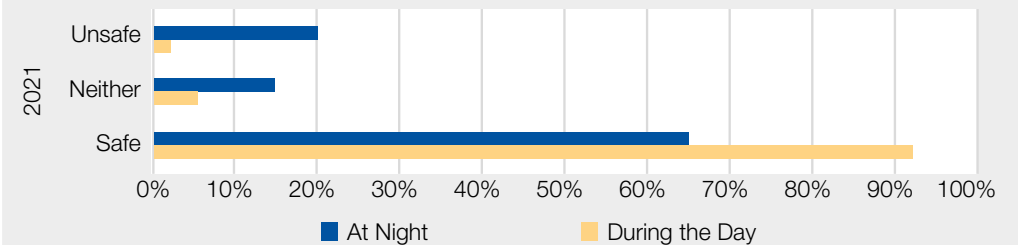
What does success look like?

Residents feel that the **local area is safe**

Residents agree that the local community **is a place where people of different backgrounds get along**

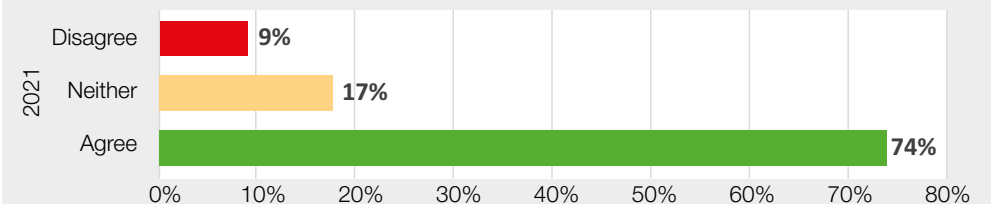
Progress on delivering the objective:

The majority of residents feel their local area is safe:



However, some residents do not feel safe, especially at night. The Council will continue to work with the Surrey Policy, the Probation service, Surrey County Council, Surrey Fire & Rescue, health partners and the voluntary sector via the Community Safety Partnership, to identify and respond to residents' local safety concerns.

74% of residents agree that the local community is a place where people of different backgrounds get along



Through our community partnerships work, and community safety work, we will continue to focus on building strong relationships with, and within local communities, in line with our current equality objective to promote social inclusivity and foster good community relations.



PEOPLE

Objective: 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:

While not all residents may use our leisure services, pre-pandemic our three leisure centres were receiving in excess of 1 million visits per year. The pandemic has impacted on our ability to provide leisure and cultural services over the course of the year, via our leisure centres, other leisure activities and from the Harlequin.

Due to the coronavirus pandemic and the need to maintain social distancing, our indoor leisure facilities were only able to offer minimal services during 2020/21. As restrictions have relaxed, we've sought to work with the leisure centre operators to return sites to operation as soon as safety and regulations have permitted.

We have also worked with the leisure centre operators to secure support funding from the Department for Digital, Culture, Media and Sport to address the costs faced by centres due to the necessary closures.

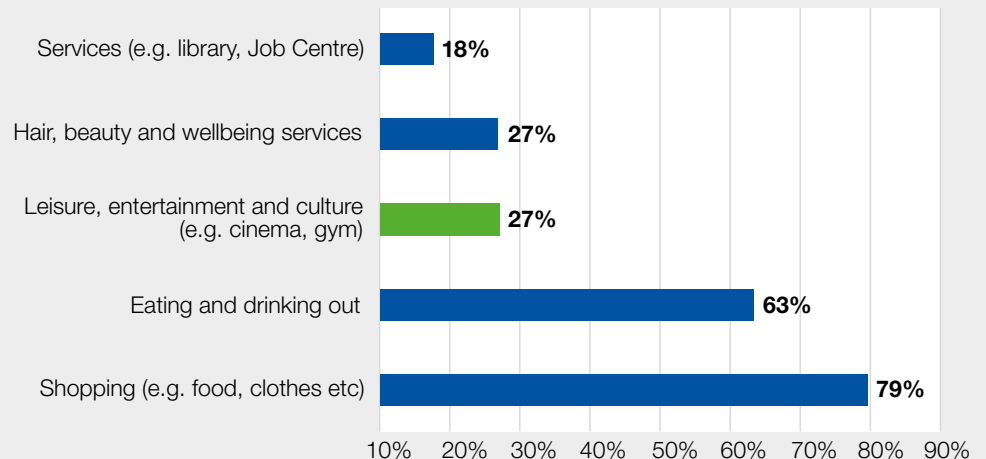


The Harlequin Theatre was required to close for much of the year, but we were able to put the site to good use in providing food distribution services during the lockdowns to ensure that nobody in the borough went hungry as a result of self-isolation. More recently, the site was also used for Covid-19 testing in conjunction with the NHS.

Outdoor leisure sites, particularly parks, were very well used during the year, which helped to provide residents with socially-distant options for exercise and fresh air. Again, as restrictions have been lifted, we have been working towards the resumption of outdoor events, once conditions have been determined to be safe.

Residents also still report that they intend to visit our town centres for leisure, entertainment or cultural purposes after Covid restrictions have been lifted.

Top reasons to visit Town Centres



The Corporate Plan commits the Council to review the leisure and cultural activities that we provide to make sure they continue to meet the needs of residents and visitors. The pandemic has meant that we have not been able to do this in 2020/21. However as things return to a more normal footing, it will be particularly important that we take account of the impact of the pandemic on people's leisure and cultural needs and preferences.



PEOPLE

Objective: 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**.

Progress on delivering this objective:

Through the year, the Council, through the work of officers, councillors and in conjunction with local partners, has particularly sought to look out for the wellbeing of vulnerable residents.

In addition to making and maintaining contact with those shielding, this has included monitoring requirements for overcoming digital isolation, coordinating with shops and services to facilitate safe access to deliveries and appointments, and ensuring that those with limited facilities can still access hot meals.

The Council also worked with partners including the Department of Work & Pensions, the YMCA, Age Concern, Raven Housing Trust and the Police to make sure that vulnerable persons are still able to access support for housing, skills and employment, and domestic safety despite the challenges through the year.

The scale of phone support for local vulnerable residents can be seen below.

What does success look like?

Evidence that more **residents are benefitting from our early help activities**.

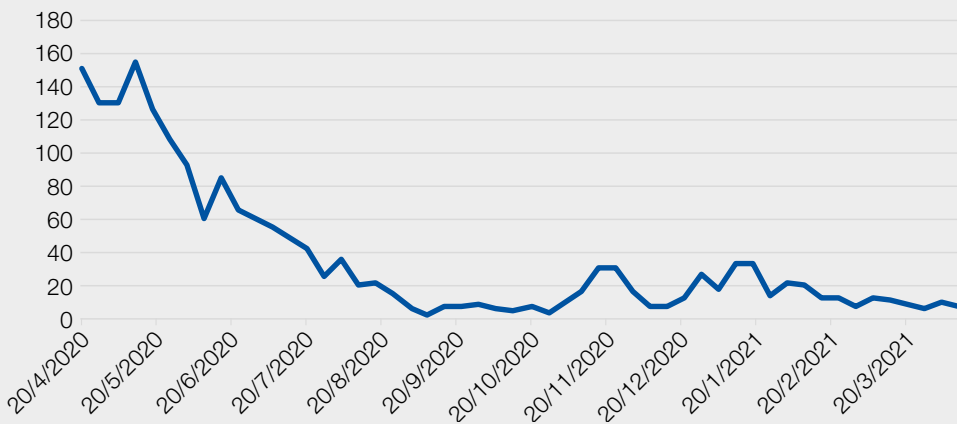
Progress on delivering this objective:

As with other activities which are usually conducted face-to-face, the range of early help activities we were able to offer in 2020/21 was unfortunately significantly impacted by the coronavirus pandemic.

However, despite the fact the team's ability to interact directly with residents was limited by necessary safety measures, they have been continuing their work to engage with and support residents, including providing remote support where applicable, and will be resuming more in-person activity as restrictions have been relaxed.

The challenges caused by the circumstances of the past year will be felt long past the lifting of restrictions, with pressures on jobs, schools and personal circumstances likely to take some time to alleviate. We will therefore be looking forward to how we can best support our residents and meet these emerging needs, and will be monitoring the type and level of emerging demand. We will also be able to draw upon recent experiences of working more closely with local partners to help coordinate the most appropriate support options for those in need.

Outbound Calls to Vulnerable Residents in the Borough



Redeployed staff providing Covid welfare support



PLACE

Objective: 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 majority of residents use our town and village centres regularly for one reason or another. The Council provides local services in these areas including support for businesses & the high street, street cleaning, public toilets, emptying bins & cleaning graffiti.

Whilst the Covid-19 pandemic has limited the opportunity for recent regular use of town and village centres by residents and visitors, there have been a number of new activities and uses provided.

Some of these were directly linked to the coronavirus response, such as the use of the Harlequin Theatre as a hub for welfare support and food delivery earlier in the pandemic, and the use of the Town Hall site in Reigate for mobile testing.

Other new initiatives have a more general application, such as a project with the Department of Work and Pensions to provide a youth employment hub, which is planned to operate from the Harlequin, and ongoing discussions with potential business operators regarding the provision of shared working spaces in town centres, once they are able to reopen.

As reported earlier in this document, after the pandemic residents expect shopping, and eating and drinking out to be their main reasons for visiting town centres. To support our town and village centres as lockdowns in 2020/21 were lifted we provided signage and other support to local businesses. This included employing two Covid Support Officers to proactively visit and engage with commercial premises to offer support, advice and encouragement to achieve compliance with Covid related legal obligations and best practice

As the public are once again able to make full use of our town centre services and facilities, we will keep working with partners to maintain standards, make them safe and appealing areas to be and to encourage local businesses that meet the needs of local people.



Repurposing the Harlequin as part of our Covid welfare response



Town centre signage



PLACE

Objective: Drive the continued economic prosperity of the borough, facilitate improved business infrastructure, and confirm the borough's reputation as a great place to do business

What does success look like?

Evidence that the **Council is working with partners to drive the prosperity** of the borough.

Progress on delivering this objective:

Multiple activities have been undertaken through 2020/21 to drive the prosperity of the borough and help to weather the wider economic headwinds.

A prominent recent example is the launch of the Reigate & Banstead Works website, developed in conjunction with local employers and education providers. This site provides extensive resources for those seeking employment, with information on employers, industries and skills. It also helps employers to reach out to local residents and locate talent. You can find the website at: www.rb-works.co.uk.

We've also implemented measures such as the "shop local" campaign to support businesses in the borough.

The Council has also continued to liaise with local business groups and guilds, along with regional and national bodies such as Coast to Capital Local Enterprise Partnership, to provide information on recent regulations and advise on and coordinate preparations for reopening.



What does success look like?

Evidence that **new floorspace and business infrastructure is being delivered by the Council** or the Council working in partnership.

Progress on delivering this objective:

The Council is currently developing the Marketfield Way site in Redhill, a major redevelopment which will provide accommodation for a cinema and retail and dining business in the town centre, helping to draw consumer business to the local area.

Along with more intangible resources, such as the Reigate & Banstead Works website, the Council is also working with Surrey County Council towards the development of a Local Cycling & Walking Infrastructure Plan, which will help direct investment to support residents to travel sustainably for work and leisure, and reduce traffic on local roads. These measures will also feed through to support other objectives, such as making town and village centres more pleasant places to be, and reducing the borough's carbon footprint.



Marketfield Way (Computer Generated Image), Redhill



What does success look like?

Evidence that the Council has an **up to date local plan**.

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 was approved in September 2019 and covers the period until 2027.

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 take place in the most appropriate way for the local area.

What does success look like?

Evidence that **‘planning gain’ is being captured** from new developments.

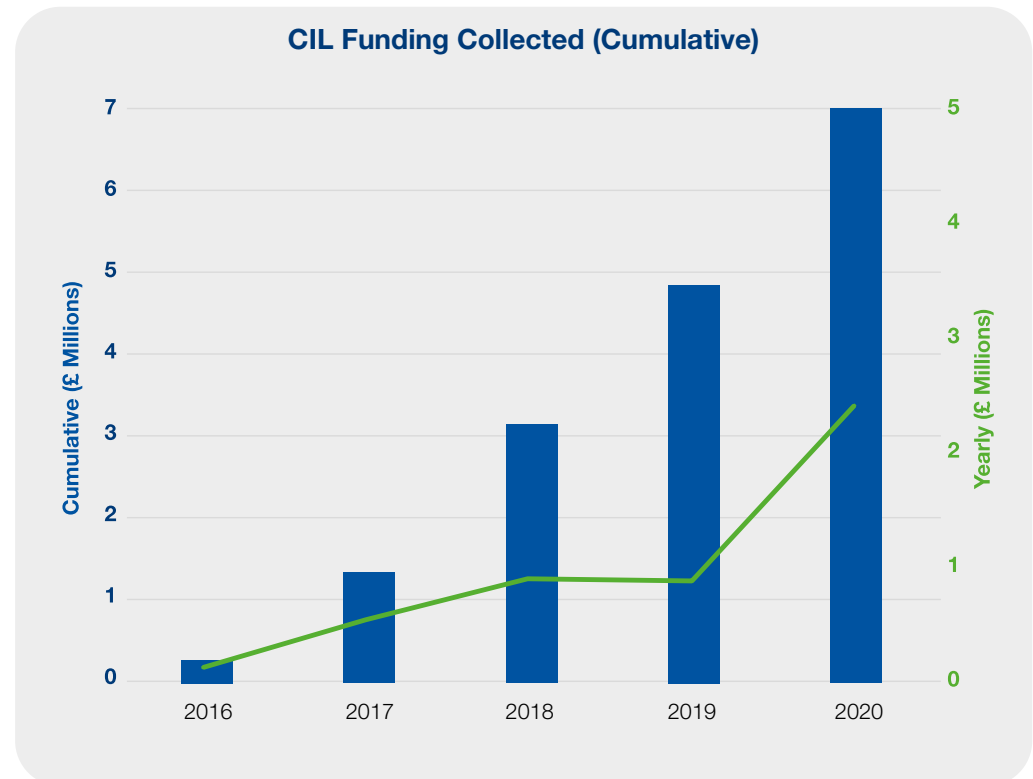
Progress on delivering this objective:

As reported in the Council’s annual Infrastructure Spending Statement of December 2020, the Council collected almost £3.5 million in community infrastructure levy (CIL), between April 2019 and March 2020, from developments in the borough. Over £5 million was also received during the same period from Section 106 planning obligations.

As can be seen from the graph to the right, CIL funding collected has grown at a considerable rate over the last several years, providing more resources to meet community infrastructure needs.

This funding has been used to support a wide range of measures, including expansion of local schools, footpaths in Earlswood and Redhill, parking in Nork Village, and improvements to parks, playgrounds and town and village centres across the borough.

The two largest allocations of funding were to support the expansion of St. Bedes and Oakwood secondary schools, with £250,000 provided to each. An overview of other top allocations can be found on the next page.





PLACE

Objective: Ensure new development is properly planned and sustainable and benefits the borough’s communities and the wider area (continued)

What does success look like?

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:

As mentioned earlier in the document, the Council is working with Surrey County Council to develop a Local Cycling & Walking Infrastructure Plan for the borough,

which will support securing funding for and delivering cycling and walking infrastructure throughout the area.

Our Infrastructure Spending Statement provides more information about the range of infrastructure delivered - by the Council, Surrey County Council and partners such as Highways England - including funding allocated to highway improvements, homelessness support, maintenance of community facilities, libraries and outdoor exercise spaces.

Infrastructure Projects where CIL Funds Were Allocated (Excluding St. Bedes and Oakwood Schools) 2019-2020



Source: RBBC Infrastructure Spending Statement 2020

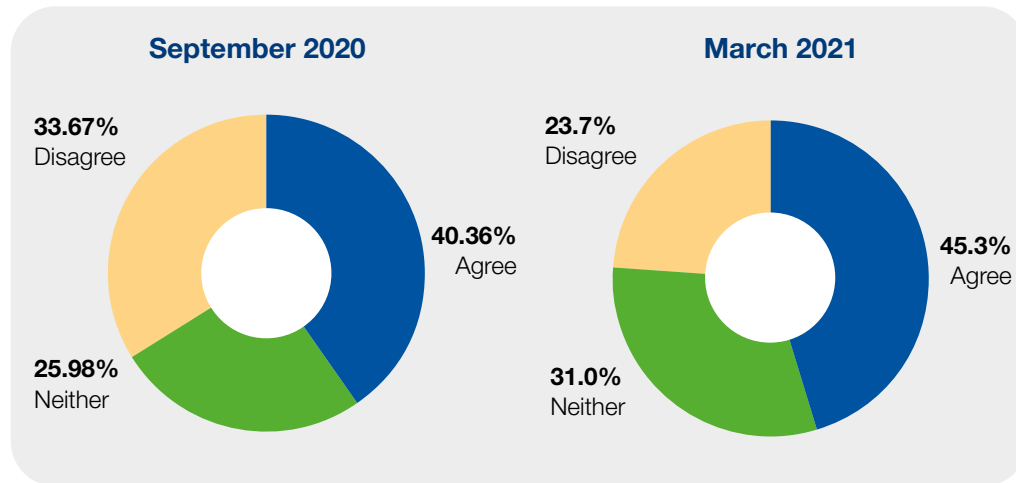


What does success look like?

Residents feel that the **Council is tackling anti-social behaviour.**

Progress on delivering this objective:

Many residents feel that the Council is doing well in tackling antisocial behaviour, and the residents' survey indicates that the Council has improved in this area of the last six months, with an increase of nearly 5% in those residents agreeing with this statement.



However, the pandemic has seen increases in some types of anti-social behaviour, including littering and fly-tipping, and the Council's neighbourhood services teams have increased their activity to address these behaviours. We continue to monitor levels of antisocial behaviour, respond to incidents that are reported to us and investigate ways in which we can educate and encourage behavioural change.

Source: RBBC March 2021 Residents' Survey

What does success look like?

Residents' **feedback on the neighbourhood services** that we provide, including waste and recycling, street cleansing, JET, greenspaces.

Progress on delivering this objective:

We will use our residents' survey and other means of engagement to obtain feedback on the neighbourhood services we provide. Trends over time will help inform decisions on how we focus our resources in the future, and (combined with other forms of engagement and evaluation) will help us identify if any changes we make to how we deliver services have a positive or negative impact.

The pandemic has impacted different neighbourhood services in different ways. We have seen an increase in household waste and recycling, and in use of our public parks, but also an increase in fly-tipping and littering. However we have also seen a decrease in the income we generate from our car parks. By regularly monitoring how these services are used we are able to target our future resources and activities effectively.





PLACE

Objective: 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:

Since agreeing its Environmental Sustainability Strategy in Summer 2020, the Council has been taking action to reduce its carbon footprint, resource use and environmental impact. More detail about how the Strategy is being delivered will be reported each Autumn in a separate report.

In 2020/21, the Council switched 33% of its energy supply to renewables and offset the remainder, meaning our power usage is now 100% carbon neutral. This represents an estimated Carbon saving of 473 tonnes of CO2 per year.

5 new, low-emission vehicles were added to our vehicle fleet in 2020/21, with this to continue as more vehicles become due for replacement.

We are updating our procurement approach to better reflect sustainability considerations. For example, we are reducing the environmental impact of the office supplies we purchase by switching to greener products.

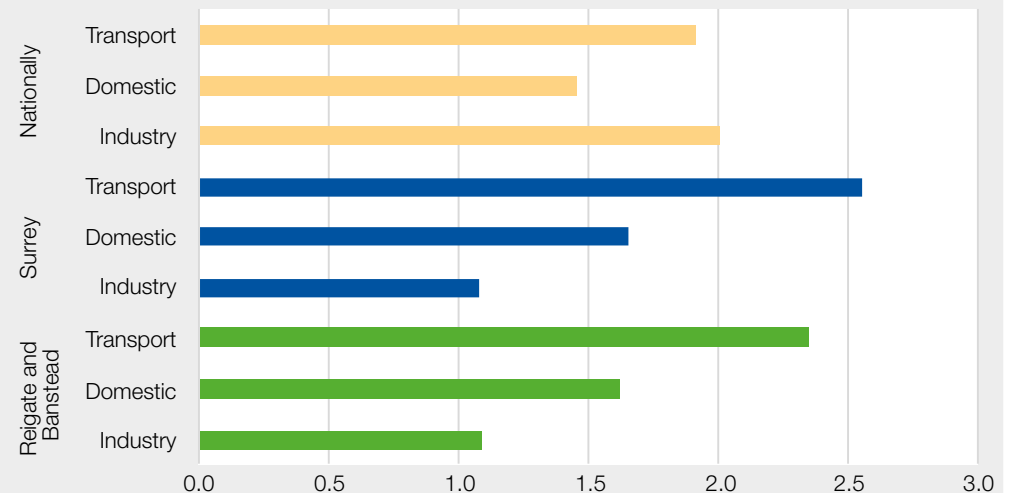
A new Climate Change and Sustainable Construction supplementary planning document has been prepared for consultation, which will help guide developers towards using environmentally preferable methods and materials.

In addition, we have been working to publicise sources of support and funding for greener activities to businesses and residents, and using our communication channels to promote behavioural change and share easy ways to make a difference.

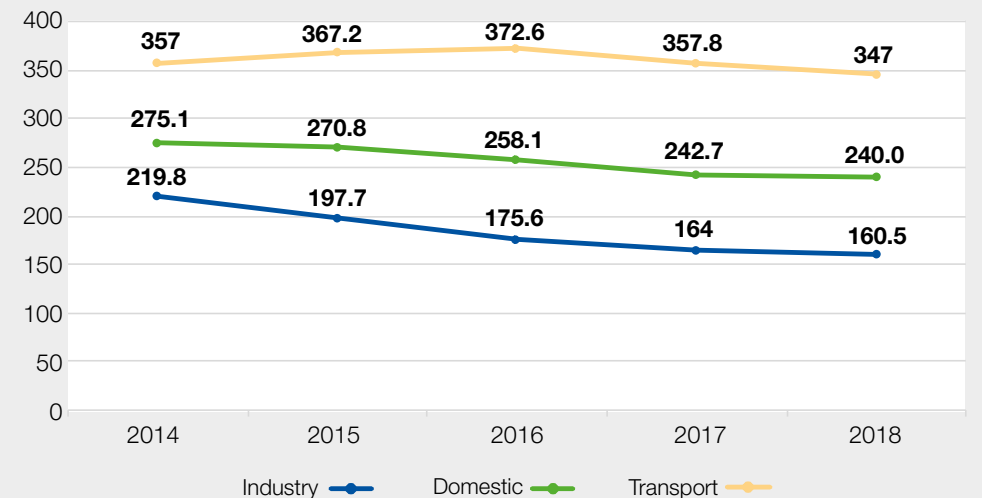
Key to making a difference in this area is partnership working, and we engage regularly with Surrey County Council and other local authorities through the Surrey Climate Change Partnership.

Due to the way data on carbon emissions is collected and processed, the graphs to the right represent the most recent available snapshot of emissions in the borough. Our aim is to work with the County Council and others towards carbon neutrality across the borough by 2050.

Per Capita KtCO2 Emissions by Measurement Area



R&B CO2 Emissions by Category (Kilotonnes)



Source: Department for Business, Energy & Industrial Strategy LA and Regional CO2 Emissions



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's Revenue Budget for 2020/21 and Capital Programme for 2020 to 2025 were approved in February 2020, 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.

The most significant budget challenge this year has been funding the exceptional costs and income losses arising from the Covid-19 pandemic. New financial management processes were put in place to ensure that these risks were monitored closely while at the same time ensuring we received the maximum possible level of emergency funding from the Government.

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 and reports 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.

For 2020/21, despite the impacts of the pandemic, spending has been kept within approved limits and the previous year's accounts (for 2019/20) received an unqualified audit opinion.



ORGANISATION

Objective: 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 adopted Part 1 of its new Commercial Strategy in November 2020 (see below), setting out the key principles of our planned approach to generating new sources of income to support the Revenue budget. These principles include ensuring that our commercial activities are ethical and consistent with public sector duties, and that they are based on robust analysis and an understanding of the risks.

The Council has a number of commercial projects in progress which include new commercial units at the Marketfield Way development and at the housing development at Cromwell Road and work by our Revenues, Benefits & Counter-Fraud team that sells specialist expert services to other local authorities.

The Council is also progressing plans for a new crematorium service in the borough. This will meet identified local demand while also providing new income streams.

Despite the adverse effects of the coronavirus pandemic upon the economy, the Council's property team was able to work with our business tenants to agree a mutually compatible approach to their rental obligations. As such, the Council was able to achieve a 94% rental collection rate from business tenants in 2020/21, significantly higher than attained by many private operators during the same period.

The principles of the Commercial Strategy:

Principle 1:

Our commercial activity will be ethical, and consistent with the Council's statutory responsibility to promote economic, environmental and social wellbeing in the borough, and our corporate objectives.

Principle 2:

Any commercial decisions will be based on a robust assessment of the business case using consistent criteria and appropriate due diligence and risk assessment.

Principle 3:

Surplus income generated through our commercial activities will be used to ensure the financial sustainability of the Council and continued delivery of services for local people.



ORGANISATION

Objective: Ensure that our operational assets are fit for purpose

What does success look like?

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

Progress on delivering this objective:

The Council's Capital Programme for 2020/21 to 2024/25 supports our plans to invest over £176 million in existing and new assets.

During 2020/21 we replaced and refurbished our refuse fleet vehicles following a detailed analysis of costs, benefits and service requirements. Work also commenced on the Marketfield Way development in Redhill and new housing developments at Pitwood Park and Cromwell Road.

We're also in the process of bringing the Park Farm Depot site near Banstead into operation for use by our Greenspaces team after the site was previously fully-leased out. The new arrangement means that Council staff will be working alongside the tenant's team, ensuring full use of the site.

Our investment in technology meant that the IT team was able to rapidly expand the Council's remote-working capacity in response to the pandemic so that staff could work from home and the Council's Property & Facilities teams adapted our operational buildings to enable Covid-secure working for those who needed to be on-site.





What does success look like?

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

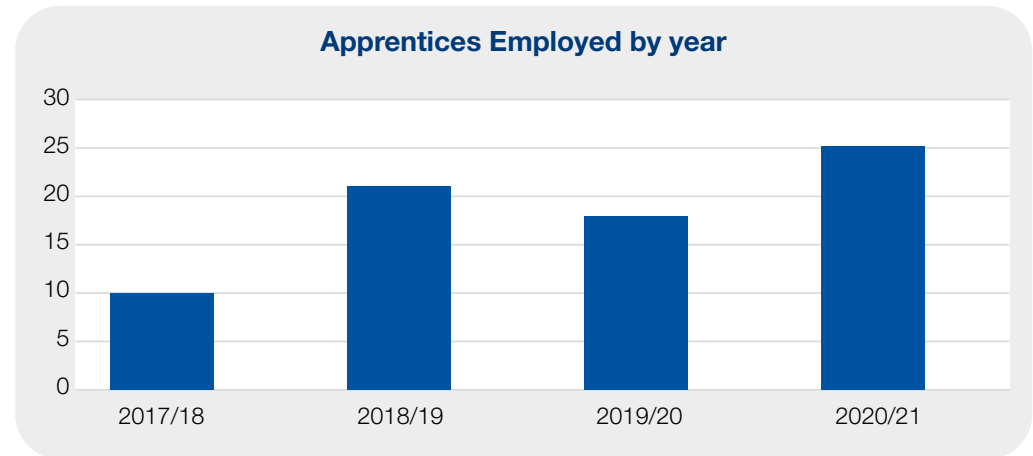
Progress on delivering this objective:

The Council has continued to recruit and train officers to ensure that it has the skills and capacity to deliver on its objectives. During the recent pandemic, this has included recruiting and interviewing remotely.

As part of our talent development work, we have been an Apprenticeship Levy paying employer since 2017, with the fund helping to provide training and improvement opportunities via apprenticeships for both new apprentices and existing employees. In line with this, we have been meeting the 2017-21 public sector target to employ an average of at least 2.3% of staff as new apprentices.

We are seeing talented apprentices and employees using apprenticeships for career progression within our organisation, including in business support & administration, environmental health, and counter-fraud investigation. These development opportunities can range up to degree and master's level, and help ensure that the Council has access to the capabilities needed to deliver its Corporate Plan.

Our employees also have the highest level of uptake of the Surrey District and Borough Councils' shared training programme, which is indicative of our healthy and positive learning culture.



High quality core services and continued service improvement

What does success look like?

Residents' **feedback on Council services**, and on **Reigate & Banstead as a place to live**.

Progress on delivering this objective:

The Corporate Plan explains that we will use information from residents' surveys to help illustrate how we are delivering on our corporate commitments. This will allow us to track residents' views over time. It will also help us to identify if there are areas where further investigation is required, and helps to inform our service and financial planning activities.

It should be recognised that the disruption caused by the pandemic, both to residents' lives and the Council's non-core activities means that residents' experiences of Council services may have been different over the past year. As part of our wider data and insight programme we will continue to engage with residents so we can determine the scale of impact the pandemic has had and how the Council should continue to respond.

Within the limits of this context, the feedback we have had from residents throughout the pandemic has been broadly positive, and there has been a particular recognition of the hard work of our frontline workers: a few examples are pictured to the right.

As the borough and the county continue to recover from the impacts of the pandemic, we will maintain our engagement with residents through a range of routes, including discussions with Members and officers, and more in-depth consultation where applicable. Regardless of circumstances, our work to supply high quality services and keep the borough a great place to live will continue.



Clear and effective communication

What does success look like?

Evidence the **Council is keeping residents informed** via regular communication through multiple channels.

Progress on delivering this objective:

The majority of residents surveyed indicated that they felt that the Council kept them well informed about Council services, and this improved between the initial and follow-up survey.

Online methods of communication were generally the most popular, with email and the e-newsletter being the most highly preferred, followed by the Council’s website.

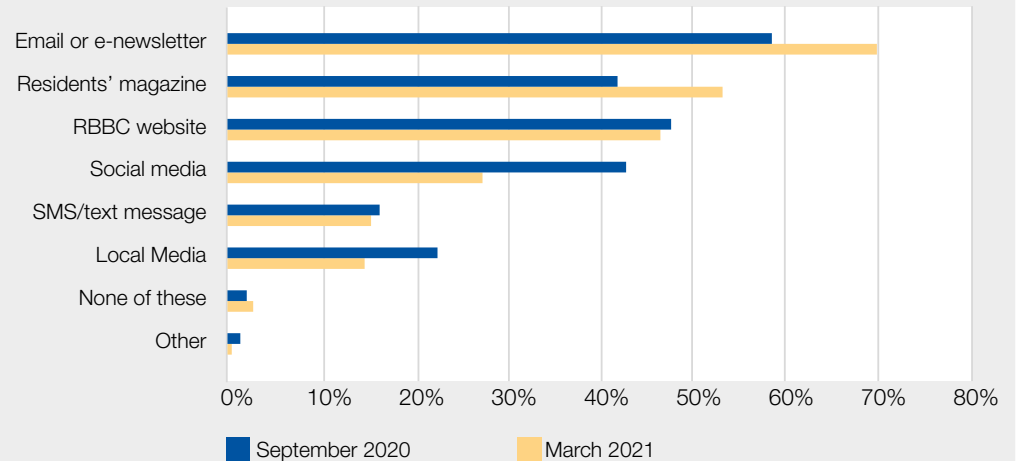
As well as the online routes, the Council’s Borough News magazine also remained popular, with support for it increasing between the surveys.

As can be seen from the charts, there was a significant degree of volatility among preferred communication methods, and these indicators will therefore need to be monitored over a longer time period to determine to what extent these movements represent trends or more temporary factors.

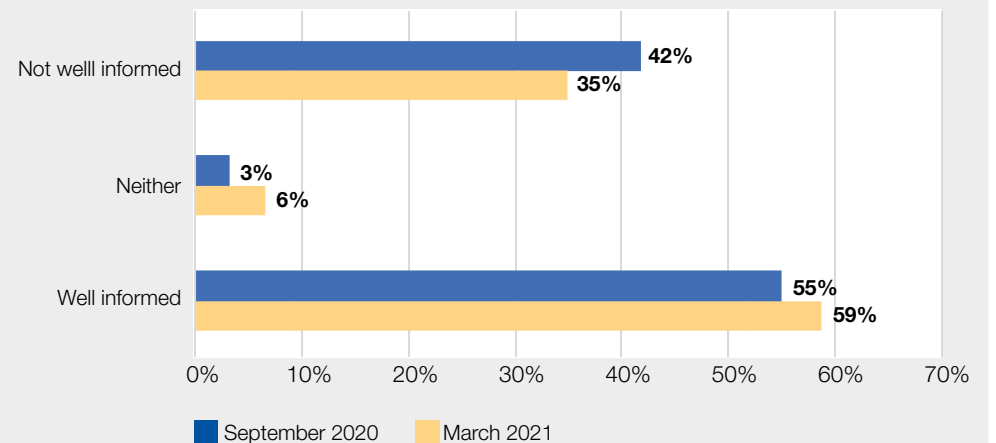
Whilst this feedback is generally positive, the number of residents indicating that they do not feel well informed also shows us that there is more that can be done. The findings will be informing an update of the Council’s communication strategy which will start in 2021/22.

Sources: RBBC September 2020 and March 2021 Residents’ Survey

Residents’ feedback on their preferred communication channels by the Council



Residents report that they feel informed about Council services

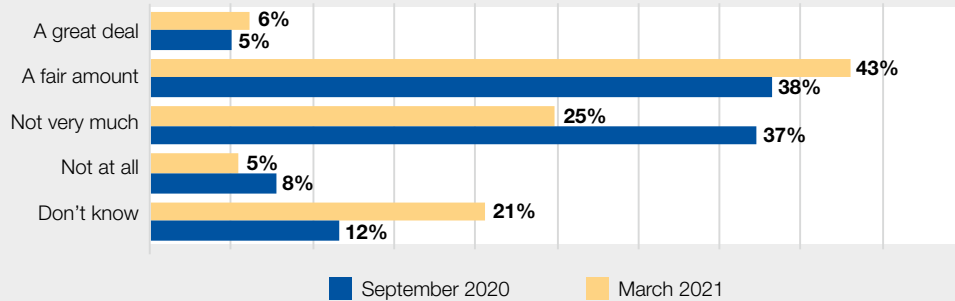


Putting residents and other customers at the heart of what we do

What does success look like?

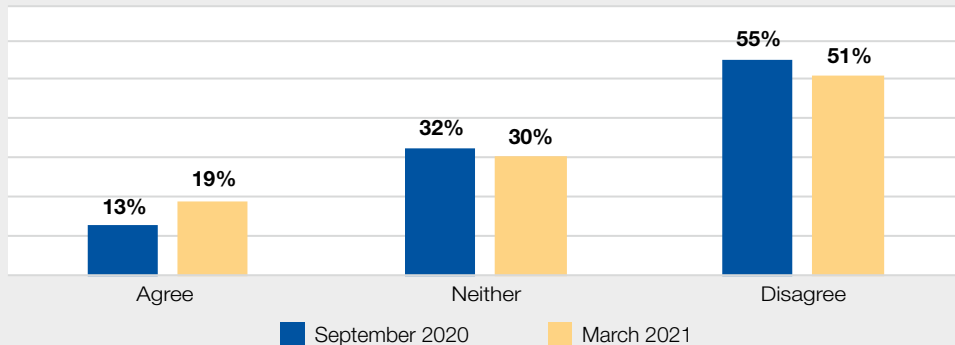
Residents agree that the **Council listens and responds** to their concerns:

Does RBBC act on the concerns of local residents?



Residents agree that they can **influence Council services**:

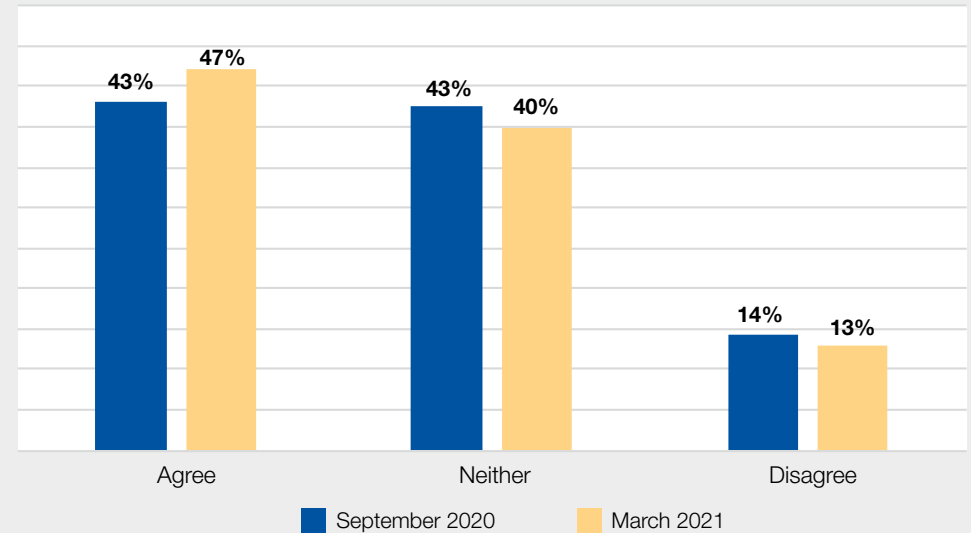
The extent to which residents believe they can influence Council services is the area where the survey responses were least positive. Whilst this may have been influenced by the coronavirus pandemic limiting engagement opportunities, it also indicates that this is an area we should explore further.



Environmental responsibility

What does success look like?

Residents agree that the **Council acts in an environmentally responsible way**:



The feedback from residents on if the Council is perceived as acting in an environmentally sustainable way is generally either positive or neutral, with a slight improvement made over the period of the surveys.

Part of the Council's Environmental Sustainability Strategy is, together with Surrey County Council, to provide leadership for the borough on environmental and sustainability issues. For this to be effective, we will need to lead by example, and be seen to be doing so.

As such, whilst these figures are indicative of a good starting position, we will need to continue to both deliver on our environmental sustainability action plan, and be effective at communicating our work to the community, in order to enable us to motivate our residents to also work towards environmental sustainability.

Partnership working

What does success look like?

Evidence that the **Council is working with partners to deliver positive outcomes** for residents.

Progress on delivering this objective:

The Council has been engaging with partners across a wide range of activities, as set above, including with Voluntary Action Reigate & Banstead and local health providers re. supporting communities and protecting the vulnerable (particularly around the recent pandemic); Coast to Capital Local Enterprise Partnership and the Department of Work and Pensions re. driving economic development & prosperity; and Surrey County Council promoting environmental sustainability.

Responsible use of data

What does success look like?

Evidence that the Council is **using data responsibly** to improve service provision/delivery.

Progress on delivering this objective:

The Council now has a newly created Data & Insight team, dedicated to analysing and deploying data to support services.

Their work to date has included:

- Analysis of available data on coronavirus factors across the borough, such as infection rates and support needs across local resident demographics. This has helped inform our welfare response to the pandemic and ensure local needs are met.
- Operational support data for ongoing Council services. This includes approaches such as tracking increases and trends in fly-tipping to support planning for what resources are likely to be needed to address demand, and when these demands are likely to arise.
- Supporting processes such as residents' surveys, and responding to requests to help us understand and visualise the information obtained.

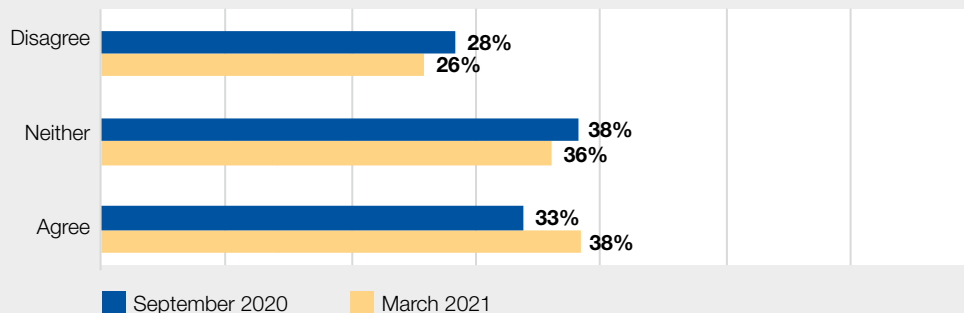
The Council employs a Data Protection Officer to ensure that data held is kept secure, and complies with all data protection regulations and guidance, as well as the Council's Privacy Statement published on our website. Robust data protection is supported through providing training for officers and Members, reviewing databases and removing data when it is no longer required, or statutory limits are met, and working with the IT team to support general related cyber-security measures.

Financial efficiency

What does success look like?

Residents agree that the Council provides value for money

Progress on delivering this objective:



Sources: RBBC September 2020 and March 2021 Residents' Survey

Helping residents and businesses make a positive difference in their communities

What does success look like?

Evidence of **healthy levels of volunteering** by residents and by businesses via corporate social responsibility schemes.

Progress on delivering this objective:

2021 Residents' Survey information shows that around 37% of residents volunteer either formally or informally. While 45% of residents indicate they do not wish to volunteer, nearly 18% indicate that they do not volunteer at the moment but would like to in the future.

Planned work with local businesses to promote additional volunteering through corporate social responsibility teams has been delayed due to Covid-19.

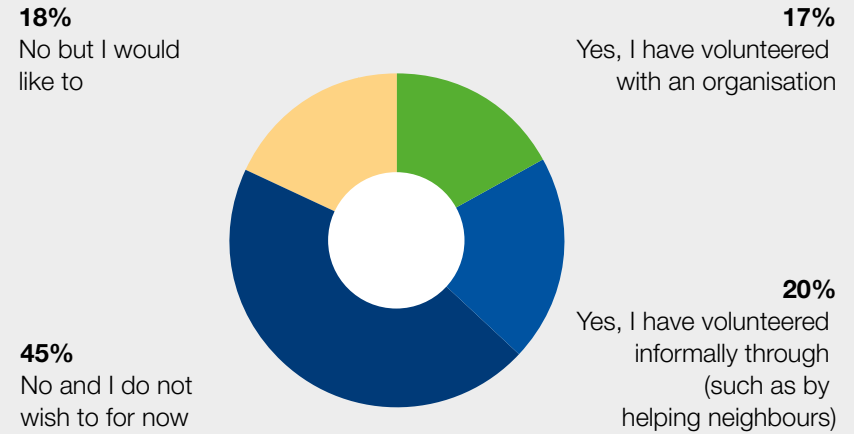
However, community interest in volunteering and helping others has been well demonstrated in the past year, with large numbers making offers to support a variety of functions. We have helped to coordinate the volunteer effort through our work with Voluntary Action Reigate & Banstead and the wider sector, including providing support resources for communication and public engagement.

Examples of volunteer activity in the past year have included supporting five vaccination centres across the borough, providing contacting calls to those shielding, and all of the wider work undertaken with the NHS and partner services.

In 2020 our residents' survey asked what support would help residents maintain or increase their volunteering, with responses presented to the right.

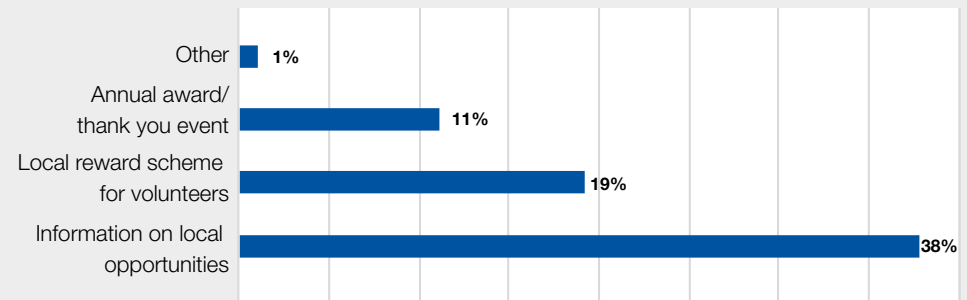
We will work with partners to explore how we can use this information to increase take up of volunteering in the borough.

Have you volunteered in your local community in the last 12 months?



Sources: RBBC March 2021 Residents' Survey

What support from local councils would help you maintain or increase your volunteering?



Source: RBBC September 2020 Residents' Survey



PEOPLE

Contextual Indicators

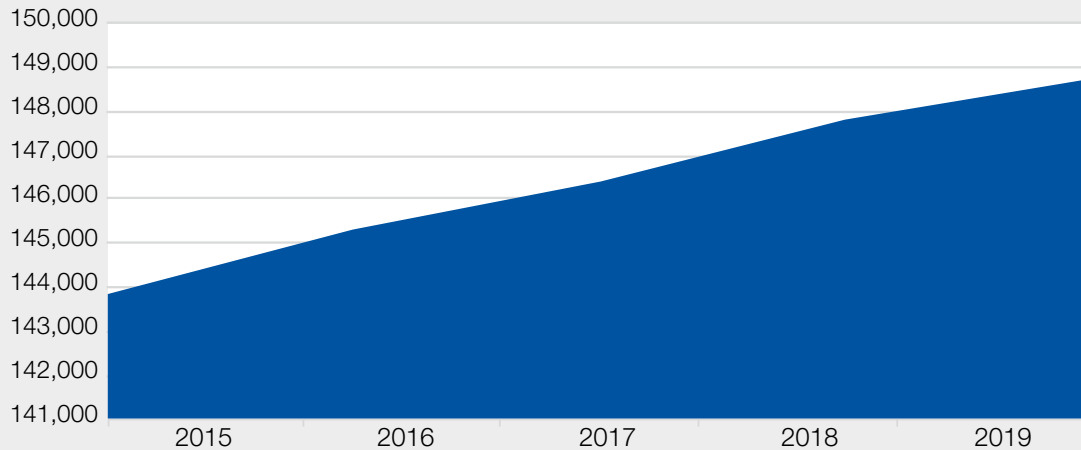
Borough population

Population estimates for the borough are obtained from the Officer of National Statistics. These are published annually but will also be updated once the data from the recent census is released. Demographic information has been used to ensure that our resident's survey results are a representative of the borough's population.

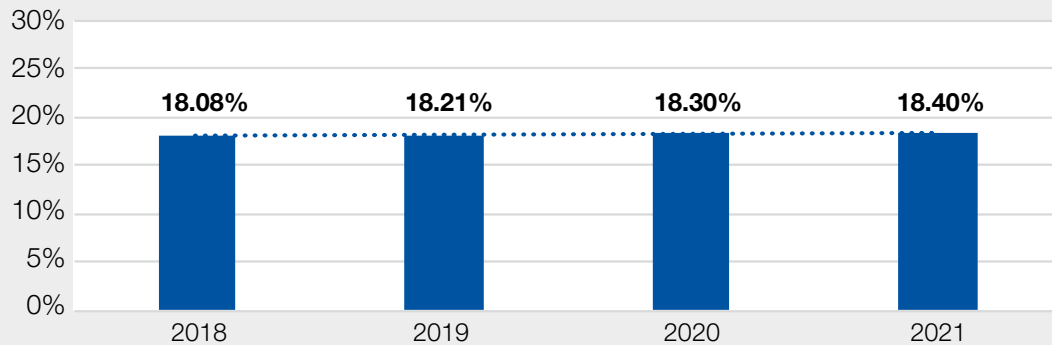
As can be seen from the figures, the borough's population is increasing steadily. According to the most recent mid-year estimates, the population is assessed to have grown by approximately 1000 people between 2018 and 2019, growing from 147,757 to 148,748. The percentage of our population aged 65+ is also increasing, but at a low rate, and we remain in the middle of Surrey authorities on this measure.

Source: ONS Mid-Year Population Estimate

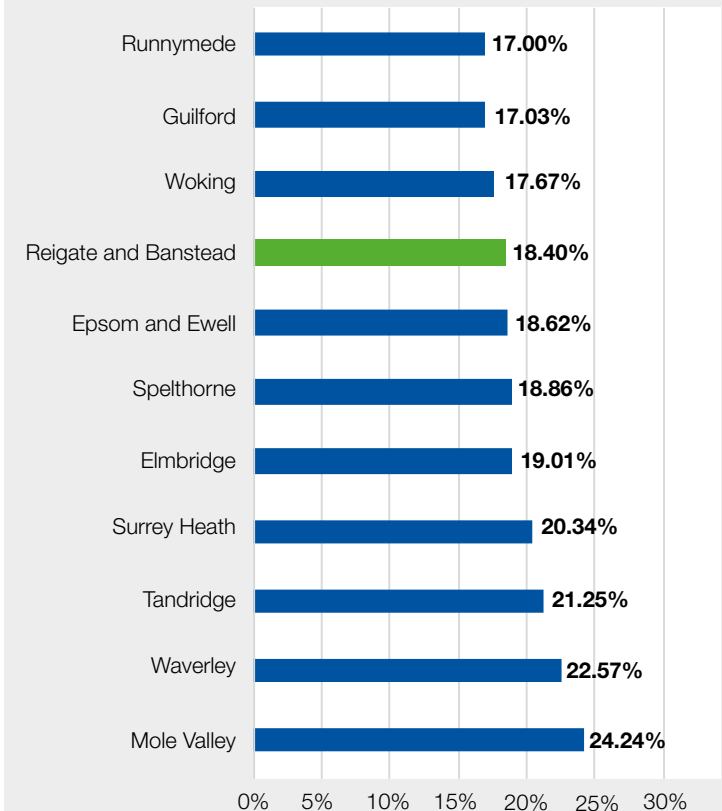
R&B Mid-Year Population Estimates



R&B Percentage of Population Aged 65+



Comparison with other Surrey LAs for Population Aged 65+ (2021)





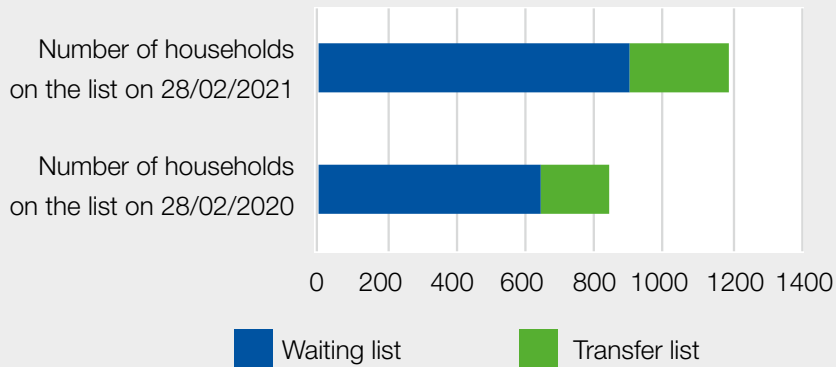
PEOPLE

Contextual Indicators (continued)

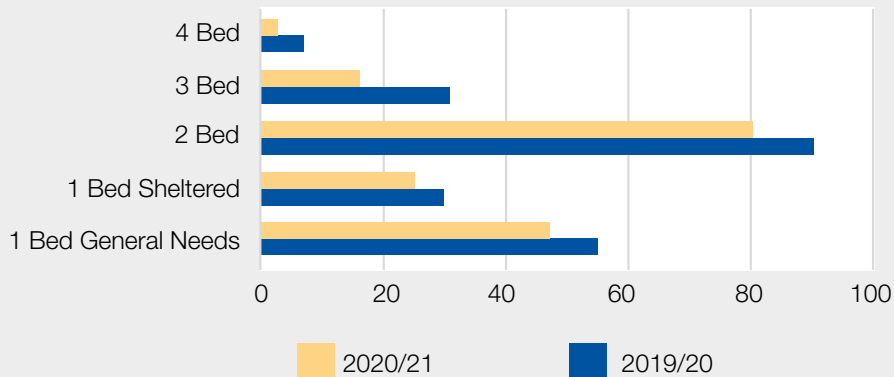
Households on housing waiting list

The demand for social housing has increased markedly in the past year, due to a combination of employment insecurity for some, particularly in generally lower paid sectors, and Covid concerns leading others to seek to limit household numbers. Work is continuing to address need, but it will likely be some time before the demand returns to normal levels.

RBBC Households on Housing Register



Waiting List Nominations



Out of work benefits

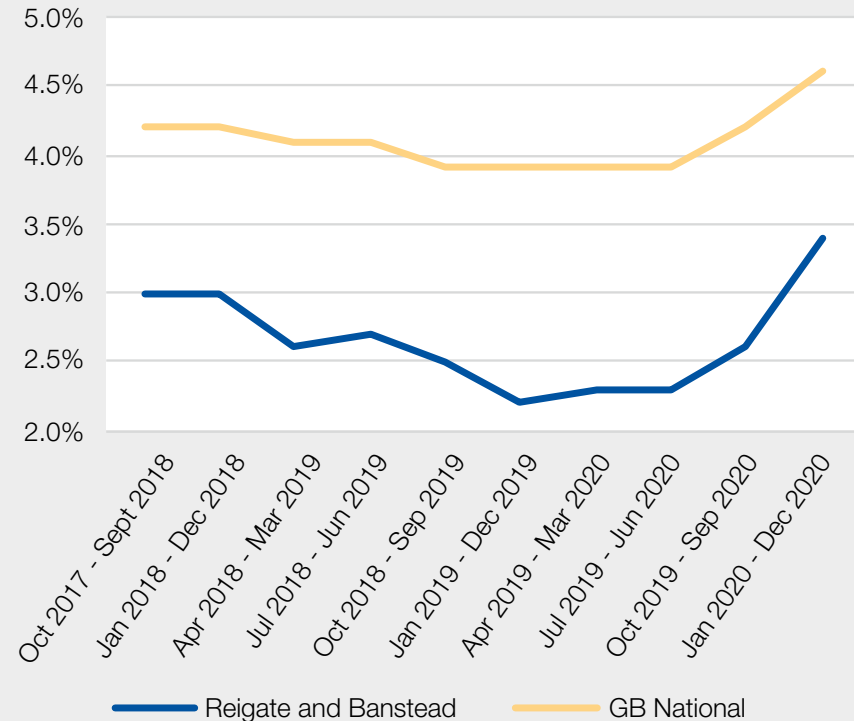
Unemployment levels have generally been a steady downward trend since the economic crash of 2008, reflecting the strengthening labour market.

In the last year, unemployment has risen again, but remains at relatively low levels relative to historical norms, particularly in the South-East.

As the furlough scheme is unwound, levels may increase further, and we will continue to monitor the impact on the borough.

Source: UK Labour Force Survey - Unemployment

Unemployment Rate – Ages 16-64





PEOPLE

Contextual Indicators (continued)

Average house price

The last 6 years has seen a sustained increase in average house prices in the borough. At the end of Q3 of 2020/21 the average house price was £665k; up by over £300k since 2015/16. 2020 ONS data puts the Affordability Ratio (median house price to median workplace earnings) at 12.26.

In recent years, the affordability ratio has increased - from 9.24 in 2010 to its current level, meaning that housing has become less affordable for local people. It has however reduced from its peak of 12.33 in 2018.

Source: Land Registry Price Paid Data; ONS affordability in England and Wales.

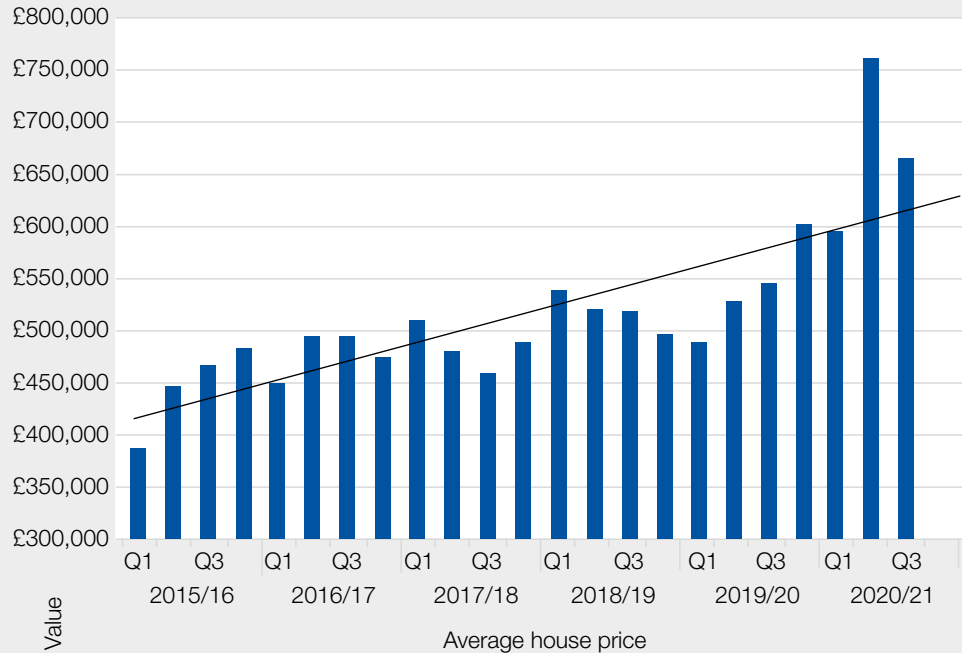
Mean monthly rent (two bedroom flat)

Reigate and Banstead has seen a very minor increase in the mean monthly rent for a 2-bedroom property in the borough; seeing an increase of £16 per month since 2017.

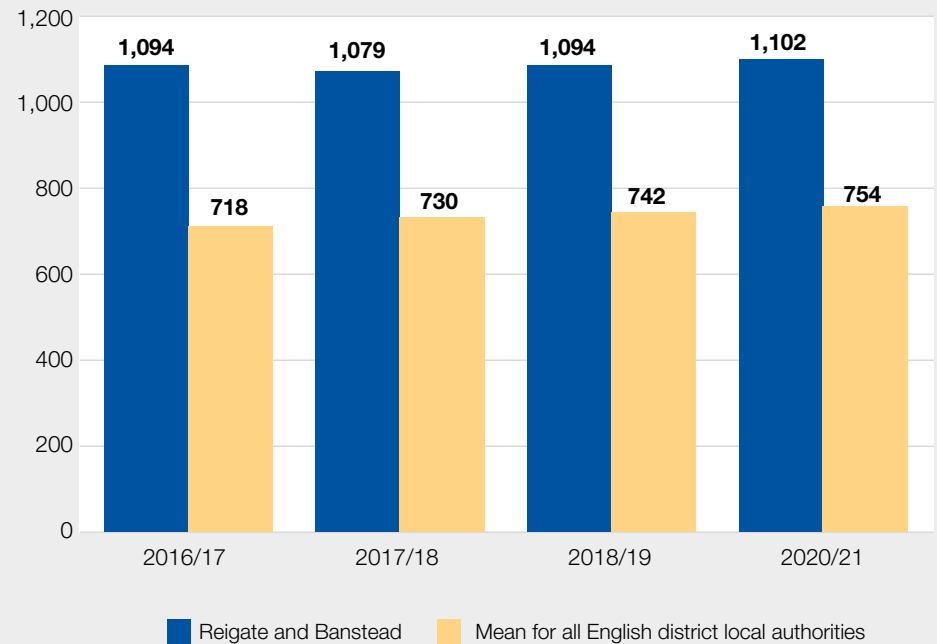
The borough has also maintained its notably higher mean rent than those of the wider South East and England as a whole. Whilst rates remain high relative to wages, they have remained relatively static in recent years thus at a similar level of affordability for residents.

Source: Valuation Office Agency

Average House Prices by Quarter



Average Monthly Rent for a 2-Bed Property





PEOPLE

Contextual Indicators (continued)

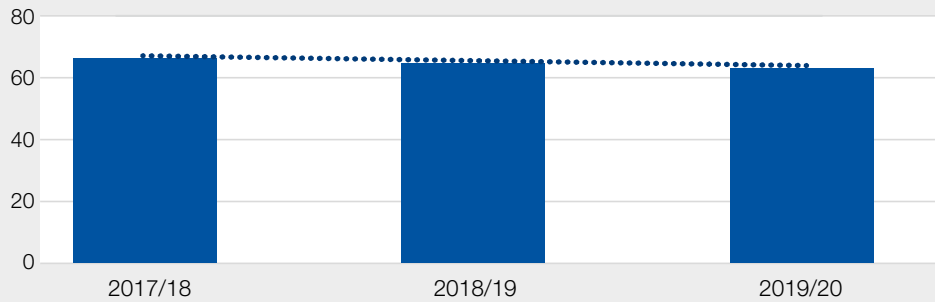
Borough crime rate

Reigate and Banstead has seen a small decrease in the recorded crime rate per 1000 residents over the last 3 years.

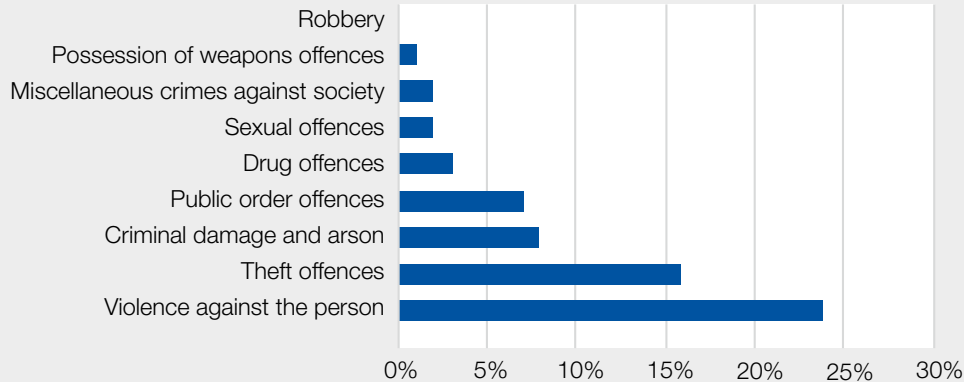
Of this recorded crime, theft offences and violence against the person make up the majority.

Source: ONS crime data by Community Safety Partnership area

Recorded Crime Per 1000 Residents



Recorded Crime Rate by Offence (Per 1000 residents)



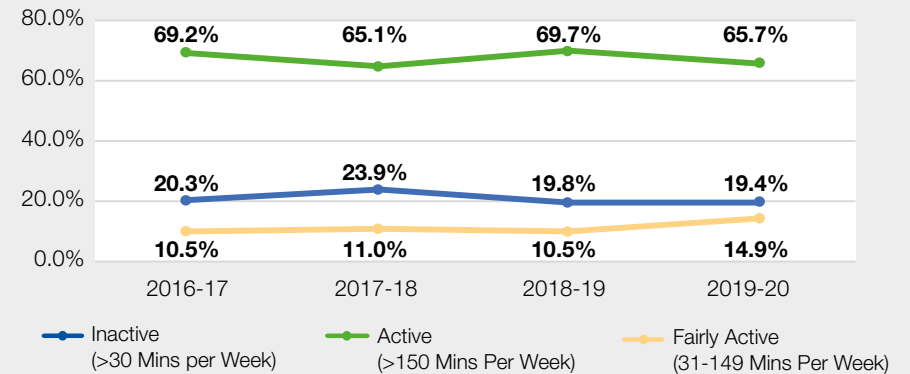
% of residents who are physically active

Latest published information suggests that 65.7% of adult residents report that are were physically active.

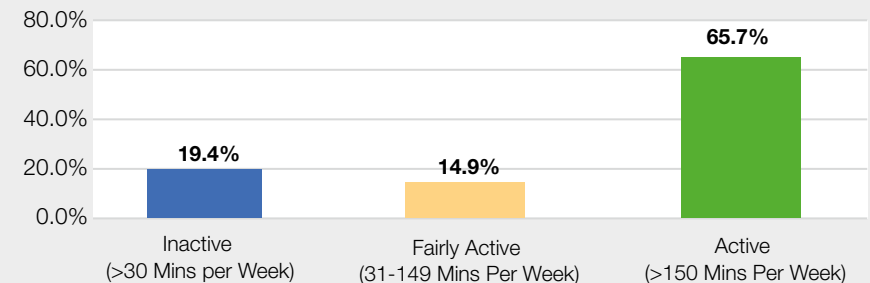
The remaining minority reported that they were fairly active to inactive; at 19.4% and 14.9% results respectively.

Source: Sports England Active Lives Survey

% of Residents who are Physically Active



% of Residents who are Physically Active 2019-20



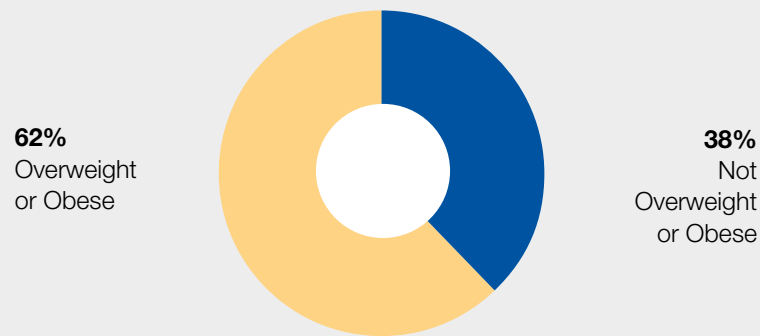


% of residents who are overweight or obese

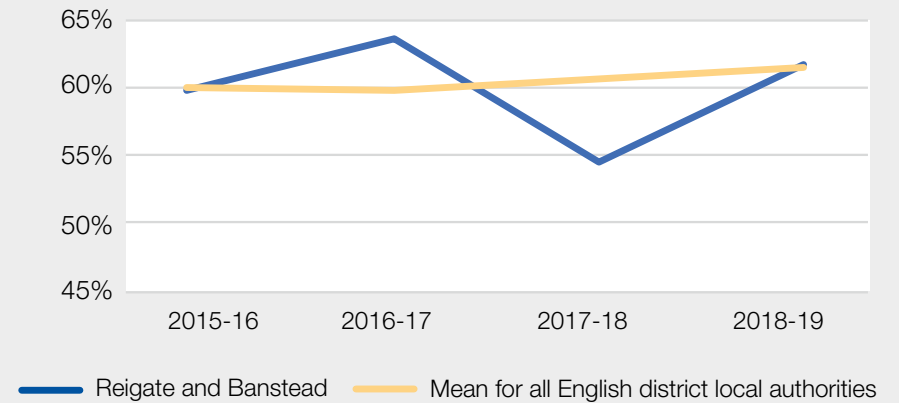
As of last reporting, 61.6% of adult residents were classified as overweight or obese. This falls in line with the mean for all South East Local Authorities of 61.4% of Adults.

Source: Public Health England - Health Outcomes Framework

% of Residents who are Overweight or Obese



% of Residents who are Overweight or Obese





Town centre vacancy rates

RBBC's Town Centre Monitoring Report covers the period from September 2019 to September 2020 with survey work undertaken in September 2020.

Most areas have not seen a marked increase in town centre vacancy rates, despite the recent Covid-19 restrictions. This may however be somewhat masked by recent furlough provisions, and we'll continue to monitor the effects as these are wound down.

Source: Reigate & Banstead Town Centre Monitoring Report (Sept, 2020) – updated annually

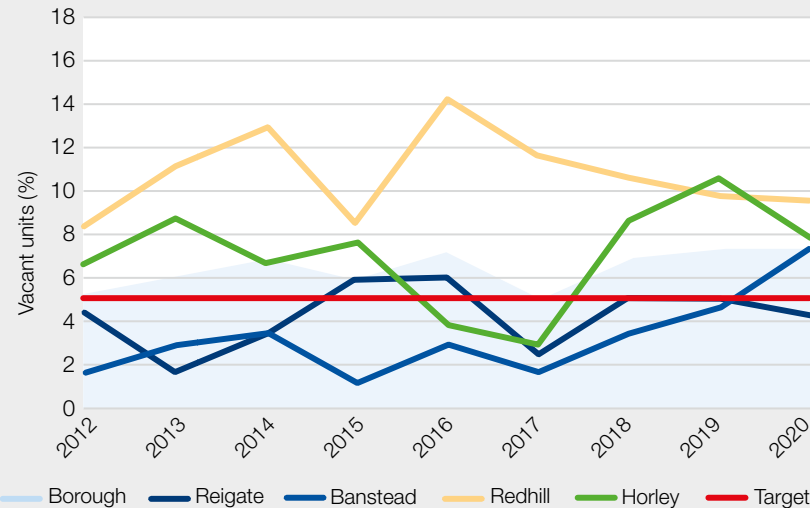
Total enterprises in the borough

Reigate & Banstead is home to 7,260 business enterprises. The majority of these are small and micro enterprises, but larger companies are also present. Our economic prosperity team works with businesses of all sizes to provide local support and advice to help them to thrive.

Our business grants and entrepreneur support options are particularly helpful for small and micro enterprises, but larger enterprises also benefit from the systematic effects.

Source: ONS Business Counts - total enterprises registered for VAT and/or PAYE, 2020 – last updated in September 2020

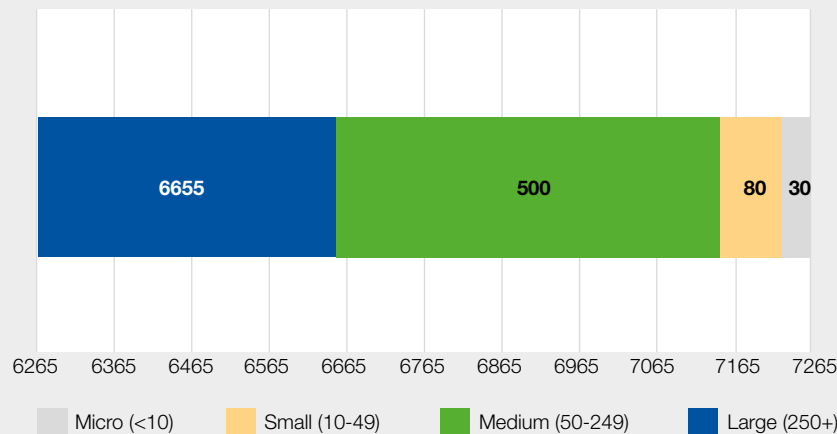
Town Centre Vacancy rates by Surrey LA



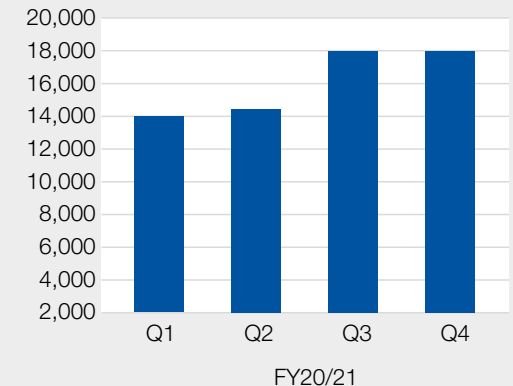
Town Centre Vacancy Rate – September 2020

| Type | Number of Vacant Units |
|----------|------------------------|
| Banstead | 5 (4.3%) |
| Reigate | 14 (7.8%) |
| Redhill | 15 (9.6%) |
| Horley | 9 (7.2%) |

RBBC Based Enterprises by Size (Persons Employed)



Grants Disbursements to Local Businesses





Average resident income

Average full-time salaries in the borough remain significantly above the UK national median figure of £31,461, and are also above the South East average of £34,219.

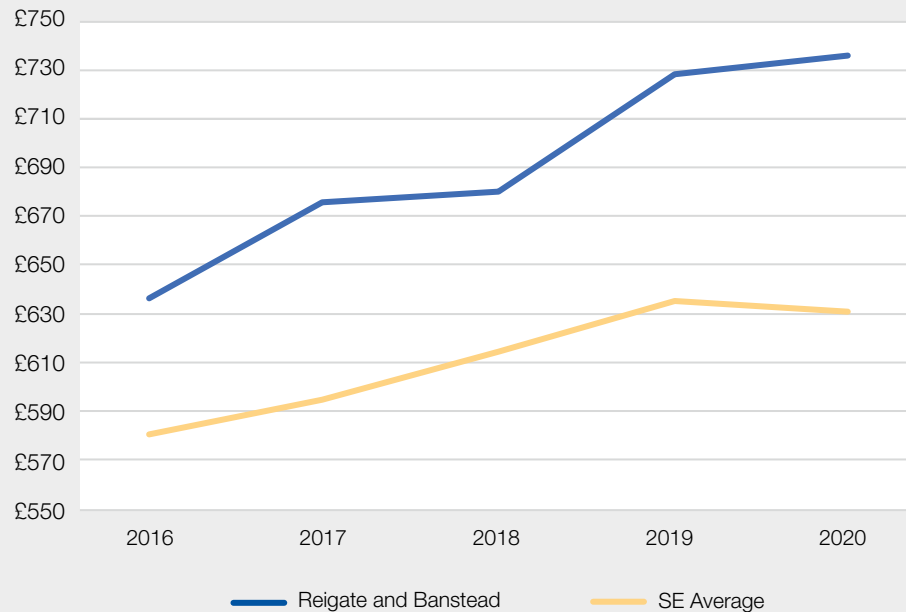
Average gross weekly pay: £736.30

Average gross annual pay: £40,229

Full-time defined as those who work more than 30 paid hours per week or those in teaching professions working 25 paid hours or more per week / average = median

Source: ONS Annual Survey of Hours and Earnings, 2020 – next release November 2021

R&B Median Gross Weekly Pay by Year



Average Gross weekly Pay by Surrey LA



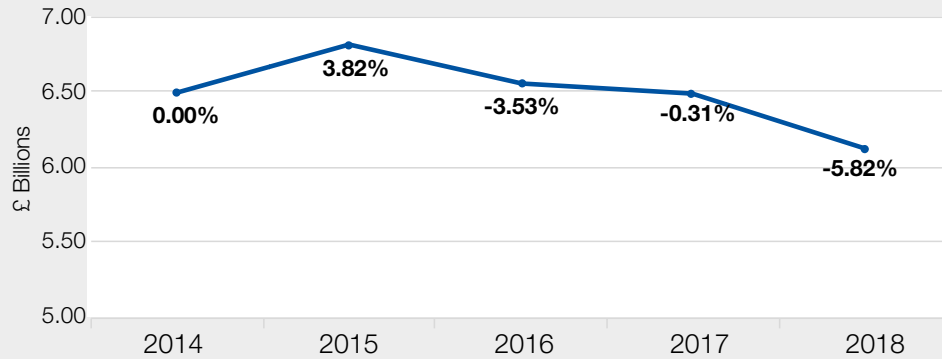


Value of the local economy

Reigate & Banstead’s local economy is worth £6.15 billion in GVA, representing its contribution in productivity to the UK’s overall economy.

Source: ONS Estimated balanced gross value added (GVA), 2018 – next release May 2021

Reigate and Banstead Gross Value Added (GVA) by Year



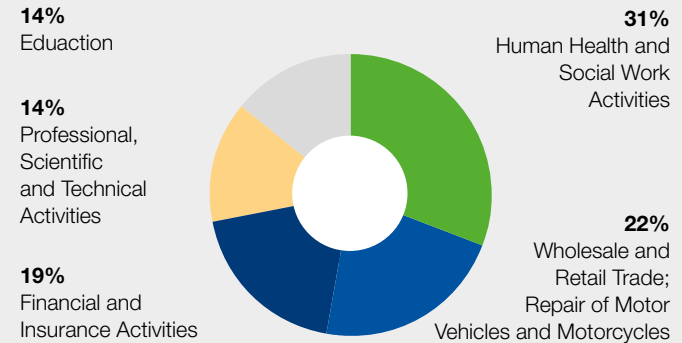
Total employee jobs in the borough

The borough is home to 69,000 employee jobs (total includes full and part-time).

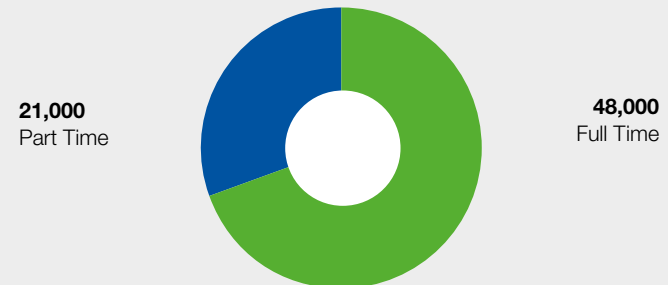
The survey records a job at the location of an employee’s workplace. The number of jobs provided is one measure of the state of the local economy, and tracking change in this area will help us understand long term economic and sectoral trends.

Source: ONS Business Register and Employment Survey: open access, 2019 – last updated in November 2020

R&B Top 5 Employment Sectors (% of Employee Jobs in the Borough)



Employee Jobs within the Borough by Type





Business five-year survival rate

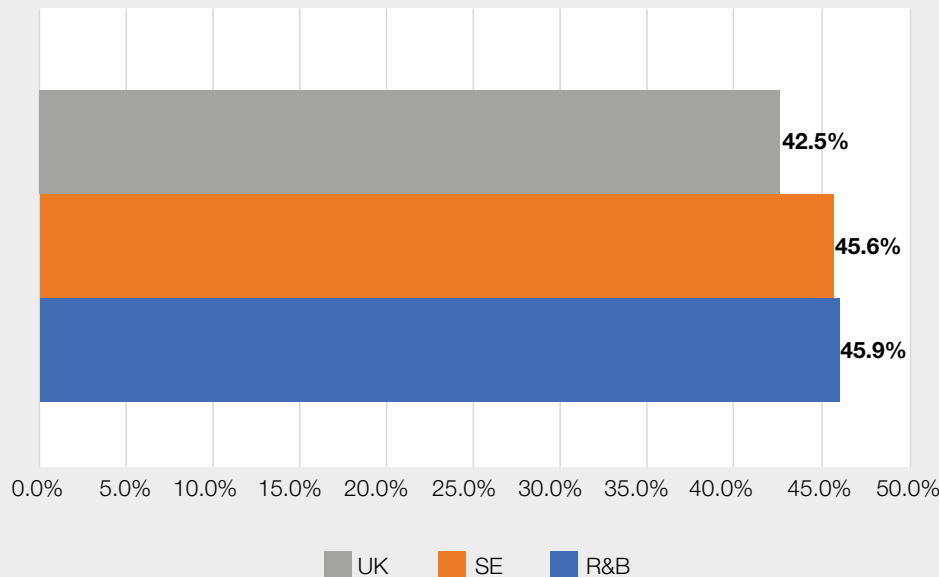
The 5-year survival rate for businesses that started in 2014 in the borough sits at 45.9%.

This performance exceeds both the UK and South East averages, at 42.5% and 45.6% respectively.

As with a number of other measures, the data captured does not yet reflect the full impact of the pandemic, and we will need to observe and monitor the effects of this in the coming years.

Source: ONS Business Demography, 2019. 5-year survival rate measures % of new enterprises started in 2014 that were still in existence in 2019.

Business Five year Survival Rates



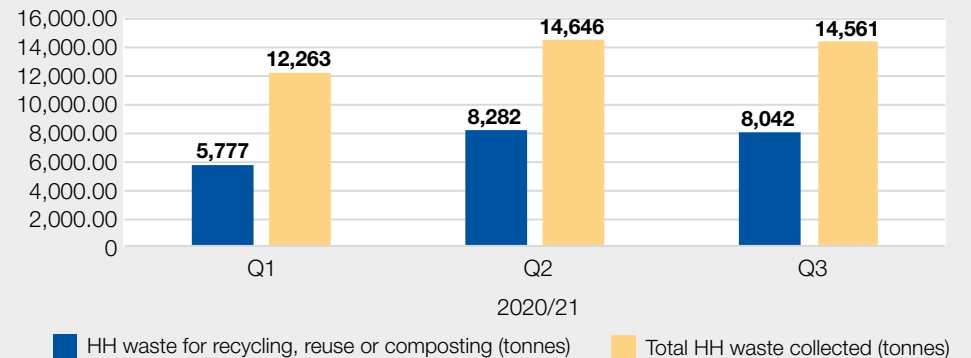
% of household waste recycled

There has been a marked increase in waste collected since the start of 2020, largely due to the increase in home working shifting waste produced from business sites covered by trade waste, to homes covered by our services.

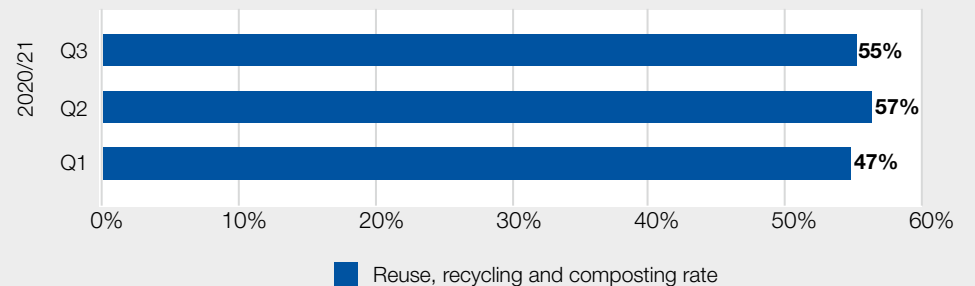
The rate of material from this that is recycled or reused has increased proportionately, but with work continuing on expanding the flats recycling programme following the lifting of pandemic restrictions, we will be working to increase this proportion over time.

Source: Waste Data Flow Report (Q3 2020)

RBBC Household (HH) Waste collected and Sent for Recycling



Reuse, Recycling and Composting Rate





Annual revenue budget

The net annual Revenue Budget for 2020/21 was £18.256 million. This represents the position after all expenditure and income is taken into account.

Revenue reserves at the start of the year were very healthy at just over £41 million – with sums set aside to help manage future financial risks, fund one-off payments for expenses like staff pensions and to support delivery of our development plans.

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

For 2021/22 the net Revenue Budget is £17.395 million.

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 2021/22, the council employs 534 full time equivalent posts.

There has been no change in FTE equivalents from the start of 2020/21.

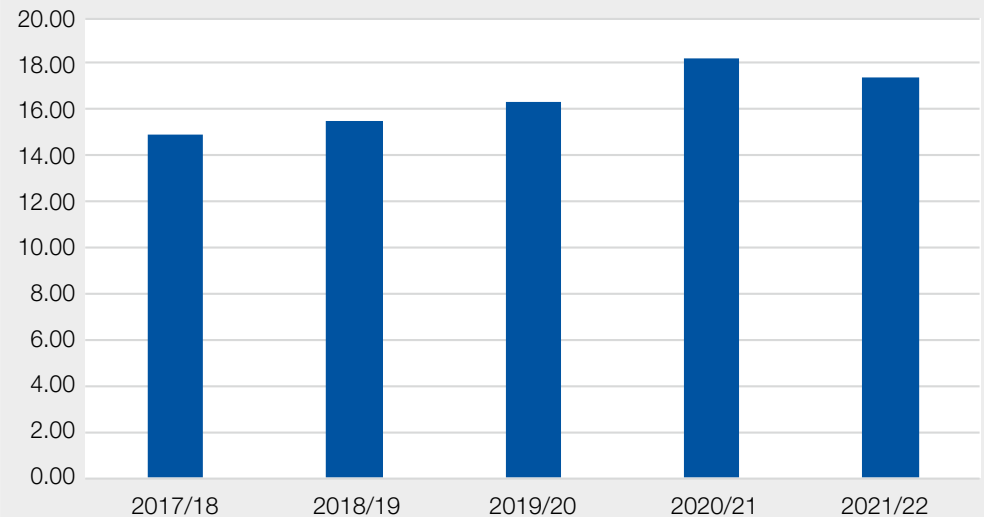
Source: RBBC budget reports

Annual average council tax (per week – Band D)

Of the Council Tax collected in the Borough, just under 12% is retained by the Borough Council. Approximately 74% 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.

Net Revenue Budget (£ millions)



R&B Average Council Tax (Band D)

