

Reigate & Banstead 2030

Our Corporate Plan: The next five years

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Introduction to the Corporate Plan

The Council's Corporate Plan is its five-year plan, setting out its overall vision, priorities and strategic approach to delivering services and serving the borough. It provides a central reference for other strategies and service plans and sets out what the Council is doing, and why.

Our draft Plan

We're currently working to develop the next Corporate Plan, Reigate & Banstead 2030, which will follow on from the Council's current Plan, Reigate & Banstead 2025 and cover 2025 to 2030.

The Plan needs to reflect the needs of the whole borough, and a key part of developing the next Plan is listening to our residents, communities, partners and stakeholders. As part of this process, we have therefore prepared a draft Plan, which we are consulting on this autumn.

This draft Plan sets out what we think the Council should focus on over the next five years. It is not the final version, as we will be listening to the outcomes of this consultation and making changes based on the feedback we receive.

Over the coming months we will also be developing a series of success measures against which we can report our progress in delivering against our new plan.

Have your say

Through this consultation, we want to know what you think of the vision, priorities and objectives that we have identified for 2025 to 2030.

You can provide your feedback in the following ways:

Online survey: **reigate-banstead.gov.uk/rbbc2030**

By email: **RBBC2030@reigate-banstead.gov.uk**

By post: **FREEPOST RBBC Consultations**

You can also request paper copy of the survey by email, post, or by calling 01737 276 000

More information supporting this consultation is available at **reigate-banstead.gov.uk/rbbc2030**

The borough of Reigate & Banstead

The borough of Reigate & Banstead is situated in the county of Surrey, in the south-east of England. It reaches from Banstead in the north, through Reigate and Redhill, to Horley in the south. The borough covers approximately 12,900 hectares, of which 69% is designated Green Belt.

Reigate & Banstead borders the London boroughs of Croydon and Sutton to the north-east and Epsom & Ewell to the north-west. South of these, the more rural districts of Tandridge and Mole Valley lie to the east and west respectively, whilst Gatwick Airport, Crawley, and West Sussex lie to the south of the borough.

The borough has a population of approximately 154,000 people, the highest of any in Surrey. The population is generally healthy, with one of the highest life expectancies in the county, and prosperous, with average earnings significantly above the national and regional averages.

Nonetheless, the borough has areas of deprivation, with the 2021 census assessing that 31% of the borough's population were deprived in terms of one or more of education, employment, health or housing. The poor affordability of local housing is a particular challenge for local residents.

Within the borough are both urban and rural areas, with approximately two-thirds of the population living within the main towns. Grouped by Office for National Statistics information on built-up areas, the largest concentrations of population are Redhill, Merstham and north Earlswood; Tattenham Corner, Preston, Nork and Banstead Village; Horley; and Reigate, South Park and Woodhatch.

Economic activity within the borough is most concentrated within the Redhill and Reigate areas, although northern and southern areas also host a range of businesses and jobs, and many residents also work in surrounding locations such as London, Epsom and Gatwick Airport.

The largest economic sectors within the borough are human health and social work activities, financial and insurance activities, and wholesale and retail trade. Financial and insurance activities are a significantly larger proportion of the local economy than the national average, whilst manufacturing activity is lower than the national average. East Surrey Hospital is a major employer, located near to Redhill and Earlswood.

The borough has strong transport links and connections. The main north-south train line from London to Gatwick Airport and Brighton passes through Redhill and Horley, and there is also an east-west line travelling between Tonbridge and Reading. There are also outer London connections in the north of the borough, although these don't connect directly to towns in the south.

The borough also has access to the M25 and M23/A23 and proximity to Gatwick airport, as well as lying within reach of London and its transport connections. Road traffic is high within the borough, which reflects its population and activity, but does result in areas of poor air quality and traffic disruption.

The role of Reigate & Banstead Borough Council

Reigate & Banstead is a borough within the county of Surrey. In Surrey, there are two primary tiers of local government - the County Council, covering Surrey as a whole, and borough and district councils, which each cover a smaller sub-region.

There are also other public sector and allied organisation who work within the area and provide valuable local services. These include Salfords and Sidlow Parish Council and Horley Town Council, Surrey Police, registered housing providers such as Raven Housing Trust, and a range of NHS bodies.

Different local authorities, public sector bodies and other partners have different roles and responsibilities.

Reigate & Banstead Borough Council is responsible for a range of local services. These include:

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



Some other local services are provided by the County Council, and are therefore outside of Reigate & Banstead Borough Council's direct control. These include:

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



Reigate & Banstead 2030

Our Vision

Our vision is of a healthy, sustainable borough; and a resilient Council that enables our communities to thrive and provides support for those in need.

The 2025 to 2030 Corporate Plan is the Council's highest level plan, setting out its overall vision, priorities and objectives for 2025 to 2026 to 2029 to 30.

This draft document has been prepared for consultation purposes prior to the final Plan being finalised in early 2025.

Having a healthy, sustainable borough and thriving communities means high levels of resident wellbeing, a prosperous local economy, pleasant neighbourhoods and public spaces, and a green and environmentally sustainable borough.

Support for those in need means providing targeted support and assistance to those facing particular challenges, either through helping them access information and tools to overcome those challenges, or through us addressing them directly.

A resilient council means an organisation that is well governed, financially secure, operationally effective, and has the skills and capacity to respond to new demands and unexpected developments.

This vision provides the central thread through the corporate plan. The plan is therefore structured around three matching themes:

- 1 Enabling our communities to thrive**
- 2 Support for those in need; and**
- 3 A resilient council**

The borough and the Council face challenging times, including increasing demand on services, constrained local government funding, and an uncertain economic climate. We will depend on support from central government, other public sector bodies and partner organisations to achieve our vision. Nonetheless, the vision sets out a clear purpose for our work and explains our aims for the borough as a whole by 2030.

Our Priorities

To explain how we will achieve the vision, our plan identifies a number of priorities for the Council between 2025 and 2030. These cover our key goals and areas of activity, and are:

Enabling our communities to thrive

- ✓ Great places to live and work
- ✓ Leisure, culture and community
- ✓ Waste, recycling and cleansing

Support for those in need

- ✓ Targeted support and developing communities
- ✓ Affordable housing and tackling homelessness

A resilient council

- ✓ Robust governance
- ✓ The tools to do the job
- ✓ People and skills
- ✓ Connecting with people

For each priority, the plan explains why it is important, and our key objectives for work to deliver the priority. We include information on how we'll deliver on each objective.

Our corporate plan priorities and objectives will guide our annual business planning and budget setting process; and for some areas we may produce supporting strategies that provide additional information about how we will deliver our corporate priorities.

Being environmentally sustainable

Environmental sustainability is essential for us as a council. This reflects both the impacts and risks of climate change, and the importance of nature and the local environment. Through this plan we will work to be more sustainable. This includes:

- Reducing our greenhouse gas emissions towards our targets of net zero organisational carbon emissions by 2030 and net zero borough carbon emissions by 2050
- Minimising waste and the use of natural resources,
- Preserving local natural environments and enhancing biodiversity, and
- Strengthening climate adaptation and resilience.

Our approach is that we will lead by example, reducing our carbon emissions, use of natural resources and improving the environmental sustainability of what we do, but that we will also work to support local residents, businesses and other organisations to do the same.

The borough currently per-capita carbon emissions were most recently reported in 2022, when they were at 4.7 tonnes of carbon dioxide equivalent, which was slightly above the Surrey average of 4.6, but below the national level of 5.6. The local recycling rate for household waste is currently 54.2%, which ranks within the top

10% of Council nationally. Within the borough there are 53 sites of Nature Conservation Importance and 4 sites of Special Scientific Interest. The Council itself owns approximately 1250 hectares of countryside, which includes internationally rare lowland heath and chalk grassland.

Sustainability action by the Council to date has included reducing our carbon footprint by 10% since 2019/20, moving 11% of our vehicle fleet to electric or hybrid vehicles and moving other vehicles towards alternative, low-emission fuels, installation of electric charging points in Council car-parks, and reducing our mains water usage by collecting rainwater at our Earlswood Depot.

Being environmentally sustainable is important for the entire council, and this plan therefore includes a section for each objective covering environmental sustainability opportunities and considerations.

Additional information on our environmental sustainability work can be found on the environmental sustainability and climate change pages of the Council's website.

Being financially sustainable

To deliver on our corporate objectives and statutory duties, the Council needs to be financially secure and sustainable. This means properly managing our budgets, planning effectively, and providing good value for money to residents and businesses.

Of the Council Tax paid by residents, Reigate & Banstead receives approximately eleven pence for each pound collected, with approximately 75 pence going to Surrey County Council and fourteen pence going to Surrey Police. For an average Band D property, this works out to us receiving £257.18 annual, or £4.95 a week.

Finances are challenging for the whole local government sector, with costs and demands on council services often increasing more quickly than our funding does. Being financially sustainable and responding to this challenge is therefore a central component of this plan.

Each of the plan's objectives therefore includes a section looking at financial sustainability opportunities and considerations, and how these can support our services.

Services and partners





For each of the priorities within the plan we have explained which services at the Council will deliver the priority, along with (where relevant) the main partners we will work with.

We work with and rely upon a huge range of partner organisations, who provide vital services for our residents and communities. Maintaining strong connections with these partners and looking at how we can best work together to serve the borough will be an essential component of our work in the next five years.

Our equality objectives

One of the Council's key responsibilities is our duty under the Equality Act 2010 to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations.

As part of this duty, we have a number of Equality Objectives, which form part of Reigate & Banstead 2030. These objectives are to:

-  **Plan and shape services to support equality using data and local insight**
-  **Support strong, inclusive communities**
-  **Provide information and services in an accessible way**
-  **Embrace equality and inclusion as an employer**

These objectives are reflected throughout the plan, and we provide more detailed information towards the end of this plan about these equality objectives and how we will deliver on these during the plan.

Our progress

It's important that - as well as setting out our vision and priorities for the borough - we track our progress towards achieving them.

When we publish the final Plan, this will be supported by a series of success measures for each priority against which we will report progress.

Once the Plan is launched in 2025, we will produce annual reports on our progress towards delivering its priorities and objectives.

These will include an update on each of the plan's objectives and the steps we've set out for achieving them. We will also report on a range of success measures linked to the priorities, and contextual indicators which provide wider information about the state of the borough. We will also report annually on our Equality Objectives and progress towards their delivery.

The Council has additional strategies that provide more detail on how different aspects of our work and the Corporate Plan are delivered. More information on the strategies currently in place can be found on the [Corporate Plan - associated strategies page of our website](#). These strategies remain in place, but were developed in previous years, so will be reviewed over time to ensure alignment with the priorities and objectives of the new Plan.

Theme 1: Enabling our communities to thrive



Thriving communities means high levels of resident wellbeing, a prosperous local economy, pleasant neighbourhoods and public spaces, and a green and environmentally sustainable borough.

To achieve this, we need to:

- Support resident health and wellbeing, both physical and mental
- Enable strong communities and empower residents
- Provide amenities such as parks, leisure and community centres that meet local needs
- Promote community safety and address anti-social behaviour where it arises
- Support local business and jobs
- Maintain and enhance the borough's natural environment with green and bio-diverse spaces

Priority 1.1: Great places to live and work

Great places to live and work means borough environments, both built and natural, that provide quality of life for our residents and those who are employed here. This includes pleasant public spaces that meet the needs of the population, making sure residents feel safe and secure within the borough, and ensuring development is suitable for the area and supported by appropriate infrastructure and amenities.

Objectives

Objective 1.1.1: Towns and villages that serve our local communities

The borough's towns and villages form an essential part of local life. As a Council, we have a part to play in shaping those towns and villages to benefit our local residents and communities. This includes maintaining

high streets and public spaces, supporting the local economy, considering travel and transports requirements, and keeping town and village centres safe and tidy.

The Council doesn't do this work alone, and we rely on a range of partners to deliver on this objective, including the Surrey County Council, Surrey Police, local businesses, residents and local communities.

To do this, we will:

- Provide an attractive, safe, and accessible public environment within town centres.
- Work with partners to ensure towns and villages offer services and amenities that meet resident, visitor, and community needs
- Enable sustainable travel within the borough, including working with Surrey County Council to deliver local cycling and walking infrastructure, working with bus route providers, and providing car parking and electric vehicle charging.
- Use Community Infrastructure Levy (CIL) funds and other developer contributions to support delivery of infrastructure that meets the borough's needs.

Environmental sustainability

- Support sustainable travel, including cycling, walking, public transport and electric vehicles, in conjunction with local partners.
- With partners, introduce measures to make the borough more resilient and able to adapt to the impact of climate change

Financial sustainability

- Set car park pricing at an appropriate level to reflect costs and support town centres and local travel needs
- Maximise the value that is secured from developer contributions, including CIL

Objective 1.1.2: Safe communities and tackling antisocial behaviour

It is important that everyone feels safe within the borough. This means that we need to both work with partners such as the police to respond to antisocial behaviour and crime, and seek to prevent these things from happening in the first place by addressing their causes. It is also important that we make sure local businesses and organisations comply with essential regulations, so that residents and customers can be confident in their safety and reliability.

To do this, we will:

- Work through the Reigate & Banstead Community Safety Partnership (including Surrey Police) to support resident safety and play a key role in delivering the partnership's action plan.
- Address causes of anti-social behaviour and put in place preventative measures.
- Maintain effective regulation of environmental health, including as noise pollution, food safety and housing standards, and licensing, including taxis and events.

Environmental sustainability

- Maintain and improve local environmental quality through environmental health regulation including air quality and ground contamination.

Financial sustainability

- Ensure locally-set fees and charges for regulatory services are at a suitable level to help cover operating costs, whilst remaining affordable for service users

Objective 1.1.3: A place to invest and do business

Reigate & Banstead is a generally prosperous borough, with good levels of business activity and resident income. This prosperity can be supported by highlighting the strengths of the borough as a location for investment and business. Promoting the borough in this way will help to secure local investment, increase the availability of good local jobs, and support the development of local and regional business networks and infrastructure.

To do this, we will:

- Engage pro-actively with stakeholders to facilitate networking, and encourage collaborative efforts to drive local and regional economic development
- Work with local business representatives to promote the borough and the local area to the wider business community
- Promote local business success and good practice

Environmental sustainability

- Highlight and encourage environmentally sustainable practices by businesses and support growth in the green business sector

Financial sustainability

- Encourage inward investment and successful businesses to support the borough's wider prosperity, reducing demand pressures on Council services

Objective 1.1.4: Thriving local businesses and employment opportunities

A key strength of the local economy is our small and local businesses. These businesses help to drive investment, jobs, and products and services that meet resident needs. The skills and training of residents underpin the local economy, helping to ensure that local people can access good jobs, and that businesses can find the talent they're looking for. As a local council, we can't control the wider economy or provide major business investments, but we can help by facilitating effective networking and learning and by specific targeted support where it can do the most good.

To do this, we will:

- Offer targeted grant funding and skills development for new and developing small businesses
- Enable local business networking to help support skills and experience sharing and build local business connections and relationships
- Engage with employers and educators to understand and help shape local skills needs and training, and provide residents with access to information on employment opportunities

Environmental sustainability

- Work with education providers and businesses to support the local development of green skills

Financial sustainability

- Enabling local prosperity reduces other demands on services, and helps build income from the Council's share of business rates

Objective 1.1.5: Well-planned sustainable development and infrastructure

This means making sure that new housing and other development is appropriate for the local area, considerate of the needs of residents and the environment, and that it is accompanied by the necessary amenities and infrastructure to meet the needs of the current and future population.

While the Council is not responsible for the delivery of most new development (including housing development) in the borough; we can shape this through our planning responsibilities and our Local Plan.

To do this, we will:

- Maintain an up to date Local Plan that is consistent with planning legislation and policy and reflects local needs.
- Provide a high quality Planning service that handles planning applications, enforcement, land charges and building control in a sound and timely manner.
- Ensure developments deliver on their infrastructure and public benefit obligations.
- Adopt a Development Strategy to shape future Council-led development schemes.

Environmental sustainability

- Have planning policies in place that require sustainable, low carbon and climate resilient design and construction, where possible within national policy requirements
- Ensure Council developments are environmentally sustainable and resilient to a changing climate

Financial sustainability

- Ensure locally-set planning fees and charges are at a level that helps cover costs whilst remaining appropriately affordable
- Ensure that Council-led development is financially viable whilst also delivering against wider corporate objectives

Primary services and partners

Services: Community Partnerships; Economic Prosperity; Place Delivery; Planning and Regulatory Services

Partners: Businesses and business groups, Reigate & Banstead Community Safety Partnership, schools and colleges, voluntary, community and faith sector organisations

Priority 1.2: Leisure, culture and community

Our vision of thriving communities means that life within the borough must be about more than simply working and surviving. Leisure, culture and community are essential for the physical and mental wellbeing of our residents and thus the long term strength and prosperity of the borough. The Council has a role in providing amenities that enable residents to enjoy wellbeing, leisure and cultural activities, and work with the strengths of our communities.

Objectives

Objective 1.2.1: Strong, inclusive communities

Our residents and their communities are the foundation of our borough, and possess a huge wealth of skills, knowledge and potential. A key part of our role is working with residents to harness that potential and provide them with opportunities to build on their own strengths.

Community groups and volunteers are invaluable in this, and we

need to work closely with local partners to best deliver on these goals. Our community centres provide a focus for this work, both providing facilities for members of the community to pursue their own activities, and offering a place where local people can access council and other services and information.

To do this, we will:

- Deliver our Equality Objective: Support strong, inclusive communities.
- Provide services and activities for all at our community centres
- Empower communities to build on their strengths, working with local voluntary, community and faith organisations and other groups to support local people
- Maintain strong relationships with partner organisations, including other local authorities, local NHS partners, housing associations, Surrey Police, and local voluntary, community and faith sector organisations.

Environmental sustainability

- Provide residents and communities with information and support to become more environmentally sustainable
- Improve and maintain energy efficiency and environmental sustainability of our community centres

Financial sustainability

- Set community centre prices at a level that helps cover costs whilst ensuring community facilities and activities remain affordable
- Continue expanding the appeal of community centres to attract more users

Objective 1.2.2: Leisure, sports and cultural services that support wellbeing

The Council provides a range of leisure and cultural services within the borough, including three leisure centres, holiday activities and sports programmes, community centre facilities, and spaces for special and seasonal events. These resources help residents to enjoy their lives and to stay healthy. By offering services at a fair price, we can keep the overall service cost effective and make sure that there are discounts and accessible options for those in need. At the moment, there is considerable uncertainty around the future options for the Harlequin Theatre and its cultural contributions to the borough. The final version of this plan will reflect the latest information on the Harlequin and cultural provision at the time of its adoption.

To do this, we will:

- Deliver the Council's Leisure and Culture Strategy, including a focus on providing accessible and financially sustainable services
- Provide sports and leisure facilities and activities that meet the wants and needs of residents across all areas of the borough.
- Facilitate cultural opportunities and activities for residents across all areas of the borough

Environmental sustainability

- Improve and maintain energy efficiency and environmental sustainability of our leisure and community buildings

Financial sustainability

- Set prices for leisure and cultural facilities and events at a level that cover costs whilst remaining affordable for residents
- Secure leisure centre contracts that represent value for money for the Council and the borough

Objective 1.2.3: Greenspaces that deliver health, recreation, and nature benefits

Green spaces provide significant benefits for resident health and wellbeing while also supporting nature, absorbing carbon and helping mitigate the impact of a changing climate. Offering a range of different types of greenspaces, supporting different activities and habitats, can maximise these benefits (for example parks, countryside, gardens, commons, allotments, sports pitches, playgrounds and skate parks).

To do this, we will:

- Maintain and develop our parks, allotments, and sports and recreation facilities to meet resident needs.
- Preserve our commons, countryside and other natural spaces, working with local partners to protect local amenity, and enhance biodiversity.
- Provide appropriate memorial and reflection spaces and manage our local cemeteries.

Environmental sustainability

- Shape green and open spaces to support biodiversity, adapt to a changing climate and to contribute to the borough's resilience to extreme weather events

Financial sustainability

- Explore options for event hire of outdoor spaces while supporting regular visitors and protecting nature
- Set fees for paid services at a level that covers costs whilst remaining affordable for residents

Primary services and partners

Services: Community Partnerships; Greenspaces, Leisure and Culture, Planning

Partners: Leisure centre operators; NHS & health sector partners; voluntary, community and faith sector organisations, Surrey County Council, Natural England, Sports England, Environment Agency

Priority 1.3: Waste, recycling and cleansing

The Council provides neighbourhood services including the collection of household waste and recycling and keeping streets and other public spaces clean and tidy. We own and maintain a fleet of vehicles to carry out these services, and operate a central depot and workshop. These services are a fundamental requirement of local government and necessary for a clean and pleasant borough.

Objectives

Objective 1.3.1: High quality waste, recycling and cleansing services

Collecting waste and recycling and keeping the borough clean are vital to maintain quality of life for our residents and the prosperity of the local area. We operate an in-house service to ensure that we maintain high standards. Between 2025 and 2030 we will be responding to the national waste and resources strategy, including delivering expanded requirements for recycling collections for flats; while also working to make our service more efficient and sustainable.

To do this, we will:

- Maintain consistent collections with a low rate of missed bins or other incidents.

- Keep roads clear of litter and detritus
- Keep public spaces clean and tidy, and respond to concerns in a timely fashion.
- Implement the government's simpler recycling plans, including offering a full recycling service to all properties

Environmental sustainability

- Maintain high levels of local recycling through informing and supporting residents, while also encouraging re-use opportunities
- Extending our full recycling offer to those properties that do not currently receive it will help improve our recycling rates

Financial sustainability

- Seek to maximise the income we receive from the sale of recyclates, and minimise service costs through efficient vehicle route planning
- Plan effectively for the expanded service requirements to manage additional costs; and continue to operate a paid for garden waste service to offset some costs.

Objective 1.3.2: Environmentally and financially sustainable neighbourhood services

Delivering our neighbourhood services relies on a large number of people and vehicles. Our vehicles come with substantial operating costs, and generate a significant proportion of the Council's direct greenhouse gas emissions. We will seek to make the fleet more financially efficient and environmentally sustainable by choosing low carbon vehicles and fuels where it is cost effective and operationally appropriate to do so, and considering new technologies as they emerge.

To do this, we will:

- Continue to transition our fleet to low carbon vehicles where these meet operational needs, using hydro-treated vegetable oil as an interim solution
- Develop and implement infrastructure upgrades at the Earlswood Depot to support this transition and future service needs
- Provide efficient paid-for services such as garden waste collection that support the cost of service delivery

Environmental sustainability

- Reducing use of fossil fuels will help lower greenhouse gas emissions

Financial sustainability

- While electric vehicles and alternative fuels currently come at a cost premium, they remain a cost effective way of reducing our carbon emissions, and prices are expected to reduce in the future
- More efficient equipment can reduce fuel and maintenance costs
- Set fees for paid services at a level that covers costs whilst remaining affordable for residents

Primary services and partners

Services: Neighbourhood Services

Partners: Surrey Environment Partnership

Theme 2: Support for those in need

2

Some residents will face particular challenges, which may be temporary issues or longer term changes in circumstances. They may therefore need additional support to access the same opportunities and wellbeing as others. The County Council provides adult and children's social care, and the NHS is the lead for healthcare, but the Borough Council also has a role to play in offering support for those in need and assistance to residents facing challenges.

Services we provide include housing and homelessness support and maintaining the local housing register, support for refugees, community development work to assist residents living in areas identified as having higher levels of disadvantage, and services such as money advice.

Priority 2.1: Targeted support and developing communities

Targeted support means offering additional or specialist assistance where a need has been identified. This might be supporting residents facing particular challenges, or offering resources at times of need. The Council can provide information, guidance and resources to residents to help them to overcome the challenges they face. This work relies upon close relationships with a wide range of partners who bring their own specialist expertise to support residents. We also work within local communities where there are higher levels of inequality or disadvantage to support those communities to thrive.

Objectives

Objective 2.1.1: Communities where local strengths are supported to overcome challenges

Whilst the borough is generally prosperous, there are areas where residents experience lower levels of average wealth, employment, education, health and/or poorer living environments. Our community development team provides support in those areas, working to understand what's needed locally, help residents to respond to concerns, and coordinate Council, partner organisations and community activity.

To do this, we will:

- Deliver locally targeted support and guidance through a dedicated community development team focussed on those communities with the highest levels of need
- Deliver our Equality Objective: Plan and shape services to support equality using data and local insight
- Use partnership networks to enable communities and partner organisations to work together effectively, including preparing local action plans

Environmental sustainability

- Climate change can impact vulnerable residents disproportionately, yet by supporting these residents to take action on sustainability, wider benefits can be realised (for example, improved living conditions, improved health and wellbeing, reduced energy bills). Our community development activity can support this work and help develop climate resilience

Financial sustainability

- Supporting communities in need helps them to build their own wellbeing and financial security and prevent future challenges, reducing demand on other council services

Objective 2.1.2: Advice and practical assistance for those in need

Together with our partners, we offer a range of support for those in need, including providing guidance, locating existing resources that can be drawn upon, and providing practical assistance with essential needs. We also work to support the operation of our local partners through enabling coordination, targeted funding, and in-kind support such as access to community facilities.

To do this, we will:

- Facilitate projects that address higher levels of need and provide benefits to local communities, supported by use of Council facilities such as community centres and greenspaces
- Provide targeted support and advice to residents with particular access, assistance or advice needs, such as assisted refuse collections, disabled facilities grants, and money advice
- Administer ad-hoc grant funding programmes and in-kind support to directly and indirectly support resident wellbeing and communities

Environmental sustainability

- Helping residents access support and resources to be more energy efficient can help reduce their energy bills and improve living conditions

Financial sustainability

- Ensure that grant funding to partner organisations provides benefits to local residents and supports the delivery of our Corporate Plan objectives

Primary services and partners

Services: Community Partnerships; Housing and Intervention

Partners: Voluntary, community and faith sector organisations

Priority 2.2: Affordable housing and tackling homelessness

Housing affordability is a challenge for many people. House prices are high relative to incomes, and it can therefore be difficult for local people to afford to buy or rent homes. For those who cannot find a home, the Council has a duty to respond to homelessness and to help them find somewhere to live. We work with and advise residents on options and support, manage the local housing register, coordinate with our registered housing providers who own much of the local social housing, and directly deliver some of our own temporary and social housing.

Objectives

Objective 2.2.1: Affordable, social and temporary housing that helps meet local needs

The supply of local affordable housing is an issue which is too large for the Council to resolve alone. However, we can and do work to increase the availability of housing which is either genuinely affordable, available for social rent, or provides temporary accommodation for those in greatest need. We also have good relationships with local registered housing providers and work together to help make more affordable housing available locally.

To do this, we will:

- Agree Council owned sites which are suitable for affordable and social housing and develop these where financially viable
- Pursue property acquisitions to expand the supply of available affordable and temporary housing
- Support local registered providers to increase affordable and social housing availability

Environmental sustainability

- Seek to improve the environmental sustainability of council owned homes and support tenants to embrace environmentally sustainable behaviours

Financial sustainability

- Building or acquiring more Council-owned emergency and temporary accommodation means we can reduce expenditure with third party providers

Objective 2.2.2: Making the best use of existing affordable homes

One of the Council's homelessness duties is to manage the local housing register, which is the waiting list of those families and individuals who qualify for local social housing. This is a key part of work to address homelessness and support housing for local people. Most local social housing is owned and administered by registered providers, such as Raven Housing Trust and Mount Green Housing Association, and we therefore work closely with these partners to deliver this objective.

To do this, we will:

- Operate an effective housing register
- Work to provide the option for social housing tenants to downsize

Environmental sustainability

- Work with partners to make the affordable housing they manage more energy efficient and sustainable

Financial sustainability

- Enable tenants to downsize, making more capacity available and reducing waiting list costs

Objective 2.2.3: Improved outcomes for those facing housing challenges and homelessness

It is better to prevent homelessness than to only address it once someone loses their home. We therefore do extensive prevention work to advise those in need, liaise with landlords and providers, and look at alternative options for those at risk of homelessness. This helps to avoid more difficulties later and reduce the demand on the limited numbers of temporary and social rented homes. Where someone does become homeless, we try to keep them local wherever we can, as this makes it easier for them to stay connected to work, family and support networks.

To do this, we will:

- Work with those at risk of homelessness to help them identify housing solutions and access support
- Increase access to emergency accommodation units within the borough
- Improve our private rented assistance offer

Environmental sustainability

- Seek to improve the environmental sustainability of council owned temporary and emergency accommodation

Financial sustainability

- Help prevent homelessness to reduce costs from emergency and temporary housing

Primary services and partners

Services: Housing and Intervention

Partners: Registered housing providers

Theme 3: A resilient Council

3

To operate effectively the Council needs to be well governed and managed, have sound and sustainable finances, have staff with suitable skills and experience, have access to the right equipment and resources, and communicate effectively with our service users.

Local government and residents face an uncertain context, with pressures on both private and public finances, and the potential for the demands we face to change quickly. It is therefore important that the Council is not only able to meet today's needs, but is also positioned to endure and respond to new pressures, and support our residents to do the same.

Priority 3.1: Robust governance

Robust governance means making sure that the Council's decisions are made correctly, that our processes are followed and consistent with relevant legislation, and that we provide good value in our use of public funds. To achieve these things, we need to have effective controls in place, plan effectively using sound evidence, and be open and transparent when we make decisions and report on our actions.

Objectives

Objective 3.1.1: Sound financial planning and value for money

Local government finances have been stretched in recent years, with demands and costs rising faster than funding. Whilst Reigate & Banstead is in a relatively strong position compared to many councils, it remains essential that we manage our finances carefully, plan effectively for the future, and provide the best value we can with the resources we have.

To do this, we will:

- Produce balanced annual budgets supported by effective service planning

- Maintain high levels of revenue collection and effective fraud prevention
- Use our commercial property assets to generate income to help fund and support our services, including through re-purposing them where appropriate
- Operate effective and cost-efficient procurement and contract management

Environmental sustainability

- Consider the environmental impacts of investments and commercial assets

Financial sustainability

- Maintain effective planning and efficient use of resources to be financially sustainable
- Pursue opportunities for income generation that are consistent with our social benefit goals

Objective 3.1.2: Effective and ethical governance

It is important that the Council's decision making is sound. This means ensuring that what we do and how we do it is fully consistent with laws, regulations and national guidance, such as our equality duty and obligation to work for the good of our residents. Our decisions should also take account of local needs and priorities, such as the views of our residents and protecting the environment. We also need to monitor what we do and report clearly and effectively, so that residents and oversight bodies can be confident in our actions.

To do this, we will:

- Maintain effective corporate performance monitoring and risk management
- Ensure all our decision making reflects key considerations, including financial, legal, environmental and equality implications
- Work towards continuous improvement service delivery, consistent with agreed policies and strategies

Environmental sustainability

- Ensure all decision making considers environmental impact of choices

Financial sustainability

- Maintain good governance to ensure decisions provide best value for money and avoid waste and inefficiency

Objective 3.1.3: Evidence-based decisions and services

To make good decisions we need accurate information and officers and elected members with the skills to use and understand it. Evidence based decisions can effectively take account of what is needed to support the borough, local people and communities. Where we collect and use data, we also have a duty to ensure that it is managed responsibly and that any confidential information we have is kept securely and only held where appropriate.

To do this, we will:

- Develop our organisational capacity and culture in using data, and integrate data and evidence into strategy and decision-making
- Deliver our Equality Objective: Plan and shape services to support equality using data and local insights
- Ensure responsible data management, including strong information governance and compliance with national standards and regulation

Environmental sustainability

- Use evidence based decision-making to balance environmental sustainability considerations with other corporate priorities

Financial sustainability

- Ensure decisions are made based on accurate information to deliver best financial value

Primary services and partners

Services: Communications, Customer Contact and Data and Insight; Corporate Policy, Projects and Performance; Finance; Legal and Governance; Revenues, Benefits and Fraud

Partners: Internal and external auditors

Priority 3.2: The tools to do the job

Delivery of effective services requires our offices, operational buildings, vehicles, and key IT applications and networks to be fit for purpose. These 'tools' which we use to deliver the other parts of this plan may not always be visible to our service users but are an essential component of the Council's functionality and resilience.

Objectives

Objective 3.2.1: Council properties that meet operational needs and sustainability goals

The Council operates from a number of sites, including the Town Hall, Earlswood Depot, and community centres. These locations need to fulfil a range of roles, including offering suitable working spaces for staff, spaces for work such as vehicle maintenance and refuelling, formal meeting rooms for Councillors, and spaces for visitors and service users. They also need to be well maintained, energy efficient, and adapt to changes in demand over time.

To do this, we will:

- Upgrade the Earlswood Depot to meet future service needs
- Improve the efficiency of our buildings by investing in energy saving measures and exploring opportunities for on-site renewable energy generation.
- Maintain a regular schedule of building maintenance supported by reviews of current and potential future service needs.

Environmental sustainability

- Improve energy efficiency to greenhouse gas emissions and introduce other environmental sustainability upgrades into our buildings

- Ensure our operational buildings are resilient to a changing climate
- Invest in infrastructure to enable reduced emissions from our vehicle fleet

Financial sustainability

- Improve energy efficiency to reduce fuel bills
- Maintain effective maintenance to prevent escalating or unexpected costs

Objective 3.2.2: Effective and secure IT systems

Information and communication technology is an essential part of the Council's functionality. We require systems which are easy for customers to use, effective for staff and secure and resilient to disruption. There is also potential to use technology to improve the services we offer, either through making our internal processes more efficient or making it quicker and easier for residents to access what they need.

To do this, we will:

- Provide IT systems and tools which enable the Council and its staff to operate efficiently
- Maintain a secure and resilient system and network, which is protected against cyber-crime, outages and local or national disruption.
- Investigate opportunities to provide additional benefits and efficiencies through digitisation and new technological developments.

Environmental sustainability

- More efficient technology can bring sustainability benefits, such as reduced energy use and waste

Financial sustainability

- Protect against service outages and cyber-attacks, which could otherwise incur significant financial costs to the Council

Objective 3.2.3: A fit for purpose and environmentally sustainable fleet

The Council has a large fleet of vehicles, including our bin lorries, cleaning and maintenance vehicles, and cars used for site visits and inspections. These need regular repair, refurbishment and replacement to remain operational, which has to be carefully planned to allow for service continuity and to respond to changes in the borough's needs. We are also committed to reduce the fleet's carbon emissions, where we can do so whilst still effectively delivering our responsibilities.

To do this, we will:

- Maintain an effective fleet of operational vehicles, supported by planning for future needs.
- Investigate and pursue options for improving the environmental sustainability of our fleet without limiting our ability to deliver key functions.

Environmental sustainability

- Transition to alternative fuels and low carbon emission vehicles

Financial sustainability

- Forward planning and good maintenance to ensure cost effective fleet replacement over time

Primary services and partners

Services: Finance; Greenspaces, Leisure and Culture; IT; Neighbourhood Services

Priority 3.3: People and skills

The Council's officer and elected Members are the heart of our ability to serve our residents. It is therefore essential that ensure that both officers and members have the necessary skills, expertise and experience to respond to ongoing and changing demands, supported by a positive organisational culture. Getting these things right means we can operate effectively and efficiently and provide the best service we can for the borough.

Objectives

Objective 3.3.1: An effective and resilient workforce

Effective delivery of Council services relies on the knowledge and capability of officers. It is therefore important that we have the right people, in the right roles, at the right time. This means identifying the necessary skills, planning for future needs and risks, finding or developing and training who we need, and supporting the staff we have to continue to work effectively.

To do this, we will:

- Undertake robust workforce planning to realistically reflect demands and priorities and understand resourcing and skills needs over time
- Recruit, retain and develop staff to meet the skills needs of the organisation
- Maintain workforce capacity and resilience through enabling staff to be healthy, happy and high performing

Environmental sustainability

- Ensure staff have the knowledge to make environmentally sustainable choices as part of service delivery

Financial sustainability

- Support staff to be productive to enable more efficient services and avoid additional costs from excess turnover or reduced capacity

Objective 3.3.2: A clearly defined, inclusive, and positive organisational culture

The right culture helps an organisation to operate more effectively, and benefits staff wellbeing. We will review and update the Council's organisational vision, which will help make sure it remains up to date and suitable for the organisation and the borough. Important components of being a good organisation are being an inclusive employer, and looking after our staff, which benefit the workforce and help us to be efficient and effective.

To do this, we will:

- Update our organisational vision, with associated values and behaviours
- Deliver our Equality Objective: Embrace equality and inclusion as an employer
- Have a continued commitment to staff wellbeing and protect the health, safety and general wellbeing of our staff

Environmental sustainability

- Embed a culture of acting in an environmentally sustainable way across the organisation

Financial sustainability

- Support staff health and wellbeing to prevent additional costs from sickness
- Provide an inclusive environment to enable the council to attract the best talent and be as productive as possible

Objective 3.3.3: Support and training for elected members

The Council's elected Members, or Councillors, have core responsibilities for the Council's decision making and policy direction. To enable Councillors to effectively fulfil their roles and responsibilities, they must have access to suitable knowledge, training, information and resources, and be able to work well with the Council's officers who provide them with professional advice.

To do this, we will:

- Provide elected members with induction and training to equip them with the skills and background they need for their roles
- Ensure elected members have access to resources, information and key officers to enable them to make effective and informed decisions
- Maintain a positive relationship between elected Members and officers and a shared commitment to the organisational vision

Environmental sustainability

- Ensure councillors have access to the skills and knowledge to make informed decisions on environmental sustainability

Financial sustainability

- Enable timely and effective decision making to avoid delays or wasted work
- Ensure councillors have access to the skills and knowledge to make financially sustainable decisions

Primary services and partners

Services: Legal and Governance; Organisational Development and Human Resources

Partners: Local Government Association

Priority 3.4: Connecting with people

To achieve our vision and objectives we need to listen to local people and partners, and deliver collaboratively wherever possible. It is important that local communities and residents can access our services and information in a way that works for them, that there are opportunities for everyone to provide input and feedback on what we do and what they want, and that the Council is genuinely open to listening and learning from feedback. This will help us provide real local value and mean we understand what our service users need.

Objectives

Objective 3.4.1: Communication that is accessible to all

Local people and organisations should have access to news and information on the borough, Council services and what is happening locally. The Council must be a reliable and trustworthy source of this information. It is essential that in our communications we consider the needs of all those in the borough, and make our messages accessible. This might be through making information clear and easy to understand, using a range of channels including both paper and digital options, or providing specific accessibility support.

To do this, we will:

- Maintain and build a suite of communication channels to engage all of our communities (digital and non-digital)
- Offer a website that is customer-centric and complies with Web Content Accessibility Guidelines (WCAG) international standards
- Deliver our Equality Objective: Provide accessible information and services

Environmental sustainability

- Provide visible leadership on environmental sustainability and ensure residents have access to relevant support and information

Financial sustainability

- Make it easy for residents to navigate and access services and support directly, reducing the time, and resources, and cost of providing additional assistance and clarification

Objective 3.4.2: The opportunity to shape and influence our services

The Council works best when we understand what residents and communities need. We therefore need to build connections with residents and partners and actively talk with and listen to all the borough's communities. By regularly gathering information on what residents and service users think and the support they need, we can plan effectively and deliver services more collaboratively.

To do this, we will:

- Develop opportunities for community and partner participation in service planning
- Educate and empower staff to engage and consult effectively
- Gather regular feedback from residents on service satisfaction and priorities

Environmental sustainability

- Understand community interests and explore where the Council can support residents to improve local environmental sustainability

Financial sustainability

- Provide what residents actually need to ensure resources are not wasted on unwanted services

Objective 3.4.3: Listening and learning from feedback

We won't always get everything right, and what is needed can change over time. It is therefore important that the Council is open to feedback on its existing services. This relies on having good channels of communication with communities and service users, and being willing to listen to what we hear. It also means responding to concerns, looking at how we can make improvements, and reporting back on what we've done.

To do this, we will:

- Seek and be open to ideas and input from and working together with partners, communities and service users
- Respond to and learn from complaints received
- Publish 'You said, we did' updates on our website for each consultation conducted

Environmental sustainability

- Draw on community knowledge and ideas to find more environmental sustainability opportunities

Financial sustainability

- Listen to where services are not delivering well and improve the value they provide

Primary services and partners

Services: Communications, Customer Contact and Data and Insight; Community Partnerships

Partners: Voluntary, community and faith sector organisations; resident groups

Equality objectives

The Council is a public body which, under the Public Sector Equality Duty in the Equality Act 2010, has a specific duty to publish one or more Equality Objectives to demonstrate how the Council is meeting the aims of the general equality duty.

Section 149 of the Equality Act 2010 places a general equality duty on the Council to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a protected characteristic and people who do not share it

The characteristics protected under the Act are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

Under the Equality Act 2010 (Specific Duties) Regulations 2011, the Council is required to publish one or more objectives we think we should achieve to do any of the things mentioned in the 3 general duties.

The Council is publishing its new Equality Objectives as part of our Corporate Plan. These will cover the period 2025-2030, subject to review and continued approval through the plan period.

Objectives

Our equality objectives are set out below. For each objective we provide information on why the objective is important, how we plan to deliver on it, and how we will assess success.

Equality objective 1: Plan and shape services to support equality using data and local insights

This objective is about making sure our services, planning and decision making reflect our equality duties, and are properly informed by good understanding of the borough and its people.

Why is this important?

It is our responsibility to make sure the Council and its services take account of the needs of all of its residents and communities, not just some of them. We must therefore make sure that when we plan, design, and deliver services we properly consider the potentially diverse needs of our residents, and take what action we can to provide services that deliver for everyone.

How will we achieve this?

We will ensure that all service planning includes consideration of the needs of service users and the impact of the service and any changes to it on service users and other residents. Regular reviews of existing services will help us consider how needs may have changed, and if we need to evolve service delivery to meet changing needs. We will listen to and take account of both feedback received, and consider where groups may be under-represented in our feedback.

This particularly relates to our plan objectives to:

- Listen to and work with residents and partners to address local challenges and direct support to where it is most needed
- Shape decision making and services through the use of evidence, and manage our data responsibly
- Provide communities with the opportunity to inform and shape our services

How will we assess success?

Annual Corporate Plan reporting will include information about the equality impacts where services have been changed or introduced, and on complaints and formal feedback received. We will also provide general information on actions taken to ensure services support equality, and on the data we use to support our decision making.

Equality objective 2: Support strong, inclusive communities

This objective is about building communities throughout the borough that support each other, develop their collective strengths, and foster inclusion of everyone and everyone's needs.

Why is this important?

For many residents, the communities they belong to will shape their day to day lives far more than any Council service. It is therefore important that we work with residents to build and develop those communities and encourage the positive impact they can have on equality and inclusion.

How will we achieve this?

We will promote and make information available to residents and community groups on how they can contribute to making the borough a welcoming place to live. We will engage with people through our community partnerships service, community development workers, and other teams to understand resident interests and enable their strengths. We will respond to cases where equality related concerns arise, or its identified that more could be done to support inclusion.

This particularly relates to our plan objectives to:

- Enable and empower residents through local resources and connections, and support strong, inclusive communities
- Listen to and work with residents and partners to address local challenges and direct support to where it is most needed

How will we assess success?

Annual Corporate Plan reports will include information on work undertaken and support provided. We will highlight community accomplishments, and identify cases where there have been any problems and how we responded.

Equality objective 3: Provide accessible information and services

This objective is about making sure our services and the information we provide are fully accessible, and that all of our residents and service users can access the information and services from the Council that they need.

Why is this important?

We have a responsibility to make sure that our services and information are designed such everyone who needs to engage with the Council can do so fairly, including those with protected equality characteristics.

How will we achieve this?

We will make it possible to contact the Council, find information and use services through a range of channels, such as digitally, by telephone, by post, or in person. We will make sure that those channels are set up to be easy to use for those with a wide range of needs, including those with limitations on their vision, hearing, learning abilities or mobility, or those with particular language or contact requirements. We will also ensure that we comply with all national regulations and guidance to support accessibility.

This particularly relates to our plan objectives to:

- Provide advice and practical assistance to local households and residents in need and to local partner organisations that support them
- Communicate news and information in a way that is accessible to all

How will we assess success?

Annual Corporate Plan reporting will include information on our compliance with national standards, and on the available channels and options for contacting and accessing support from the Council, as well as any reviews of accessibility undertaken and steps taken to improve our offer.

Equality objective 4: Embrace equality and inclusion as an employer

This is about ensuring that the Council and its internal policies, procedures and culture are fully supportive of our equality duties and promote and encourage diversity and inclusion.

Why is this important?

To be effective in delivering our equality responsibilities, the Council must make sure that those working here, or interested in doing so, are treated equitably and consistently with our equality duties, and that our internal practices support and enable equality, diversity and inclusion.

How will we achieve this?

We will regularly review our policies and procedures to ensure that they remain appropriate and up to date. We will make sure that our practices and culture, including around recruitment, staff progression and behaviours are reflective of our equality and inclusion duties and objectives. We will ensure that we have access to suitable expertise to inform our internal procedures, that we reflect on a respond constructively to any concerns raised, and look for opportunities to be proactive in supporting equality and inclusion.

This particularly relates to our plan objective to:

- Instil a clearly defined, inclusive, and positive organisation culture

How will we assess success?

We will provide annual reports on actions taken to review and update our policies, procedures and culture. We will also report on any concerns raised or potential areas of weakness and what actions are being taken to improve upon them, and on where we have positively supported equality and inclusion as an employer.

Annex 1: Contextual data and success measures

The final version of the plan will contain additional contextual information on the borough, such as population, local employment, and resident health.

The final version of the plan will also contain information on the success measures which will be used to assess the progress of the Council towards the goals of the plan. These measures will be developed taking account of the feedback received from the consultation and the final versions of the vision, priorities and objectives.