

Reigate & Banstead 2030

Our Corporate Plan



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Foreword

Welcome to Reigate & Banstead's latest Corporate Plan.

The Borough Council has been serving residents across our area for over 50 years.

I am proud to lead an organisation that is committed to delivering high quality services: not only fulfilling our statutory responsibilities but also providing non-statutory (but equally important and valued) support for local people and businesses.

The Government is preparing to reorganise local government; and we therefore expect that Reigate & Banstead Borough Council will be wound up in 2027 and replaced by a new, larger unitary authority.

But that does not undermine the importance of this latest Corporate Plan.

The Plan describes what is important to the borough of Reigate & Banstead, to its residents, businesses and the partner organisations that the Council works so closely with. It provides a clear statement of our priorities, which will help steer the direction of the Council which will be Reigate & Banstead's successor.

And it is what elected councillors and Council staff will continue to work tirelessly to deliver until such time as the new Council comes into being.

Cllr Richard Biggs,

Leader, Reigate & Banstead Borough Council

I would like to thank everyone who has contributed to the preparation of this Corporate Plan, and especially all those who have taken part in our consultation and engagement events – your views have been vital in helping define our priorities for the coming years.

Whatever the shape of local government organisations in Reigate & Banstead in the future, I am confident that together we can achieve our vision of a healthy and sustainable local area, where local people are supported and our communities continue to thrive.

Cllr James King,

Executive Member, Corporate Policy and Resources



Introduction

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 informs how the Council allocates its funding and the day to day work of different service areas. This more detailed information is explained through the Council's annual budget setting process, annually prepared plans service plans and in some cases more detailed topic-specific strategies and action plans. The [Council's website](#) contains more information on supporting strategies and the budget setting process.

It should be noted that the Corporate Plan does not deal with local development planning issues; the Council's Local Plan is a separate statutory document covering this topic. More information on planning policy can be found on the [Planning Policy](#) pages of the Council's website.

Local Government Reorganisation

Reigate & Banstead Borough Council has prepared this plan based on local evidence and consultation with local residents and stakeholders. While it is likely that local government structures and the way in which local services are delivered will change over the next five years, this plan will shape the Borough Council's work until such time as it is replaced by a new authority. This plan also provides a clear statement of what is, and will remain, important for the borough and its residents between 2025-2030 to guide future service provision by any new authority.

Corporate Plan

Topic specific strategies and action plans (where required)

Annual service planning and budget setting

Team structures and individual staff performance agreements

The borough of Reigate & Banstead

The borough of Reigate & Banstead is situated in the county of Surrey, in the south-east of England. It stretches 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.

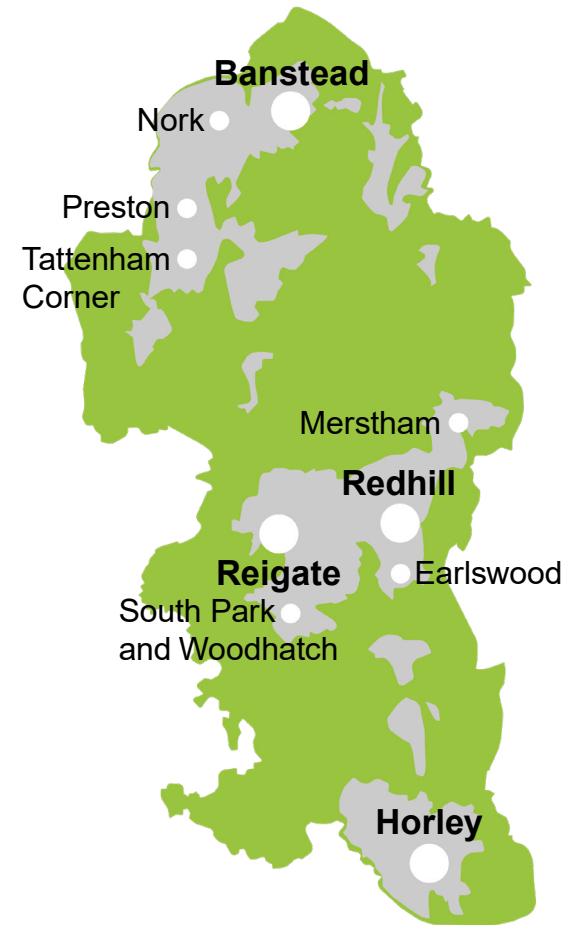
Reigate & Banstead borders the London boroughs of Croydon and Sutton to the north-east and Epsom & Ewell to the north-west. South of these, the more rural districts of Tandridge and Mole Valley lie to the east and west respectively, whilst Gatwick Airport, Crawley, and West Sussex lie to the south of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

The borough has a population of approximately 156,000 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 experience some form of deprivation (in relation to education, employment, health and/or housing). The cost of local housing is a particular challenge for residents.

Within the borough are both urban and rural areas, with approximately two-thirds of the population living within the main towns. 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.

Reigate & Banstead population centres



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 rail connections in the north of the borough.

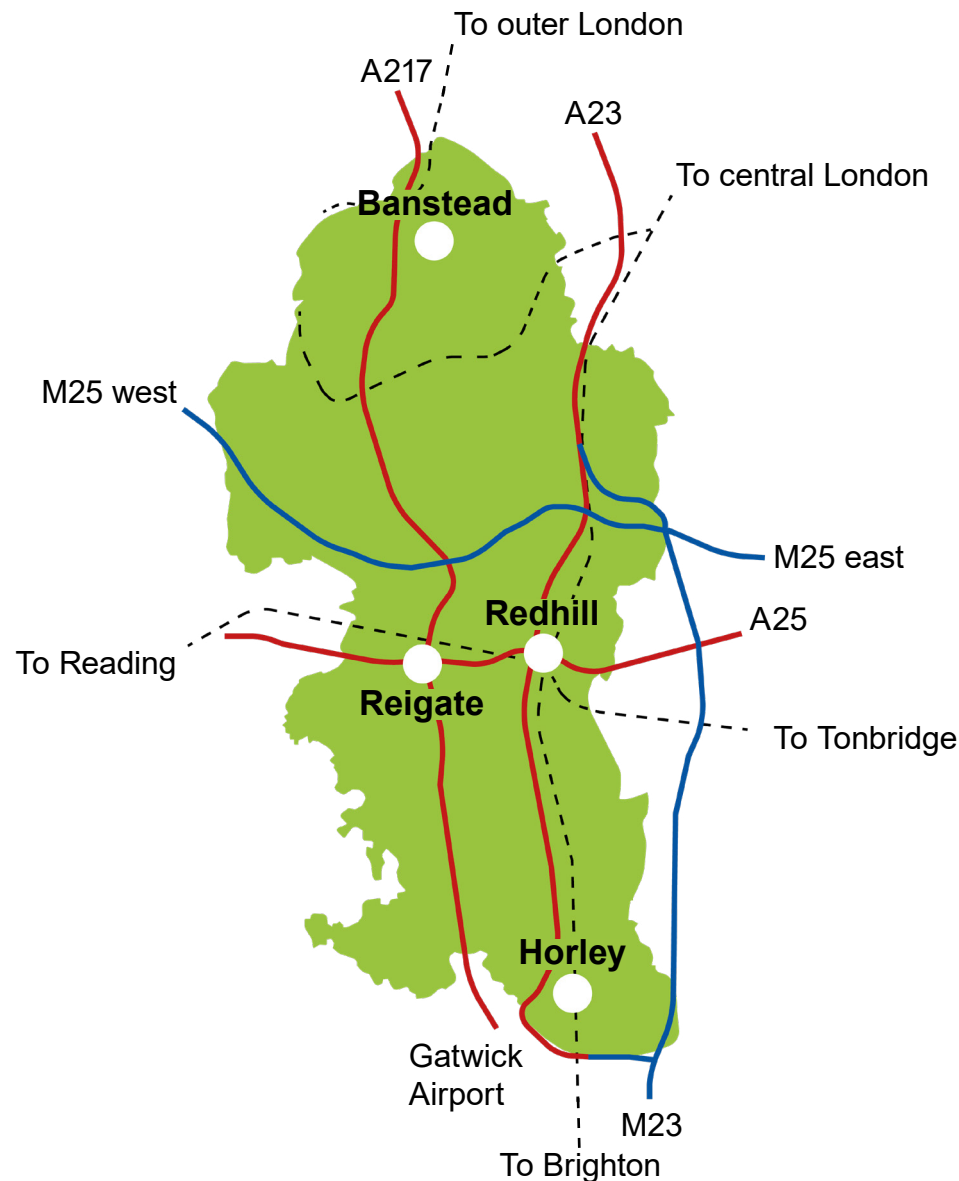
The borough also has access to the M25 and M23/A23 and proximity to Gatwick Airport, as well as lying within reach of London and its transport connections. Road traffic is high within the borough, which reflects its population and the borough's strategic location, but does result in areas of poor air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

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/Crawley.

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 also a major employer, located near to Redhill and Earlswood.

Each of the different areas of the borough has its own character and needs. This means that how the Council supports local access to amenities; social, environmental and economic opportunities, and works with communities to respond to changing circumstances will need to vary. These unique local characteristics will be taken into account as the Council delivers the plan at a local level.

Reigate & Banstead transport connections



The role of Reigate & Banstead Borough Council

Reigate & Banstead is a borough within the county of Surrey. In Surrey, a two-tier system of local government operates - the County Council, covering Surrey as a whole, and borough and district councils, which each cover a smaller sub-region. It is likely that local government structures and responsibilities will change over the course of the five year plan period; but this section explains delivery responsibilities at the time of writing.

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

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



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

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



How decisions are made by the Council

When it comes to decisions about how services are delivered, as well as this Corporate Plan there are other procedures that the Council has to comply with.

Decisions are taken at different levels depending on the nature of the decision - the details are set out in the [Council's Constitution](#).

Decision-making: The most important decisions (such as agreeing this Corporate Plan, the annual budget, and other major spending proposals) are taken at formal Council meetings, with all elected councillors taking part in the decision. Other decisions are taken by the Council Leader and his Executive Committee. There are also a number of other Committees that deal with particular elements of Council decision making; and the Council's Overview & Scrutiny Committee which helps to ensure openness and accountability. With agreement (or 'delegation') more day to day operational decisions are taken by senior officers and managers. Decisions made by the Council and its Committees are publicly available via the [Council's website](#), and meetings can be watched online via webcasts.

Funding Council services: The services that the Council provides are funded through government grants, a proportion of the council tax and business rates that are collected each year, other income that the Council is able to generate and in some cases other third party funding. The Council publishes a Medium Term Financial Plan, which informs an annual budget setting process. Public consultation is also undertaken on budget proposals each year. Information about council budgets and spending is available on the [Council website](#) and reported every three months to public committee meetings.

Working in partnership

Cooperation between the Council and partner organisations is vital, not only when it comes to local service provision, but also by providing a collective voice for the borough and its residents, raising the profile of Reigate & Banstead and engaging in wider conversations about national and regional priorities.

The Council works with other local authorities, including Salfords and Sidlow Parish Council and Horley Town Council within the borough, Surrey County Council, and neighbouring districts and borough such as Epsom & Ewell, Mole Valley, Tandridge, and Crawley. This helps to ensure a consistent, joined-up experience for residents and complementary, effective services.

Many other public sector and allied organisations also operate within the area and provide essential local services. These include Surrey Police, registered housing providers such as Raven Housing Trust, schools and colleges, and a wide range of NHS and other health bodies. There are also many voluntary, community and faith sector organisations, including charities, community and social enterprises, as well as individual volunteers, that do invaluable work to support local residents.

Businesses (both major local companies and micro, small and medium sized businesses) are critical in supporting the borough's economic strength and prosperity. The Council works closely with these local businesses, as well as liaising with utility and transport providers to deliver essential and reliable infrastructure for residents.

Not least among the Council's partners are residents themselves. Working with, understanding and listening to our residents is central to delivering our services and this plan's objectives.

The Corporate Plan (2025–2030)

The Corporate Plan (2025-2030) is the Council's highest level plan, setting out its overall vision, priorities and objectives for 2025/26 to 2029/30.

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

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. We want to keep working to protect and improve the standard of living for everyone in the borough.

Support for those in need means supplementing the services we deliver for everyone in the borough with additional targeted assistance to those facing particular challenges. This might either be through help to access information and tools to overcome those challenges, or through the Council providing direct support. We want to make sure everyone can access help when they need it, which benefits not only them, but the borough as a whole.

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 challenges. It incorporates preserving the quality of our services, staying financially

sound and being able to respond to wider changes over time. We want to continue to deliver high quality, reliable services while also recognising that there will be change in the years ahead.

The borough and the Council face challenging times, including increasing demand on services, constrained local government funding, and an uncertain economic context. The next few years are likely to bring significant changes to local government structures and responsibilities in the coming years.

The Council will therefore 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 provision of essential services in the borough over the next five years.

Our priorities

To explain how we will achieve the vision, our plan identifies a number of priorities for the Council between 2025 and 2030.

For each priority, the plan explains why it is important, and what our objectives are to deliver the priority. We then include information on how we will deliver on each objective.

Being environmentally sustainable

Environmental sustainability is a core commitment for the Council. When we use this term it means working to tackle and manage the impacts of climate change, protecting and enhancing nature and safeguarding the local environment and use of natural resources.

As part of delivering this plan we will work to be more sustainable. This includes:

- ✓ Achieving 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 and 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.

More detail about how we will do this is included throughout the plan, with every objective in the plan having a role to play. A number of objectives also have a specific environmental sustainability focus

- objectives 1.2.3 (Greenspaces that deliver health, recreation and nature benefits); 1.3.1 (High quality waste, recycling and cleansing services), 1.3.2 (Environmentally and financially sustainable neighbourhood services); 3.1.2 (Effective and ethical governance); 3.2.1 (Council properties that meet operational and sustainability goals) and 3.2.3 (A fit for purpose and environmentally sustainable fleet). 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 - as of April 2025, Reigate & Banstead receives approximately 11 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 £264.87 annually, or £5.09 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.

Objective 3.1.1 regarding sound financial planning and value for money relates specifically to the Council's financial sustainability, and includes more information on how this will be secured. However each of the plan's objectives includes a section looking at financial sustainability opportunities and considerations, and how these can support our services.

Our equality objectives

One of the Council's key responsibilities is its 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:

- 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 in a dedicated section about how we will deliver on these between 2025 and 2030.

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.

We will produce annual reports on our progress in delivering the plan.

These will include an update on each of the plan's objectives (including equality objectives) and the steps we've taken towards achieving them. We will also report on success measures linked to the priorities, and contextual indicators which provide wider information about the state of the borough - More information on these success measures and contextual indicators is provided at Annex 1.

The Council has additional strategies that provide more detail on how different corporate priorities 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 will be reviewed over time to ensure continued alignment with the priorities and objectives of the new Plan.



Theme 1: Enabling our communities to thrive



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

To achieve this, we need to support residents' physical and mental health, including through providing amenities such as parks, leisure and community centres that meet local needs. We need to enable strong communities, promote community safety and address anti-social behaviour. We must maintain and enhance the borough's natural environment with green and bio-diverse spaces, and also support local businesses and jobs to help secure Reigate & Banstead's future prosperity. As we do all of these things, we must listen to and work with our residents and partners to steer our work and understand local needs.

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.

Primary services and partners

Council services with the main responsibility for delivering this priority are:

Community Partnerships; Economic Prosperity; Place Delivery; Planning & Regulatory Services

Important external partners that we will work with to deliver this priority are:

Businesses and business groups, Reigate & Banstead Community Safety Partnership and Surrey Police, local developers, schools and colleges, voluntary, community and faith sector organisations

Objectives

Objective 1.1.1: Towns and villages that serve our local communities

The borough's towns and villages form an important part of local life. The Council has a part to play in making sure those towns and villages benefit local residents, communities and businesses. This includes looking after high streets and public spaces, supporting the local economy, addressing travel and transport needs, making good use of council assets, and keeping town and village centres safe and tidy.

To deliver this objective, 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, business and community needs

- Promote sustainable travel within the borough, working with Surrey County Council to deliver local cycling and walking infrastructure and to work 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

This objective will contribute to the borough's environmental sustainability by:

- Supporting sustainable travel, including cycling, walking, public transport and electric vehicles
- Exploring measures to make the borough more resilient and able to adapt to the impact of climate change

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Ensuring car park pricing is at an appropriate level to reflect costs and support town centres and local travel needs
- Maximising 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. The Council works with partners such as the police to respond to antisocial behaviour and unsafe business practices, 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 national regulations and local licensing, so that residents and customers can be confident in their safety and reliability.

To deliver this objective, we will:

- Work through the Reigate & Banstead Community Safety Partnership (including with 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 help put in place preventative measures
- Maintain effective health and safety regulation to protect those working in the borough
- Protect public safety through enforcing regulation, including food safety, public places, housing standards, and events, and taxi, business and premises licensing



Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

- Through partnership work, helping address and improve air quality for residents
- Enforcing proper handling of waste and materials and tackling fly-tipping and environmental pollution

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Ensuring 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 prosperous borough, with productive businesses, skilled residents, and good levels of resident income. This prosperity can be supported by promoting the strengths of the borough as a location for investment and business. This includes ensuring the borough is part of wider conversations to help secure local investment, increase the availability of good local jobs, and support the development of local and regional business networks and infrastructure.

Working with the business community, other local authorities and partners across East Surrey, the Gatwick Diamond area and more widely, will help us to create a strong business environment, meet strategic skills, infrastructure and policy needs and drive joined up working to secure inward investment.

To deliver this objective, we will:

- Work in partnership with businesses and local partners, to promote the area as a place to do business, encourage inward investment and support and develop sectoral strengths
- Engage pro-actively with businesses, business representatives and other stakeholders to facilitate networking
- Promote local business success and good practice

Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

- Allowing environmentally sustainable practices by businesses to be shared and encouraged
- Supporting growth in the green business sector

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Encouraging 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

Local people and businesses are essential for the borough's economy. Small and local businesses are a key strength of Reigate and Banstead. 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 help by facilitating networking and learning, signposting to information and resources, and by targeted support where it can do the most good.

To deliver this objective, 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
- Promote good practices and provide reliable local regulation that supports confidence in local businesses

Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

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

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Enabling local prosperity to reduce other demands on services, and help 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.

Local development is primarily shaped through local planning policies and national planning guidance - a process that is separate to this Corporate Plan. This corporate objective reflects the Council's overall ambition, but formal planning decisions will be made through a separate regulatory process. More information about [planning policy](#) and [planning decisions](#) can be found on the Council's website.

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, and can help ensure that residents can find and understand information on plans that might affect their local area.



To deliver this objective, 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
- Set out a clear development strategy to shape future Council-led development schemes

Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

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

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

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

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 facilities and enabling residents to enjoy wellbeing, leisure and cultural activities, and the health and community benefits they provide.

Primary services and partners

Council services with the main responsibility for delivering this priority are:

Community Partnerships; Greenspaces, Leisure & Culture, Planning

Important external partners that we will work with to deliver this priority are:

Leisure centre operators; NHS & health sector partners; voluntary, community and faith sector organisations, local sports, leisure and cultural organisations, Surrey County Council, Natural England, Sports England, Environment Agency

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.

We use the term 'community' to mean any group of people with something in common, whether organised or not. That could be those living in a particular area, those within a given age group, or those with a shared interest, business or background.



A key part of our role is working with communities to harness their potential and provide them with opportunities to build on their own strengths and benefit their local areas. Building cohesive communities in this way can help make all residents feel at home no matter their background, interests or personal circumstances.

Community groups and volunteers are invaluable in this, and we need to work closely with these 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 improve their wellbeing and access services and information.

To deliver this objective, 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 help local people to support themselves and make a positive contribution in their communities
- 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

This objective will contribute to the borough's environmental sustainability by:

- Providing residents and communities with information and support to become more environmentally sustainable
- Improving and maintaining energy efficiency and environmental sustainability of our community centres

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Setting community centre prices at a level that helps cover costs whilst ensuring community facilities and activities remain affordable
- Continuing to expand the appeal of community centres to attract more users and maintain income generation



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 and arts programmes, community centre facilities, and spaces for special and seasonal events. These resources help residents to enjoy their lives and to stay both physically and mentally healthy.

By charging fair prices and accessing national funding where possible, we can keep the overall service cost effective and make sure that there are discounts and accessible options for those in need.

To deliver this objective, we will:

- Maintain our focus on providing accessible and financially sustainable services including working in partnership with other local providers
- Provide sports and leisure facilities and activities that meet the needs of residents across all areas of the borough
- Provide arts and cultural services, opportunities and activities for residents across all areas of the borough, supporting the provision of both commercial and community cultural offers

Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

- Improving and maintaining energy efficiency and environmental sustainability of our leisure and community buildings

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

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

Objective 1.2.3: Green spaces that deliver health, recreation, and nature benefits

Green and natural 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 deliver this objective, we will:

- Maintain and improve our parks, allotments, and sports and recreation facilities to meet resident needs, with more detail to be included in a new greenspaces strategy
- Preserve our commons, countryside and other natural spaces, working with local partners to protect local open space and nature benefits, and enhance biodiversity
- Keep our green spaces safe, clean and tidy and address and prevent, litter, mess, pollution and anti-social behaviours
- Provide memorial and reflection spaces and manage our local cemeteries



Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

- Shaping 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

This objective will contribute to the Council's financial sustainability by:

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

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.

Primary services and partners

Council services with the main responsibility for delivering this priority are:

Neighbourhood Services

Important external partners that we will work with to deliver this priority are:

Surrey Environment Partnership

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 deliver this objective, we will:

- Maintain regular 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 national plans for simpler recycling, including offering a full recycling service to all homes

Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

- Maintaining high levels of local recycling through informing and supporting residents and promoting options to recycle more, while also encouraging re-use opportunities
- Extending our full recycling offer to those properties that do not currently receive it



Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Seeking to maximise the income we receive from the sale of recyclates, and minimising service costs through efficient vehicle route planning
- Planning effectively for the expanded service requirements to manage additional costs; and continuing 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 deliver this objective, 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

This objective will contribute to the borough's environmental sustainability by:

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

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- 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
- Using more efficient equipment to reduce fuel and maintenance costs
- Setting fees for paid services at a level that covers costs whilst remaining affordable for residents

Priority 1.4: 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 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 let us understand what our service users need.



Primary services and partners

Council services with the main responsibility for delivering this priority are:

- Communications, Customer Contact and Data & Insight; Community Partnerships
- Important external partners that we will work with to deliver this priority are
- Voluntary, community and faith sector organisations; all relevant partners for associated coordinated communication

Objectives

Objective 1.4.1: 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 includes by making information clear and easy to understand, using a range of channels including both paper and digital options, and providing specific accessibility support.

To deliver this objective, we will:

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

Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

- Providing visible leadership on environmental sustainability and ensuring residents have access to relevant support and information

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Making 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 1.4.2: 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, working with communities to develop shared solutions. 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 deliver this objective, 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

This objective will contribute to the borough's environmental sustainability by:

- Understanding community interests and exploring where the Council can support residents to improve local environmental sustainability

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

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

Objective 1.4.3: Listening and learning from feedback

We will not always get everything right, and what residents need 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 have done.

To deliver this objective, 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

This objective will contribute to the borough's environmental sustainability by:

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

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Listening to where services are not delivering well and improving the value they provide



Theme 2: Support for those in need



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. Surrey County Council currently 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. We also work with partners to collaborate around support for target groups who may be particularly in need, for example older and younger people where they may be facing challenges.

Priority 2.1: Targeted support and developing communities

Targeted support means offering additional or specialist assistance where needed. 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. Everyone needs help sometimes, so it's important that we can all access assistance when necessary.

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.

Primary services and partners

Council services with the main responsibility for delivering this priority are:

Community Partnerships; Housing & Intervention

Important external partners that we will work with to deliver this priority are:

Voluntary, community and faith sector organisations, the health sector and other public sector organisations

Objectives

Objective 2.1.1: Community building

Whilst the borough is generally prosperous, there are areas where residents experience lower than average levels of 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 deliver this objective, 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

This objective will contribute to the borough's environmental sustainability by:

- Climate change can impact vulnerable residents disproportionately. 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

This objective will contribute to the Council's financial sustainability by:

- 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. This includes through enabling coordination, targeted funding, and in-kind support such as access to community facilities and activities, including for younger and older people across the borough.

To deliver this objective, 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

This objective will contribute to the borough's environmental sustainability by:

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



Financial sustainability

This objective will contribute to the Council's financial sustainability by:

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

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 housing options and support, manage the local housing register, directly deliver some of our own temporary and social housing, and make sure housing standards are met.

Other registered housing providers also own social and affordable housing in the borough, and have similar priorities to work to build more homes and support their residents.

Primary services and partners

Council services with the main responsibility for delivering this priority are:

Housing & Intervention, Place Delivery, Planning and Regulatory Services

Important external partners that we will work with to deliver this priority are:

Registered housing providers, voluntary, community and faith sector organisations

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 deliver this objective, 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

This objective will contribute to the borough's environmental sustainability by:

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



Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- 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 deliver this objective, we will:

- Operate an effective housing register
- Work to provide the option for social housing tenants to downsize
- Help residents to keep their homes suitable for their needs, including through disabled facilities grants and improvements schemes

Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

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

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

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

Objective 2.2.3: Helping 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 at risk of homelessness, liaising with landlords and providers, and looking at alternative housing options for them. 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, schools, family and support networks.

We also undertake regulatory work to ensure and improve local housing standard. This includes licensing and inspecting shared houses and working with private landlords to make sure they comply with the law. It is likely that in the future the Council will have additional regulatory responsibilities to help protect those who rent.

To deliver this objective, we will:

- Work with those at risk of homelessness as early as possible to help them identify housing solutions and access support
- Increase access to temporary and emergency accommodation units within the borough
- Make it as easy as possible for those needing housing support to access the services the Council is legally required to provide
- Maintain standards for local housing and work to improve assistance for those in private rented accommodation and supported housing

Environmental sustainability

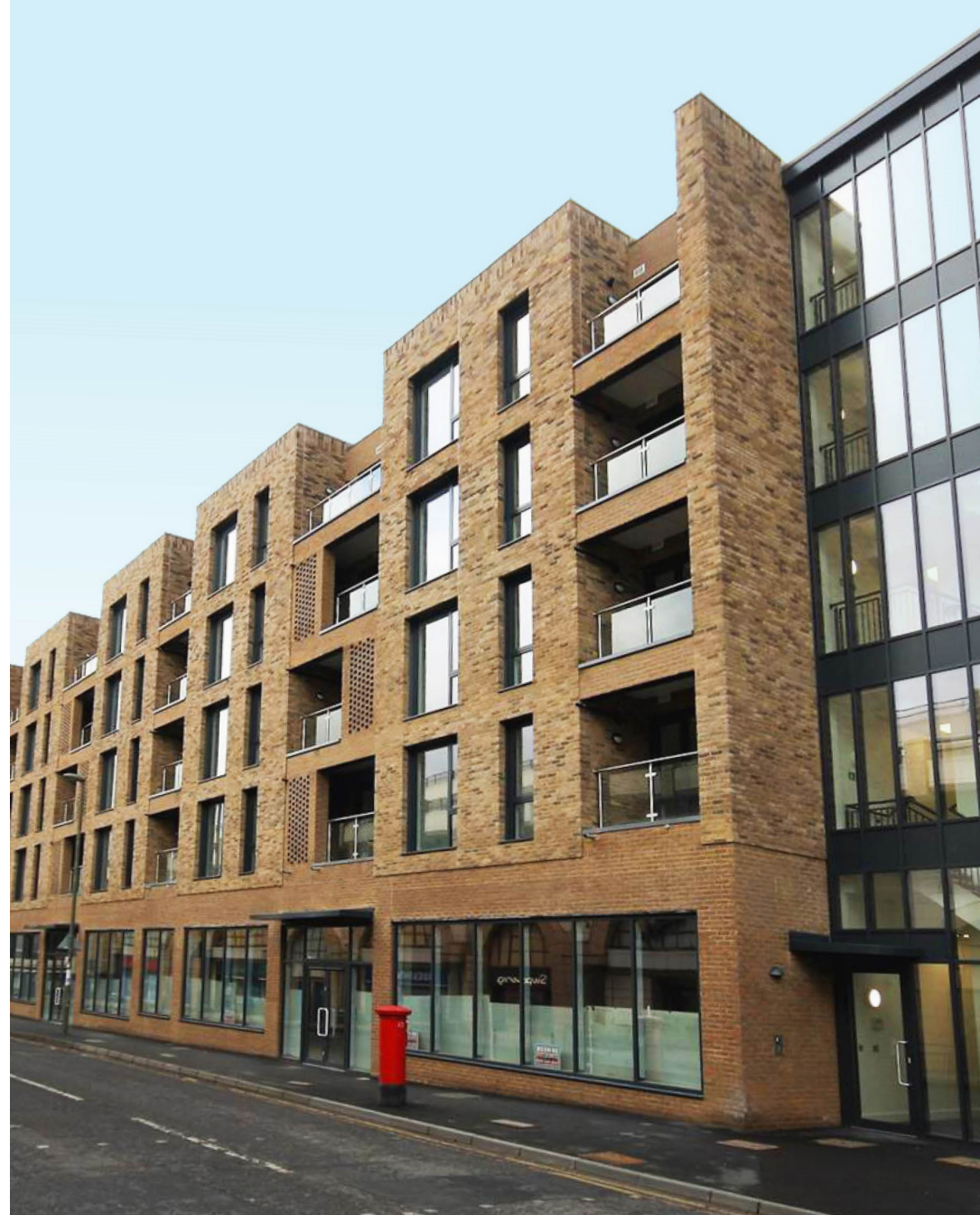
This objective will contribute to the borough's environmental sustainability by:

- Seeking to improve the environmental sustainability of council owned temporary and emergency accommodation
- Enforcing housing standards, including ensuring properties are appropriately insulated

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

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



Theme 3: A resilient Council



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

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 be flexible respond to new pressures, and support our residents to do the same.

During the lifetime of this plan, we expect local government structures, and the way local services are delivered, to change. The Council will work hard to maintain day to day service provision. We will also seek to influence future plans to make sure both the interests of residents, and the non-statutory council services provided in the borough, are protected.

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 through operating efficiently. To achieve these things, we need to have effective controls in place, plan using sound evidence, and be open and transparent when we make decisions and report on our actions.

There are formal mechanisms in place to help ensure robust governance, including statutory internal and external audit. More information about [finances and audits](#) is available on our website, along with information about all [public committee meetings](#) where decisions are made.

Primary services and partners

Council services with the main responsibility for delivering this priority are:

Communications, Customer Contact and Data & Insight; Corporate

Policy, Projects & Performance; Finance; Legal & Governance; Property, Revenues, Benefits & Fraud

Important external partners that we will work with to deliver this priority are:

Internal and external auditors

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 well for the future (and the transition to any new local government structures), and provide the best value we can with the resources we have.



To deliver this objective, we will:

- Produce balanced annual budgets supported by planning for effective and efficient services
- Maintain high levels of revenue collection and effective fraud investigation and 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

This objective will contribute to the borough's environmental sustainability by:

- Considering the environmental impacts of investments and commercial assets

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Maintaining effective planning and efficient use of resources to be financially sustainable
- Pursuing 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 can also seek to promote and enhance local interests and service needs by lobbying government and other stakeholders for change which benefits the borough and its residents. 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.

Ethical governance means making decisions that are not only legally sound but morally right, and take account of social, economic and environmental considerations. Through good governance we can make sure that all the implications of a decision are considered, and that the Council is transparent about the reasons for the decisions that are made.

To deliver this objective, 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, and are consistent with the highest standards of public life
- Work towards continuous improvement service delivery, consistent with agreed policies and strategies
- Promote and seek to enhance the interests of the borough and its residents through lobbying government and other stakeholders for positive change
- Undertake emergency and business continuity planning to be ready to respond to unanticipated incidents



Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

- Ensuring all decision making considers environmental impact of choices and is consistent with the Council's [Environmental Sustainability Strategy](#)
- Planning for increased risks of environmental events such as floods and fires
- Taking action to adapt and increase the boroughs resilience to a changing climate

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Maintaining 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.

Evidence can come in many forms - for example statistics and costs, but also knowledge about what is important to local service users. Making decisions based on evidence means that there is a strong

basis for those decisions. In many cases, the Council has to weigh up what different sources of data and evidence are saying to reach a balanced decision.

To deliver this objective, we will:

- Develop our organisational capacity and culture in using data, and continue to 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

This objective will contribute to the borough's environmental sustainability by:

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

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

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



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.

Primary services and partners

Council services with the main responsibility for delivering this priority are:

Finance; Greenspaces, Leisure & Culture; IT; Neighbourhood Services; Property

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 sites (buildings or land) 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 and the way services are provided over time.

To deliver this objective, 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 future service needs

Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

- Improving energy efficiency to reduce greenhouse gas emissions and introduce other environmental sustainability upgrades into our buildings
- Ensuring our operational buildings are resilient to a changing climate
- Investing in infrastructure to enable reduced emissions from our vehicle fleet

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Improving energy efficiency to reduce fuel bills
- Maintaining 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 deliver this objective, 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

This objective will contribute to the borough's environmental sustainability by:

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

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Protecting 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 vehicle 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 deliver this objective, 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 (see also objective 1.3.2)

Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

- Transitioning to alternative fuels and low carbon emission vehicles

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

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

Priority 3.3: People and skills

The Council's officers 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.



Primary services and partners

Council services with the main responsibility for delivering this priority are:

Legal & Governance; Organisational Development & Human Resources; all staff and Unions

Important external partners that we will work with to deliver this priority are:

Local Government Association

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 (including any changes to local government structures), finding or developing and training who we need, and supporting the staff we have to continue to work effectively.

To deliver this objective, 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

This objective will contribute to the borough's environmental sustainability by:

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

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Supporting 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 deliver this objective, 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
- Empower our staff to act pro-actively and confidently to benefit residents

Environmental sustainability

This objective will contribute to the borough's environmental sustainability by:

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

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

- Supporting staff health and wellbeing to prevent additional costs from sickness
- Providing 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 deliver this objective, 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

This objective will contribute to the borough's environmental sustainability by:

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

Financial sustainability

This objective will contribute to the Council's financial sustainability by:

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

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



Marriage and civil partnership



Religion or belief



Disability



Pregnancy and maternity



Sex



Gender reassignment



Race



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 three general duties.

The equality objectives set out in this Corporate Plan will cover the period 2025-2030, subject to review in line with legislative requirements.

Objectives

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. It is also our responsibility to protect the dignity of our residents, no matter their circumstances, and make sure that our services are designed to be respectful of everyone's situations and needs.

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 and 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 – Success Measures and Contextual Data

We will report annually against the objectives within the plan using the success measures in the table below. Given the wide range and complexity of objectives within the plan, some of our success measures are numerical, with others being narrative-based.

Objective	Success Measures
1.1.1 Towns and villages that serve our local communities	Feedback from residents on satisfaction with local amenities and Council support for town centres. Information on local CIL spending.
1.1.2 Safe communities and tackling antisocial behaviour	Feedback from residents on feelings of safety and antisocial behaviour.
1.1.3 A place to invest and do business	Information on activity to support the local economy and business infrastructure.
1.1.4 Thriving local businesses and employment opportunities	Information on support and resources for business and job-seekers.
1.1.5 Well-planned sustainable development and infrastructure	Local development management performance levels. Information on local planning policy.

Objective	Success Measures
1.2.1 Strong, inclusive communities	Feedback from residents on local community sentiment. Community centre usage levels.
1.2.2 Leisure, sports and cultural services	Feedback from residents on satisfaction with sports and leisure facilities & activities Leisure centre usage numbers
1.2.3 Greenspaces that deliver health, recreation and nature benefits	Feedback from residents on satisfaction with parks and green spaces Information on activity to support nature across our greenspaces
1.3.1 High quality waste, recycling and cleansing services	Waste, recycling and cleansing performance levels Feedback from residents on satisfaction with waste, recycling and cleansing

Objective	Success Measures
1.3.2 Environmentally and financially sustainable neighbourhood services	Greenhouse gas emission reductions Key income generation and spending information
1.4.1 Communication that is accessible to all	Information on use of communication channels Feedback from residents on Council communication Information on environmental sustainability support and leadership activity
1.4.2 The opportunity to shape and influence services	Feedback from residents on how well the Council acts on the concerns of residents Feedback from residents on satisfaction with the Council's approach to environmental issues Consultation participation information
1.4.2 Listening and learning from feedback	Feedback from residents on overall service satisfaction Feedback from residents on contacting the Council Complaints information

Objective	Success Measures
2.1.1 Focussed support to strengthen communities	Information on community development activity
2.1.2 Advice and practical assistance for those in need	Information on provision of accessible services Information on practical assistance provided
2.2.1 Affordable, social, and temporary housing that helps meet local needs	Housing provision information Estimated savings from reduced reliance on third party emergency accommodation
2.2.2 Making the best use of existing affordable homes	Information on housing register levels Information on housing availability
2.2.3 Improved outcomes for those facing housing challenges and homelessness	Homelessness prevention performance In-borough and out-of-borough emergency accommodation levels Estimated savings from homelessness prevention

Objective	Success Measures
3.1.1 Sound financial planning and value for money	Annual budget and service and financial planning information Revenue collection rates Fraud prevention and investigation activity
3.1.2 Effective and ethical governance	Overall performance against key performance indicators Information on risk management Information on consideration of environmental and equality factors as part of decision making
3.1.3 Evidence-based decisions and services	Information on key decisions made Information on data and insight activity
3.2.1 Council properties that meet operational needs and sustainability goals	Information on key Council property activity Information on energy efficiency and greenhouse gas reductions
3.2.2 Effective and secure IT systems	Information on any IT outages Information on cyber threats protected against
3.2.3 A fit for purpose and environmentally sustainable vehicle fleet	Information on fleet status and activity Information on greenhouse gas reductions

Objective	Success Measures
3.3.1 An effective and resilient workforce	Workforce turnover and sickness performance Information on training and staff development activity
3.3.2 A clearly defined, inclusive and positive organisational culture	Information on organisational development activity Information on staff wellbeing and satisfaction
3.3.3 Support and training for elected members	Information on training provided for elected members

We will also report on additional contextual indicators annually. These are things that are outside the Council's direct control or do not relate specifically to a corporate plan objective but which are helpful for understanding the borough and the environment within which it operates. In some cases in order to report against these indicators we are reliant on third party information.

We will report on the following contextual indicators:

Category	Indicators
Population and households	Total population Total households Age distribution of the population
Homes and housing affordability	Housing affordability ratio House prices and rental costs Total homes and homes delivered Homelessness
Income and employment	Average resident income Unemployment rate Total jobs
Crime Rates	Recorded crime Criminal offences by category
Health and activity levels	Life expectancy Physical activity Obesity

Category	Indicators
Business and industry	Value of the local economy Business five-year survival rate Total enterprises in the borough Industry sectors
Environment	Borough greenhouse gas emissions Greenhouse gas emissions by sector Recycling rates
The Council	Annual revenue budget Revenue budget funding Staff employed Council tax