

Reigate & Banstead 2025: Annual Report 2024/25

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Executive Summary

This is the fifth and final annual report on the delivery of the Council's Corporate Plan for 2020 to 2025. It provides an overview of key Council activity in 2024/25, and looks back across the five years of the plan. It also incorporates additional contextual information about the borough.

2024/25

The last year saw a range of positive accomplishments, amidst an environment of continued challenges for the local government sector. Within 2024/25, the refurbished Merstham Recreation Ground reopened, the Council's Development Management Plan was reviewed and determined to be up to date, the Safer Redhill campaign led improvements in community safety and local pride in Redhill, and the foundations for responding to local government reorganisation were laid.

There were also challenges, as the year saw work continue towards reopening the Harlequin Theatre following its closure, demand for housing and homelessness support continued to grow, and local government as a whole continued to operate with limited resources, uncertainty around national policy, and ever increasing demands.

From residents, feedback has indicated generally good levels of satisfaction with the Council and the local area, but there are continued concerns about costs of living, and the need for support from the public sector.

2020 to 2025

The five-year period was similar in character, with positive progress set against a background of challenges. The start of the plan period was heavily shaped by the coronavirus pandemic, leading to major disruption for residents, business, and services like the Council. Subsequent economic pressures led to high inflation and rising costs of essentials such as food and energy; these were particularly strongly felt by the least wealthy, further exacerbating their effect. Housing affordability has also remained a particular concern for many in the borough.

Despite these challenges, the Council has been able to continue to deliver high quality services and provide ongoing support for residents throughout the five years. Unlike many councils, Reigate & Banstead has been able to maintain a balanced budget without significant cuts to services, and local support and amenities have been preserved and strengthened.

Examples of the work delivered include the extensive support work during the pandemic, the delivery of new social housing and the development of The Rise cinema and leisure venue, improvements to IT systems and capacity to improve service delivery and resilience, economic development support and continued high survival rates for local businesses, strengthened community partnerships, community centres and community development work, new environmental sustainability work, and consistently highly regarded greenspaces.

More detail of all of these points and many others can be found in this report, which shows the range, depth and quality of the work of the Council and its achievements during the last five years.

Introduction

Reigate & Banstead 2025

Reigate & Banstead 2025 was the Council's corporate plan for the five-year period from 2020-2025, covering the municipal years 2020/21 through to 2024/25. It set out the Council's priorities for 2020-2025 and identified its objectives for delivering services to those living, working and spending time in the borough.

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

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

The Council agreed a new corporate plan for 2025-2030 in July 2025. The national programme of [Local Government Reorganisation \(LGR\)](#) means that the Council is expected to be succeeded by a new unitary Council during this period, but the new plan will guide the Council for the duration of its operation, and help to provide a foundation for the future organisation.

Objectives and Success Measures

As part of the adoption of the plan, the Council made a commitment to report on its progress towards its goals each year. Reigate & Banstead 2025 is divided into three themes: People, Place and Organisation, which reflect where the Council has sought to focus its activities and investment between 2020 and 2025.

Within each theme, there are a number of success measures to report against, each reflecting an important element of the plan. These are distributed across the Council's services and Executive portfolios, providing an overarching perspective on our work. For each of the objectives and success measures, this report provides information on activity undertaken in the past year, how this has helped to meet the corporate plan goals, and how they influence the borough. As this report is the final one for the 2020-2025 plan, it also includes a selection of information on how the objectives have been delivered across the whole five-year period.

The 2020-2025 corporate plan also included a number of overarching commitments, which reach across all of its objectives. Information on these commitments is reflected throughout the report, with their influence highlighted in a number of areas, and have formed an essential part of the Council's approach.

For a number of the objectives and commitments, the success measures include resident views on associated topics. These are assessed based on feedback collected from a residents' survey conducted in February 2025.

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

Objectives - People

Objective: Housing: Secure the delivery of homes that can be afforded by local people and which provide a wider choice of tenure, type, and size

What does success look like?

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

Progress on delivering this objective:

As has been the case throughout the duration of the plan, the borough and its residents face difficulties around the limited availability and high cost of local housing. Contextual information (available in the appendix to this report) indicates that the population has been growing at a faster rate than the housing supply, and both property and rental prices have been increasing. The ratio of house prices to income for the borough, a key measure of affordability, was 10.54 to 1 in 2024; this ratio has been over 10 since 2016, and has increased markedly from its level of 7.87 in 2002.

The Council, and particularly its Housing & Intervention and Place Delivery services, has been working hard to help address and mitigate this issue. The Council cannot independently resolve a challenge of the scale of local housing needs, but we have sought to increase the availability of suitable and genuinely affordable homes, work with residents to help prevent homelessness, and worked to effectively manage the available stock of social housing to best serve local needs.

2024/25

During 2024/25, the Housing team was able to successfully prevent homelessness for 411 households threatened with homelessness, increasing from 350 in 2023/24. This represents a quarterly success rate of between 55 and 65%, significantly higher than the national and south east averages of 41%. Prevention work includes helping households to manage their finances and access specialist guidance, identifying potentially suitable homes, and liaising with landlords. In the context of decreasing availability of affordable private-rented and social-rented homes, this represents a considerable achievement.

This prevention is especially important in present times, as the decreasing availability of affordable and social homes has led to increasing difficulties faced by residents and increasing demand for support. The number of approaches to the Council for homelessness support has increased rapidly in recent years, growing from 1385 in 2022/23 to approximately 1914 in 2024/25. Contextual information indicates that the number of households on the waiting list for support has correspondingly continued to increase, from 1213 in 2022/23, to 1403 in 2024/25, although effective prevention and mitigation work has kept this increase

lower than the rise in approaches. Making matters more challenging, the social housing stock available for Council nominations has decreased in recent years, from 300 in 2022/23 to 160 in 2024/25.

Considering delivery of affordable housing outside of the Council's control, this has declined in 2024/25, with no new affordable homes completed between 1 April 2024 and 31 March 2025. This downturn in delivery is reflective of national trends, with [the borough's Housing Monitor](#) identifying the number of affordable housing starts was at a seven-year low in 2022/23. While the Council cannot significantly control external housing delivery, this lack of new affordable homes is only likely to add to pressures on local people and further increase demand for Council support.

Where we are unable to prevent homelessness, the additional demands impose a significant burden on the Council. This manifests both through additional costs for temporary and emergency accommodation, not all of which are covered through funding received, and additional workloads on associated teams, requiring increases to supporting staffing and activity. Combined with additional statutory responsibilities which have come into effect over the 2020 to 2025 period, housing and homelessness has been, and is expected to continue to be a key challenge for the Council.

2020 to 2025

There were a number of key achievements against the Housing objective between 2020 and 2025.

In terms of direct housing delivery, these included the creation of 32 one- and two-bedroom flats in Redhill at affordable rents, 4 one-bedroom units in Horley at social rents, and the purchase of 13 temporary accommodation family homes now let at social rents. The Council also supported Raven Housing Trust, Mount Green Housing Association, Transform Housing & Support, and the YMCA with grant funding to facilitate the viability of their social housing development sites and property purchases.

This increased provision has helped to provide access to necessary housing for local residents and the most vulnerable, improved opportunities for those supported to stay local and retain important family and community connections, and reduced costs to the Council through reducing reliance on third-party providers.

From a prevention and support perspective, there was a consistent, high level of activity from housing and intervention teams during the period, including, homelessness prevention for over 1,700 households. The Council also adopted a new Homelessness and Rough Sleeper Strategy in March 2022, covering 2022 to 2027 and reflecting expanded legislative requirements. Positive progress has been achieved against the strategy's supporting action plan since its agreement.

The period also saw the introduction of the Social Housing Downsizing Support Scheme, to enable social housing residents the option of homes which had become too large for them to more suitable properties, and receiving assistance to do so. The scheme has been well received, and has both helped residents to live in a home that suits them, and made available more larger properties for those in need.

The start of the plan period also saw an additional layer of challenge due to the coronavirus pandemic, which required additional steps to ensure safety and accommodation for all those in the borough, and led to successful changes to many working practices to enable the continued operation of services and support for residents.

In terms of wider housing delivery, the Council's planning policy across the period has sought to support the delivery of affordable homes, and has maintained a suitable designated land supply. Unfortunately, private developers have been influenced by national and international factors, such as increased construction costs, elevated mortgage rates and wider cost challenges for the population. These may have influenced the decreased delivery of affordable homes, with the low recent levels leading to overall affordable home delivery between 2012 and 2027 now falling below the local target of 1,300 units, at only 1,172.

Recent delivery of new social housing stock has also been minimal, with now new builds in 2024/25. Information from discussion with partners indicates that this is due to a combination of affordability issues for registered providers, and requirements for reaching lower emission targets leading to competing demands on their resources.

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

What does success look like?

Evidence that the Council is working with partners to deliver positive outcomes in the borough's communities.

Evidence that our community facilities and activities are well used by communities and residents.

Residents feel that the local area is safe.

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

Progress on delivering this objective:

The Council maintains strong connections with the borough's communities and partners, with whom we work together to address local needs and help local residents. We work directly with over 200 partner organisations, and have contact with over 600 through our mailing lists and other channels.

Unlike most local authorities, we maintain a dedicated Community Development team, providing us a direct connection with residents and their communities, enabling us to better understand needs and effectively target support. The Council publishes [impact reports for the Community Development team](#) on our website annually, highlighting key concerns for local residents and the good work done across the borough.

2024/25

Key issues to be addressed in 2024 included lack of support for young people, social isolation, food and fuel poverty and the wider cost of living, and keeping communities connected, informed and safe. Activities in response included:

- Research into young people's needs in community development areas
- The YMCA 'Y Bus' bringing mobile youth facilities to Whitebushes and Timperley Gardens, where it received a very positive response.
- Sports group projects, in connection with local clubs and schools such as Reigate Rugby Club and Redhill Football Club.
- New and ongoing community coffee mornings and warm hub cafés, at locations including Whitebushes and Preston.
- Supporting access to nature and outdoor spaces, including free and subsidised children's activities, local planting, and fundraising for facilities.

The Community Partnerships team has also been busy engaging with partner organisations to support joint approaches. Actions in 2024/25 included launching an e-newsletter for the sector, expanding collaboration through roundtable discussions, and supporting the merger of Reigate & Banstead and Tandridge voluntary action groups into the new Voluntary Action Surrey East (VASE).

2024/25 also saw the continuation and updating of multiple grant funding streams, including updated RBBC Strategic Grant criteria agreed in September 2024, Household Support Fund rounds 5 and 6, the UK Shared Prosperity Fund, and funding from NHS Surrey Downs to assist with winter pressures in Banstead. These funding sources provided over £480k in support to over 1300 residents and 58 partner organisations.

Partnership working to support health and wellbeing has also been an important area of focus during the last year, and the Council's website includes [a health and wellbeing impact report for 2024](#). Some of this has particularly related to supporting vulnerable people, more information on which is available later in this report, but other aspects have primarily dealt with wider benefits for residents. These have included general health checks, the 'Men in Sheds' scheme providing socialising opportunities whilst support the community, and support for local groups such as the African Community in Surrey and Sussex, Asian Women Wellness Hub, Kiln Community Garden, and Nailsworth Voice. Joint working was further

supported by a health creation conference in 2024, with over 130 attendees from across East Surrey.

Community facilities continued to be well used in 2024/25, with the Community Centres team maintaining work to expand the appeal and offer of the centres. 2024 saw a marked increase in centre use, with 10% more activity participants, 11% more room hire and 23% additional catering income. Indicative of high levels of activity at the centres, 2024/25 saw 9301 hot meals served, 30435 activities provided for the community, and 21559 volunteer hours contributing to help local people.

A proposal for Horley Community Centre modernisation has been brought forward, with a consultation taking place in July and August 2025. This aims to enable the centre to meet additional community needs, as well as making it more efficient and sustainable to operate. The catering offer at all community centres was also updated in January 2025, following consultation in October 2024. Improvements included more locally sourced ingredients, measures to speed up service, and new coffee options.

Additional consultation work was also taken forward, to inform further improvements and updates to centre activities this year, building on trial programmes including knitting groups, coffee mornings for groups such as mothers and carers, and homework clubs to support young people. The centres also maintained support for existing users, including offering hot meals over the Christmas and festive periods which are popular with older visitors, and small business support through workspaces and fayres showcasing local enterprises.

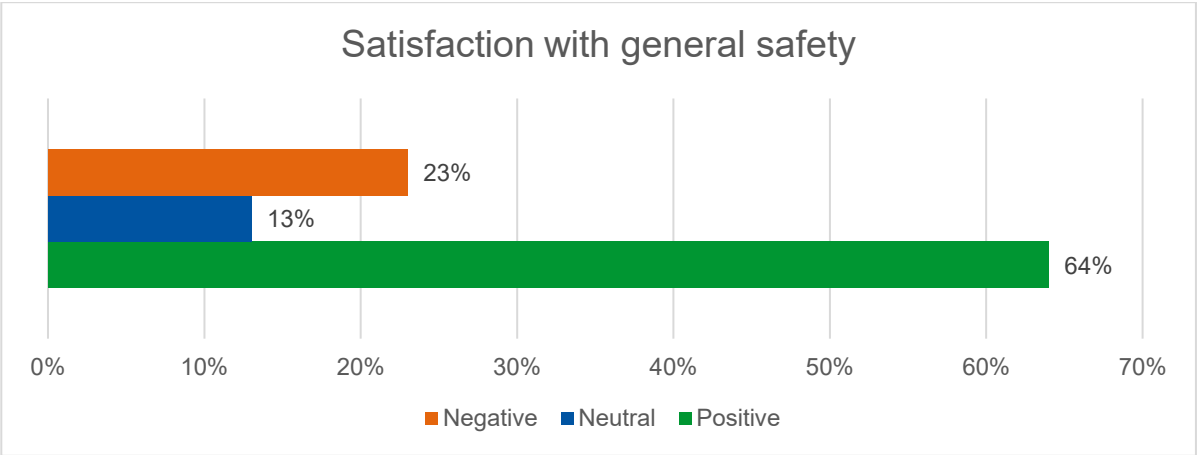
Community Safety also remained an important workstream in 2024/25. The flagship project for the year was [Safer Redhill](#), a joint exercise between the Council, Surrey Police, YMCA East Surrey, Raven Housing Trust and others to encourage pride in the town centre, address anti-social behaviour, and help residents feel safer. Whilst the borough remains one of the safest areas in the country, there were clearly concerns about issues in the town, and the programme has therefore sought to respond to and address these.

Actions taken included practical measures such as improved night-time lighting and changes to seating and shelter layouts, alongside additional training, mentoring for young people, and improvements to the local environment such as a new mural in Memorial Park produced by a local artist together with Carrington School pupils. Feedback on the programme has been positive and it is hoped that it will lead to longer term improvements for the local area. Wider community safety work has also continued across the borough, through the Community Safety Partnership and through local activities.

Resident feedback on feelings of safety was gathered through a residents survey earlier this year. This identified that most residents (between 75% and 93%) feel safe in their local areas during the day, with the lowest levels in Redhill and the highest in Banstead. However, residents felt less secure at night and in town centres, with the lowest levels again in Redhill at 42%. Overall, 64% of residents reporting being satisfied with their local area, whilst 23%

were dissatisfied. Whilst local crime levels do remain low, it is obviously important that residents are enabled to feel safe, and it is hoped that there will be improvements to these levels in future years, reflecting recent schemes such as Safer Redhill.

Figure 1: Resident satisfaction with general safety



The residents survey also gathered information on residents feelings of belonging locally and regarding community cohesion. These indicated broadly positive feelings about these topics, although there remained a minority of respondents who were felt less connected or less confident in people getting along or working together in their area. Information from future residents surveys will then help to indicate where things are working well, or where additional action may be required.

Figure 2: Resident sentiment regarding belonging to their local area

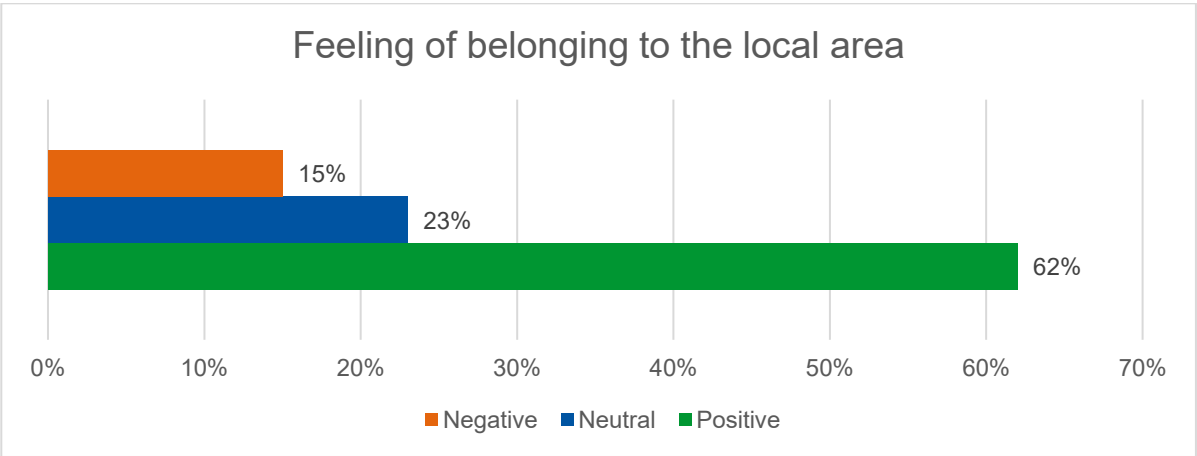


Figure 3: Resident sentiment regarding people from different backgrounds getting along

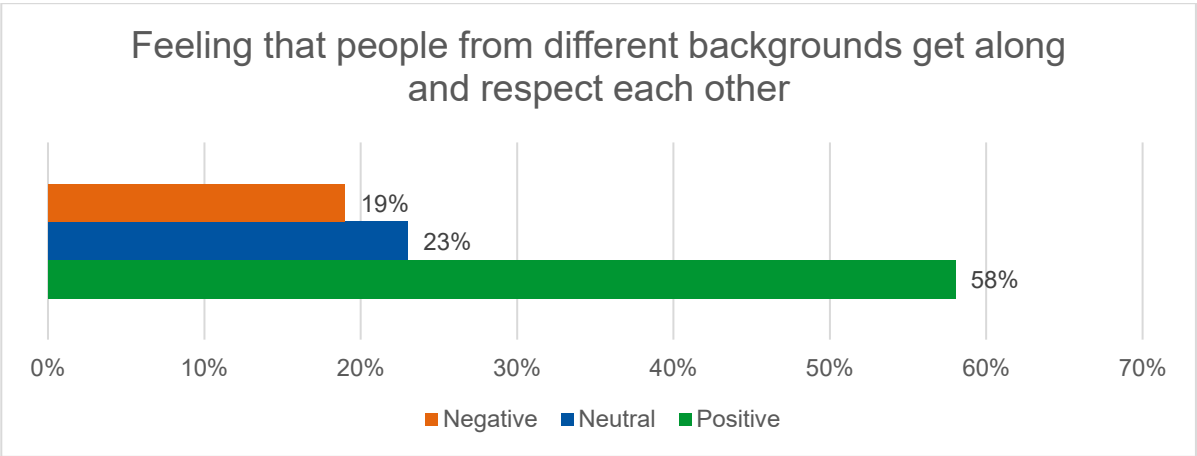


Figure 4: Resident sentiment on people pulling together to improve the local area

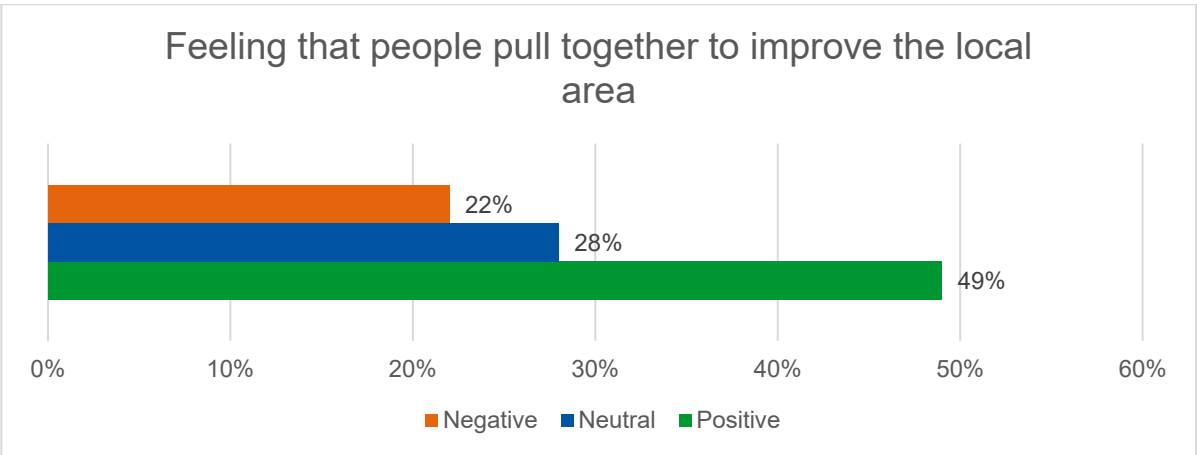
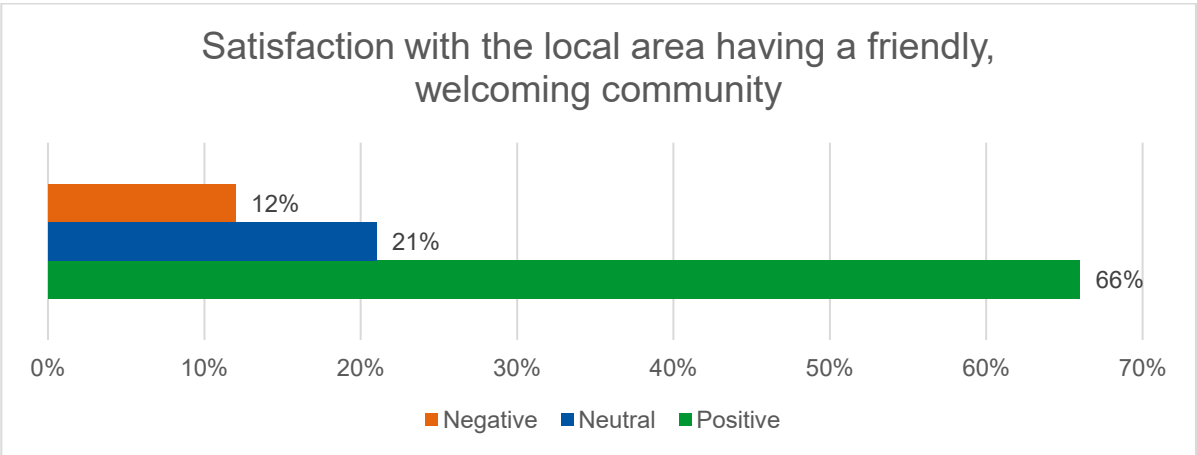


Figure 5: Resident satisfaction with having a friendly, welcoming community



Community safety and wellbeing also depends on the critical work of the Council’s environmental health and licensing teams. These teams ensure that local businesses,

housing and public spaces maintain necessary standards and that residents and customers can rely on the safety of the services they receive.

Key activity in these areas in 2024/25 included issuing over £52k of fines for housing offences, protecting the quality of local housing, enforcing additional conditions on premise licences where issues had been identified, and installation of the only ultrafine particle air quality monitoring equipment in the UK outside of a research laboratory, helping to better understand local environmental conditions.

2020 to 2025

There have been several overarching themes for communities and community safety since 2020, many of which are evidenced through work in 2024/25.

The coronavirus pandemic at the start of the plan period led to many new and different community support requirements, to help keep residents safe and well amidst both the health risks and limits on social contact. The pandemic also saw a considerable uptick in some forms of anti-social behaviour, placing additional demands on the Council and community safety partners.

Emerging from the pandemic, residents also faced elevated cost of living pressures, with rising demand for support measures such as food banks, budget advice, and housing support, as referenced earlier in this report. Cost pressures were also felt by our partner organisations, with many charitable and community bodies having to operate with reduced funding as usual contributors had less to spare.

These impacts have continued to be felt over the entire plan period, both by residents and the Council, and in the country more widely. Public services have been strained, and pressures on residents have increased risk factors for health, wellbeing, and anti-social behaviours. Whilst there has been some additional support from national government, access to resources has often been fragmented and uncertain.

There have also been growing requirements placed on regulatory services by national government and statute, leading to the need for increased activity and often requiring rapid updates to processes by enforcement teams. There has also been an increase in challenges to the enforcement of regulations in some cases, exacerbated by delays in the court system which have continued from the pandemic period.

Despite these challenges, the response to the pandemic and subsequent needs have also served to catalyse changes and improvements in local working by the Council and its partners. The importance and potential of strong connections to both other public, voluntary and faith sector organisations, as well as residents and communities themselves was emphasised, and has been increasingly incorporated into service approaches. There was also learning about the connections between health and wellbeing, and we have worked with

NHS bodies, GPs, SCC and others to develop a more cohesive and joined-up approach to supporting residents and addressing the wider-determinants of health.

Communities have also responded directly, with new volunteers and active community members emerging. This was particularly prevalent during the pandemic, but has continued since, with 458 new volunteers registering with the community action group in Reigate & Banstead in 2024/25. The Council and VASE operate an annual Reigate & Banstead Volunteer Awards to recognise the contributions of local volunteers. Alongside residents, the Council's Community Development Team has developed strong connections over the period, and is now valued and trusted by local communities.

The process of modernising and expanding the appeal of community centres has taken place throughout the plan period, since the centres came into direct Council control. The improvements in 2024/25 continue the trend of increase users and improved financial sustainability across the five years. Supporting the financial sustainability of centres and reflecting rising visitor numbers, income has increased through the years, with total income most recently rising from £312k in 2023/24 to £423k in 2024/25.

Community safety approaches have also strengthened since 2020, with a stronger focus on key thematic issues being addressed, such as preventing violence against women and girls, and finding solutions to incidents of serious violence. These approaches are supported by the Reigate & Banstead Community Safety Partnership and its Community Harm and Risk Management Meeting (CHaRMM), Joint Action Group (JAG), and serious organised crime joint action groups.

Regulatory teams have also delivered on their new requirements, developing efficient practices to implement requirements and recruiting additional expertise where required. The period also saw the completion of a 4-year apprenticeship scheme within the environmental health team, providing the Council with an additional permanent environmental health officer with both professional qualifications and local knowledge.

Our Commitment – Helping residents and businesses make a positive difference in their communities

The Council's approach to community development is to work with residents and their strengths to benefit their communities.

This was exemplified in 2024/25 through a number of a schemes, such as community members in Merstham becoming Health and Wellbeing Champions for the local area, supporting others to eat healthily, stop smoking or similar; community gardening on the Cromwell estate, which has created improvements for the area; and the Whitebushes resident group 'Help in the Bushes' whose members share local information, pick up litter and support local projects and people.

Local businesses have also been encouraged and enabled to contribute to their communities through opportunities such as donations to food clubs, participating in the Refill scheme to reduce plastic waste, and supporting initiatives such as Reigate & Banstead Works, which provides information on businesses and employment activities for jobseekers.

The Council also runs a volunteering scheme, allowing staff to use up to two work days to volunteer to support their communities. This activity has included working at local charities, clearing invasive plants from public spaces, and planting trees at suitable sites.

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

What does success look like?

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

Evidence that more residents are benefitting from our early help activities

Progress on delivering this objective:

Alongside the Council's work to generally benefit the local area and all of its residents, we have an additional special duty to support those in need or who are more at risk.

This support might be needed by many different people at different points in their life, when they are more vulnerable to difficulties due to health, employment or other matters, as well as those who face longer term challenges. Assisting these people is important both on its own merits, and because of the benefits it provides for the borough as whole by preventing social disruption and empowering those we support to contribute to their communities.

2024/25

Economic pressures have continued to influence many residents. The Council has sought to address these pressures in various ways, including through grant funding to voluntary, community and faith sector organisations and directly to some of those residents most in need, as well as through directly lowering costs through our Council Tax support scheme offering discounts for qualifying households.

The Council also operates a Money Support Team, which helps households with matters such as managing budgets, finding ways to save or access more cost efficient options, or accessing more formal financial support from external resources. The team received 133 referrals for support in 2024, as of latest reporting.

Supporting residents with the cost of food, food clubs in all of the Community Development areas continue to be well used and appreciated, with 383 households supported in 2024. Club members can access low cost food and find information at the clubs on other available

support and material to let them tackle other potential challenges, such as bills, employment, debt, and energy costs. Fuel cost assistance has also been provided through helping residents to access energy efficiency assistance and options, including via Energy Action East Surrey.

Already identified in the housing section of this report above, there has also been extensive prevention and support work to aid families and individuals at risk of homelessness, which can be an especially vulnerable time for those affected.

The many partner organisations the Council works with also make countless invaluable contributions to supporting vulnerable residents, both in direct cooperation and through shared objectives. Some examples of partners supported by the Council who are particularly involved with supporting vulnerable people are the East Surrey Domestic Abuse Service, Age Concern Merstham, Reigate & Redhill, and Stripey Stork (which provides assistance for children and babies). These partners all received [strategic grants from the Council in 2024/25](#), alongside numerous other important organisations.

Also in conjunction with partners, the Household Support Fund accessed approximately £216k of funding in 2024/25, which provided assistance to approximately 7000 vulnerable residents, through measures such as hot food, fuel support, vouchers, and integration with other schemes such as food banks.

Until 31 March 2025, the Council also offered a family support service, helping to provide families with the tools and guidance to address their concerns across a range of issues. This service acted to offer early help for participating families, helping to avoid challenges escalating and preventing more serious issues arising. 96% of participating families reported a positive change as part of the programme, with 135 referrals made to the scheme in 2024/25.

Unfortunately, despite the success of the programme, SCC ended the contract and supporting funding, and did not provide the Council with an opportunity to engage further or continue the service. SCC is now providing a similar service directly, but, as identified elsewhere in the report, this represents a loss of continuity, connections and local expertise.

2020 to 2025

Over the longer term of the five-year corporate plan there were a number of particular highlights and challenges of note.

As identified elsewhere, support for vulnerable people was especially important during the coronavirus pandemic, and work to ensure residents received support to address social isolation, food and hot meals, safe accommodation and access to essential services occupied much of the Council's attention during the height of the crisis.

Trends leading to increased pressure on residents around financial matters and their consequences for health, wellbeing and vulnerability have been identified elsewhere within

the report and have grown in significance over the course of the last five years. Whilst there have been increases in some support available, there have also been increases in inequality, and many of those with least wealth or who are otherwise more vulnerable have been most at risk from rising costs and stressed public services and voluntary sector organisations.

Expanded support has been made available since 2020, including the food banks initiated during the pandemic, the Council's money support services (which assisted 1065 households over the period), and strengthened connections with partners, community centre offers, and homelessness prevention. These steps have helped to mitigate the challenges faced by residents, and prevent increased costs where escalating issues would have been more costly to address later, but nonetheless have required additional investment of funds and officer time.

The more joined up approach to health and wellbeing in conjunction with direct economic and social challenges that was pioneered following the pandemic has also continued through to the present, and the holistic approach has both been well received locally, and has aligned with wider national and NHS emerging approaches. The Growing Health initiative is an example of this, which has seen the Community Development team continuing to working directly with local GPs on local community initiatives.

Another area of support provided during the plan period has been for those forced from their homes by war and conflict. This included support for refugees across the East Surrey area, including 171 people across 43 households displaced by conflicts in Syria and Afghanistan, with 22 families assisted within Reigate & Banstead; and assistance for refugees from the Russian invasion of Ukraine, with 300 sponsored homes offering accommodation secured, and a safe place to live provided for 196 households.

Our Commitment – Clear and Effective Communication

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

Resident feedback indicates that a majority of residents, 62%, feel fairly or very well informed by RBBC, with only 32% feeling not very or not well informed by the Council. This is considerably higher than the national average of 47%.

Satisfaction with communication channels is also generally good, with a majority of residents satisfied with customer service, finding communication channels, and ease of use, and less than 20% being dissatisfied.

Key communication activities in 2024/25 included providing updates on the Harlequin Theatre, the initial stages of Local Government Reorganisation, and the Safer Redhill Campaign. Statistics indicate that the latter campaign was especially successful, with 65% of people surveyed by Surrey Police having seen the campaign, more than 12,000 visits to the website, and those consulted identifying that they were more likely to report anti-social behaviour if they encountered it.

As well as providing information and news, communication also means listening, again to all sections of the borough's community. An example of this in 2024/25 was a new Learning from Complaints project completed during the year, improving processes for handling and reviewing services in response to complaints. This helps to ensure that our communication is two-way and that we pay attention to resident concerns.

The customer contact team is the first point of contact for many residents with queries or concerns, and high quality of service here is therefore vital for communicating effectively with residents. This has been especially important during more major events such as the pandemic and general elections, and through providing a triage service for high demand areas such as housing and homelessness support. There was a mystery shopper exercise to help evaluate the service in 2024/25, and the team received a 98.3% positive result, speaking to the quality of assistance provided.

The Council's resident and partner facing services, including our Community Development, Community Partnerships, and Economic Prosperity teams are also key parts of communication. These team, and others, engage directly with residents and partner organisations, allowing for more direct and personal communication in both directions, which complements more formal messaging and feedback through other channels.

An important consideration in how we communicate is our equality duty as a Council to provide accessible information and services, including for those with protected characteristics. More information on this work is available in the [annual Equality Objectives](#)

[report](#), but it includes providing material suitable for e-readers, offering translation options, and making adjustments to services where necessary to remove barriers to access.

Through the five years from 2020 to 2025, there have been has been ongoing communications work, with some examples highlighted below.

In common with other areas, clear and effective communication was also especially important and challenging during the coronavirus pandemic, where it was necessary to provide residents with the information to stay safe, help businesses to operate correctly, and liaise with partners to coordinate services. There were additional challenges around this work due to limitations on the usual personal means of communication, meaning that digital and other channels had to be expanded, including steps such as regular phone calls to potentially isolated or vulnerable residents during the incident.

As identified above and discussed further in the Leisure section of this report, the discovery of RAAC within the Harlequin Theatre and the theatre's subsequent closure was a topic where it was important to keep local residents informed, allow them to know what to expect and to help address understandable frustrations.

There were also other key moments which were supported and responded to by the Council's Communications and Customer Contact teams. These included communication successful local news such as the opening of The Rise and delivery of new affordable local housing, alongside, the sadder news of the passing of Her Majesty Queen Elizabeth II in 2022, where many residents were keen to engage with memorial processes and commemoration events.

Elections were also an important topic of communication in recent years, including ensuring voters were key informed of emerging news around the 2024 general election, and implementation of voter ID requirements needing especially clear messaging to ensure residents were able to vote. Reforms to the annual canvass did however allow for more flexibility in the communication of process, with in-person work now allowed to be supported by email and telephone channels, significantly streamlining the process for many.

Communication of committee meetings has been supported by the installation of updated webcasting equipment in the New Council Chamber at the Town Hall, improving accessibility of meetings to residents and interested parties. Online meeting capacities were especially important during the pandemic, allowing the Council to conduct essential business whilst observing safety precautions.

There has also been an expansion of services available online, with more options for online forms and processes. Whilst these will not necessarily fully replace traditional contact channels, they provide an additional option which can help to streamline accessing information and support. Such digital options now support over 100,000 transactions a year.

Over the course of the plan, the Council has also overseen significant updates and improvements to its website and digital channels. These include more direct digital channels for residents to access information, greater accessibility, and the increased importance of social media. These digital changes have been accompanied by working to maintain traditional contact options, including customer phone lines and paper news, in

challenging financial circumstances, supported by teams delivering high standards of work as efficiently as possible.

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

What does success look like?

Residents agree that the leisure, cultural and wellbeing services provided by the Council meet their needs.

Evidence that our leisure, cultural and wellbeing facilities and activities are well used by residents.

Progress on delivering this objective:

Leisure, arts and culture are important parts of the borough's amenities, and vital for both resident wellbeing and supporting the prosperity and society of the local area. The Council provides support for these needs through leisure and community centres, parks and natural spaces, sports and recreation areas, and through arts and cultural programmes and facilities. Wider wellbeing is also supported by a range of services, some of which have already been referenced in the sections of this report regarding community and supporting vulnerable people.

2024/25

A particularly prominent matter during 2024/25 was the continued closure of the Harlequin Theatre and work to identify the needs of local residents and restore cultural and community facilities in Redhill.

Teams across the organisation worked to establish requirements and bring forward necessary work to address the response to RAAC within the building. This activity included a consultation on arts and culture in Reigate & Banstead which concluded in October 2024, and preparation of material to inform decisions since made by the Executive and Council in June and July this year on how to move toward reopening the Theatre. Whilst these decisions did not fall within 2024/25, the year saw extensive efforts to consider possible options, identify necessary work, and reflect the input from residents and community members, in preparation for the next steps of the process.

Whilst the absence of the Harlequin's operation left a gap in arts and cultural provision, 2024/25 nonetheless saw work to deliver arts and cultural activities for the borough's communities, particularly by the Council's arts development officer. Activities supported during the year included an arts takeover scheme with 18 events and sessions in the Belfry shopping centre and nearby, Growing Health through Art and Creativity programmes with

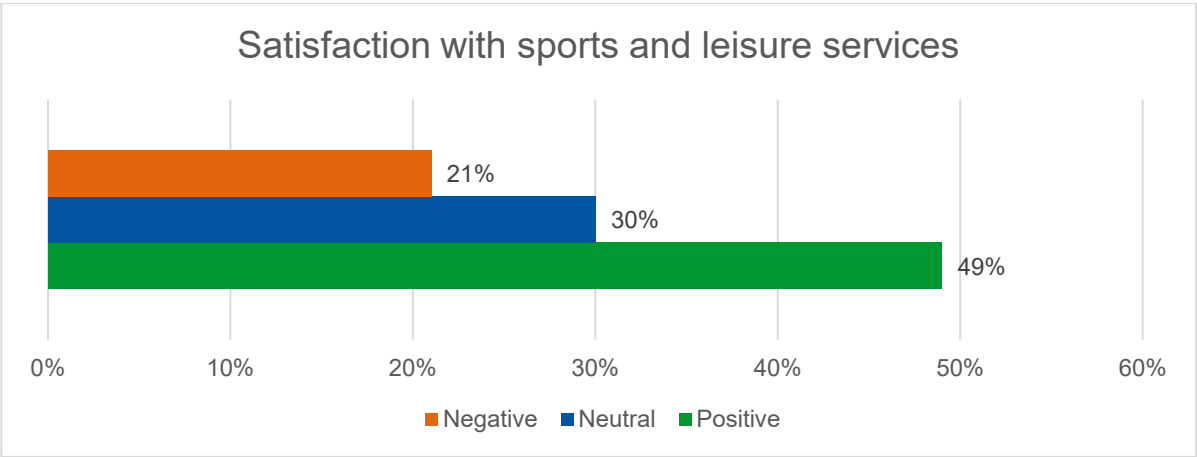
over 300 residents participating, and an art project for young carers at the Merstham Hub. The arts development activity reflected the connection between arts and mental health and wellbeing, and sought to increase access to arts for residents across the borough. The Star for a Night event also continued, offering free tuition to 22 participants.

Other Leisure services remained highly active through the year, with almost 1.2 million visits to the borough’s leisure centres in 2024. Leisure centre memberships saw increase of 14.34% from 2023, with the greatest growth of 18.13% in Tadworth. The year also saw 849 people provided with referrals to access leisure centres as part of the Healthwise programme to support their health and wellbeing. Contracts for the centres were also extended to ensure they continue to operate and provide services for residents as the Council moves towards future reorganisation.

Sports in the borough was supported by the continued provision of pitches, courts and other facilities, alongside a programme of work aimed at getting children active and helping them to access different opportunities. This included 194 activities in 2024, with almost 3000 attending, and incorporated specific additional support for those with special educational needs and to ensure access for lower-income families. Sports events during the year included borough participation in the Surrey Youth Games, which saw increases in attendance, the annual Sports awards, and a community sports festival.

The residents’ survey indicated that the borough’s sports and leisure facilities were generally well regarded, with 49% of respondents either satisfied or very satisfied and only 21% dissatisfied or very dissatisfied.

Figure 6: Resident satisfaction with sport and leisure services

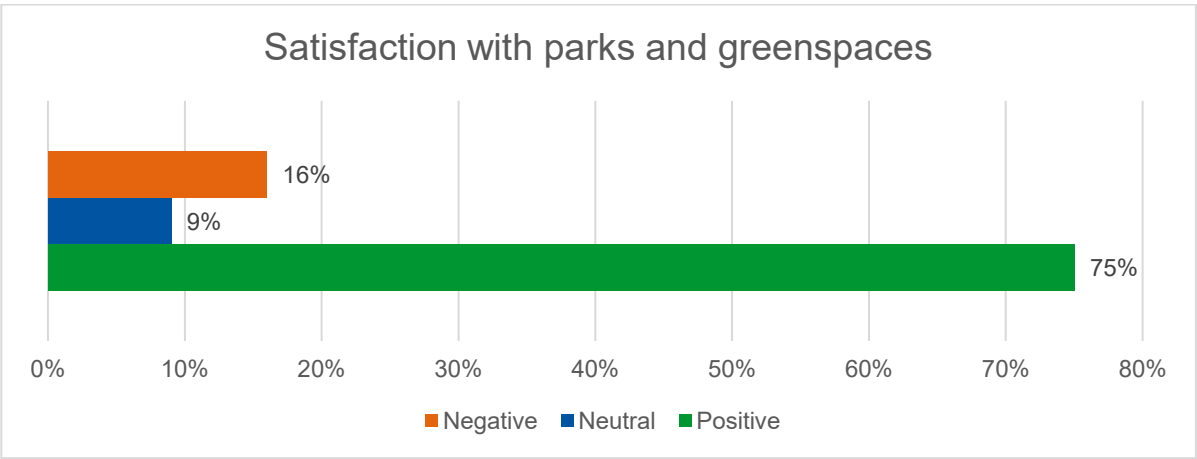


2024/25 also saw the refurbishment of the Merstham Recreation Ground. More information on this project is included in the Towns and Villages section of this report, but the park now offers additional leisure facilities including a play area, parkour course, and outdoor gym, and maintains 4 different football pitches for a variety of team sizes. Other playgrounds and sites were also improved at a number of locations, including Fairfax Avenue, Somerset Road,

and Woodmansterne playground, as well as the installation of a new pump track at Tattenham recreation ground.

The residents’ survey reported high levels of satisfaction with local parks and greenspaces, with 36% fairly satisfied and 39% very satisfied.

Figure 7: Resident satisfaction with parks and greenspaces



2020 to 2025

At the start of the Corporate Plan period, most leisure and cultural services were limited by the coronavirus pandemic, with the borough’s leisure centres and Harlequin Theatre largely closed during 2020/21, although the Harlequin building was used for a range of community support activities such as hot meal preparation. Outdoor spaces such as parks were however especially valued by many residents during this period as opportunities for leaving the home while maintaining social distancing.

As already referenced, the disruption to services at the Harlequin Theatre has been a concern for the latter part of the plan period. There was however a noteworthy success in 2023, when the Theatre and Leisure teams, as well as other supporting services, were able to move the annual pantomime to a big-top tent in Redhill, to enable the show to continue following the RAAC discovery. This alternative approach received positive responses locally, helped protect local amenity and financial sustainability, and received recognition in wider media coverage.

2020-2025 also saw the implementation of the community centres modernisation approach. Already mentioned within this report, this programme of work saw the appeal of community centres expanded to a broader audience, whilst continuing to support regular users, expanding leisure and wellbeing support availability in the borough’s towns.

Sports provision was also supported by a [Playing Pitches and Sports Facilities Study](#) in 2022. This study reviewed the provision and need for such facilities in the borough, and provides evidence to help inform local action as well as the emerging Local Plan.

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

The core duty of the Council is to serve the borough and its residents, and it is therefore essential that their needs form the heart of our activity. Elected councillors help work to represent their constituents, but it is also important for Council officers to understand local needs and ensure that our services deliver as best they can for everyone who lives and works locally and who depends upon the organisation.

Several ways in which we listen to and learn from residents have already been identified within this report, with regular connections maintained through customer contact, considering any request and complaints we receive, and through the close integration of our community development workers with local communities. We have also worked to better consider the needs of partner organisations within service planning, through engaging with them more consistently and earlier in the process.

Alongside these day-to-day channels, we look to build understanding through specific focussed activities addressing new or important topics.

2024/25 saw several important consultations with borough residents, on topics including the Council's new corporate plan, arts and culture provision in the borough, the annual budget, and polling districts and polling places. As an example of these, we were keen to ensure that the new corporate plan reflected the needs of as much of the borough of possible, so we combined an online survey with paper and post options, multiple in-person drop in sessions at locations across the borough, and meetings with partners, business groups, and community representatives.

The Council's Economic Prosperity team has also worked to maintain connections with local businesses and those who work in the borough, to enable us to better support local prosperity. This has received very positive feedback from local businesses throughout the duration of the plan, with the previous Head of Economic Prosperity receiving both the 2025 business person of the year award and an award for outstanding contribution to the area at the Gatwick Diamond business awards in March 2025.

We are continuing to look at how we can best reflect the needs and views of local residents and provide opportunities for the boroughs communities to participate in shaping Council services and approaches in coming years. Whilst not within 2024/25, the Community Governance Review, consultation on the first phases of which concluded on 18 September 2025, represents a continuation of this approach in providing an opportunity for residents to steer the potential future parish and town council arrangements in the local area.

Not least this year was the completion of a residents' survey. This survey was conducted in-house for the first time, enabling it to be delivered at reduced cost and more exactly to match our needs. The completion of this survey will help us better understand resident sentiment and shape our services accordingly. Information gathered from the survey is presented within this report to inform assessment of success measures regarding resident feedback.

The years since 2020 have also seen achievements in putting residents at the heart of Council approaches. These have included resident input on grant funding through schemes such as the Banstead Neighbourhood Fund and the Creating Healthy Communities Fund, improved mapping of customer needs through the work of the customer contact team, and the general adaption of services to respond to increased resident needs as everyone has been influenced by challenges around matters such as housing and the cost of living.

As was the case with other commitments and objectives, the coronavirus pandemic led to additional requirements for reflecting resident needs for its duration, as services had to adapt rapidly to ensure that they could respond to social distancing and health challenges. Keeping residents informed and connected was a critical part of the organisation response activity. Resuming in-person services following the event was also an important step, with the ability to engage face to face highly valued by both residents and staff.

Objectives - Place

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

What does success look like?

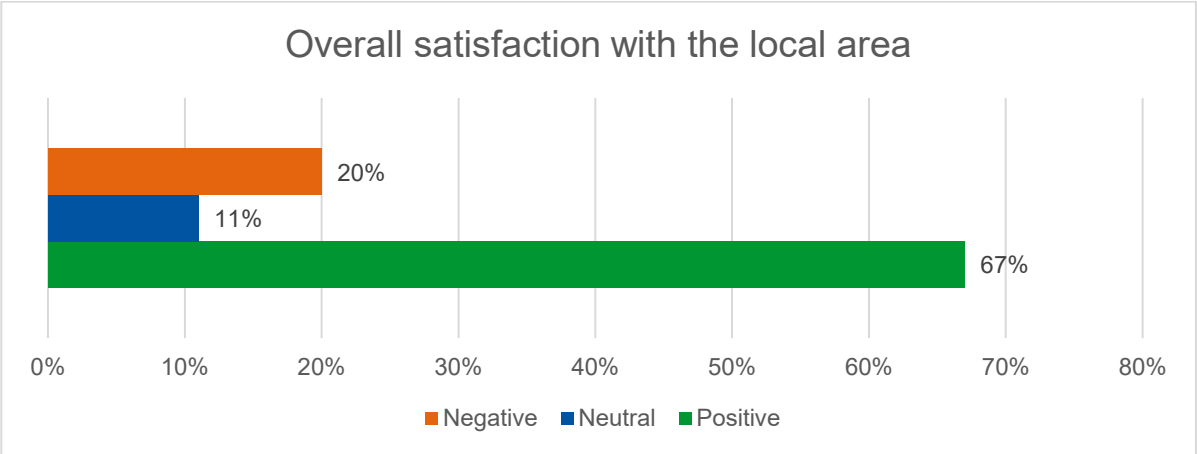
Residents’ feedback on local town and village centres.

Evidence that new floorspace or alternative uses are being delivered in town and village centres by the Council or the Council working in partnership.

Progress on delivering this objective:

Residents are generally satisfied with their local areas, with 67% reporting being either very or fairly satisfied and only 20% reporting being fairly or very dissatisfied.

Figure 8: Overall resident satisfaction with the local area



Residents were especially satisfied with parks and green spaces, as referenced above, (75% positive, 16% negative), but reported lower levels of satisfaction with local shops (42% positive, 41% negative), transport (36% positive, 49% negative), and cost of living (25% positive, 49% negative).

Whilst it is good to see overall positive satisfaction, this indicates that residents have concerns regarding a number of important considerations. Aspects such as cost of living and transport are largely outside of the Council's control, but feedback indicates that it will be important for services to take account of these considerations and where local mitigations can potentially be applied.

2024/25

There were numerous actions taken by the Council during 2024/25 to invest in the borough's town and village centres and neighbourhoods, to help maintain and improve the quality of the borough as a place to live and work.

A key project was the refurbishment of Merstham Recreation Ground, with works commencing in May 2024, and the new park opening to the public in May 2025. Improvements included a new pavilion, play and youth area, outdoor gym, updated footpaths, and refurbished tennis courts and multi-use games area.

There were also improvements to street furniture, drainage and water channels to help keep the area accessible and protected from flooding. There was also a replacement football pitch provided at Battlebridge, with the pitch open for use in May 2025.

The refurbishment programme was supported by National Lottery Funding of approximately £500k over 2 years. Securing this funding was achieved through the work of the Legal Services and Place Delivery teams.

Another important aspect was work to support the newer neighbourhoods in Westvale Park, where the provision of community facilities had previously been significantly delayed by developers. Following intervention by the Council and imposition of bonds to allow the Council to act directly if obligations were not met, there has been much improved progress to deliver these facilities. Work to deliver local shops is now underway, and the neighbourhood hall is complete, with a GP practice expected to be incorporated into the site. Play areas in the area how now also open and being managed by the Council, with remaining works on greenspaces and allotments approaching completion.

In Horley, town centre improvements have continued, with recent work including landscaping and civil works at the central car park, installation of new electric vehicle charging points, and support for flood mitigation and drainage to the subway. Steps were also taken to support future work including preparation of technical designs for subway and high street improvements, following consultation with local residents and stakeholders.

Planning work is also underway for other projects, including plans and legal matters for improvements to Three Arch Road Junction in conjunction with Surrey County Council, and technical design, tendering and securing necessary agreements for new parking at Coxdene and Long Walk in Preston.

The Economic Prosperity team was also active in supporting town centre businesses, and other organisations to make the borough an appealing location to visit. This included supporting a Global Music and Street Food market in September and a new power supply for Redhill market, both funded from the UK Shared Prosperity Fund, supporting a Diwali festival and Reigate summer festival, and ongoing advisory contact with town centre business guilds.

2020 to 2025

The plan period saw some significant developments and support for the borough's town and village centres.

Perhaps most visibly was the development of The Rise in Redhill, providing new leisure facilities, dining and commercial units, and additional housing for the area. The new cinema operated by The Light, along with mini-golf, climbing wall, arcade and axe throwing, received a positive response from local residents, and there was an increase in recorded footfall and business activity. There were some learnings from the project, which have been reviewed to inform and improve future development activities.

Redhill more widely has also experienced some challenges, with the departure of Marks and Spencer from the Belfry shopping centre diminishing local retail options, and concerns around anti-social behaviour which the Safer Redhill programme has worked to address.

All of the borough's town centres were hit significantly by the coronavirus pandemic and its restrictions on shoppers. Much of the work of the Economic Prosperity team since the pandemic has aimed to help high streets and local businesses recover and grow. This has included visitor analysis and promotion using £168,000 from the national Welcome Back Fund, £100,000 of town centre improvements and steps to increase the attractiveness local high streets, and £41,000 invested in Town Centre Vitality funding to attract more shoppers and visitors and promote the local area.

The influence of changes in shopping patterns and challenging financial circumstances for many people may continue to be felt by town centres and the residents who depend on them, so there will likely continue to be a need for the Council to monitor how local situations develop and where support may be required.

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

What does success look like?

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

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

Progress on delivering this objective:

The prosperity of the borough is an essential component of supporting the wellbeing of Reigate & Banstead's population and communities. The Council seeks to maintain this prosperity through a range of measures delivered by the Economic Prosperity team and others, including support for small and local businesses and for the borough as a location to work and invest.

2024/25

A key thread in this support during 2024/25 was completing the delivery of the UK Shared Prosperity Fund (UKSPF) programme, which brought forward 22 projects utilising £1 million of national funding. In accordance with UKSPF criteria, these sought to build pride in place and increase life chances for local residents.

Projects from the programme which were delivered or completed in 2024/25 included a business support grant scheme, assisting 10 local businesses with start-up and growth, particularly in areas with higher levels of deprivation, an online tool to support job searchers, work with Raven Housing Trust to provide IT facilities to support residents with online training and job seeking, and schemes with Surrey Care Trust and the Council's community centres to help develop digital skills. East Surrey College also received funding to support the deployment of a number of virtual-reality headsets which helped provide training for work in the care sector.

These projects were supported by the Community Development team and the Employment and Skills group, and helped residents to reach employment goals as well as meeting skills needs within the local economy.

The Economic Prosperity team also maintained regular programmes of work supporting businesses, employment and skills during the year. In the last year actions included enabling networking and learning for small business owners and entrepreneurs, helping residents to access information on local employers and job opportunities, and targeted direct grants to promising business ideas.

As an example of the effect of business support grants, feedback from a review of its effectiveness conducted in 2024 included the following quotes:

- "We have increased our staff threefold, our turnover has doubled, and we were able to move into larger premises."
- "Our turnover has increased by over 100 percent".

- “It has had a transformative impact on my photography business. The grant has allowed me to purchase a drone, which has significantly expanded the range of services I can offer. As a result, my turnover has doubled, thanks to the new business opportunities this investment has opened up.”

In addition to the direct impacts, businesses supported by grants create new local jobs, with follow-up information identifying 95 additional jobs created by grant recipients, corresponding to a new job for every £1,426 of grant awarded.

Other business support activity in 2024/25 included provision of a power supply for Redhill market, as referenced above, and engaging with regional bodies such as Gatwick Diamond Business, the Orbital South Colleges Group, and representing the borough at the UK Real Estate, Investment & Infrastructure Forum, helping to raise the profile of area for investment.

2020 to 2025

During the five years since 2020, support for business has helped a large number of local people to start and grow their businesses. Actions have included:

- 324 businesses enabled to start, develop and grow, supported by £1.13 million in grant funding, incorporating both Council and national funding sources.
- 70 entrepreneurs provided with in-depth business start-up support through 5 Entrepreneur Academie programmes, with £25k in funding awarded to the winners.
- A Peer 25 Leadership programme providing peer mentoring and business leadership skills for 25 businesses seeking growth.
- 50 Learning Lunches delivering business advice to 1,000+ local business owners and growing the connections between our businesses.

There has also been sustained support for local people to access employment and develop their skills, including the creation of the Reigate & Banstead Works website, developed in partnership with 14 local employers and education providers in the borough. The site provides extensive resources for those seeking employment, plus information on key employers, industries and skills, helping to connect local residents with quality local jobs.

The Council's partnership approach has been an essential part of building the borough's business community, and has been supported through actions such as the Reigate & Banstead Business Awards (which also raised money for local charities), developing social media, e-newsletter and informal networking channels reaching over 4,000 local businesses, and regular engagement with local and regional business bodies.

As with many other Council services, responding to the coronavirus pandemic was also an important aspect of work in the early years of the plan. The Council provided advice to enable businesses to manage safety restrictions, and then helped to support and promote the reopening of high streets when restrictions were lifted. This activity included town centre

support detailed in the towns and villages section of this report, as well as the establishment of the East Surrey Youth Hub, in partnership with Tandridge District Council and the Department for Work and Pensions. This hub worked to address youth unemployment and helped 300 customers, with 175 gaining employment and a further 9 young adults returning to education.

The business sector, particularly smaller businesses, continues to face challenges, with cost pressures around energy and other supply chains having risen markedly in recent years. Overall start-up rates have fallen, and business survival rates have reduced nationally. Despite this, Reigate & Banstead has maintained a higher 5-year business survival rate than both the UK as a whole, and the South East region. More information on these figures is available in the contextual indicators within appendix 1 of this report.

Our Commitment – Partnership Working

The Council's partners are vital for achieving our goals, and have been an essential part of the plan's delivery over the last five years. Partners include other local authorities, voluntary, community and faith sector organisations, the NHS and health sector, Surrey Police, community groups, local businesses, and residents themselves.

It has been a challenging period for many of the local groups we work with, with constraints on resources and an increasing need for support to be provided. We have therefore worked to ensure that we coordinate effectively, helping each other to operate efficiently and seeking to ensure that residents and others receive the assistance they need in a joined-up way.

Despite this mutual support, some charities and voluntary groups have ceased operating, such as Community Debt Advice which closed in 2024. Where partner organisations do end or reduce their operation, we will need to monitor where support gaps may be created and how these can be addressed.

The Council has taken on an additional duty this year, supporting Surrey Leaders' and Chief Executive meetings, to help enable effective collaboration between Surrey authorities. This activity has been supported by the Democratic Services team, and has been especially important in the context of forthcoming Local Government Reorganisation.

Support for the LGR process has also placed additional demands on other services, including the Executive Support Team, Corporate Policy, Communications and Data & Insight.

Since 2020, steps have been taken to improve effective coordination with partners, including additional channels of communication and networking, earlier engagement on service and project planning processes, and establishing placed-based practices incorporating the contributions of many local bodies.

The addition of health sector partners to many aspects of work has been an important element of this, with greater recognition of the connection between health and other social

needs, and the establishment and expansion of integrated programmes such as wellbeing prescriptions. It has also been possible to access some health sector funding to support local programmes, benefitting both residents and NHS services by preventing wellbeing and health issues from occurring and escalating.

With the impending prospect of Local Government Reorganisation, following the English Devolution White Paper of December 2024, there has been additional need to consider how partnership working will influence the future. At the time of writing, the decision on how the future local government of Surrey will be structured has not yet been announced, but whatever shape it takes it will be essential to ensure that local connections and partnerships are maintained and remain valued.

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

What does success look like?

Evidence that the Council has an up to date Local Plan.

Evidence that 'planning gain' is being captured from new developments.

Evidence that the Council is working with partners to deliver new infrastructure and positive outcomes for the borough's places.

Progress on delivering this objective:

2024/25

The Council's [Local Plan: Core Strategy](#) was reviewed and deemed to be up to date by a [meeting of Full Council in March 2024](#) and covers the period until 2027.

The Council's [Development Management Plan](#) (DMP) was approved in September 2019 and a review was undertaken in 2024. This review was a key activity for the year, and was ensured that the plan remained compliant with necessary planning standards and consistent with local needs. Work included thorough review of 43 cross-cutting DMP policies and 32 site-allocation policies. Reviewing and maintaining an up-to-date DMP helps to make sure that the Council is effectively managing local development and can continue to locally influence planning processes, in line with national policies, to best meet the needs of the borough.

A [meeting of Full Council in September 2024](#) approved the review and concluded that the majority of the DMP policies remained up-to-date and effective.

2024/25 also saw additional preparatory work completed for a new Local Plan. Whilst Local Government Reorganisation may change the geography over which local planning processes operate, the evidence gathered will remain relevant for the local area.

[A Retail and Leisure Study](#) was completed in May 2024, and [a Housing Needs Assessment](#) was completed in July 2024. These studies reviewed and assessed the borough's needs for retail, leisure and housing from the current year through to 2043, and will help enable planning approaches to take account of these considerations in future. The studies are also useful information for other services and the development of wider Council policy.

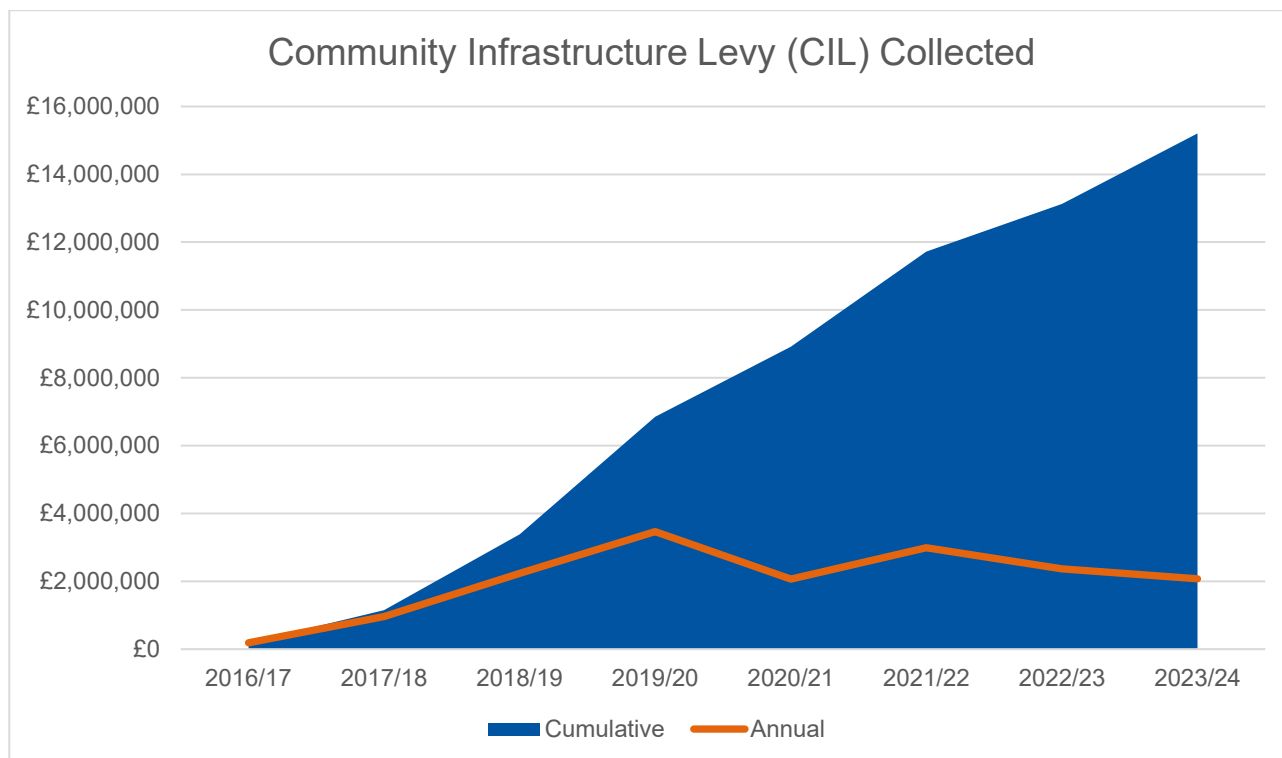
Supporting the Local Plan are other supplementary documents which provide additional, more specific, guidance to maintain local development quality and character. The A23 Great Street Design Code Supplementary Planning Document, the development of which was reported last year, was adopted at [the Executive meeting of 20 June 2024](#). The Council also secured an Article 4 Direction to protect local retail units, helping to ensure that residential conversions only take place where appropriate and suitable for the area.

The year also saw continued work to ensure that Westvale Park secured the appropriate amenities and necessary infrastructure for the local area and that community obligations were met by the developers. More information on this activity is provided in the towns and villages section of this report, but recent progress works underway to deliver local shops, the completion of the neighbourhood hall, and the opening of local play areas.

Local planning gain and infrastructure is also secured through the Community Infrastructure Levy (CIL), which is administered by the Council. As reported in the Council's [annual Infrastructure Funding Statement](#) of December 2024, the Council collected nearly £2.1 million in CIL, between 1 April 2023 and 31 March 2024, from developments in the borough. During the same period, approximately £870k was received from Section 106 planning obligations.

Spend during 2023/24 was £3.77 million of CIL funds and £1.26 million of Section 106 funds. The infrastructure funding statement also includes additional information on funding allocation, receipts, and other supporting details.

Figure 9, below, shows the annual and cumulative CIL funding collected by the Council. The level of funding collected has grown since 2016, although annual receipts have decreased from the peak in 2019/20, likely influenced by the disruption of the coronavirus pandemic and subsequent rising construction and materials costs. The CIL funding collected helps ensure new development makes a financial contribution towards amenities and facilities in the local area, including schools, sports and community facilities.

Figure 9: Annual and cumulative Community Infrastructure Levy collected

A list of the largest CIL projects funded in the year can be seen below, in figures 10 and 11.

Figure 10: Largest Community Infrastructure Levy contributions to local projects in the last reported year

Project	Community Infrastructure Levy Contribution
Outdoor gym provision at Woodhatch Park, Woodhatch	£44,941
Outdoor gym provision at Lady Neville Recreation Ground, Banstead	£42,000
Contribution to Church of the Good Shepherd Church Hall floor replacement, Tadworth	£40,000
Outdoor gym provision at Priory Park, Redhill	£30,000

Contribution to changing room refurbishment at Reigate Priory Football Club, Reigate	£26,140
Contribution to Watercolour Community Space, Redhill	£23,000
Play area and walkway at Walton-on-the-Hill Primary School, Walton-on-the-Hill	£22,000
Contribution to replacement floodlighting at Reigate Priory Lawn Tennis Club, Reigate	£19,755
Contribution to Wray Common Primary School swimming pool refurbishment, Reigate	£15,000

Figure 11: Largest Community Infrastructure Levy contributions to strategic projects in the last reported year

Project	Community Infrastructure Levy Contribution
Merstham Recreation Ground refurbishment, Merstham	£787,042
YMCA Sport Centre improvements, Redhill	£737,539
Salfords Cricket Club pavilion replacement, Woodhatch	£700,000
Horley High Street public realm improvements, Horley	£370,200

2020-2025

The longer term planning context has been challenging over recent years, due to a combination of successive changes and persistent uncertainty about future policy. There were revisions and updated to the National Planning Policy Framework (NPPF) in July 2021, September 2023 and December 2023, as well as adjustments to accompanying guidance

and related policies. These have required regular consideration by the Planning team to ensure approaches and plans remain consistent with national requirements.

A particularly challenging change was the introduction of elements in the NPPF regarding grey belt land, which identifies that some elements of pre-existing green belt could potentially be opened up to development. This change both reduces protections for some natural and open spaces, and complicates decision making processes, increasing the likelihood of speculative applications and appeals, at additional costs to the Council.

The period has also seen a consistently high expectation of housing delivery in local areas, often without commensurate supporting resources, leading to viability issues and pressures on land availability, which can have adverse impacts on provision of genuinely affordable housing. Despite this, effective local planning and controls have ensured that the Council maintained a five-year housing land supply through plan making, allocations and decision making.

Day to day planning management has been maintained at a good standard throughout the plan period, including handling a number of demanding applications. This has been supported through the introduction of additional pre-application options, which can both streamline processes and potentially generate additional income to help fund the Development Manage service. Planning decisions and processes are supported by the Council's Legal Services team, which helps ensure that the decisions of officers and the Planning Committee are fully compliant with requirements, that enforcement actions and planning policies can be effectively implemented.

The Community Infrastructure Levy saw the [approval of a new Strategic Infrastructure Programme in March 2023](#), covering 2023-2027, and has received regular spending updates. The most recent spending update was to [the Executive Committee in June 2024](#).

There has also been ongoing monitoring, review of, and engagement with the potential expansion of Gatwick Airport, A Development Consent Order submitted in July 2023, and the Council has responded in detail as a statutory consultee. This has included constructive engagement to ensure any negative local impacts are mitigated and minimised.

At the time of writing, a decision is anticipated on 27 October 2025, and the Council will continue to monitor and respond to emerging information and future implications. More [information on planning policy regarding Gatwick Airport](#) can be found on the Council's website.

Objective: Clean and Green Spaces: Provide high quality neighbourhood services to ensure that the borough continues to be clean and attractive and local people have access to the services and facilities they need

What does success look like?

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

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

Progress on delivering this objective:

2024/25

Residents generally report good levels of satisfaction with the Council’s waste, recycling and street cleaning services.

Figure 12: Resident satisfaction with Council waste, recycling and street cleaning services

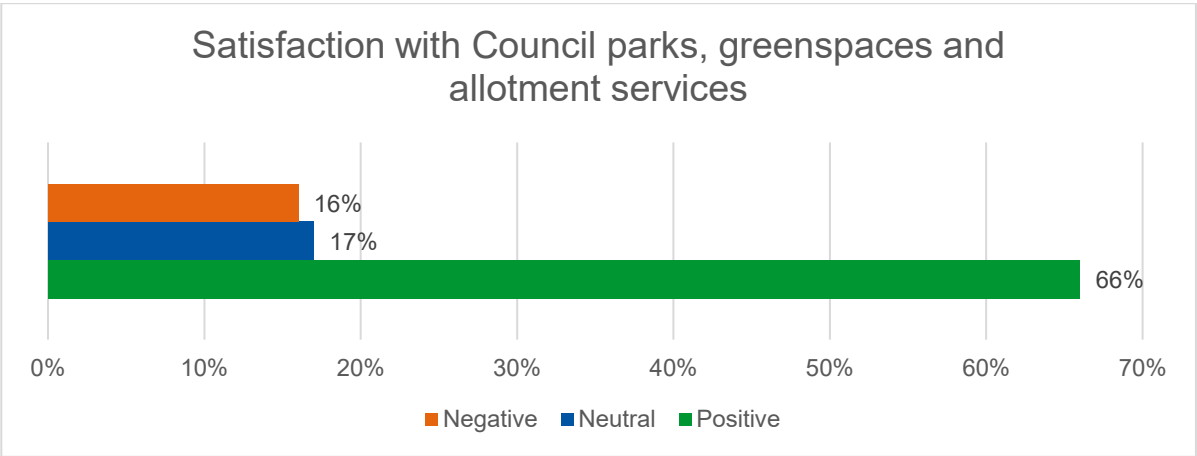


An important workstream in 2024/25 has been changes to the Waste & Recycling service in line with the national Resources & Waste Strategy, moving towards offering full kerbside recycling services to all properties, including flats, as well as other refinements to waste handling. The supporting actions were approved by [the Executive in December 2024](#). This change in approach has required extensive work by the Waste & Recycling teams and supporting services to ensure that all vehicles, processes, and facilities are prepared for the expanded service.

There were similarly positive responses in our Residents’ Survey regarding the Council’s parks, greenspaces, and allotment services.

This feedback is consistent with other service indicators and reflects the Council’s goals to provide high quality neighbourhood services. The Council has retained in-house teams for these services, and these allow the organisation to ensure that high standards are maintained.

Figure 13: Resident satisfaction with Council park, greenspace and allotment services



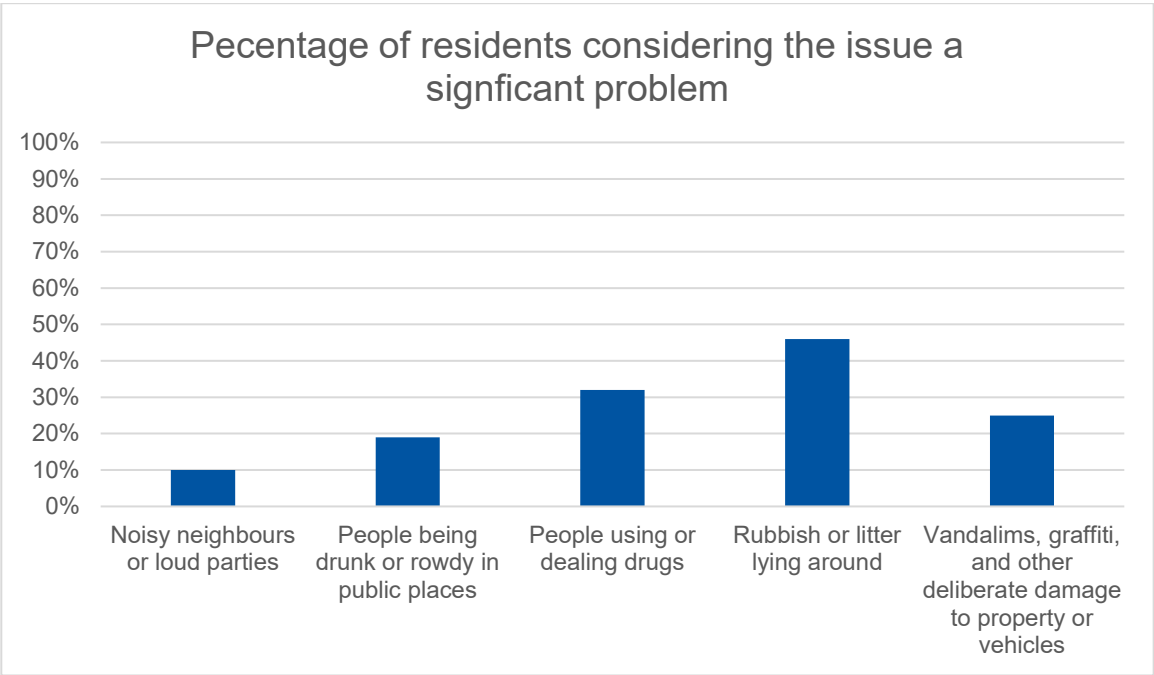
Work was also undertaken to improve local outdoor spaces and facilities, including joint working between Greenspaces, Engineering and Place Delivery teams to support Merstham Recreation Ground refurbishment and the upgrading and management of additional playgrounds at several locations. More information on these actions is available in the towns and villages section of this report.

The Council has also been developing a Greenspaces Strategy, to steer longer term approaches to management of parks, countryside and public spaces and help ensure that service priorities are addressing resident needs. Themes in the draft strategy included health and wellbeing, nature and biodiversity, and thriving communities. A consultation on the topic was undertaken in September 2024, and another consultation in June and July 2025, with findings and feedback to be reviewed.

Regarding anti-social behaviour, much of the information has already been covered in this report within the communities and community safety section. Resident feelings of safety vary between areas with most reporting feeling generally safe, but lower levels of confidence at night and in town centres.

Of categories of anti-social behaviour, residents reported being most concerned about rubbish and litter, drug use, and vandalism or graffiti, with lower concerns regarding drunken or rowdy behaviour or noisy neighbours, although all issues remain an overall minority concern. Crime rates for the area indicate that serious incidents do remain low, with more information available in the contextual indicators within appendix 1 of this report.

Figure 14: Resident concerns regarding anti-social behaviour



The Council has been seeking to address these concerns through effective local enforcement, partnership working with Surrey Police and other community organisations, and through campaigns such as Safer Redhill, already discussed within this report. The Council’s enforcement services, including parking and the Joint Enforcement Team have also been active in monitoring and responding to those matters within the Council’s direct control. As an example, seasonally adjusted fly-tipping has been trending downwards over the last year, supported by changes to the Council’s recycling ‘bring’ sites and the expansion of kerbside recycling, with average monthly incidents falling from 309 to 269 as of the latest reported data.

2020/25

During the course of the corporate plan, the Council’s neighbourhood services have become ever more efficient, whilst maintaining high standards of quality. Neighbourhood services are now on track to operate at practically zero net-cost to the organisation, with funding generated through the optional garden waste service, sale of recyclates, council-owned car parks and other select fees and charges, and savings found through more cohesive management of waste and cleansing activities and moving away from the less cost-effective Trade Waste service.

The Council’s parking service has also changed over the period, with the return of on-street parking enforcement to Surrey County Council in 2023 leading to a smaller, more focussed team. The team will be combining with the joint enforcement team to constitute a reformed Enforcement Team to more efficiently address related activities.

In keeping with their high regard by residents, Council owned green spaces were maintained to a consistently award-winning standard throughout the plan period, with Priory Park and Memorial Park receiving Green Flag awards each year, and an average of 9 South and South-East In-Bloom awards achieved annually.

Important wider enforcement and regulatory activity has also continued between 2020 and 2025. There have been increases in demands for a variety of licenses and regulated business since 2020, including a doubling in the number of licensed drivers and vehicles (likely influenced by the rise of app-based services), tightened standards for animal welfare and taxi licensing, and a significant increase in food business registrations since the pandemic, leading to increased inspection requirements and additional duties around outdoor seating. Effective scrutiny of licensing requirements has seen 50 private hire and taxi license applications declined due to issues with historic convictions or driving license issues, helping to keep residents safe when accessing services.

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

What does success look like?

Evidence that the Council is reducing its own carbon footprint and resource use.

Evidence that the Council is working with partners to deliver positive environmental sustainability outcomes.

Progress on delivering this objective:

Following the review of the Council's Environmental Sustainability Strategy last year, the Environmental Sustainability team and other officers across the Council have been working to implement its action plan and move towards the Council's net-zero objective.

2024/25

During the last year, work has commenced on the implementation of the Sustainability Programme across the organisation. This programme seeks to ensure that decision-making across the Council takes full account of sustainability matters, and to embed sustainable ways of working within all areas of work. Examples of this implementation include incorporating Sustainability Impact Assessments into project management processes and Executive reporting, and the publication of a Sustainability Commercial Ask to steer engagement with suppliers through procurement.

Discrete projects completed during the year included installation of solar panels and battery storage on three temporary and emergency accommodation units, and three community group grants awarded to progress the groups' decarbonisation plans.

The roll-out of solar-powered compactor bins was completed in a number of town centre areas. These bins enable less frequent waste collections, reducing emissions from the collection vehicles and saving time and resources. Following their installation, it was discovered that they also reduced local levels of litter, offering improvements to the local street scenes.

The Greenspaces team has implemented a range of actions to help make the borough's parks and open spaces more sustainable, and protect the area against increased risks from climate changes and severe weather. These included changing annual bedding to drought-resistant, perennial planting, planting of over 2,500 trees on council-owned land with the support of local volunteers, and working with the County Council to implement flood prevention and mitigation measures.

The development of the Council's new Corporate Plan for 2025-2030, undertaken significantly during 2024/25, also reflected the importance of sustainability, with each of the new plan's objectives including information on sustainability and how this would be supported in relation to Council activities. It is intended that this organisation-wide approach will support the continued integration of sustainability considerations within the work of the Council.

The Council's own carbon footprint for 2024/25 is 1,710 tCO₂e (tonnes of carbon dioxide equivalent), down slightly from 1,850 tCO₂e in 2023/24. Notwithstanding this slight overall reduction, accelerated delivery of energy and carbon reduction projects across key assets and fleet is needed in order for the Council to progress in its journey towards net zero by 2030.

There is a parallel annual report on the Council's Environmental Sustainability Strategy. This will include additional detail on the latest activity within the strategy and the progress towards its actions and objectives.

2020 to 2025

Contextual indicators, available in appendix 1 of this report, indicate that local carbon emissions, both overall and per-capita, have fallen significantly during the period of the plan. Whilst much of this will be outside of the Council's control, it would be expected that it includes some influences from the promotion of sustainability within the borough as part of the organisation's leadership role.

The 2020 to 2025 Corporate Plan significantly increased the consideration given to Environmental Sustainability within the Council. Following the initial adoption of the Environmental Sustainability Strategy, this was reviewed in 2023/24 and updated to best reflect latest information, local needs, and support effective delivery.

As well as the Sustainability Programme, there is a detailed action plan accompanying the Strategy to integrate sustainability within the Council's practices. Actions have included the

establishment of a staff sustainability network, sustainability team connectivity with other teams, and training for staff on sustainability matters.

This has supported greater understanding of the importance and benefits of environmental sustainability and its significance for residents and the organisation, both in terms of maintaining the prosperity and wellbeing of the borough, and in terms of the potential financial benefits through efficiencies and risk prevention.

There has also been progress towards making the Council's estate and vehicle fleet more sustainable, with planning for energy efficiency improvements for Council buildings, and the adoption of over a dozen electric vehicles for various operations. More information will again be available in the environmental sustainability annual report.

Sustainability requires resources to support delivery. Resource capacity to accelerate project delivery has been a challenge over the five year period, but a particular challenge during 2024/5. There has been an increase in this resourcing over time, but it continues to be challenging to address both sustainability and the other important issues facing the borough. Work has therefore continued to be undertaken with regard to where the greatest efficiency can be achieved, particularly where sustainability and financial goals align, and supported by collaborative working between services.

Our Commitment – Environmental responsibility

In addition to our objective to reduce the Council's environmental impact and support others to do the same, the Corporate Plan also has a commitment to environmental responsibility, and providing a leadership role for the borough and its residents.

To support sustainability in the borough in 2024/25, projects included:

- Promoting a refill scheme to reduce plastic waste, with over 60 businesses signing up.
- Securing funding for an active travel officer together with Surrey County Council, with over 5,000 engagements with people in local schools and communities, with an estimated 4% carbon dioxide reduction among participants.
- Securing the highest take-up in Surrey of domestic energy efficiency grants which reduce energy bills and save money for our residents. The Home Upgrade Grant (HUG2) and Great British Insulation Scheme delivered energy improvements to 81 homes equating to 16% of the Surrey-wide funding and the top take-up Borough in the county. Measures installed in the Borough via HUG2 are anticipated to save 281 tCO₂e lifetime savings.

There were also further activities around providing decarbonisation support for small and medium enterprises, and incorporation of solar energy panels into the Westvale Park neighbourhood hall, all supported by UKSPF funding.

Wider work since 2020 has raised the profile of sustainability with partners and residents, with [dedicated information and support sections on the Council's website](#).

Feedback from the 2025 residents' survey indicates that 43% of residents tend to or strongly agree that the Council acts in an environmentally responsible way, whilst only 13% tend to or strongly disagree.

The last five years have seen broader awareness of the importance of addressing environmental sustainability and climate change, and seeking to both mitigate impacts and be prepared for the risks of change. It is therefore anticipated that the topic will continue to be supported by residents and partners, although other challenges will also doubtless demand attention.

There have been varying levels of support from central government, with inconsistent approaches on emissions, petrol vehicles and energy production, and it will therefore remain important to provide clear support at a local level to ensure environmental sustainability considerations continue to be addressed.

Objectives - Organisation

Objective: Financial Sustainability: Be a financially self-sustaining Council

What does success look like?

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

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

Progress on delivering this objective:

2024/25

The Council approved its annual Revenue Budget for the year 2025 to 2026 and its Capital Programme for 2024/25 to 2028/29 in February 2025, based on detailed analysis of income and spending plans and the Council's medium term financial plan forecasts. The Council maintains a healthy financial Reserves position to help manage future financial risks.

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

Quarterly budget monitoring reports to the Executive track whether expenditure and income are in line with approved budgets and action is taken where new financial risks are identified. All financial strategies are subject to scrutiny before approval and are publicly available on the Council's website. The annual Statement of Accounts is also subject to review by the

external auditor. The [Public Inspection Notice for the Council's draft Statement of Accounts for 2024/25](#) is available on the Council's website.

Key financial processes are also subject to regular internal audit review. Within 2024/25, our auditors conducted reviews of our financial governance and Medium Term Financial Plan, treasury management, payroll, procurement, accounts receivable, accounts payable and capital programme, along with wider decision making and accountability processes. These reviews received a combination of substantial, reasonable and limited assurance of the governance in place. These enabled us to recognise where our governance processes are working well, and to identify and make improvements where required. The Council's internal audit information is reviewed by the Audit Committee on a quarterly basis.

To support the effective consideration of the 2025/26 draft budget by Members and an expanded review of the Council's capital programme, there was an adjusted committee process implemented last year, which included an additional scrutiny panel meeting and separation of revenue and capital information. This helped to ensure clarity of discussion and adequate time for consideration of the additional activity.

2020 to 2025

The Council has consistently delivered balanced budgets through the five-year period, whilst avoiding significant cuts to services and maintain good levels of reserves. In the context of the considerable financial challenges facing the local government sector and the issues faced by many Councils, this presents an impressive achievement.

Financial sustainability received further assurance through the recent sign-off by external auditors of three sets of accounts covering the financial years 2021/22, 2022/23 and 2023/24. These sign-offs had been delayed by the backlog facing the majority of the public sector in the wake of the coronavirus pandemic, but their completion provides additional confidence in the Council's sound financial practices.

Our Commitment – Financial efficiency

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

Resident responses to the 2025 residents' survey on if the Council provides good value for money indicate that 27% of residents tend to or strongly agree, 32% tend to or strongly disagree, whilst 41% are not sure or don't know. Whilst this is a less than positive view of the Council's value for money, other feedback suggests a generally good opinion of the Council, and many free text comments related to Council Tax specifically, for which the borough council has responsibility for only a small proportion.

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

In the new Corporate Plan for 2025-2030, this responsibility has been carried forward, with each of the plan's objectives including information on financial sustainability and how it can be supported within that objective.

Financial conditions have been challenging for both residents and local authorities throughout the plan period, with real-terms per-capita funding for the Council generally at least 20% down on 2010 levels. It has therefore been essential that the Council maintains a focus on providing the best value it can with its available resources.

Central to this has been the Financial Sustainability Programme, which has coordinated efforts across the organisation. Elements of this are captured across this report, with the programme and other efficiency efforts offering savings and additional income across Council services and central budgets of £1.705 million for 2025/26 relative to 2024/25.

We continue to be aware of the impact of any changes we make on our residents. The Council has been able to maintain the extent and quality of its services in recent years, due to a combination of more efficient ways of working and income generation. Where there is the possibility for the changes we make to adversely affect residents, these implications are reviewed and steps taken to avoid or mitigate any significant impacts. If pressures on local authority finances continue, there remains the possibility of future service reductions, but we will continue to work to be as financially efficient as possible and to thereby minimise any adverse consequences for the borough or its residents.

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

What does success look like?

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

Progress on delivering this objective:

During the plan period, the Council sought to support its financial sustainability through additional income generation, including exploring commercial activities.

2024/25

The Council agreed the conclusion of its Commercial Strategy (Parts 1 and 2) as of 31 March 2025, following consideration by meetings of the Overview and Scrutiny Committee and Executive. This was reflective of the defined work of the strategy being then substantially complete or incorporated into regular activities, and move of the Council away from commercially focussed activities, in line with national guidance.

Our consideration of commercial matters is therefore now primarily taking place within the context of the Council's wider Financial Sustainability Programme, and recognises shifts in national guidance away from commercial investment. This work includes making the best use of existing assets, achieving value for money, and reviewing where there are income opportunities available that are compatible with our social benefit goals. Where we may invest to provide local benefits, these investments can also include financially beneficial elements which help offset the associated costs.

The Council has continued to manage its existing properties and other assets to secure best value for the borough and its residents and to support the funding of its services. Actions to deliver this value have been undertaken by the Property and Legal Services team, working to secure tenants and leases and other necessary supporting agreements. The 2025/26 revenue budget included net income for Property and Commercial elements of £0.7 million, helping to secure the Council's financial sustainability.

Future financial sustainability has also been supported through updates to the Council's procurement processes, with extensive preparatory and legal work required to be ready for the introduction and commencement of the Procurement Act 2023.

Other income sources have also been maintained at a high standard, with the Revenue & Benefits team securing collection rates of 98.6% for Council Tax and 99.9% for Business Rates, both at very high levels for the sector. The Fraud Prevention team also supported the Council's finances through preventing over £812k of fraud in 2024/25.

2020 to 2025

As identified above, the context in which the Council operates has changed significantly since the Corporate Plan was adopted. Where Councils had previously been encouraged to pursue commercial investment activity, this is no longer the case. As such, the Council's current approach ensures that all investment is lawful and is undertaken for primarily social benefit purposes, although there remains potential for auxiliary financial benefits to also be secured where these support that primary purpose.

The Council's Revenue, Benefits and Fraud team also continues to provide a range of specialist services to other local authorities, housing associations and some private sector organisations. These services support the Council to maintain in-house expertise and generate income to offset service costs.

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

What does success look like?

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

Progress on delivering this objective:

There are various operational assets which are essential for the Council's services. These require suitable investment, upkeep and maintenance to enable the organisation to effectively serve the borough and its residents.

2024/25

One key set of operational assets is the Council's IT systems and devices. There was a significant IT challenge during 2024/25 when a critical change to the Council's internet connection arrangements was required following external changes, leading to the need for a very rapid response to allow the Council's systems to continue to operate. The IT team was able to address the issue through working at pace, including over the August 2024 bank holiday, to configure the new infrastructure and connections, allowing the Council's services to operate without interruption. Without this exceptional response, Council services could have faced major disruption without access to core systems.

Ongoing IT maintenance and upgrades ensure that necessary tools and systems continue to operate efficiently and remain secure against any disruption or cyber-crime incidents.

In terms of the vehicle fleet, there has been ongoing maintenance and replacement of vehicles as necessary to ensure their continued effective operation. As identified above, electric vehicles have been introduced where viable, allowing for more sustainable operations and less air pollution.

Work has also continued towards transition diesel vehicles to using Hydrotreated Vegetable Oil (HVO). This is being pursued as a significant step towards reducing Council carbon emissions (estimated reductions representing up to 76% of vehicle emissions and 25% of overall emissions for the Council). A contract for HVO and Diesel was approved by [the Executive in July 2025](#). Associated and wider work is also continuing at the Earlswood Depot to respond to the changing needs of neighbourhood services and the borough.

Work to ensure the effective operation of other Council buildings has also been taking place this year. As identified elsewhere in this report, plans are underway to modernise Horley Community Centre. Following preparatory work in 2024/25, scope and funding were agreed by [the Executive in May 2025](#), and a consultation exercise to further shape designs was conducted between July and August 2025. Anticipated changes to the centre include updates to the layout to improve use of space and accessibility, refurbishment of utilities and efficiency upgrades, and improvements to the catering facilities. The modernised centre is intended to provide an improved offer to the local area and be more attractive to visitors.

As identified within the Environmental Sustainability section of this report, works to retrofit Council buildings have continued through the year, seeking to reduce operational costs and associated carbon emissions. There was additionally substantial work to bring the Harlequin

Theatre back towards operation in 2024/25, with more detail of this discussed in the Leisure section of this report.

2020 to 2025

The Council's IT provision is now significantly changed relative to its state at the start of the corporate plan period. With the advent of the coronavirus pandemic, there was a need to rapidly expand the organisation's remote working and supporting network capacity. This capacity expansion, from approximately 30 to 250 or more staff able to work remotely was completed rapidly, and video-conferencing tools were rolled out to support staff to operate as effectively as possible while maintaining social distancing. Remote working capacity now provides staff with additional flexibility, provides for business continuity in case of any disruption to central sites, and helps to attract talent to the organisation.

There was a new IT Strategy adopted in 2022/23, which set out a programme of necessary improvements through to 2026/27. These included enhancements to backup and disaster recovery capabilities, strengthened cyber defences, and replacement of aging telephony infrastructure. More ICT systems have also moved to being hosted remotely and offered via 'software-as-a-service' models by providers – this offers some advantages, but has also often corresponded to increased costs, and options have had to be carefully managed by the IT team to ensure that the Council uses the best options to access the necessary resources.

During and following the pandemic, Council operational facilities were carefully managed to enable essential operations to continue safely, and subsequently to enable a return to the office for staff and councillors. The main Council offices at Reigate Town Hall have since been updated to improve the working environment and enable more efficient work within and between teams.

There was a substantial replacement and refurbishment of the Council's vehicle fleet conducted in 2020/21, at the start of the plan period. This helped to ensure that the organisation continued to be able to deliver high-quality waste and recycling, cleansing and other services in-house for the five years of the plan. Other already identified actions, including the move to use of electric vehicles for parking services and some other tasks, and the acquisition of a mobile crane unit to help respond to fly-tipping supported the organisation's capacity and sustainability over the five years.

Beyond the current plans for Horley Community Centre, there was significant action required in previous years to address disrepair of all three community centres in the borough when they came back into Council control. The condition of the centres presented a challenge for their operation, and has now been substantially addressed as part of wider improvement work, bringing the centres back to being appealing hubs of community activity.

Our Commitment – High quality core services and continued service improvement

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

Each year the Council's annual service plans and budget have protected the range and quality of local services through finding increasingly efficient ways to operate, making saving and generate income. Unlike many councils, Reigate & Banstead has been able to preserve the level of core activities whilst also offering non-statutory services that provide tangible benefits to the local area.

This approach is supported by effective performance monitoring and project planning, including regular reports to Councillors, internal audits reviewing key areas, and recruitment and training to provide the necessary skills, knowledge and experience.

The Council has also expanded its data and insight capacity, both in 2024/25 and over the plan period. This has enabled better understanding of resident needs and service planning, whilst being more financially efficient than relying on external providers. The last year saw compilation of an organisation data catalogue with 348 datasets, helping to ensure services have access to necessary information whilst ensuring that sensitive data is appropriately secured and protected.

Integral to the Council are its electoral services, and 2024/25 was a particularly busy year for the elections team. Due to national decisions, the team needed to run back to back local and national elections in May and July 2024, as well as completing work around Surrey County Council divisional boundary changes and the five-yearly review of polling places and districts.

2024/25 saw the initial stages of activity to prepare for Local Government Reorganisation; this preparation will be essential to ensure that future council services in the local area have the best chance of continuing to deliver current high standards.

Information and feedback from residents is also essential to maintain the quality and effective delivery of services. This is supported through close connections with local communities and partners, supportive customer contact and learning from complaints, and directed consultations and engagement on significant issues.

Performance and service improvements are overseen by members of the Council's Executive, with oversight of different areas of activity provided by a combination of the Overview and Scrutiny and Audit Committees, and other committees.

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

What does success look like?

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

Progress on delivering this objective:

Effective delivery of Council services is dependent on the organisation having access to staff and Councillors with the necessary skills and expertise. The organisation therefore needs to recruit, retain and train personnel to meet these needs, and to support the wellbeing of its staff and Members to enable them to work productively.

2024/25

Following a review and restructure of the Organisation Development and Human Resources team in previous years, the service has now embedded a strategic partnering approach across the Council. This means that services have dedicated and proactive support, enabling good workforce planning, development and change, helping to ensure access to the right skills and people for the job. Work is also underway to simplify HR processes to allow managers to operate more efficiently while achieving all necessary actions.

The Council's approach to training and development has also been updated, with a more proactive, self-service model, enabling staff to more easily access training resources through the 'Learning Pool' tool, including from the Surrey Learn Partnership. Completion of essential training is also overseen by managers and services to make sure that staff stay up to date with essential skills.

There has been a high level of participation in these training opportunities, with 1,223 e-learning sessions completed through the Learning Pool and 64 through the Surrey Learn Partnership, and 120 staff attending in-person training events.

There was especially positive feedback from attendees of recent in-house Equality, Diversity and Inclusion training, with 85% expressing satisfaction, and an average recommendation score of 8.8 out of 10; in-house delivery also saved an estimated £50,000 relative to external provision.

Apprenticeships are a key aspect of both training and recruitment, helping to both build organisational capacity and offer attractive employment options to current and potential workers. This process has been supported by both the local Apprenticeship Levy and direct investment, and has been conducted in partnership with local small and medium-sized enterprises (SMEs), helping to share skills and knowledge locally. Recognising the high quality of the Council's apprenticeship work, we received first place in the SME Surrey Apprenticeship Awards, and an environmental health apprentice received Apprentice of the Year at the same awards.

Understanding staff needs was aided by the completion of a comprehensive staff survey in 2024/25. Learnings identified the importance of reward and recognition for accomplishments, core job satisfaction, and the visibility of senior management. Actions taken since have therefore included work towards relaunching the Employee Recognition Scheme, and increasing the visibility of Council leadership through making staff briefings easier for all staff to access and increasing senior manager presence at events and briefings.

Councillor capacity has also been supported through maintaining a programme of induction and refresher training for elected Members covering core skills and responsibilities, and through ensuring that additional specialist training is both provided and attended for committee members with particular responsibilities.

2020-2025

Current Organisational Development and Human Resources arrangements are built on a programme of changes completed since 2020. These helped to address previous team recruitment challenges, but did require significant supporting work to ensure the updated service was able to operate effectively as soon as possible.

Similarly, current levels of Member skills and training have benefitting from increasing available training sessions and resources over the plan period, particularly following significant shifts in Council membership over the plan period.

Recruitment and retention has been an important consideration throughout the last five years, with the sector and wider economy facing challenges maintain capacity and attracting skilled professional roles. This challenge has been felt across service areas, particularly following the workforce disruption of the coronavirus pandemic, and has made the improved HR support now in place an especially valuable contribution. Organisation capacity has also been addressed through steps to support staff suffering with long term sickness, with cases now significantly reduced.

Staff across the organisation have frequently been especially busy in the last five years, due to high levels of demand and limits on available resources. This has been felt across all parts of the Council, including aspects such as higher levels of waste being collected, more committee meetings being needed to respond to urgent issues, more requests for assistance from resident-facing teams, changes to electoral processes and requirements, and all of the necessary internal processes to support external activity. Addressing these asks has required dedication from staff, and careful consideration of workforce capacity and priorities by managers and councillors.

For some frontline services, there have been additional challenges, as there has been an increased level of incidents of hostility and aggression from some customers. This has been seen across the sector, and may have been influenced by the pressures on residents and others from economic and social challenges. To support staff to address this challenge, the Council has updated its associated policies and provided additional guidance and wellbeing support for those most affected.

There has also been a wider expansion of staff wellbeing support provided at the Council in recent years, which has benefitted staff members directly and helped to secure delivery capacity through enhancing productivity. Supporting actions have included the establishment of a staff wellbeing network and the additional of the Ele online wellbeing platform, providing easy access to resources, advice and materials.

Our Commitment – Responsible use of data

As part of its work to support residents, the Council handles large amounts of data, some of which is personal or sensitive in nature. Using this data responsibly enables better service delivery for residents and other customers, but it is essential that this is underpinned by good governance and data security.

The Council has a dedicated Data Protection Officer who is able to provide expert advice and guidance, and monitors activity by services to help ensure that data is appropriately handled and governed in accordance with all regulations and national guidance. The Council publishes [a privacy notice on our website](#) to set out how data will be handled.

As identified in other sections of this report, the Council's Data and Insight Team works to enable the most effective use of appropriate data by services, and also helps make data and information available to the public. Recent activities in 2024/25 included training for 130 staff on mapping and data handling tools, a 300% improvement in speed for users of the online 'Where I Live' tool, and effective in house delivery of consultations around resident satisfaction, local government reorganisation, and arts and culture, with almost 4000 combined responses to supporting surveys.

Since 2020, the Council has enhanced its support for data protection and governance through the creation of an Information Governance Group and updates to policies and processes. The Council operates a data retention schedule to ensure that personal and other such data is deleted when retention is no longer required or appropriate.

Good cyber security also helps to ensure that data is protected from any inappropriate access or use, and there have been ongoing actions to improve the security of Council systems over the five-year period.

Appendix 1 – Contextual Indicators

This appendix contains additional information on contextual indicators which provide additional background on the borough and its circumstances.

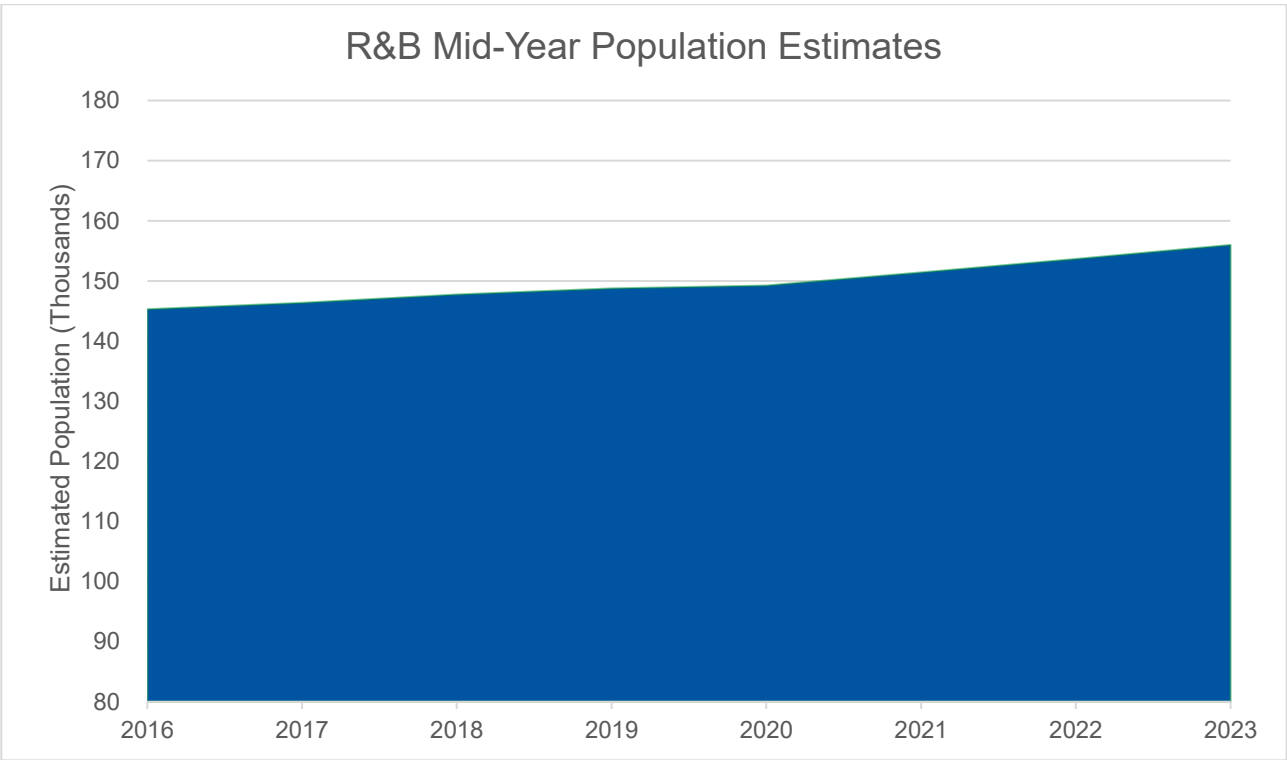
Contextual Indicators – People

Borough Population

The borough’s population is increasing steadily. According to the most recent Office for National Statistics (ONS) mid-year estimates, the population has grown from 149,748 in 2020 to 155,985 in 2023.

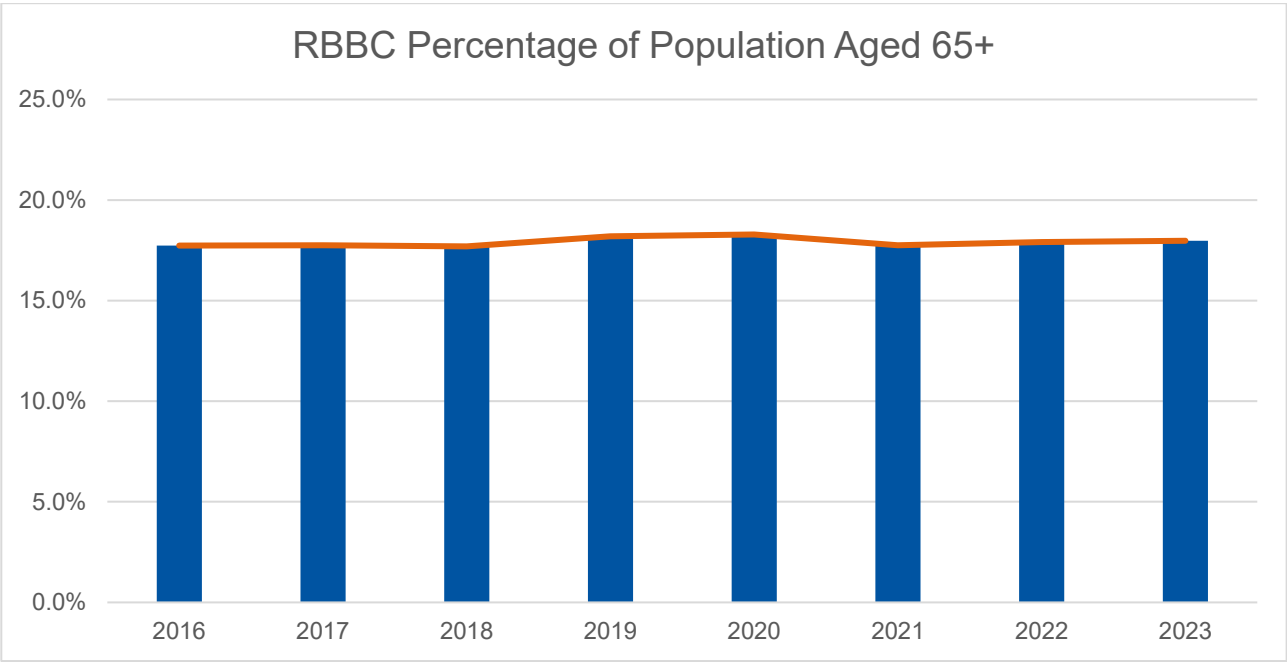
The most recent longer term projections were released in June 2025, based on data from 2022, and point to the population continuing to grow by approximately 0.6% per year.

Figure 15: RBBC mid-year population estimates



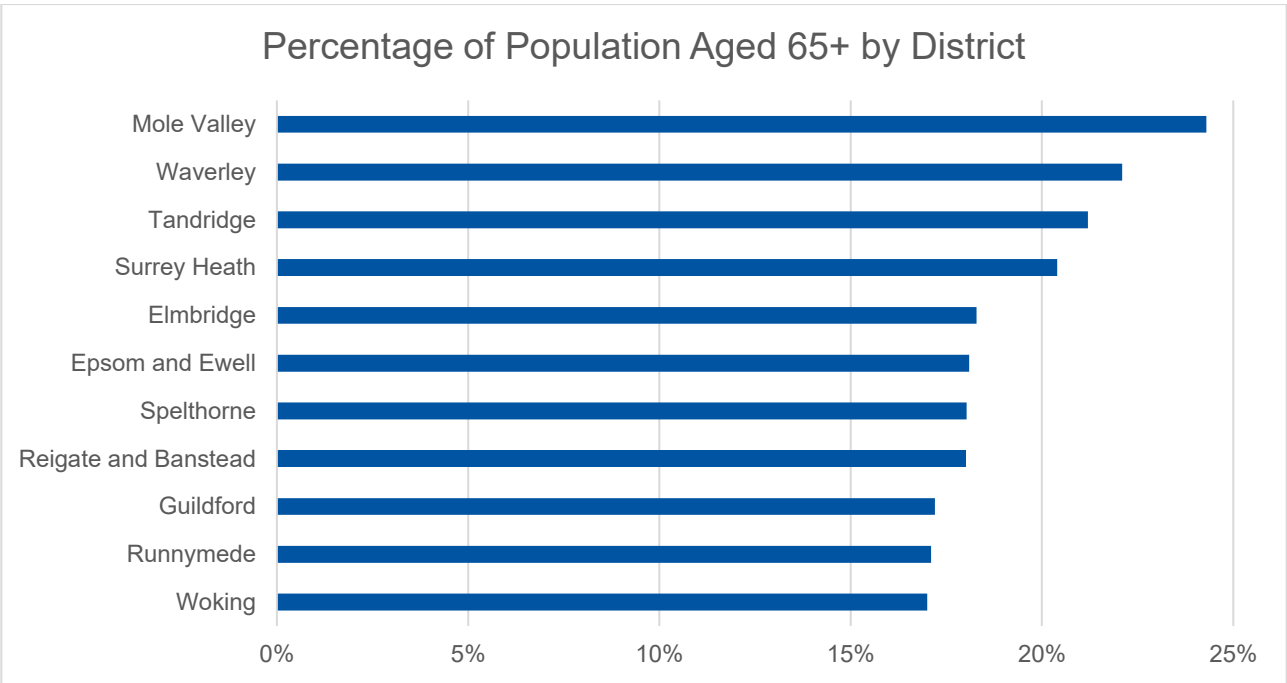
The borough population aged 65 and older has been projected to be growing at a faster rate than the general population. However, looking at the most recent mid-year population estimates, see figure 16, it is unclear that this is happening locally. This variation from projections is estimated to be due to a greater than projected increase in the younger population.

Figure 16: Percentage of population aged 65+



As of the most recent estimates, the population of the borough population aged 65 and older is estimated to be approximately 18%, putting the borough in the lower-middle of the range for Surrey authorities, which vary between 17% in Woking, and 24.3% in Mole Valley. The Census figure Reigate and Banstead for 2021 was 17.7%, which closely matches the figure derived from mid-year estimates.

Figure 17: Percentage of population aged 65+ by district

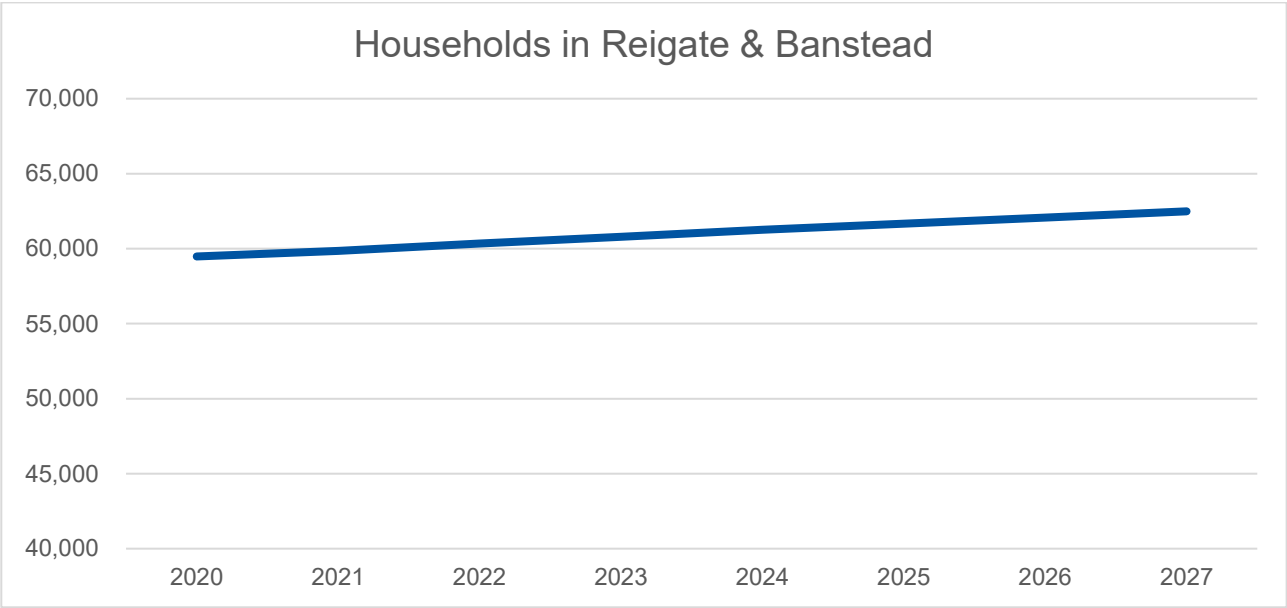


Number of households

The total number of households in the borough is estimated to be 61,671, as of the most recent ONS statistical release. A household is defined as one person living alone, or a group of people (not necessarily related) living at the same address who share cooking facilities and share a living room or sitting room or dining area.

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

Figure 18: Households in Reigate & Banstead



Households on housing waiting list

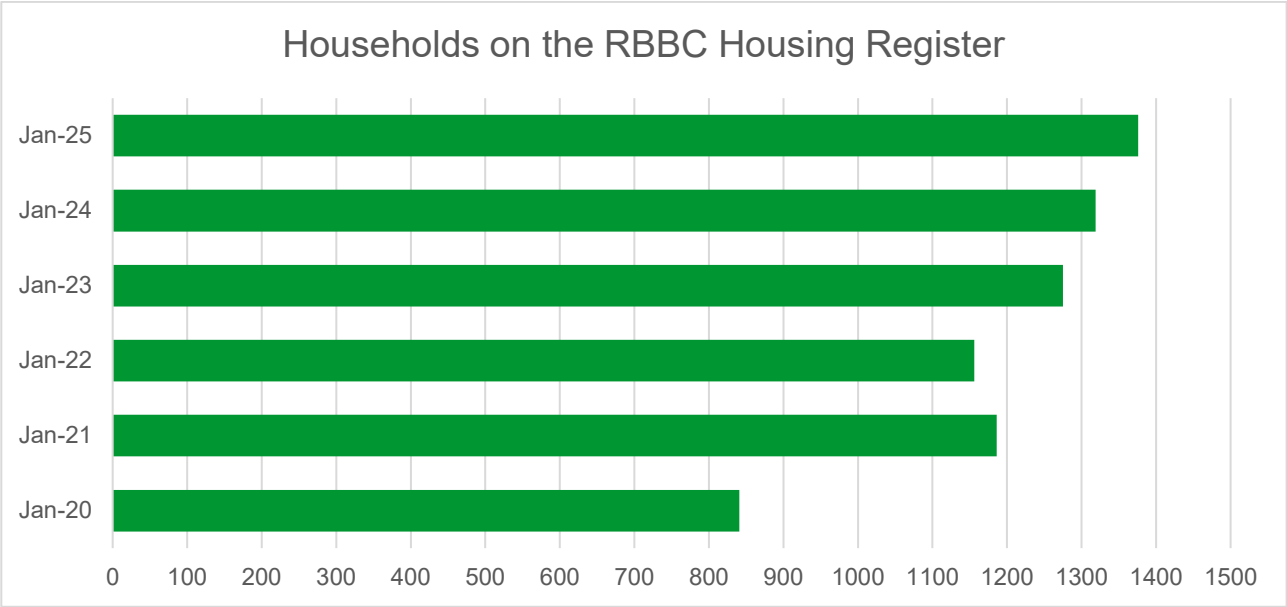
The demand for social housing has increased in the last year, to a new high of 1,403 households on the housing register in December 2024. The sector continues to experience significant pressure due to poor affordability of housing and a historic undersupply of social housing, both exacerbated by current wider pressures on the cost of living. The supply of social housing available continues to be primarily composed of smaller properties, with only a limited quantity of larger homes.

Based on the available figures for total households in the borough, the February 2023, the number of households on the register is therefore equivalent to approximately 2% of the total number of households within the borough.

The Council has been working to secure and expand the supply of available housing, both directly and together with local partners. However, the current number of properties available

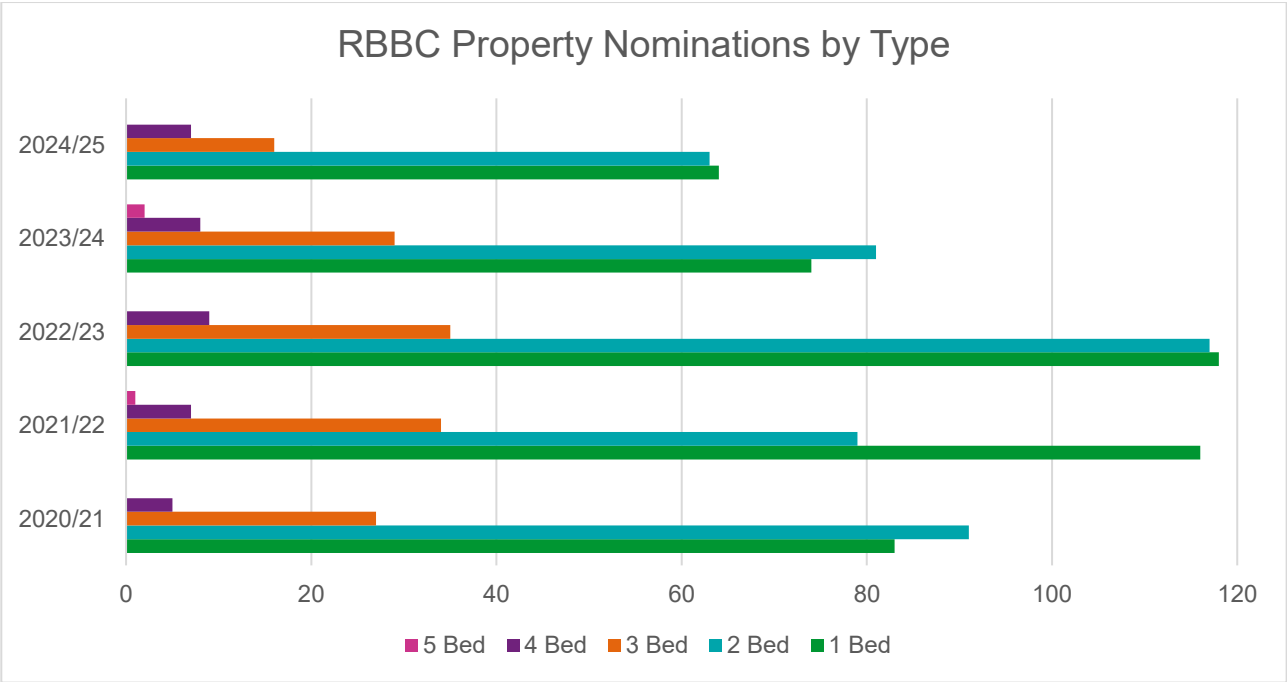
for Council nominations has decreased, likely influenced by the consistent high level of demand and limitations on registered providers creating additional stock in recent years.

Figure 19: Households on RBBC Housing Register



As can be seen in the figure 20 below, the number of available larger properties remains especially limited, which provides additional challenges in housing families within the borough.

Figure 20: RBBC property nominations by type

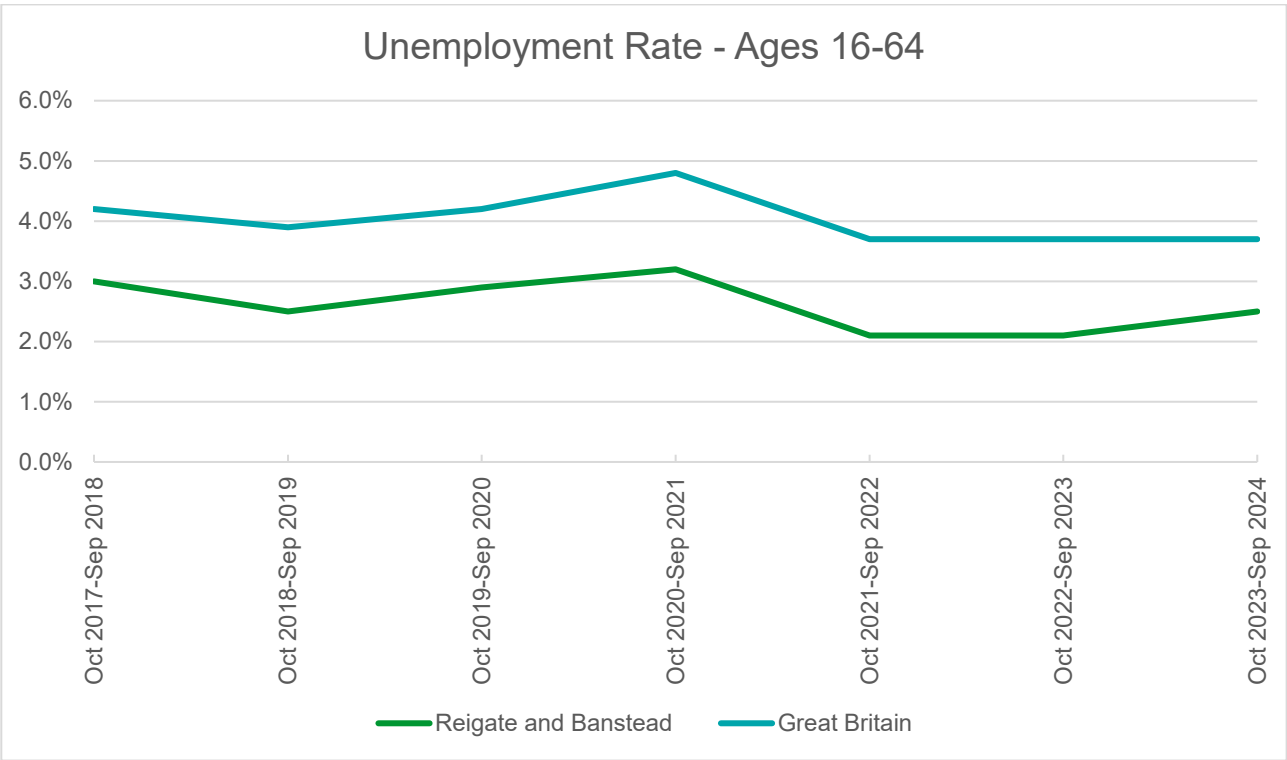


Unemployment levels

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

Unemployment levels had generally trended downwards since the economic crash of 2008, reflecting the strengthening labour market. Unemployment increased during the Covid-19 pandemic, but then decreased again. It reached a low of approximately 2% in 2022, but has since begun to increase. The current reported levels are nonetheless indicative of a high rate of employment in the borough compared to nationally.

Figure 21: Unemployment rate



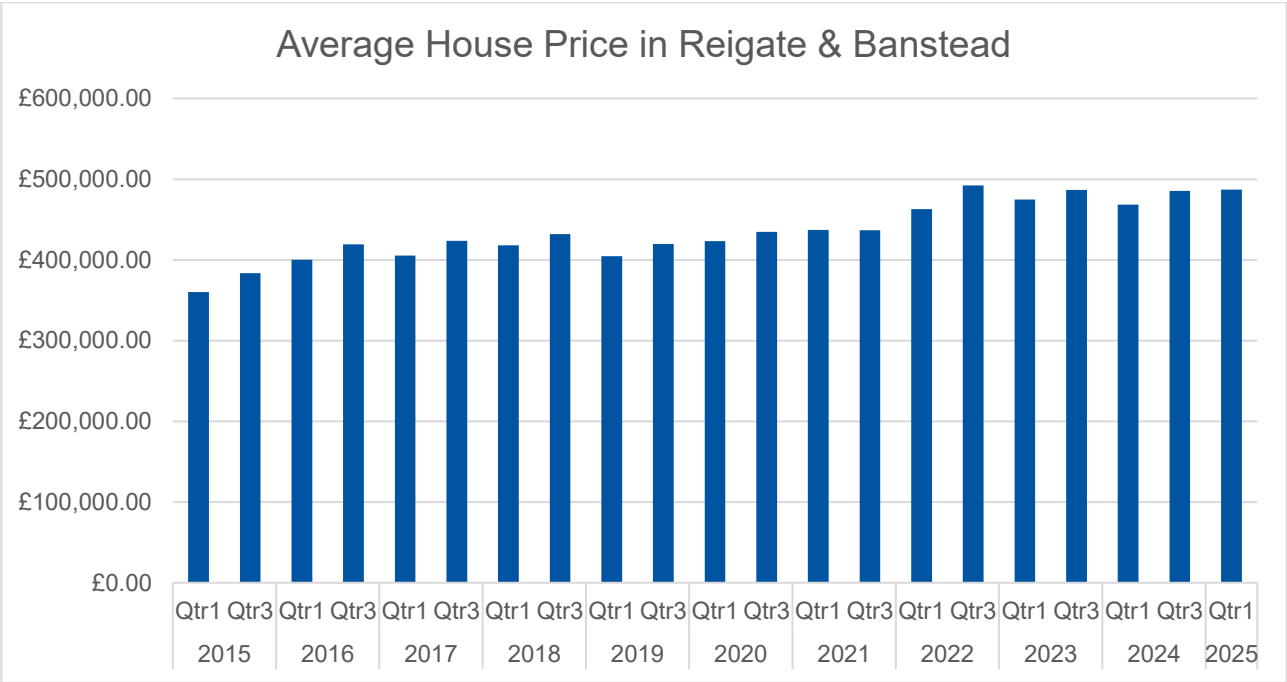
Average House Price

Recent years have seen a sustained increase in average house prices in the borough. As of quarter 1, 2025, the average house price is £487,000, increased from £423,000 at the start of 2020 of 2020, and £360,000 at the start of 2015. They are however lower than the peak of £500,000 in Q4 of 2022.

The most recent Office for National Statistics data on housing affordability puts the Affordability Ratio for the borough (median house price to median resident earnings) at 10.54 in 2024. This ratio has generally been increasing over time; from 7.87 in 2010 to its current level, meaning that housing has become less affordable for local people. It has however reduced slightly from its peak of 12.08 in 2021, influenced by recent increases in wages.

Higher central bank interest rates in recent years may also have applied downward pressure on prices as mortgages become more expensive, but there remains an underlying shortage of supply and overall affordability is unlikely to significantly benefit from this factor.

Figure 22: Average house price in Reigate & Banstead



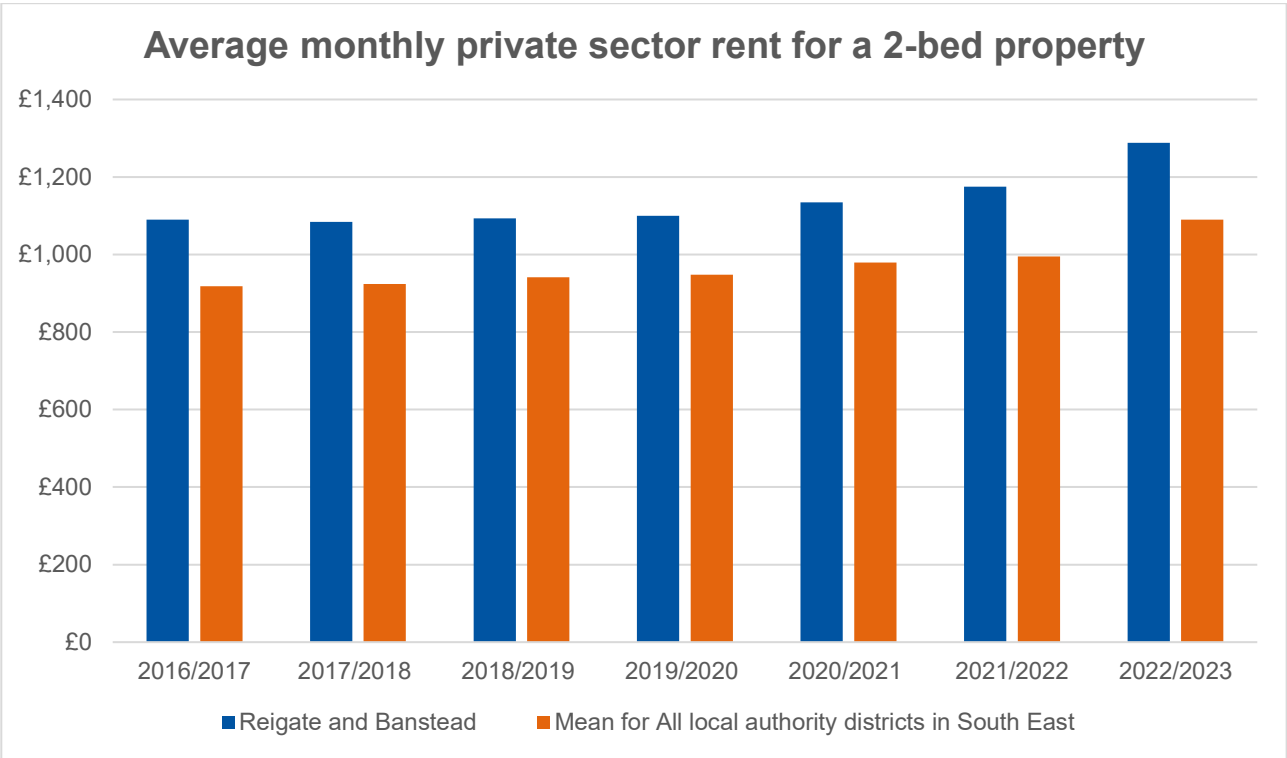
Mean Monthly Rent (two-bedroom flat)

The national statistic which provided this information has been discontinued, and no direct replacement has yet been identified. The figures provided are therefore through to 2022/23 as the latest available publication.

As of the last available information, the mean monthly rent for a 2-bedroom property in the borough has generally been increasing slightly over time, with a more rapid increase between 2020 and 2023; this higher rate of increase will likely have been influenced by the higher rate of inflation during this period.

Rents in the borough have remained higher than those in the wider South East and England as a whole. Whilst rates remain high relative to wages, the level of affordability for residents had not changed significantly as of the last reported data.

Figure 23: Average monthly private sector rent for a 2-bed property



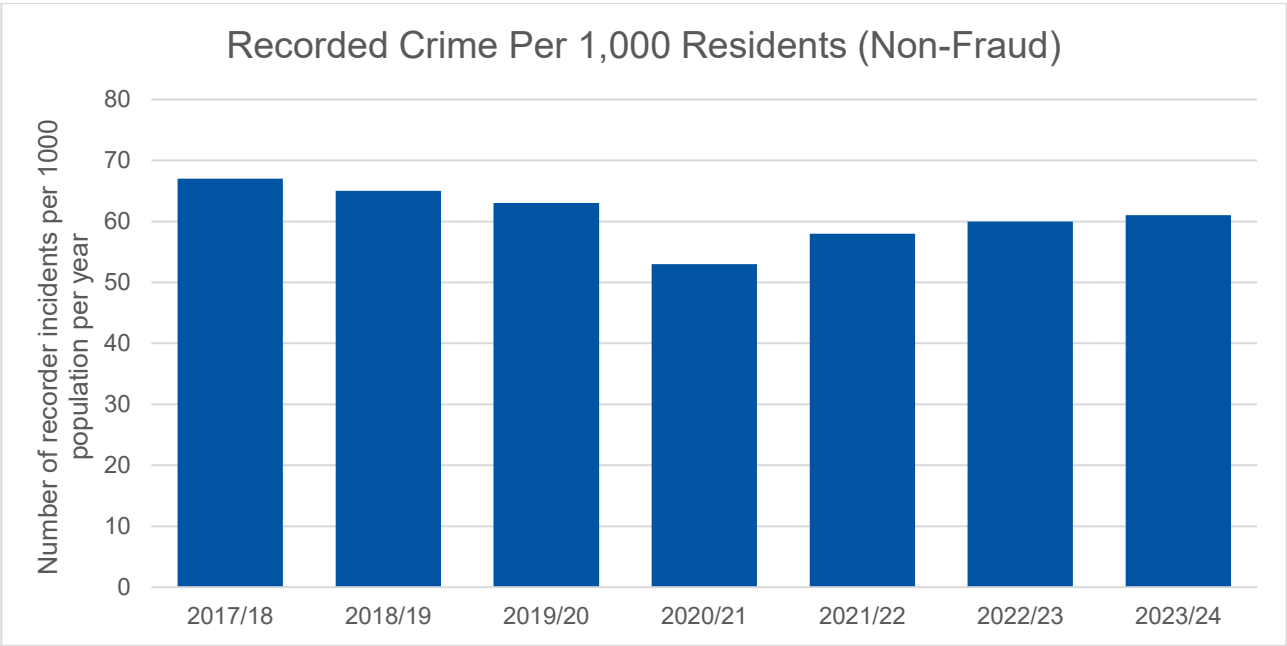
Borough Crime Rate

The recorded crime rate (excluding fraud) in Reigate & Banstead has reduced slightly over recent years, with 61 such recorded offences by 1,000 population in 2023/24, although it has increased marginally from the level of 53 in 2021/22. The recorded crime rate was however especially low during 2020/21, likely due to the suppressive effect of the coronavirus pandemic, and the rate in 2019/20 was 63. This compares to a national rate of such recorded crimes in 2023/24 for England and Wales of approximately 90 per 1,000 population.

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

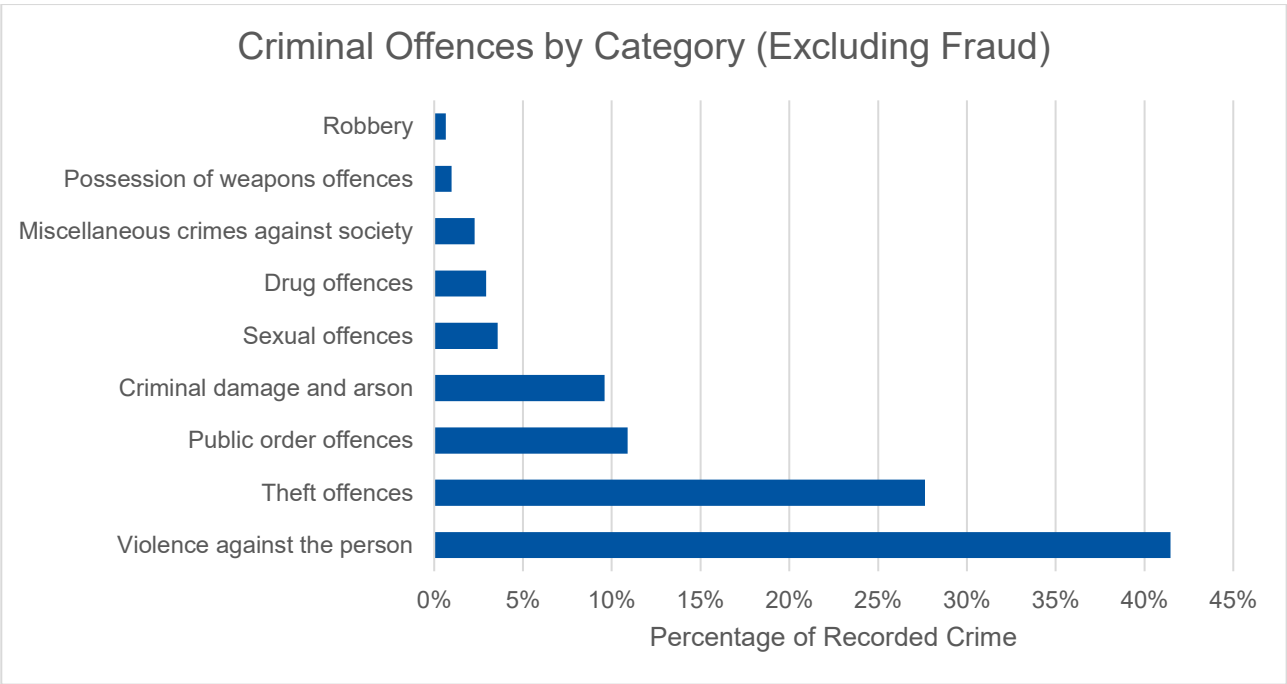
The ONS cautions that police recorded crimes are unlikely to be fully representative of the true experience of crime, due to the influence of patterns in reporting, which is supported nationally by the findings of the Crime Survey for England and Wales. However, figures for this survey are not available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

Figure 24: Record crime per 1,000 residents (non-fraud)



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

Figure 25: Criminal offences per category

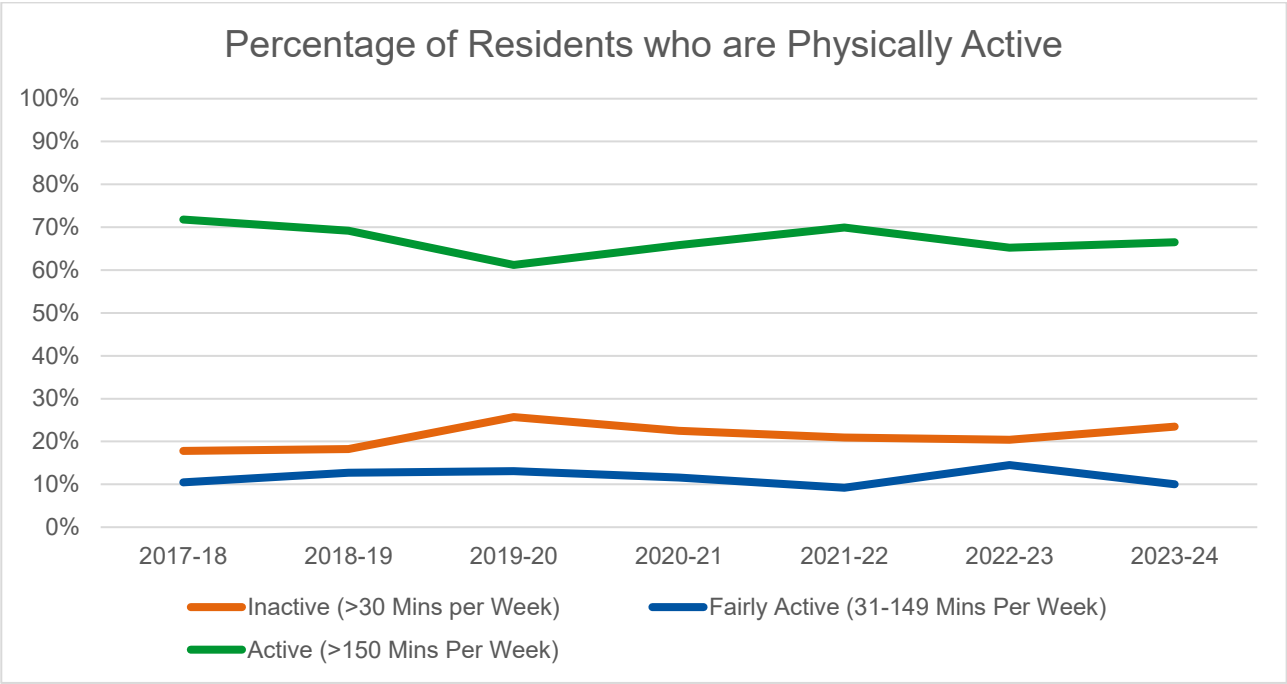


Percentage of residents who are physically active

The most recent information on physical activity shows that 66.5% of residents reported that they were physically active in 2023/24. This is defined as undertaking at least 150 minutes of moderate intensity activity per week.

This is within the range of recent previous years; the Sports England Active Lives Survey which is the source of the data does however note that figures for smaller areas, such as the borough, rely on statistically limited sample sizes, and year to year fluctuations may therefore not be especially significant.

Figure 26: Percentage of residents who are physically active

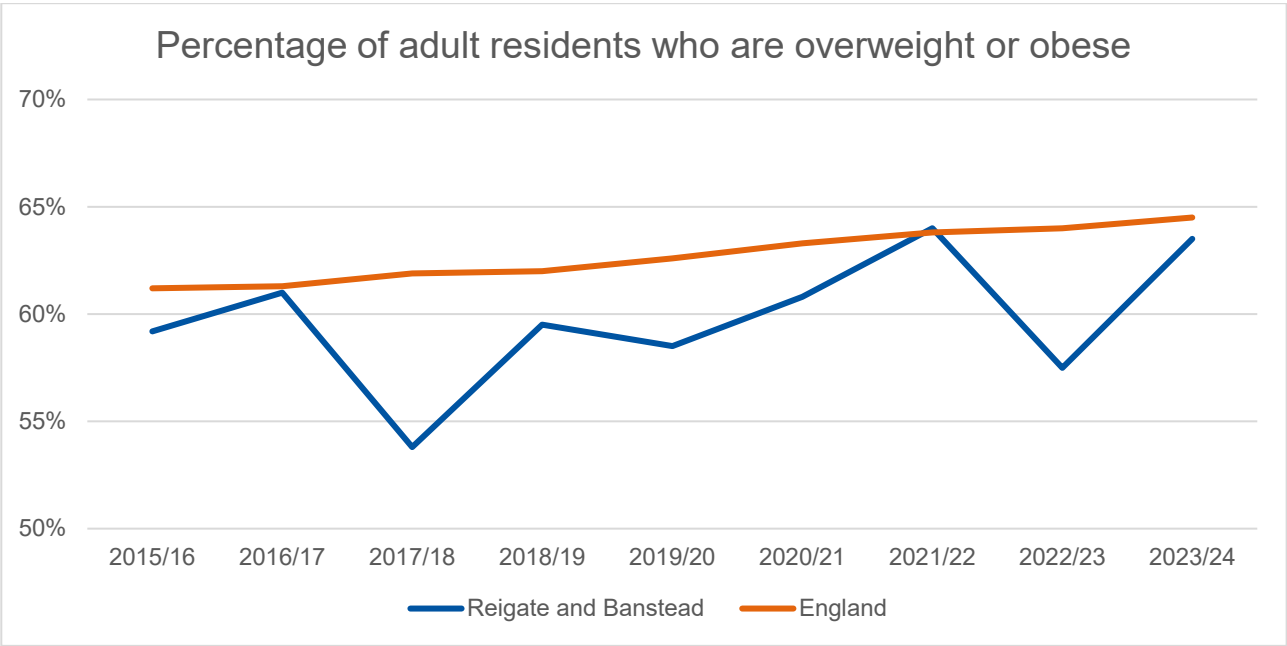


Percentage of residents who are overweight or obese

The most recently published data indicates that a majority of adult residents of the borough are overweight or obese – 64% as of 2023/24. This slight increase from the average of recent years, but remains slightly below the average for England of 65%. As with the activity figures above, there is a degree of uncertainty in local data due to the smaller sample sizes, but the overall trend will need to continue to be monitored to inform potential borough health needs.

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

Figure 27: Percentage of adult residents who are overweight or obese



Contextual Indicators – Place

Total employee jobs in the borough

The ONS Business Register and Employment Survey records a job at the location of an employee’s workplace. As of the 2023 figures from the latest release, the borough is home to 65,000 employee jobs, including 45,000 full-time and 20,000 part-time jobs.

This represents a decrease of 3000 local jobs from 2022, with full-time roles constituting the majority of the decrease. This level is lower than levels both during and prior to the coronavirus pandemic, but the reason for the decrease is unclear, although it aligns with the decline in the number of enterprises in the borough in that year, with a 3.5% decline in businesses and a 4.4% decline in employee jobs.

Whilst the majority of employee jobs continue to be full time, part-time jobs make up 27.6% of local roles, and therefore form a significant part of the local employment landscape. This proportion is consistent with recent years.

Total enterprises in the borough

There are a recorded 6,795 businesses in the borough, as of the most recent ONS Business Register and Employment Survey. Of these, the vast majority are micro and small enterprises, employing relatively few people each (0 to 9 and 10 to 49 respectively). There are fewer medium and large enterprises, but as these each employ considerably more

people (50 to 249 and 250 or more respectively), they account for a significant proportion of the total employees in the borough.

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

Between 2023 and 2024, the number of businesses in the borough reduced by 15 (0.2%). This was made up of small decreases in the number of micro, small and medium businesses, offset by an increase in 5 large businesses. This relatively stable number of businesses, compared to the previous year's decline of 245, indicates that the local economy may have stabilised by 2023 following the disruption of the pandemic, although the possible shift towards larger businesses could be indicative of cost pressures adversely affecting smaller enterprises in particular.

Figure 28: Number of enterprises by size

Enterprise Size (Number of Employees)	Number of Enterprises (2023)	Number of Enterprises (2024)
Micro (0 to 9)	6200	6210
Small (10 to 49)	500	480
Medium (50 to 249)	75	65
Large (250 or more)	35	40
Total (Rounded)	6,810	6,795

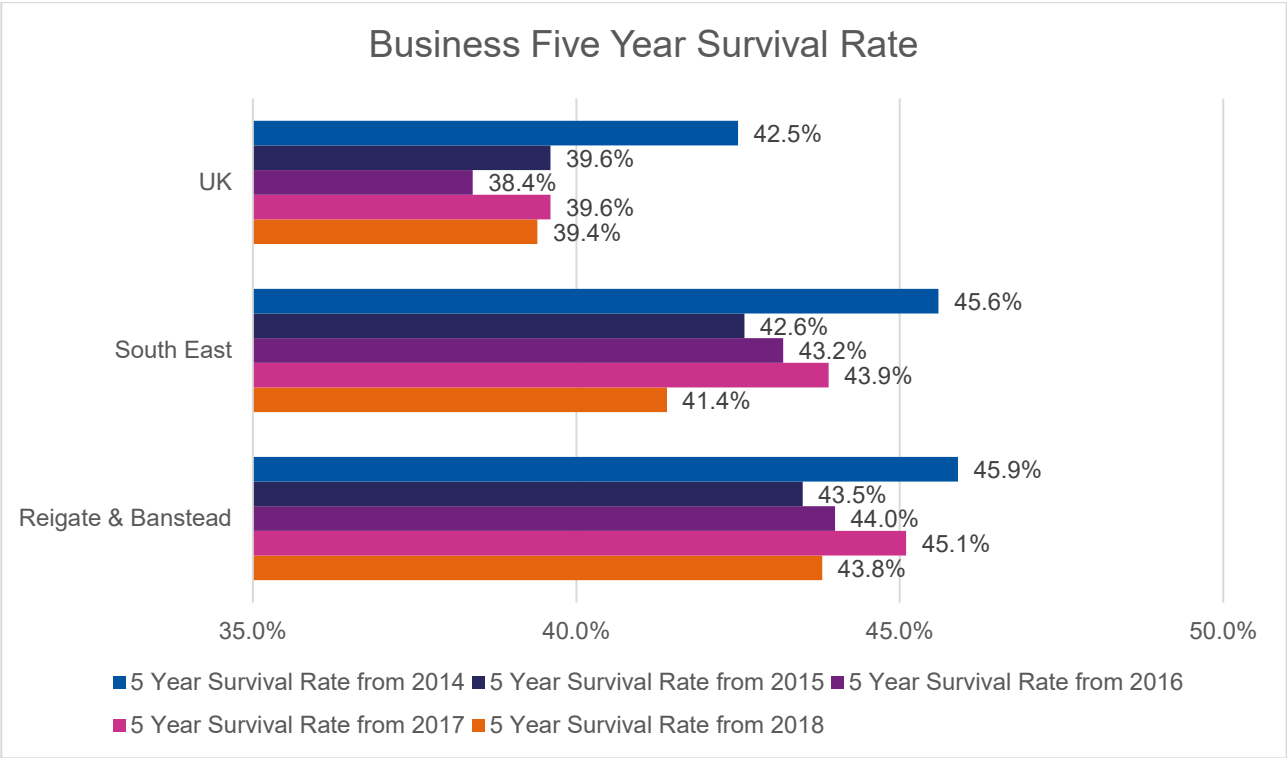
Business five year survival rate

Reigate and Banstead has consistently had a business survival rate above both national and regional averages. This survival rate represents the number of businesses started that are still in existence after a five year period. The most recent available figures cover the period through to 2023.

This survival rate decreased to 43.8% for the five years from 2018 to 2023, from 45.1% for the five years from 2017 to 2022. This most recent decrease may potentially be due to increased cost pressures on businesses in recent years. All of the 5-year periods considered except the first include years influenced by the coronavirus pandemic, and these may therefore be lower than would otherwise be the case.

The recorded shifts are relatively slight, but higher survival rate in the local area indicates that the environment for new businesses in Reigate and Banstead is more favourable to than elsewhere in the country.

Figure 29: Business five year survival rate

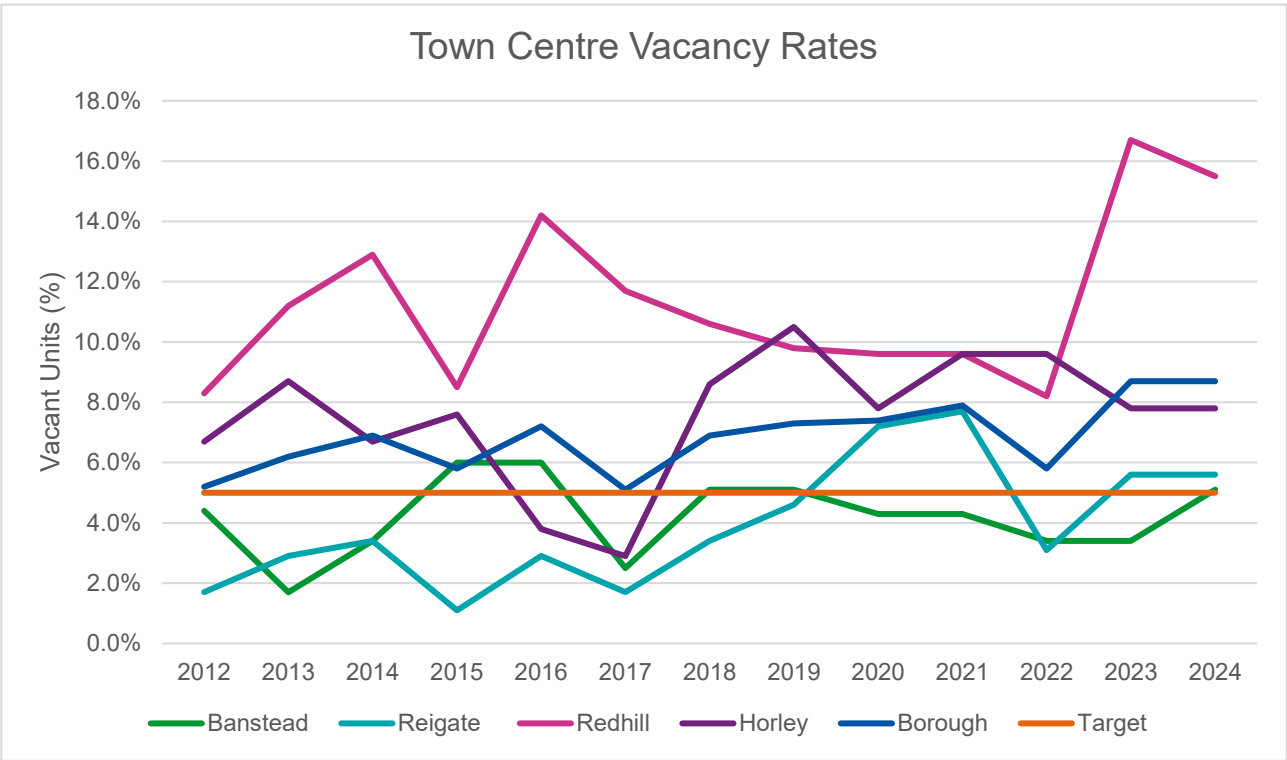


Town centre vacancy rates

RBBC’s most recent [Town Centre Monitor](#) covers the period from April 2023 to March 2024 with survey work undertaken in April 2024.

During 2023/24, overall vacancy rates in borough town centres remained relatively stable, with rates increasing in Banstead and decreasing in Redhill. As identified in the previous year’s report, the especially high increase in Redhill in 2022/23 was influenced by the development of new commercial units in the town, but the level has not yet decreased to previous levels.

Figure 30: Town centre vacancy rates



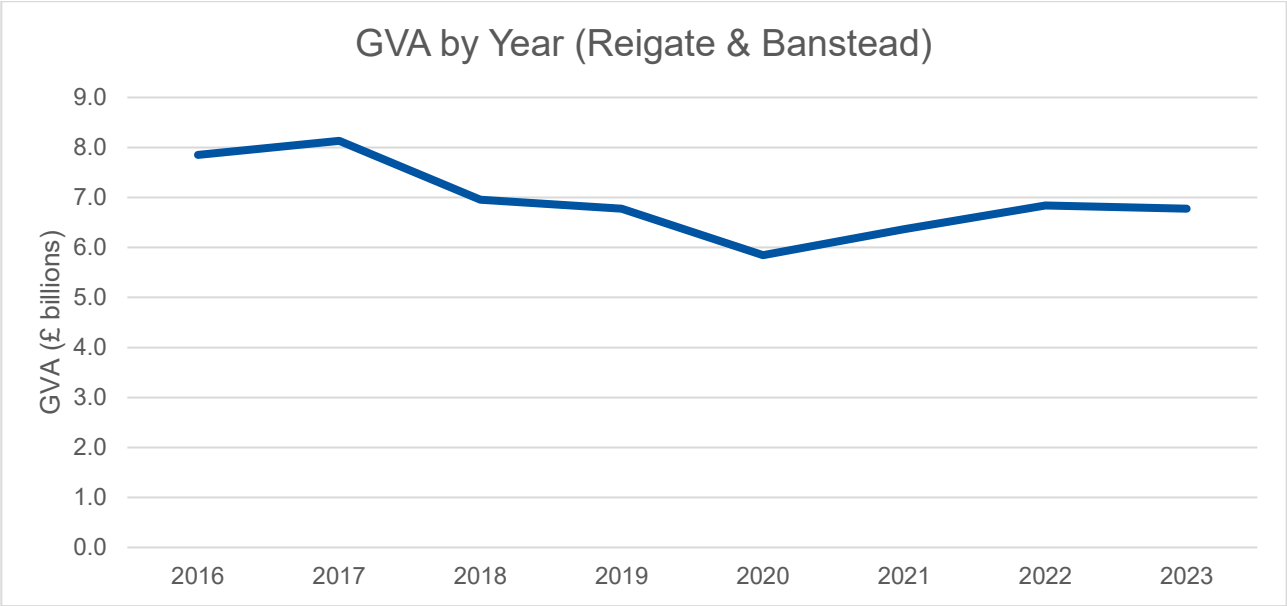
Value of the local economy

Reigate and Banstead’s local economy was most recently assessed to be worth £6.8 billion in terms of gross value added (GVA) in 2023. This is similar to the previous year and higher than 2020 and 2021, but remains lower than the previous peak of £7.56 billion in 2015.

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

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

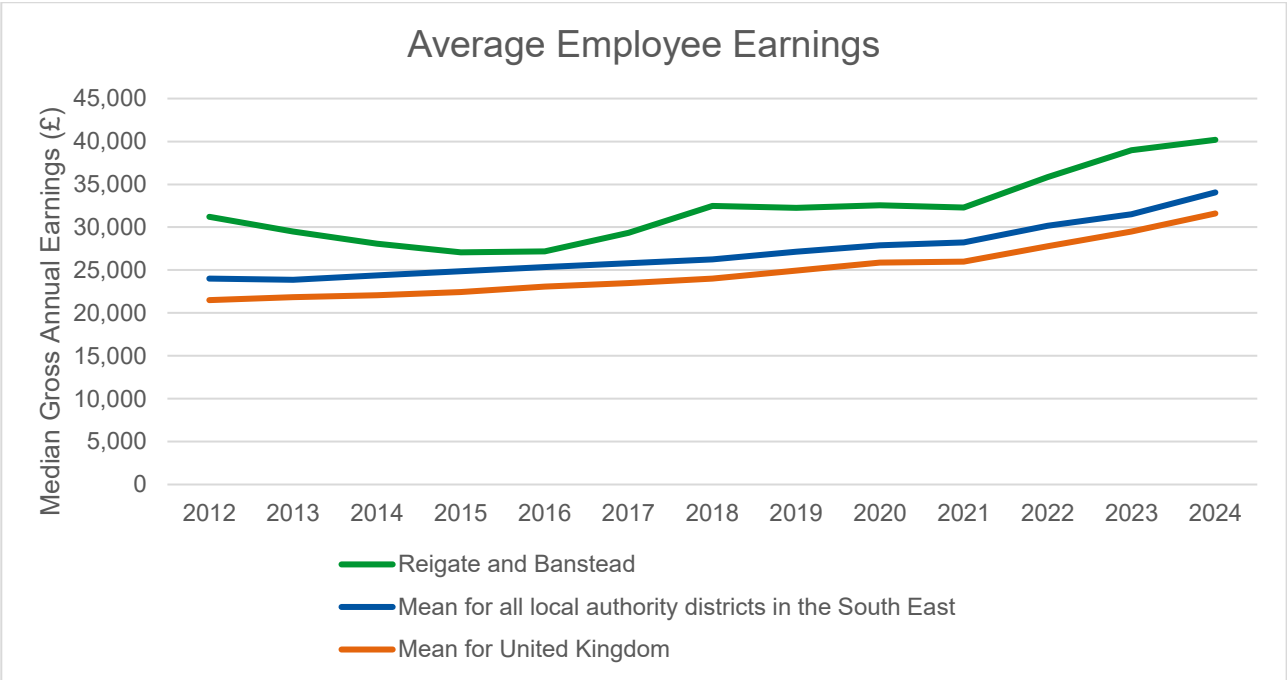
Figure 31: Gross value added by year



Average resident income

As of June 2024, the median average annual pay for residents of the borough is £40,188. This compares favourably to the national and regional averages, and have improved in recent years, although with a static period between 2018 and 2020.

Figure 32: Average employee earnings



However, as there has also been significant total inflation since 2021, particularly during 2021/22 and 2022/23, these pay levels should be considered within that context. UK consumer price index inflation between June 2021 and June 2024 inflation totalled approximately 20% (per Bank of England figures), whilst pay increased by approximately 24% for borough residents over the same period (per the ONS Annual Survey of Hours and Earnings). This continues to therefore represent a real increase in earnings, but as inflation rates were higher on essential goods such as food and energy, the net effect may have been less positive for the least wealthy, for whom these goods make up the greatest proportion of their spending.

Total number of homes in the borough

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

As per the latest data release in June 2025, there were 64,392 dwellings in the borough in 2024. Per estimates of borough population, this represents about 2.5 people per dwelling.

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

Figure 33: Number of dwellings in the borough

Year	Number of dwellings in the borough
2016	59368
2017	59885
2018	60438
2019	60973
2020	61432
2021	62233
2022	63240
2023	63884

2024	64392
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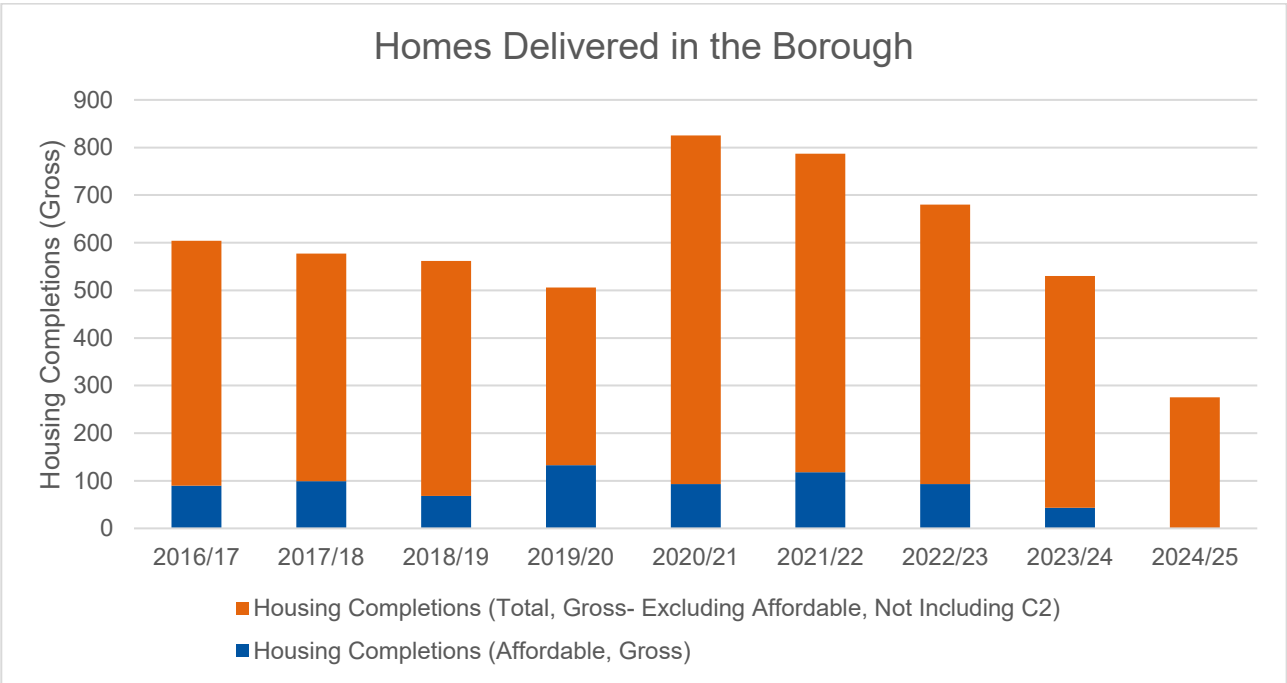
New Homes Delivered

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

The Council’s Local Plan sets out minimum targets for both general and affordable housing completions; these are 460 homes annually overall, and 1,500 total affordable homes between 2012 and 2027. Total housing completions in the borough have generally met these targets for the period of the plan, but the affordable level has fallen below the overall target as of the end of 2024/25, at 1,172 of the target to date of 1,300.

The borough’s Development Management Plan sets a target of 30% affordable housing for medium and larger sites. As many homes are delivered via smaller sites, and some developers may be able to secure exceptions, the total proportion of affordable homes delivered will generally be lower than this target. However, all Council led projects will meet or exceed plan thresholds, and we will continue to work to ensure all developers act in accordance with local and national planning policy.

Figure 34: Homes delivered in the borough



Borough carbon emissions

The total CO2 emissions for the borough have been declining over time. The most recent figures released for the borough record a total of 666.5 kilotonnes of CO2 equivalent emissions in 2020, down from 957.4 in 2014. Borough level figures are only available with some delay, and we therefore do not yet have information for the latest years, however we will continue to report the latest available information in our stand-alone Environmental Sustainability annual report.

On a per capita basis, Reigate & Banstead has lower annual emissions (4.3 tCO2 equivalent) than the national (5.2 tCO2 equivalent) average. Local emissions are significantly skewed towards transport and domestic sources due to the lack of major local industry. Gatwick Airport emissions are not included in local figures, although the presence of the airport will also generate additional local road traffic.

Figure 35: Reigate & Banstead CO2 equivalent emissions by sector

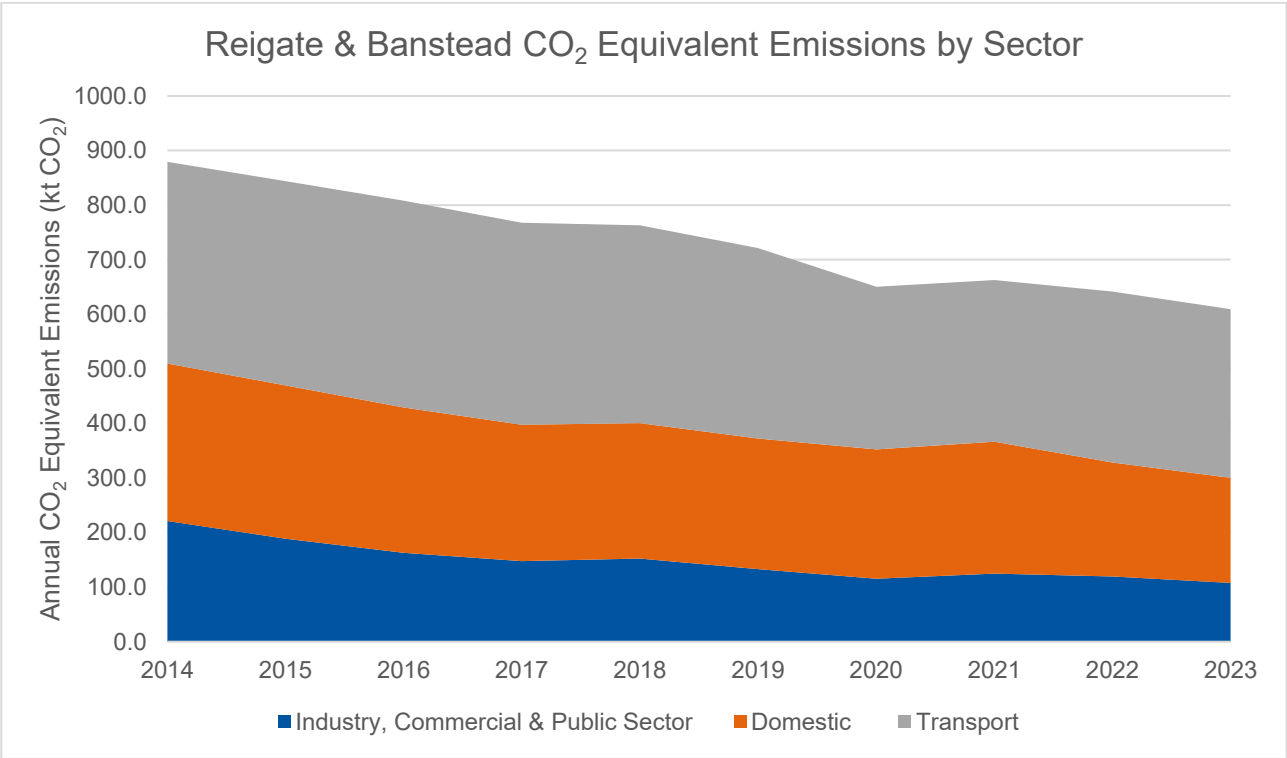
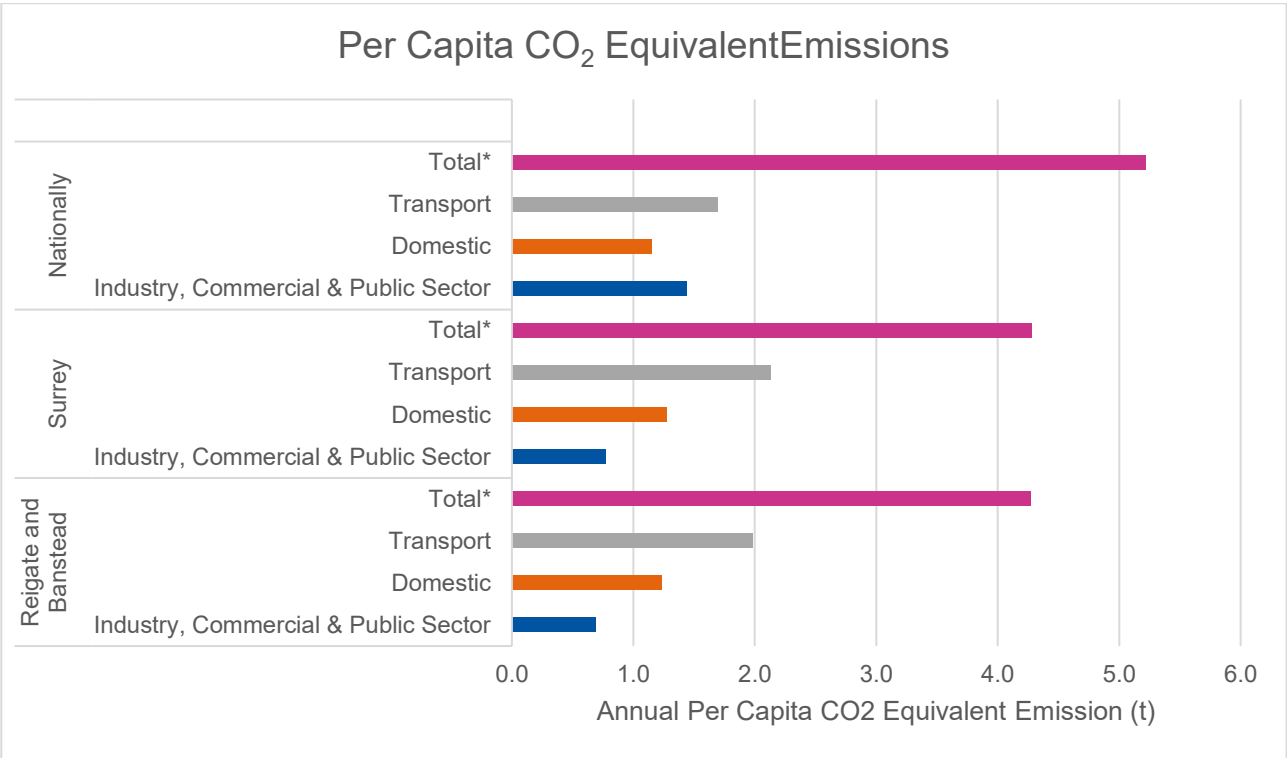


Figure 36: Per capital CO2 equivalent emissions



Note: Total emissions also include emissions from residual sources such as land use.

Percentage of household waste recycled

The overall recycling rate for the borough has stayed approximately level over the last three years, at between 54.1% and 54.2%. This is slightly lower than at the start of the plan period, but the pandemic led to additional paper recyclates due to increased remote shopping activity.

In comparison to local authorities nationally, Reigate and Banstead continues to perform strongly. The Council's performance compares favourably to the average recycling rate for English local authorities in 2024 of 44.0%.

Figure 37: Household waste and recycling

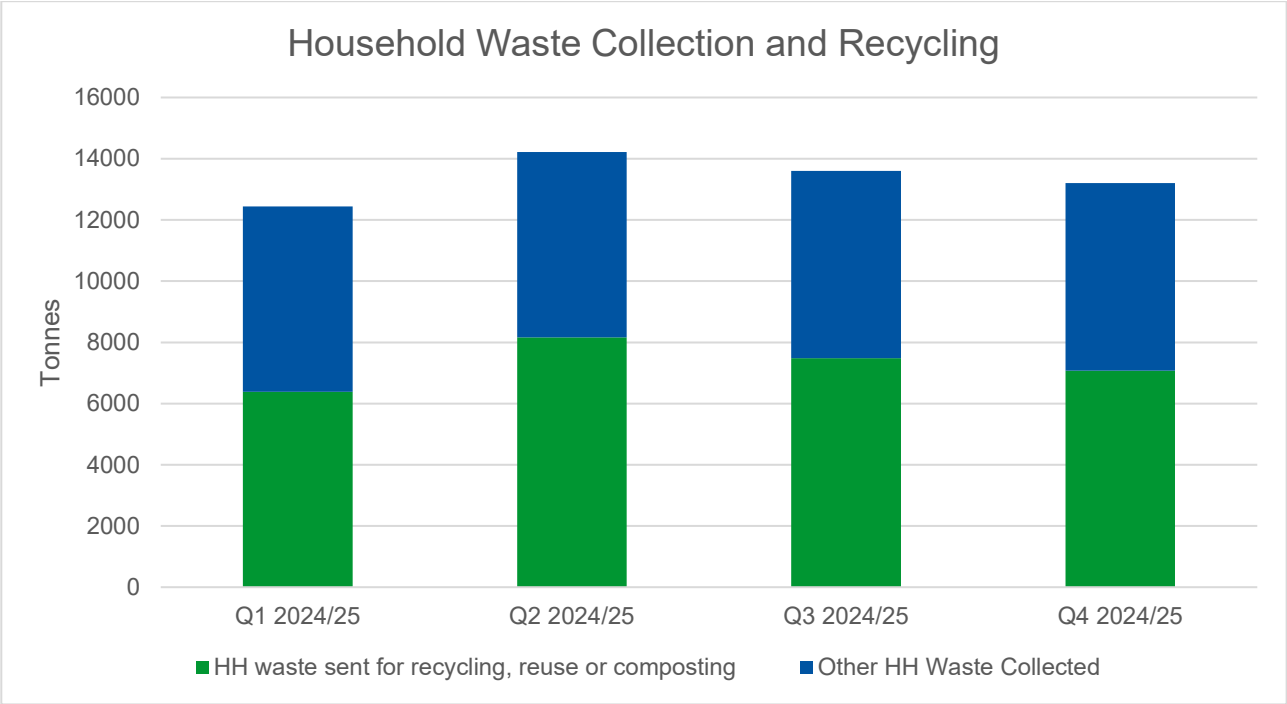
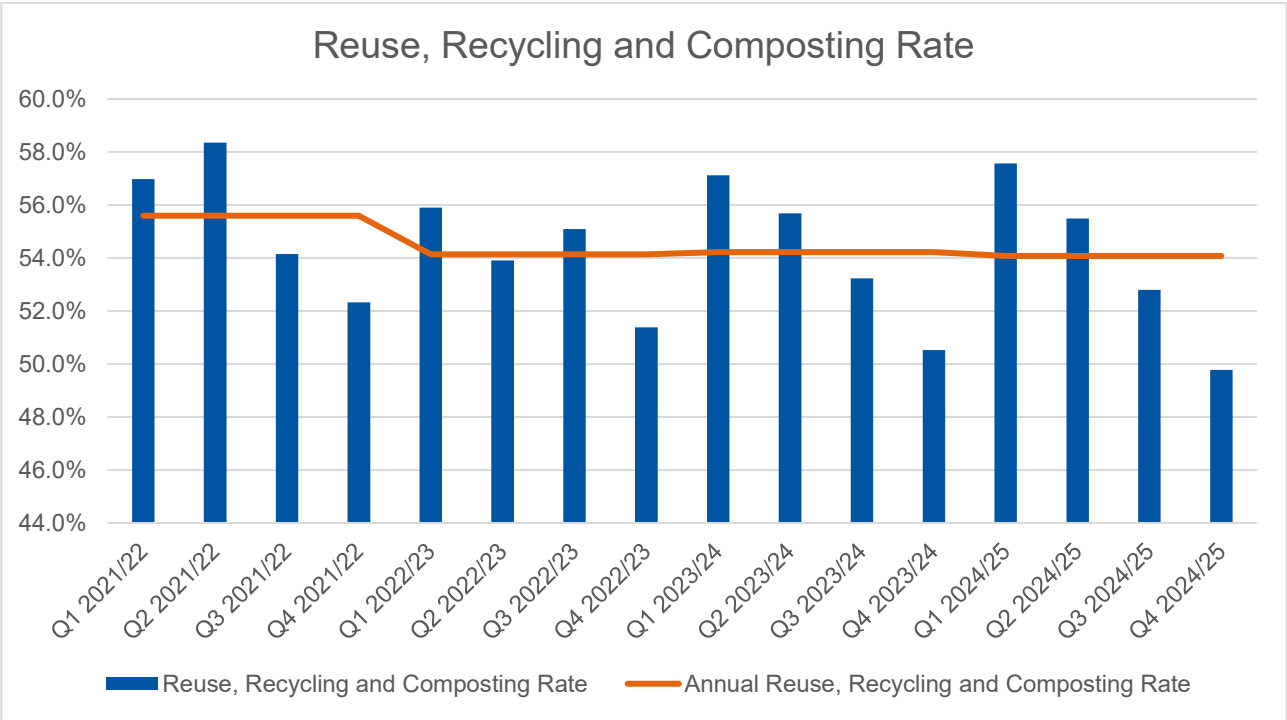


Figure 38: Refuse, recycling and composting rate



Contextual Indicators – Organisation

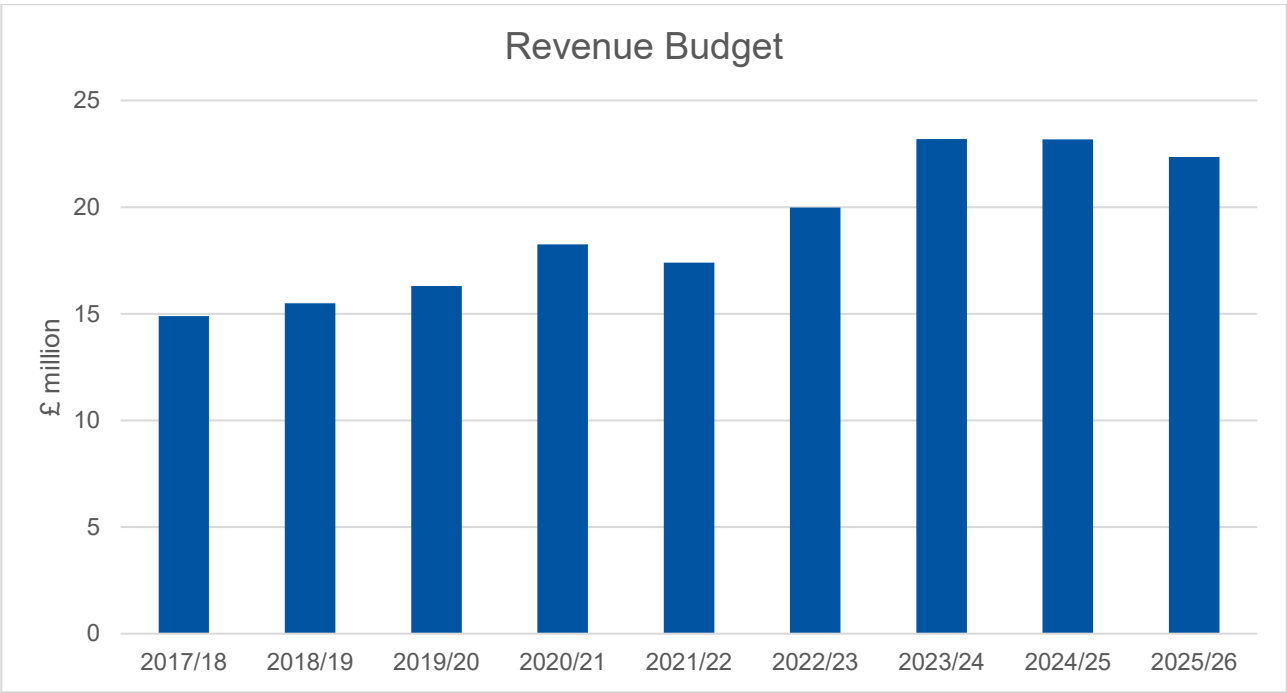
Annual revenue budget

The net annual Revenue Budget for 2024/25 was £23.17 million, which included additional provisions to address potential risks issues and risks.

End of year outturn forecasts indicate that spending has been maintained within the approved budget and specific allocated reserves.

For 2025/26 the net Revenue Budget is £22.35 million.

Figure 39: Revenue budget



Government funding

The main sources of funding for this revenue budget are income from council tax and a relatively small share of the local business rates collected. While some grants are received from Government for specific purposes, no general funding support is received. The Council also administers additional government funds, which go towards local benefits and similar expenditures, but these are not captured within the revenue budget figures above due to being administered according to external requirements.

Staff employed by the Council

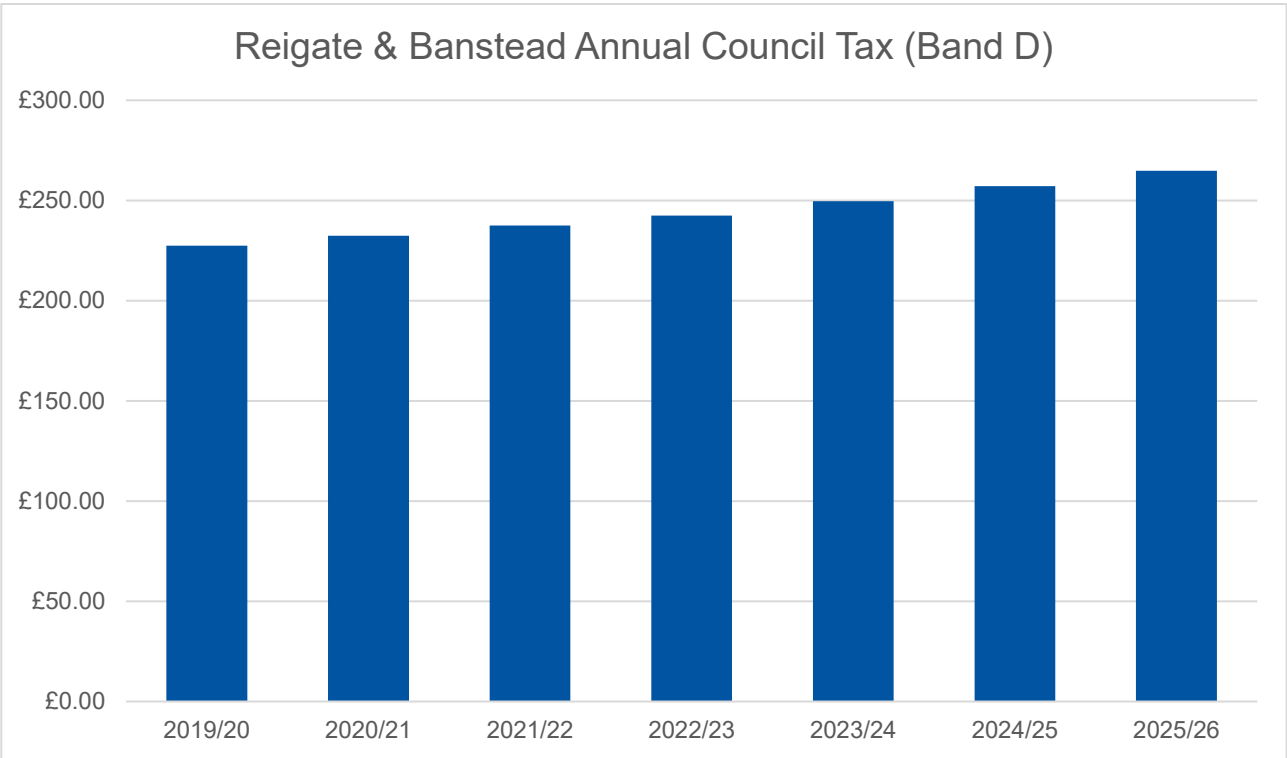
As of the start of 2025/26, the council employs 538.7 full time equivalent (FTE) posts.

This represents a net increase of 3.7 in FTE equivalents from 535.0 at the start of 2024/25.

Annual average council tax (Band D)

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

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



Appendix 2: Objectives and Success Measures Overview

The table below includes an overview of key points for the delivery of the Corporate Plan's success measures, both in 2024/25 and between 2020 and 2025, as well as information on how the plan's commitments have been met. The table seeks to capture examples of activity for each topic, but does not cover all of the relevant work that has taken place in relation to each success measure.

For more detail of work undertaken and how objectives have been met, please see the relevant sections of the main report, and the previous's years' annual reports, available at: [Reporting on our progress | Reigate & Banstead 2025 | Reigate and Banstead](#)

People

Objective	What does success look like?	2024/25	2020 to 2025
Housing: Secure the delivery of homes that can be afforded by local people	Evidence that affordable, discounted or lower-cost homes are delivered by the Council or the Council working in partnership.	Support for registered providers Acquisition of properties for emergency and temporary accommodation	Delivery of 49 affordable rent, social rent or temporary accommodation homes, including 1 and 2 bedroom units and family homes.
Communities and Community Safety: Work with partners to create strong, safe and welcoming communities	Residents feel that the local area is safe	64% of residents are satisfied with the safety of the local area	Work to support local safety through the community safety partnership and campaigns such as Safer Redhill
Communities and Community Safety: Work with partners to create strong, safe and welcoming communities	Residents agree that the local community is a place where people of different backgrounds get along	58% of residents agree that people of different backgrounds get along	Work to support local communities and people and encourage residents to contribute to local areas and support each other
Communities and Community Safety: Work with partners to create	Evidence that the Council is working with partners to deliver	Extensive cooperation with partners, including schemes such as the YMCA Y-Bus,	Strategic grants to key voluntary sector partners, collaboration with health and public sector bodies,

strong, safe and welcoming communities	positive outcomes in the borough's communities.	and Growing Health Together	connections to over 200 local organisations.
Communities and Community Safety: Work with partners to create strong, safe and welcoming communities	Evidence that our community facilities and activities are well used by communities and residents.	10% more activity participants and 11% more room hire	Consistently expanded visitor numbers and activities at community centres
Vulnerable Residents: Provide targeted and proactive support for our most vulnerable residents	Evidence that the Council is working with partners to deliver positive outcomes for vulnerable residents.	383 households supported by food clubs	239 refugee households supported across East Surrey
Vulnerable Residents: Provide targeted and proactive support for our most vulnerable residents	Evidence that more residents are benefitting from our early help activities	411 households helped to avoid homelessness, up from 350 in 2023/24	1065 households referred to the new Money Support team
Leisure and Wellbeing: Provide leisure, cultural and wellbeing services that are accessible to, and meet the needs of, communities and visitors	Residents agree that the leisure, cultural and wellbeing services provided by the Council meet their needs.	49% satisfaction with sport and leisure services 75% satisfaction with parks and greenspaces	Significant support for the local value of the Harlequin Theatre, with appreciation of the 2023 big-top annual pantomime
Leisure and Wellbeing: Provide leisure, cultural and wellbeing services that are accessible to, and meet the needs of, communities and visitors	Evidence that our leisure, cultural and wellbeing facilities and activities are well used by residents.	1.2 million visits to leisure centres, with 14% growth in memberships	Increased attendance at leisure centres and community centres

Place

Objective	What does success look like?	2024/25	2020 to 2025
Towns and Villages: With our partners, invest in our town and village centres, so they continue to be places where people choose to live, work and visit	Residents' feedback on local town and village centres.	67% satisfaction with the local area	Positive support for new leisure amenities in Redhill and other local area improvements
Towns and Villages: With our partners, invest in our town and village centres, so they continue to be places where people choose to live, work and visit	Evidence that new floorspace or alternative uses are being delivered in town and village centres by the Council or the Council working in partnership.	Refurbishment of Merstham Recreation Ground Ensuring delivery of Westvale Neighbourhood Hall	Improvements to multiple areas including Horley High Street
Economic Prosperity: Drive the continued economic prosperity of the borough, facilitate improved business infrastructure, and confirm the borough's reputation as a great place to do business	Evidence that the Council is working with partners to drive the prosperity of the borough.	New jobs created following award of business support grants	Higher business survival rates than the UK or South East
Economic Prosperity: Drive the continued economic prosperity of the borough, facilitate improved business infrastructure, and confirm the borough's reputation as a great place to do business	Evidence that new floorspace and business infrastructure is being delivered by the Council or the Council working in partnership.	UKSPF funding used to support local skills development and employment opportunities	Delivery of The Rise in Redhill and associated commercial units
Shaping Our Places: Ensure new development is properly planned and sustainable and benefits the borough's communities and the wider area	Evidence that the Council has an up to date Local Plan.	Development Management Plan reviewed in 2024/25	Core Strategy reviewed in 2023/24

Shaping Our Places: Ensure new development is properly planned and sustainable and benefits the borough's communities and the wider area	Evidence that 'planning gain' is being captured from new developments.	Local CIL project spending	Support for Westvale Park following failures by developers
Shaping Our Places: Ensure new development is properly planned and sustainable and benefits the borough's communities and the wider area	Evidence that the Council is working with partners to deliver new infrastructure and positive outcomes for the borough's places.	Strategic CIL project spending	New Strategic Infrastructure Programme approved
Clean and Green Spaces: Provide high quality neighbourhood services to ensure that the borough continues to be clean and attractive and local people have access to the services and facilities they need	Residents' feedback on the neighbourhood services that we provide, including waste and recycling, street cleansing, JET, greenspaces.	65% satisfaction with waste, recycling and street cleaning 66% satisfaction with parks, greenspaces and allotment services	High performance measures Regular receipt of awards for quality of greenspaces
Clean and Green Spaces: Provide high quality neighbourhood services to ensure that the borough continues to be clean and attractive and local people have access to the services and facilities they need	Residents feel that the Council is tackling anti-social behaviour.	64% satisfaction with local area safety No specific issue considered a significant problem by a majority of residents	Long term work with Surrey Police and the community safety partnership
Environmental Sustainability: Reduce our own environmental impact and support local residents and businesses to do the same	Evidence that the Council is reducing its own carbon footprint and resource use.	Reduction in carbon footprint since 2023/24	Reduction in carbon footprint since 2020/2021
Environmental Sustainability: Reduce our own environmental impact and support local residents and businesses to do the same	Evidence that the Council is working with partners to deliver positive environmental sustainability outcomes.	Active travel work with Surrey County Council reducing estimated	Reduction in carbon footprint of the borough since 2020/2021

		local carbon emissions	Participation of local business in sustainability schemes
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Organisation

Objective	What does success look like?	2024/25	2020 to 2025
Financial Sustainability: Be a financially self-sustaining Council	Evidence that the Council is successfully balancing its budget and has a robust medium-term financial plan.	Balanced budget and medium term financial plan approved	Annual balanced budgets and medium term financial plans approved
Financial Sustainability: Be a financially self-sustaining Council	Evidence that the Council is being transparent in its financial decision making.	Regular budget reporting and consultation	Approval of statements of accounts by external auditors
Funding Our Services: Undertake commercial activities to generate additional income and build our financial resilience, in order to sustain services	Evidence that the Council is increasingly deriving income from commercial sources.	Commercial approaches no longer a focus due to changes in national guidance	Consistent savings and additional income secured through the Financial Sustainability Programme
Operational Assets: Ensure that our operational assets are fit for purpose	Evidence the Council is investing in the upkeep of operational assets based on robust business cases.	Work to modernise Horley Community Centre prepared	Delivery of IT Strategy Replacement, refurbishment and upgrades to vehicle fleet
Skills and Great People: Ensure that the Council has the right skills to deliver this plan	Evidence the Council is taking action to ensure that the right skills are in place.	Awards won for apprenticeship work	Positive feedback on updated Organisational Development and Human Resources operational model

Commitments

Commitment	What does success look like?	Activity
High quality core services and continued service improvement	Residents' feedback on Council services generally	Generally positive levels of satisfaction with Council services
High quality core services and continued service improvement	Residents' feedback on core Council services	Positive feedback on core Council services such as waste collection
High quality core services and continued service improvement	Residents' feedback on Reigate & Banstead as a place to live	67% satisfaction with the local area
Clear and effective communication	Residents' feedback on the Council's communication channels	Majority positive feedback on Council communication channels
Clear and effective communication	Residents report that they feel informed about Council services	62% of residents feel informed, significantly higher than the national average of 47%
Environmental sustainability	Residents agree that the Council acts in an environmentally responsible way	43% agreement, with only 13% disagreement
Partnership working	Evidence that the Council is working with partners to deliver positive outcomes for residents	Strategic grants to voluntary sector partners Increased cooperation with health sector bodies
Responsible use of data	Evidence that the Council is using data responsibly to improve service provision/delivery	High level of participation in local consultations Improved options and uptake of digital channels

Financial efficiency	Residents agree that the Council provides value for money	Only 27% agreement and 32% disagreement, but potentially influenced by combined cost of Council Tax
Helping residents and businesses make a positive difference in their communities	Evidence of healthy levels of volunteering by residents and by businesses via corporate social responsibility schemes	Multiple examples of local voluntary activities by residents Participation of local businesses in programmes to support the local area, and establishment of Council volunteering scheme