

# Public Document Pack



**EPSOM & EWELL**

**TOWN HALL**

**EPSOM**

10 January 2020

SIR OR MADAM

I hereby summon you to attend a meeting of the Council of the Borough of Epsom and Ewell which will be held at the Town Hall, The Parade, Epsom on **MONDAY, 20TH JANUARY, 2020 at 8.00 pm or at the rising of the Environment & Safe Communities Committee meeting, whichever is the later.** The business to be transacted at the Meeting is set out on the Agenda overleaf.

A handwritten signature in black ink, appearing to read 'K. Beldan'.

Chief Executive

## Public information

### Information & Assistance:

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Further information about the Council are available on the [Council's website](#). The website also provides copies of agendas, reports and minutes.

Agendas, reports and minutes for the Council are also available on the free Modern.Gov app for iPad, Android and Windows devices. For further information on how to access information regarding the Council, please email us at [Democraticservices@epsom-ewell.gov.uk](mailto:Democraticservices@epsom-ewell.gov.uk).

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### Questions from the Public

Questions from the public are not permitted at meetings of the Council. [Part 4 of the Council's Constitution](#) sets out which Committees are able to receive public questions, and the procedure for doing so.

## COUNCIL

**Monday 20 January 2020**

**8.00 pm or at the rising of the Environment & Safe Communities Committee meeting on 20 January 2020, whichever is the later.**

**The Town Hall, The Parade, Epsom**

For further information, please contact Democratic Services, tel: 01372 732122 or [democraticservices@epsom-ewell.gov.uk](mailto:democraticservices@epsom-ewell.gov.uk)

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- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building, but move to the assembly point at Dullshot Green and await further instructions; and
- Do not re-enter the building until told that it is safe to do so.

## **AGENDA**

### **1. DECLARATIONS OF INTEREST**

To receive declarations of the existence and nature of any Disclosable Pecuniary Interests from Members in respect of any item to be considered at the meeting.

### **2. LONG-TERM VISION FOR EPSOM AND EWELL (Pages 5 - 30)**

Future40 has been a Council led initiative to develop a long-term vision for Epsom and Ewell. It involved the largest consultation and engagement exercise ever undertaken in the borough. The new 'Our Vision Epsom and Ewell', is the culmination of this extensive resident and stakeholder engagement. The purpose of this report is to seek approval of the draft 'Our Vision' document.

### **3. FOUR YEAR PLAN 2020 - 2024 (Pages 31 - 46)**

A new corporate plan has been developed for the next plan period of 2020 - 2024. This report seeks Council's approval of the new corporate plan and agreement that it be adopted.

**4. CLIMATE CHANGE ACTION PLAN** (Pages 47 - 80)

This report sets out the Council's commitment and action plan to tackle climate change including actions to reduce the environmental impact of its activities and the steps to become carbon neutral. It reflects the work of the cross party Member Working Group which was established to coordinate the development of the Climate Change Action Plan.

**5. CONSTITUTION REVIEW: PLANNING CODE OF PRACTICE** (Pages 81 - 84)

This report presents the recommendations of Standards Committee on proposed changes to the Part 5, Section 8 of the Constitution, with the adoption of a new 'Planning Code of Practice'.

## **FUTURE40 - LONG-TERM VISION FOR EPSOM AND EWELL**

**Head of Service/Contact:** Damian Roberts, Chief Operating Officer

**Urgent Decision?(yes/no)** No

**If yes, reason urgent decision required:**

**Annexes/Appendices (attached):** **Annex 1: 'Our Vision, Epsom and Ewell'**

**Other available papers (not attached):** Reports to Strategy and Resources Committee, 30 July 2019, 26 July 2018.

### **Report summary**

Future40 has been a Council led initiative to develop a long-term vision for Epsom and Ewell. It involved the largest consultation and engagement exercise ever undertaken in the borough. The new 'Our Vision Epsom and Ewell', is the culmination of this extensive resident and stakeholder engagement. The purpose of this report is to seek approval of the draft 'Our Vision' document.

### **Recommendation (s)**

**Council are asked to:**

- (1) agree 'Our Vision Epsom and Ewell document, attached at Annex 1;**
- (2) delegate to the Chief Executive and Chief Operating Officer in consultation with the Chairman of Strategy and Resources any final design or minor drafting changes to the Vision document before its publication;**
- (3) endorse officers seeking opportunities to engage with partner organisations, from the public, private and voluntary sectors, oversee delivery of the Council's Vision.**

## 1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

- 1.1 The current Corporate Plan 2016 to 2020 is due to end on 31 March 2020.
- 1.2 Epsom and Ewell's new long-term vision has a key role in setting the direction of the Council's 2020-2024 corporate plan, along with other emerging Council strategies and plans.
- 1.3 The themes emerging from the new approach to service planning and delivery will be:



## 2 Background

- 2.1 On 26 July 2018, the Strategy and Resources Committee agreed to develop a new long-term vision for the borough and the type of engagement process that would be fundamental to that process.
- 2.2 The approach agreed by Members reflects the Council's vital community leadership and resident engagement role. It demonstrates that the Council is listening to its local community, is not just focused on the actions it is taking today, but also has a keen eye on the borough's future. This is important as decisions taken today can have a significant bearing on future including the environmental, social and economic outcomes for Epsom and Ewell.

- 2.3 It is also the case that improving outcomes in these and other important areas often requires a sustained focus over the short, medium and longer-term and relies on the support and coordination of other key stakeholders (Health, Police, Business, Voluntary Groups etc) working alongside the local authority.
- 2.4 The approach agreed by the Council also reflected the need for a clear evidence base of the drivers impacting on the borough and the analysis of the quantitative and qualitative data on the views and aspirations that local people have for Epsom and Ewell.
- 2.5 The Strategy and Resources Committee at its meeting on the 30 July 2019 considered the quantitative and qualitative data collected throughout the Future40 engagement process, and agreed the draft document for a period of further stakeholder engagement.

### **3 Stakeholder Engagement**

- 3.1 The Council has now held a range of key stakeholder meetings, either as one to ones, in groups or wider workshops. This includes meetings and discussions with Epsom Hospital, the Business Improvement District, Epsom Racecourse, the University of the Creative Arts, the Citizen's Panel, Age Concern Epsom and Ewell, Citizens' Advice and the Food Bank. The outcome from these meetings is a commitment to work in collaboration with the Council to oversee its delivery.
- 3.2 This was an important exercise as the new Vision cannot be delivered by any one organisation alone, but requires instead, the support and cooperation of others.

### **4 Publication of the new vision**

- 4.1 To assist with the on-going communication and dissemination of Epsom and Ewell's new Vision, a short booklet has been drawn together to enable the Vision to be shared on-line and also where needed in hard copy. This is attached at **Annex 1**.

### **5 Delivery arrangements**

- 5.1 However well-founded and articulated a vision is on paper, its real value is derived from the actions and outcomes that are delivered as a result. It is therefore important to consider how this long-term Vision will start to shape and drive positive change in the Borough.

- 5.2 There are a number of opportunities over the coming year for the new Vision for Epsom and Ewell to inform the direction of the Council's work, setting the context and direction for a number of important work streams. This includes the approval and implementation of the Council's new corporate plan, which will be known as 'Four Year Plan 2020-2024', which is the subject of a separate report to the Committee.

## **6 New four year plan**

- 6.1 The Council's new four year plan has provided an important opportunity for the new Council to set out its delivery priorities for the next four years, reflecting Member aspirations and informed by the new Vision for Epsom and Ewell including the significant resident and stakeholder engagement that has taken place in recent months through Future40. The focus will be on deliverability, carefully balancing ambition with available resources and making the most of opportunities to work in partnership with others.
- 6.2 As well as the new corporate plan, other key plans and work programmes will be informed by the new Vision for Epsom and Ewell, this includes:
- The Climate Change Action Plan
  - Asset Management Plan
  - The investment in and expanded use of the Market Place
  - Health and Wellbeing Strategy and Action Plan
  - Community Safety and Enforcement Plan
  - The Local Plan and related policies
- 6.3 The new vision will also give increased weight and context to the Council's existing work such as Enterprise and Income Generation, and Economic Development and Business Support, etc. It will also inform work on the development of a future Cultural Strategy for the Borough.
- 6.3 The value of the 'Our Vision Epsom and Ewell' is not in the document itself but the degree to which it influences activity across the Borough. The launch and communication of the Vision is, therefore important. There will be a programme of communications activity within the Council to embed the Plan within the working of all our teams and as a guide to our working with partners and stakeholders.



## 7 Financial and Manpower Implications

- 7.1 The work on Future40 has been supported by an agreed budget of £45,000 which has been used to meet the costs of all the resident and stakeholder engagement and communication activities, events, surveys and research that has taken place over the engagement programme and fund the design and print costs associated with the final Vision.
- 7.2 **Chief Finance Officer's comments:** The visioning budget has been funded by £20,000 from the Housing and Planning Delivery Grant reserve and the remaining £25,000 funded from within the revenue budget for 2018/19 by aligning the work with other existing activities related to Economic Development, Planning and Community Wellbeing.

## 8 Legal Implications (including implications for matters relating to equality)

- 8.1 The Local Government Act 2000 gave local authorities the power to act to promote the economic, social and environmental wellbeing of their area. More than a decade later, this power was updated and further extended by the Localism Act 2011, which introduces a general power of competence, ie "a local authority has power to do anything that individuals generally may do".
- 8.2 There is no legal requirement for the council to adopt a vision, however, such a document provides an evidence base to support a policy framework and context upon which the Council can direct its decision making.
- 8.3 As a public body, the Council is required to meet its statutory obligations under the Equality Act 2010 to have due regard to eliminate unlawful discrimination, promote equal opportunities between people from different groups and to foster good relations between people who share a protected characteristic and people who do not share it. In the adoption of the plan, it is not considered that there would be any negative impacts on any of the protected characteristics, although in the delivery of individual strategies and action plans that underpin the corporate plan, equality impact assessments will be undertaken where necessary.
- 8.4 **Monitoring Officer's comments:** none arising from the contents of this report.

## **9 Sustainability Policy and Community Safety Implications**

- 9.1 The proposals set out in this report are designed to make a positive contribution to making Epsom and Ewell a more sustainable place in both the shorter and longer-term. In particular, the emerging theme of Green and Vibrant recognises the importance of tackling climate change, the value of the boroughs' green infrastructure, sustainable building design, clean air and bio diversity.

## **10 Partnerships**

- 10.1 Developing a longer-term vision for the Borough is a partnership endeavour. It builds on the Council's positive relationships and increasing track record at partnership working. In developing a longer-term vision for the borough, the Council will engage with the key organisations in the borough from the private, public and voluntary sectors.

## **11 Risk Assessment**

- 11.1 There are significant potential risks of not having a long-term vision for the Borough that has the buy-in of both residents and partners. The Council's actions to develop a long-term vision for Epsom and Ewell and the comprehensive approach taken to the community and stakeholder engagement through Future40, can be seen to have substantially addressed this risk.

## **12 Conclusion and Recommendations**

- 12.1 Following a thorough resident and stakeholder engagement process the Council now has a long-term vision that reflects the clear views of local people and stakeholders about their priorities for the future of their borough. There is now an opportunity for the Council to work with relevant partners from the public, private and voluntary sectors, to ensure that through a wide range of future initiatives and actions, the new vision is delivered on the ground.

**Ward(s) affected:** (All Wards);

# Our Vision

## EPSOM AND EWELL

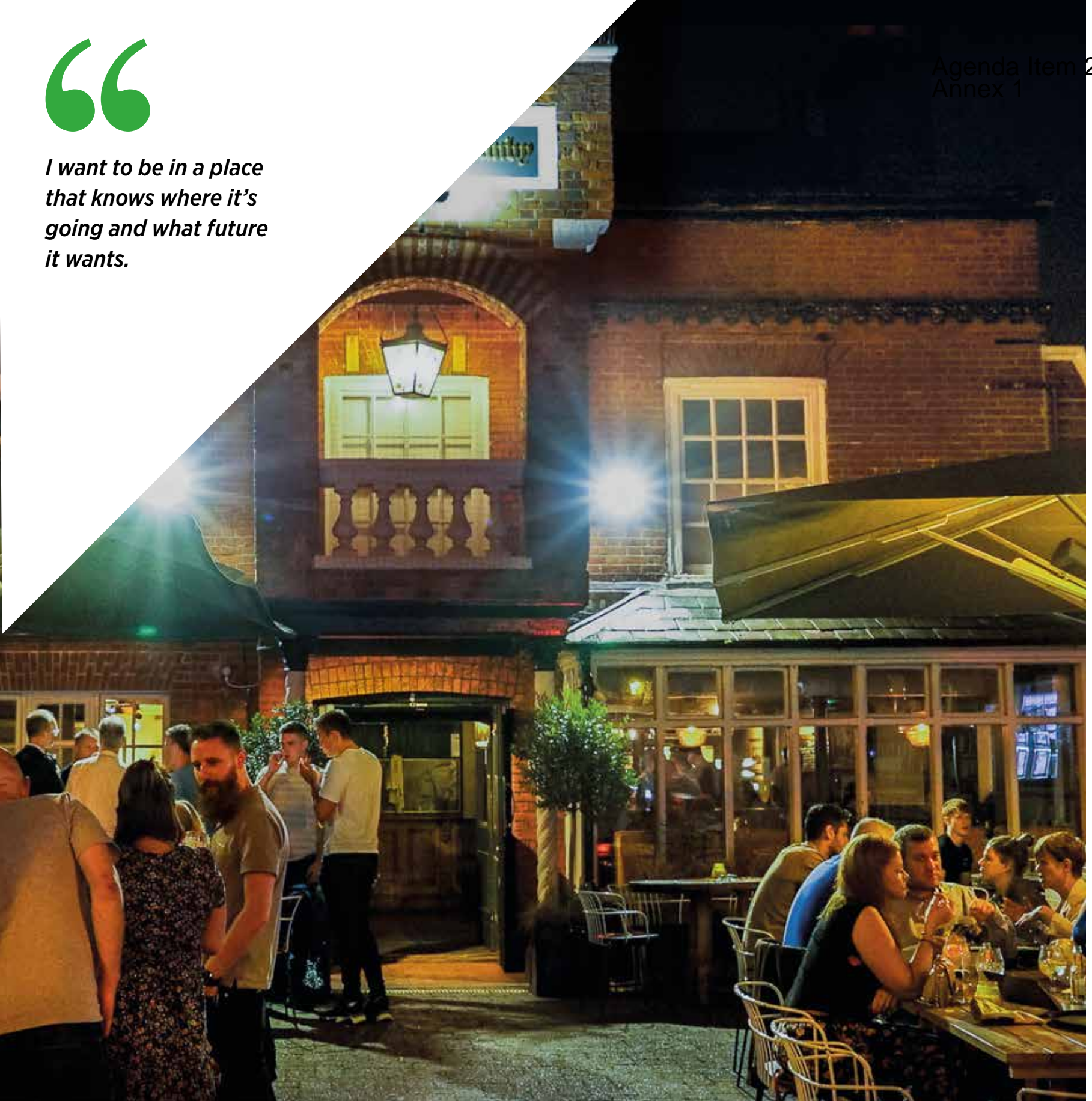




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*I want to be in a place  
that knows where it's  
going and what future  
it wants.*

Agenda Item 2  
Annex 1



# Looking to the future

The future is what you make of it; and in Epsom and Ewell the future is shaped by the people who live, work and study here.

This document sets out the vision for the borough – a vision that has been drawn from the views of local people through the largest engagement exercise ever undertaken in Epsom and Ewell. This vision reflects the hopes and aspirations of local people and those with a stake in the future success of the borough.

The vision builds on the borough’s many strengths and characteristics: the beautiful parks and nature reserves; top-performing schools and further and higher education centres; a dedicated performing arts college, as well as home to the only business school in the country for the creative industries.

The borough also enjoys a strong and growing economy, excellent connectivity to the Capital and beyond, as well as access to a diverse cultural offering, including a popular theatre, community spaces and award-winning leisure facilities.

The future of any place is influenced by its past. Epsom and Ewell is steeped in a rich history; from humble beginnings as a Saxon settlement to the location of Henry VIII’s Nonsuch Palace, later becoming a fashionable Georgian Spa retreat and a thriving Market Town.

Epsom and Ewell has long been a place renowned for commerce and opportunity, the exchange of ideas and learning, as well as a place of solace and wellbeing. Today, the borough remains a global landmark: the birthplace of Epsom Salts and the Epsom Derby, one of the greatest sporting events in the world.

The vision is a testament to the clarity and shared ambition of local people about the future of Epsom and Ewell. It provides an opportunity to harness the borough’s inherent strengths and gives confidence that by working together, we can look forward to an even more successful future.

**This is Epsom and Ewell. This is our future.**





# Proud of our past preparing for the future

The Epsom and Ewell of the future will carry forward many themes from its past. The borough's connectivity and its long standing associations with commerce, learning, creativity and wellbeing have all been defining characteristics. It is also been a place shaped for centuries by a thriving horse racing heritage.



**Henry VIII builds Nonsuch Palace** as an elaborate hunting retreat. The borough remains a destination for Royalty even today.



The discovery of a mineral spring establishes Epsom as a popular **Spa Town** attracting people from all over the world to take the waters.



Lady of the Manor Elizabeth Evelyn receives a royal charter to hold a **market in Epsom**, a tradition which still continues today.



**Stoneleigh is transformed** from rural farmland to a thriving new community with its own shops, church, public house and cinema.



**NESCOT opens**, as Ewell Technical College. The further education college now welcomes over 4,000 students a year to study in the borough.



A flying saucer lands in the village and **Bourne Hall is officially opened** to the public with its library, museum and community rooms.



1780

**Diomed wins the first ever Epsom Derby** – a race that could have been called the ‘Epsom Bunbury’ were it not for the toss of a coin!



1847

**The railway arrives**, bringing jobs and families to Epsom and Ewell. Connection to the capital makes the borough a great place to live and work.



1896

**The Manor Hospital is opened**, the first in what was to be the world’s largest cluster of psychiatric hospitals. It even had its own light railway!



1974

**Laine Theatre Arts is founded** and soon earns a reputation as a high-class international training college for performing arts.



2008

The old School of Art receives the title of University from the Privy Council and is renamed **University for the Creative Arts**.



2020

The investment works on the **Market Place** come to an end, bringing a brand-new shared community space for the Town Centre.



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*In the future, I want to see  
Epsom and Ewell thrive as a  
place to live and work.*

Agenda Item 2  
Annex 1



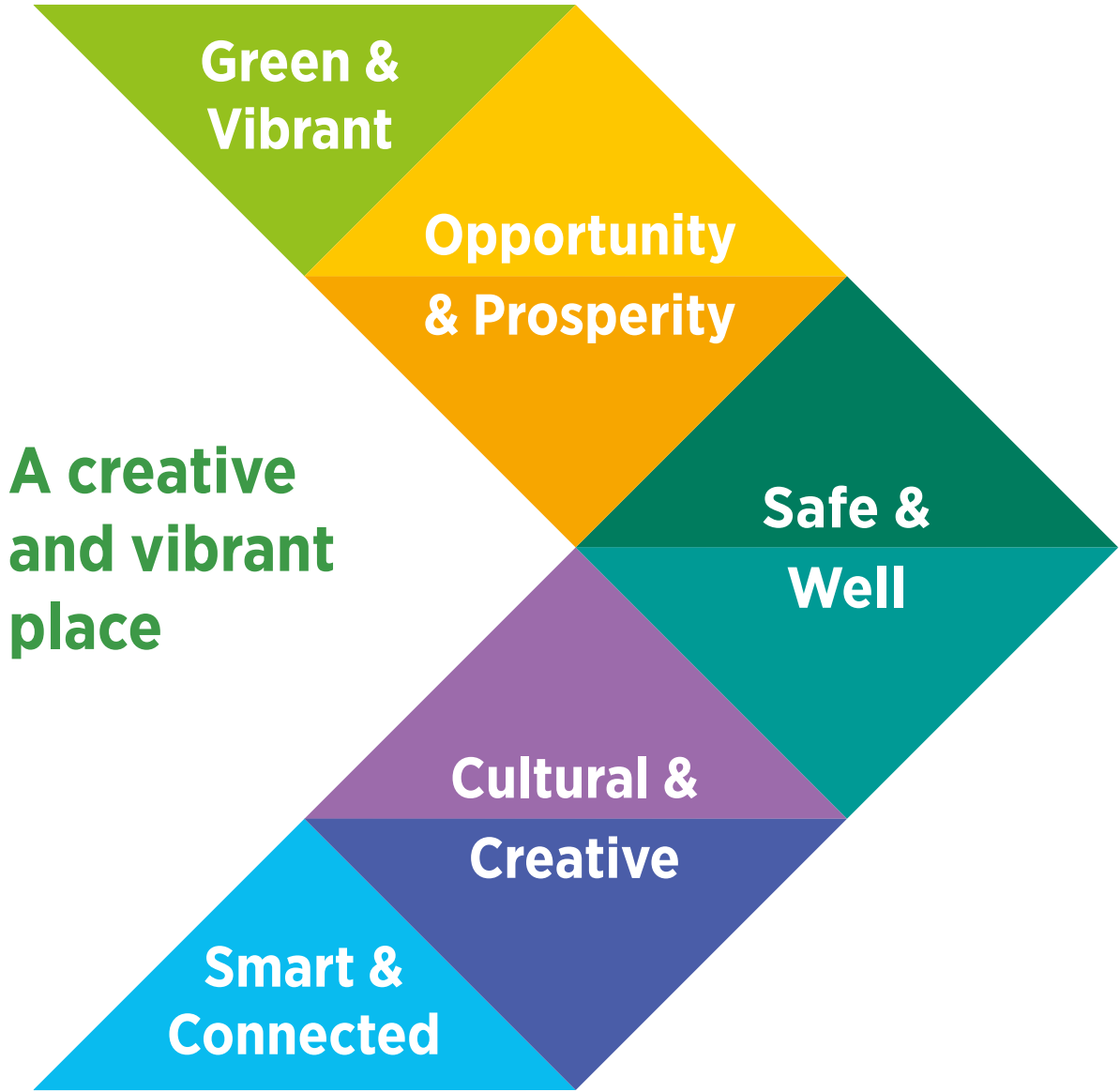
Artists impression of the new  
state of the art facilities at the UCA



# Our vision

for Epsom and Ewell

As a result of extensive research and an in-depth public consultation, five distinct themes come together to create our vision for Epsom and Ewell.



# Green & Vibrant

Epsom and Ewell is already home to a number of award-winning parks and open spaces. You don't have to go far to appreciate the beautiful areas and nature reserves that are on your doorstep.

Local people are passionate about keeping their borough green and vibrant with an even greater focus on protecting the environment and supporting biodiversity.

## Our vision

*Where people are passionate about the environment*

*Rich with biodiversity and the best that nature has to offer*

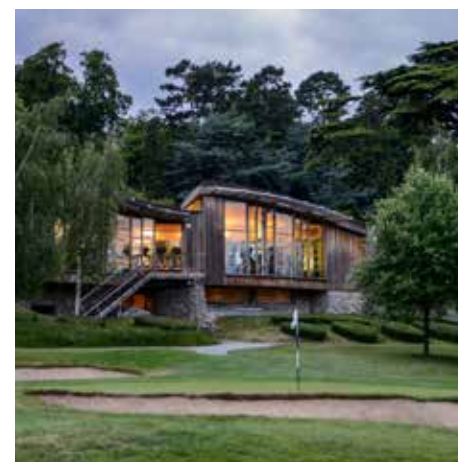
*A great place to go walking or cycling with friends and family*

*A place with access to fantastic countryside and clean air*

*Tree lined streets with some of the best examples of eco-buildings*

*Clean and well maintained environment*

*Beautiful and well-designed public spaces*







## In 2040...

Epsom and Ewell is a modern market borough where nature and countryside thrive alongside sustainable, well-designed developments and vibrant public spaces where people can meet, play and relax.

In the future, our borough will offer greener, more energy efficient transport options including safe and improved cycle routes and walkways.

**This is our vision for a green and vibrant Epsom and Ewell.**





# Opportunity & Prosperity

People come from all over the world to visit, work and study in Epsom and Ewell. With so many outstanding schools and higher education colleges, it's no surprise why the borough is a destination of choice for entrepreneurs and creative minds alike.

Local people want to live in a place where creativity is encouraged, where learning and ideas come together and anyone, no matter what their background, has the chance to succeed.



Agenda Item 2  
Annex 1



## Our vision

*A great place to start and grow your business*

*An ambitious place where there is investment in the future*

*A place to innovate and try out new ideas*

*Affordable homes for families and local workers*

*There's an excellent education*

*A place that offers an excellent start in life whatever your background*

*Where ambition is encouraged and nurtured*





## In 2040...

Epsom and Ewell is a borough that invests in the future – it supports businesses, allows them to grow and feel welcome.

In the future, our borough is rich with opportunity where local people thrive in education and their careers.

**This is our vision for an Epsom and Ewell that is full of opportunity and prosperity for future**



# Safe & Well

Epsom and Ewell is a great place to bring up a family. It's a place where people feel safe at any time of day or night. The borough's unique heritage as a Spa town, where people once flocked to in their thousands, remains an important part of local history even today.

Local people want to live in a place where people are friendly and willing to lend a hand – where everything is easy to access and where people support each other.

## Our vision

*Where I can feel safe and secure at any time of day*

*A place that is family friendly, where people support each other*

*Easy access to world class health and wellbeing services*

*Where it's easy to keep healthy and active*

*Where I can breathe clean air*

*Where there is a strong community spirit*

*Where people come before traffic*





## In 2040...

Epsom and Ewell will offer world-class health and wellbeing services together with a strong and caring community spirit.

In the future, people will be able to live life to the full, whatever their age, with lots of opportunities to stay fit and healthy.

**This is our vision for a safe and well Epsom and Ewell.**





# Cultural & Creative

Epsom and Ewell is brimming with local creative talent. It truly is a place where art, fashion, music and theatre come together. Epsom and Ewell is a place that embraces the modern without losing a sense of the past.

Local people want to live in a borough that has a clear identity that distinguishes Epsom and Ewell from other places; that promotes its unique characteristics, what it has to offer and is a real 'go-to' destination where people want to visit, study and invest.

## Our vision

*Proud of the rich local history and heritage*

*A clear and compelling identity that excites and inspires*

*A thriving market and unique retail offer*

*A home for creative enterprises*

*There's a wide range of local events and activities for people to take part in*

*A great place to meet up after work with friends and family*

*Where people work together for the benefit of the community*



Agenda Item 2  
Annex 1



[thehortonepsom.org](http://thehortonepsom.org)





## In 2040...

Epsom and Ewell will bring together the best of history, heritage and culture.

Our town centres and high streets will offer a unique shopping experience, where there is always something going on.

In the future, the opportunities available will continue to excite and inspire a new generation of creative and dynamic minds to live, work and study here.

**This is our vision for a creative and cultural Epsom and Ewell.**



Epsom and Ewell offers the best of both worlds – easy access to the London and the West End as well as multiple areas of outstanding natural beauty just a stone's throw away.

Local people want to see even greater connectivity in the future; not only with faster, more frequent bus and rail services, but also a high-speed digital world full of innovation and new technology.

# Smart & Connected



## Our vision

*Easy to get around and get things done*

*Climate friendly public transport options*

*A strong community where it's easy to network and meet like-minded people*

*Part of Zone 6 and Cross Rail 2*

*Where it's easier not to own a car*

*Innovative and forward looking with the right skills for the future*

*High speed digital connectivity where it's easy to plug in*







## In 2040...

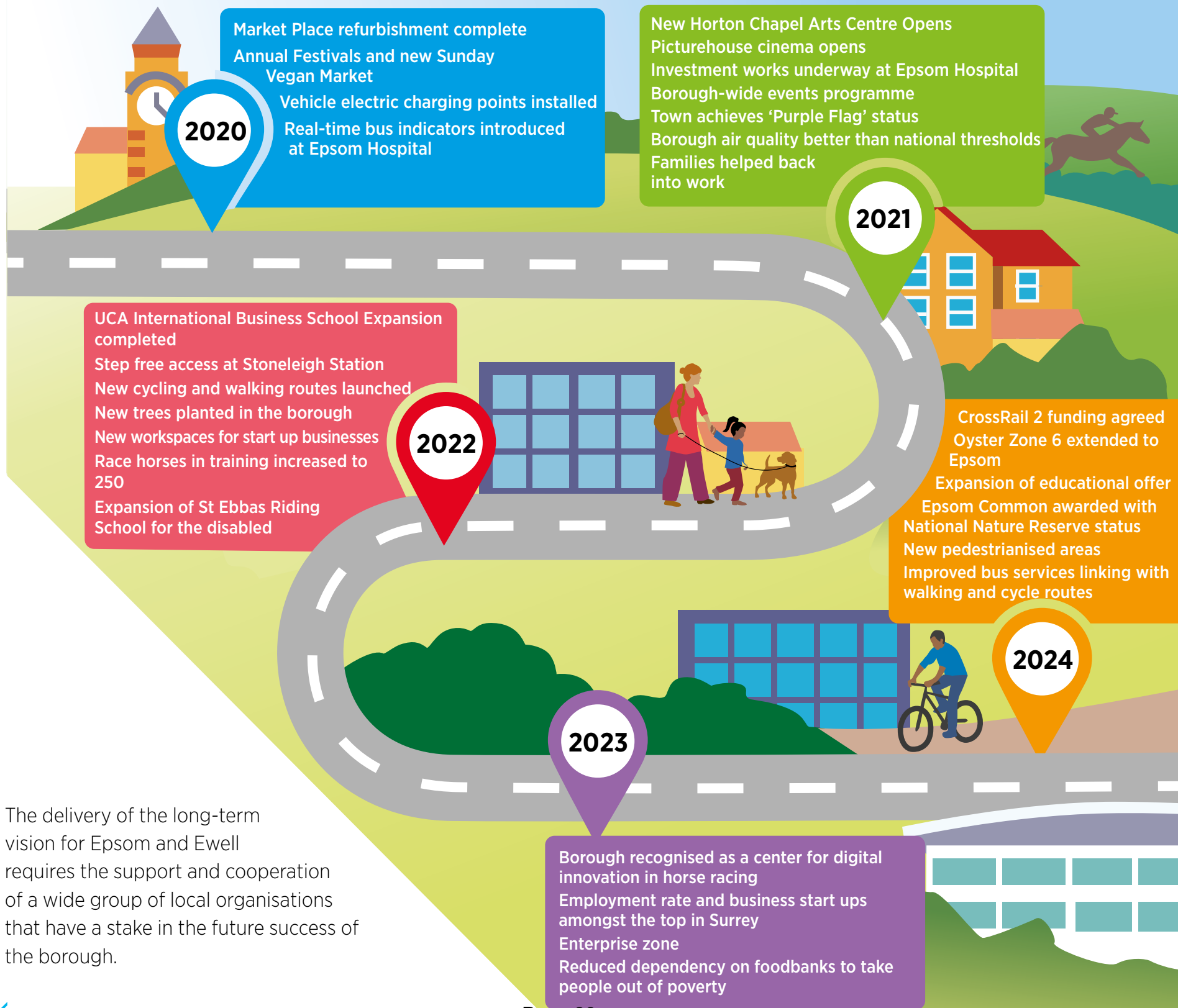
Epsom and Ewell will be a strong, connected and modern community of problem solvers who work together and support each other.

In the future, getting around the borough (and beyond) will be even easier, offering excellent opportunities to network and meet with like-minded professionals.

**This is our vision for a smart and connected Epsom and Ewell.**

# Aspirations for the first five years and beyond

Agenda Item 2  
Annex 1



The delivery of the long-term vision for Epsom and Ewell requires the support and cooperation of a wide group of local organisations that have a stake in the future success of the borough.



# Together, we can...

Agenda Item 2  
Annex 1

These are just some of the logos of supporters who will work together to deliver the vision.



ATKINS



Coast to  
Capital



GO  
EPSOM

THE JOCKEY CLUB  
EPSOM DOWNS





## **FOUR YEAR PLAN 2020 - 2024**

**Head of Service/Contact:** Gillian McTaggart, Head of Policy,  
Performance & Governance

**Urgent Decision?(yes/no)** No

**If yes, reason urgent decision required:**

**Annexes/Appendices (attached):** **Annex 1** - Four Year Plan 2020- 2024

**Other available papers (not attached):**

### **Report summary**

A new corporate plan has been developed for the next plan period of 2020 - 2024. This report seeks Council's approval of the new corporate plan and agreement that it be adopted.

### **Recommendation (s)**

- (1) Council is asked to adopt the Four Year Plan 2020-2024, attached at Annex 1, as the Council's corporate plan, subject to any recommendations of the Strategy & Resources Committee made at its meeting on 14 January 2020.**

## **1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy**

- 1.1 The current Corporate Plan 2016 to 2020 is due to end on 31 March 2020.
- 1.2 The proposed new corporate plan sets the Council's direction for the next four years and helps shape its strategies, priorities and services.

## **2 Background**

- 2.1 The corporate plan sets out the Council's overall vision alongside priorities and objectives for the future.

- 2.2 The plan provides a framework for decision making, which ensures that available resources are allocated to meet the needs of our communities. Having a clear vision for the future, aligned with strategic priorities and activities also provides a framework for managing the effectiveness of the organisation as a whole, as well as for managing individual services. This in turn allows for good and effective scrutiny of both decisions and performance.
- 2.3 The current Corporate Plan and its four key priorities was adopted by Council on 19 April 2016. The four priorities were:
- Keeping the Borough Clean and Green;
  - Supporting the Community;
  - Managing our Resources and
  - Supporting Businesses and our Local Economy.
- 2.4 The Council has been in the process of developing a longer term vision for the Borough through the Future40 programme. Extensive engagement and consultation exercises have been undertaken as part of the Future 40 programme with key stakeholders, businesses, residents and community groups. This has helped inform and shape the priorities and aspirations for the future of our borough until 2040.
- 2.5 The draft long-term Vision was reported to Strategy & Resources Committee in July 2019, and identified five key themes:
- Green & Vibrant
  - Safe & Well
  - Opportunity & Prosperity
  - Smart & Connected
  - Cultural & Creative
- 2.6 The final vision document, 'Our Vision Epsom and Ewell' is due to be considered by the Strategy & Resources Committee at its meeting on 14 January 2020.
- 2.7 In developing the new corporate plan, the five themes which have emerged from the Vision now form the basis for delivery for the Four Year Plan. A further theme has been added following in light of the Council's role around stewardship. The sixth theme is 'Effective Council'.



### 3 Proposals

- 3.1 The Four Year Plan for 2020 to 2024, attached at **Annex 1**, outlines the themes, priorities, key outcomes, how we are going deliver and monitor progress made against the Plan.
- 3.2 The Plan sets out six new themes:
  - 3.2.1 Green & Vibrant - A better place to live where people enjoy their surroundings
  - 3.2.2 Safe & Well - A place where people feel safe, secure and lead healthy, fulfilling lives
  - 3.2.3 Opportunity & Prosperity - A successful place with a strong, dynamic local economy where people can thrive
  - 3.2.4 Smart & Connected - Alive and connected socially, economically, geographically and digitally
  - 3.2.5 Cultural & Creative - A centre for cultural and creative excellence and inspiration
  - 3.2.6 Effective Council - Engaging, responsive and resilient Council.
- 3.3 The Four Year Plan does not cover everything that the Council does but focuses on a combination of issues that matter most to our local communities within the national context.
- 3.4 The plan takes into consideration that things will change over the life of the plan, but the Council will remain focused on what will make the biggest difference based on the resources that we have to deliver them.
- 3.5 The corporate plan sets out strategic priorities for the Council, which are underpinned by a number of aligned and more detailed strategies and plans that translate the Vision, desired outcomes and priorities into robust, outcome focussed delivery plans. Delivery of the themes and priorities will require collaboration between services across the Council.
- 3.6 The delivery of key targets identified annually from the Four Year Plan will be monitored and reported as part of the performance management framework. The outcomes will be reported within an Annual Report.
- 3.7 As the plan will be used for four years, the context and, particularly, the actions will change over time and the plan will be reviewed to ensure it remains current.

- 3.8 The value of the Four Year Plan is not in the document itself but the degree to which it influences activity across the borough over the next four years. The launch and communication of the Plan is, therefore, very significant for the Council. There will be a programme of communications activity within the Council to embed the Plan within all our teams and as a guide to our work with partners and stakeholders.

#### **4 Financial and Manpower Implications**

- 4.1 We take a strategic approach to financial planning and decision making and have a number of key strategies that will support the delivery of the Four Year Plan including the Medium Term Financial Strategy.
- 4.2 There are no specific financial implications although a number of projects and policies within the plan will have financial implications.
- 4.3 **Chief Finance Officer's comments:** The new Four Year Plan will be supported by a new Medium Term Financial Strategy, to support delivery of the plan while maintaining the financial health of the organisation.

#### **5 Legal Implications (including implications for matters relating to equality)**

- 5.1 There is no legal requirement for the council to adopt a corporate plan. However, such a plan provides the necessary framework and context upon which the council can direct its decision making and significantly contributes to robust corporate governance arrangements.
- 5.2 As a public body, the Council is required to meet its statutory obligations under the Equality Act 2010 to have due regard to eliminate unlawful discrimination, promote equal opportunities between people from different groups and to foster good relations between people who share a protected characteristic and people who do not share it. It is considered that there would not be any negative impacts on any of the protected characteristics associated with adoption of the Plan, although in the delivery of individual strategies and action plans that underpin the corporate plan, equality impact assessments will be undertaken where necessary.
- 5.3 **Monitoring Officer's comments:** none arising from the contents of this report.

#### **6 Sustainability Policy and Community Safety Implications**

- 6.1 The new Four Year Plan includes a focus on environmental and sustainability issues including the Council's motion to tackle climate agreed in July 2019.
- 6.2 Community safety implications are also addressed under the key theme, Safe and Well.

## 7 Partnerships

- 7.1 The Council cannot deliver the Four Year Plan on its own and will work with a range of partners to help and support its delivery.

## 8 Risk Assessment

- 8.1 Failure to approve a corporate plan for the Council will mean that there will be a lack of clear direction and priorities upon which decision making can be directed and resources allocated. Without a corporate plan there is a risk that key stakeholders and especially the public will be unclear about the Council's aspirations and goals and may therefore be unwilling to commit their time and energy to working with the Council for the betterment of the community. This would prove particularly challenging as the Council looks to attract new inward investment to stimulate the economy and work more closely with partners.
- 8.2 The delivery of a corporate plan is not a strategic risk although there are specific risks identified in delivering the specific plans and projects.
- 8.3 The need to deliver high quality services and corporate objectives will require on-going investment in skills and operational assets.
- 8.4 The Four Year Plan addresses these risks by setting clear priorities to shape the future of the borough over the medium term.

## 9 Conclusion and Recommendations

- 9.1 The new Four Year Plan 2020 - 2024 reflects the aspirations of Members to make significant improvements to the Borough and to support the Vision. The Plan will be the Council's corporate strategy, shaping and prioritising our work and as a guide to those who work with us to help identify shared priorities and opportunities.
- 9.2 It is recommended that Council agree the Four Year Plan 2020 to 2024 attached at **Annex 1** subject to recommendations of the Strategy & Resources Committee made on 14 January 2020 and approve its adoption as the new Corporate Plan.

**Ward(s) affected:** (All Wards);

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# Four Year Plan

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2020-2024

# Welcome to our Four Year Plan

This plan sets out our strategy for the provision of local services for residents, businesses and visitors during the four year period 2020 to 2024.

## Our vision for the future

In 2018, we commenced a Council led initiative to develop a long-term vision for the borough, a project we called Future40. Through extensive engagement and consultation we brought together the views and aspirations of people that live and work in Epsom and Ewell. We identified five overall **themes that best reflect people's views and priorities** for the borough until 2040. These five themes form the core of this four year plan.



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## Our finances and other challenges

At present, local government finance remains unclear. Despite this uncertainty, we will continue our drive to work as efficiently and effectively as possible, reviewing services, assets and other sources of income, but will remain adaptable awaiting the outcomes of central government reviews on how councils are funded and how business rates are to be distributed in the future. Our funding model will be reflected in our Medium Term Financial Plan, which will provide us with the financial principles upon which we can make sound financial decisions.

We face a number of other challenges over the course of this plan, for example, our local population is growing with an increasing number of elderly people living in the borough. This will place increasing pressure on development and available sites to provide housing and affordable homes as well as a growing demand on some of our discretionary services. Working closely with our partners in local government, the health service and police, our community and the voluntary sector, will remain vital for our success.

## Our Borough

### Current facts

- 80,000 circa people live in the borough of Epsom and Ewell. We are the smallest and most densely populated borough in Surrey.
- Over the 25 year period 2016 to 2041, the borough's population is projected to grow by 16.2%.
- There are over 32,000 homes in the borough.
- 42% of the borough is Green Belt.
- Fourth least deprived borough in Surrey.
- We have the smallest CO<sub>2</sub> per capita emissions in Surrey

## Our Organisation

To deliver this plan over the next four years we need to ensure that we have the right skills to be entrepreneurial and enterprising, and that we invest in technology to improve services and access to them. We believe in listening and engaging with our community and will continue to improve our level of engagement. We want the borough to be a fair, inclusive and safe place for everyone, further promoting equality and diversity will contribute towards **the plan's success**.

We have a set of organisational behaviours to help deliver the plan and continue to evolve as a Council.

We take an **enterprising** approach to service delivery

We **empower** by collaborating with passion and energy

We **engage** by caring and supporting one another

We **enable** by delivering today with an eye on the future

We enjoy – one team enterprising Epsom & Ewell Borough Council

## How we will report

We will set targets for each year of the plan which we will monitor regularly together with other performance indicators. At the end of each year we will produce an Annual Report to outline progress made.

## Themes for 2020 to 2024

We have taken the five themes from our vision and added a sixth, Effective Council, to deliver against over the course of this plan. Further details are provided over the following pages.







A better place to live where people enjoy their surroundings

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
Maintain clean and attractive streets and open spaces	<ul style="list-style-type: none"> <li>Clean streets, parks and green spaces.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance high quality responsive cleansing and maintenance regimes for our streets, public spaces and parks</li> <li>Support and encourage more community and volunteer clean up events</li> <li>Increase enforcement activities</li> <li>Effective and efficient use of our Seasonal Environmental Action Team</li> </ul>	<ul style="list-style-type: none"> <li>Cleaner streets (percentage of streets that achieve cleanliness standards)</li> <li>Number of voluntary clean up campaigns</li> <li>External accreditations for parks and open spaces</li> </ul>
<p><b>Enhance the borough's</b> natural assets, preserving and increasing biodiversity</p>	<ul style="list-style-type: none"> <li>Protected and improved local amenities and an increase in biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Work with our communities to improve their local area, parks and open spaces</li> <li>Explore the use of biodiversity net gain policies in our local plan</li> <li>Maintain to a high standard diverse habitats for wildlife across the borough</li> <li>Identify new locations for tree planting in the Borough</li> </ul>	<ul style="list-style-type: none"> <li>Biodiversity projects and Biodiversity Action Plan delivered</li> <li>Planning policies which promote biodiversity in place</li> <li>Number of new trees planted</li> <li>Management plans for all parks and green spaces</li> <li>Number of volunteers assisting and number of hours of assistance</li> </ul>
<p>Work with partners to reduce our impact on the environment and move closer to becoming carbon neutral</p>	<ul style="list-style-type: none"> <li>Reduction in Carbon dioxide emissions across the borough and within the Council</li> <li>Reduction in waste and improved recycling rates</li> <li>Address air quality</li> </ul>	<ul style="list-style-type: none"> <li>Agree and implement a Climate Change Strategy and Action Plan</li> <li>Work closely with partners to promote activities which support the climate change agenda</li> <li>Identify and implement opportunities for increased recycling</li> <li>Implement our Single Use Plastics Policy</li> <li>Waste and recycling campaigns including those aimed at young people</li> <li>Run a public awareness campaign for better air quality</li> <li>Explore and implement opportunities to improve air quality</li> </ul>	<ul style="list-style-type: none"> <li>Carbon dioxide emissions in Council buildings and the borough</li> <li>Delivery of the climate change action plan</li> <li>Recycling rates and level of household waste produced</li> <li>Decrease in kilograms of waste produced per household</li> <li>Number of Business Bins clients</li> <li>Number of campaigns held</li> </ul>
Encourage high quality design which balances the built environment with new open green spaces	<ul style="list-style-type: none"> <li>High quality, sustainable and energy efficient buildings which include new green spaces</li> </ul>	<ul style="list-style-type: none"> <li>Agree new planning policies</li> <li>Work closely with developers to encourage high quality design</li> <li>Improved Epsom town centre and other centres</li> <li>Improved network of green infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Local Plan with supporting energy efficiency policies</li> <li>Developments with green spaces and links connecting neighbourhoods</li> <li>Planning policies used to promote good building design</li> </ul>



A place where people feel safe, secure and lead healthy, fulfilling lives

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
Work with partners to improve the health and wellbeing of our communities, focusing in particular on those who are more vulnerable	<ul style="list-style-type: none"> <li>• <b>Residents' physical</b> and mental health and general wellbeing is improved and health inequalities are reduced</li> <li>• Vulnerable residents are supported to lead active healthy lives</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage more use of our parks and open spaces</li> <li>• Encourage more activities and greater use of our centres through partnership working with GLL, community groups and local sports clubs</li> <li>• Reflect health considerations, accessibility and equality in our policies</li> <li>• Support high standards of food safety across the borough</li> <li>• Homelessness prevention</li> <li>• Maintain discretionary but vital support for elderly vulnerable residents</li> <li>• Promote council support services and venues to reduce loneliness</li> <li>• Work with partners to develop and market new targeted health and wellbeing initiatives</li> <li>• Promote and enable youth based activities and clubs</li> <li>• Signposting community facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Improved health and wellbeing outcomes delivered through the Health &amp; Wellbeing Action Plan</li> <li>• Increase in 3-5 food safety ratings</li> <li>• Number of households in emergency accommodation</li> <li>• Number of households accommodated through Private Sector Leasing and rent deposit schemes</li> <li>• Number of homelessness cases prevented</li> <li>• Number of clients using Daycare+, Transport from Home, Meals at Home and telecare services</li> <li>• Number of adaptations/repairs <b>to people's houses</b></li> </ul>
Work with partners to keep our borough safe and secure	<ul style="list-style-type: none"> <li>• Reduced levels and impact of crime and anti-social behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver our Community Safety Plan</li> <li>• Undertake enforcement activities solely and with partners</li> <li>• Review and implement efficient and effective crime prevention tools</li> <li>• Establish a Community Safety Partnership</li> <li>• Tackle key areas of concern through joint working</li> <li>• Legal processes used to best effect</li> <li>• Inclusion of design against crime provisions in our local plan design policies</li> </ul>	<ul style="list-style-type: none"> <li>• Community Safety Plan delivered</li> <li>• Purple Flag status for the Epsom town centre</li> <li>• Reduction in reports of fly tipping</li> <li>• Number of enforcement success stories promoted</li> <li>• Number of Joint Action Groups held and actions implemented</li> </ul>
Enable community and voluntary sector run activities which enhance wellbeing and community safety outcomes	Residents feel safe and secure	<ul style="list-style-type: none"> <li>• Support community and voluntary sector projects which help establish friendly neighbour schemes</li> <li>• Work with partners and residents to deliver and support community safety initiatives</li> <li>• Promote and support community engagement activities to reduce isolation</li> <li>• Enable people to support their community</li> <li>• Celebrate the contribution people make to their communities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of community run projects</li> <li>• Number of new volunteers recruited</li> <li>• Number of achievements celebrated and award ceremonies supported</li> </ul>



A successful place with a strong, dynamic local economy where people can thrive

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
Promote Epsom & Ewell as a great place to live, work and study, and encourage inward investment	<ul style="list-style-type: none"> <li>• Thriving communities</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of our Local Plan</li> <li>• Deliver new and improved commercial assets</li> <li>• Delivery of key infrastructure</li> <li>• Champion the interests of the borough locally and regionally</li> </ul>	<ul style="list-style-type: none"> <li>• Council tax and business rates collection</li> <li>• Local Plan adopted and started to be delivered</li> <li>• Business Count increase</li> <li>• Employment – economically active – increase</li> <li>• Infrastructure Delivery Plan delivered</li> </ul>
Address the housing needs of the Borough, including affordable housing needs, through the development of our Local Plan	<ul style="list-style-type: none"> <li>• Progress made on meeting housing needs of the borough</li> </ul>	<ul style="list-style-type: none"> <li>• Regeneration schemes and developments</li> <li>• Deliver affordable housing</li> <li>• Facilitate the use of empty properties</li> <li>• Assess our housing needs based on demographic and economic change</li> </ul>	<ul style="list-style-type: none"> <li>• Number of dwellings and affordable homes delivered</li> <li>• Number of empty properties returned to use</li> <li>• Number of households accommodated through the private sector leasing scheme</li> </ul>
Encourage and support business creation and growth	<ul style="list-style-type: none"> <li>• Strong business economy</li> </ul>	<ul style="list-style-type: none"> <li>• Support large established and smaller businesses to grow</li> <li>• Work with further education providers to help support students develop new business opportunities and start-ups</li> <li>• Deliver and implement an Economic Development Strategy</li> <li>• Engage on plans for transformation and regeneration within the borough</li> <li>• Support and promote employment/business related courses</li> <li>• Secure resources to maintain and improve business related infrastructure</li> <li>• Support local businesses through an economic development programme</li> <li>• Explore the creation of a creative industries business centre</li> </ul>	<ul style="list-style-type: none"> <li>• Business count</li> <li>• Average earnings</li> <li>• Number of courses and seminars supported</li> <li>• Number of new business start ups</li> <li>• Percentage of vacant retail, commercial and industrial space in the borough</li> </ul>
Work with partners to secure an attractive and vibrant high street and market place experience	<ul style="list-style-type: none"> <li>• Thriving town centres offering great shopping, cultural and leisure activities</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a vibrant marketplace experience</li> <li>• Develop a vision for our town centres</li> <li>• Enhance the cultural offer within the market place</li> <li>• Continuation of grants for shop fronts</li> </ul>	<ul style="list-style-type: none"> <li>• Number of events held in the market place</li> <li>• Number of bids for shop front grants</li> <li>• Number of cultural events supported or delivered</li> <li>• Local Plan policies on town centre vibrancy and vitality of parades</li> </ul>





Alive and connected socially, economically, geographically and digitally

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
Work with partners to develop and improve transport and infrastructure with particular emphasis on sustainable travel options	<ul style="list-style-type: none"> <li>• More sustainable transport options in the Borough</li> </ul>	<ul style="list-style-type: none"> <li>• Support improvements to sustainable transportation infrastructure</li> <li>• Support rail station improvements including cycle parking</li> <li>• Respond to consultations on matters which affect the borough</li> <li>• Consult residents when there are local and national changes</li> <li>• Strategy on electric charging points and roll out charging points</li> <li>• Adopt policies which promote sustainable active travel</li> <li>• Delivery of the Infrastructure Delivery Plan from developers contributions</li> </ul>	<ul style="list-style-type: none"> <li>• Number of projects delivered through Transport Strategy and Local Plan</li> <li>• Charging points delivered</li> <li>• Consultations held and/or responded to</li> <li>• Infrastructure improvements</li> <li>• Infrastructure funding secured to make improvements across the highways network</li> <li>• Safe cycle paths, bus shelters with passenger real time information delivered with partners</li> </ul>
Increase digital connectivity for all	<ul style="list-style-type: none"> <li>• Digitally connected</li> </ul>	<ul style="list-style-type: none"> <li>• Support digital training for older people and those seeking employment skills</li> <li>• Require new housing and community developments to have superfast broadband</li> <li>• Promote borough wide events and activities digitally</li> <li>• Explore broader provision of public Wi-Fi and data connectivity (including public buildings)</li> </ul>	<ul style="list-style-type: none"> <li>• Improved connectivity</li> <li>• Training sessions delivered / number of attendees</li> <li>• Facilitated opportunities to improve infrastructure</li> </ul>
Work with businesses and communities to enable networking opportunities	<ul style="list-style-type: none"> <li>• Support networks enabled</li> </ul>	<ul style="list-style-type: none"> <li>• Work with local businesses and start-ups to form work hubs and collaborative workspace</li> <li>• Work with partners, businesses and communities to enable networking opportunities</li> <li>• Create community information hubs which inform and signpost to services and leisure opportunities</li> <li>• Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• Number of local support networks created</li> <li>• More opportunities and encouragement for older residents to volunteer in the community</li> <li>• An increase in those returning to employment in the borough</li> </ul>



A centre for cultural and creative excellence and inspiration

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
Promote Epsom & <b>Ewell's identity as a</b> centre for creative and cultural excellence	<ul style="list-style-type: none"> <li>• Strong cultural and creative identity</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Work with partners to promote the borough's creative</b> and cultural identity locally and regionally</li> <li>• Develop stronger links with local further education providers and the creative industry</li> <li>• Develop a Cultural Strategy</li> <li>• Celebrate local talent</li> </ul>	<ul style="list-style-type: none"> <li>• Positive publicity as a cultural and creative destination of choice</li> <li>• Cultural Strategy Action Plan delivered</li> </ul>
<b>Promote the borough's</b> rich history and heritage	<ul style="list-style-type: none"> <li>• Shared knowledge of <b>Epsom and Ewell's</b> unique history</li> </ul>	<ul style="list-style-type: none"> <li>• Mark local historic dates and occasions</li> <li>• Promote the <b>borough's</b> unique history including the derby and the horse racing and training industry</li> <li>• Maintain a comprehensive list of all historical buildings of interest in the borough and promote</li> <li>• Run a schools Programme</li> <li>• Explore use of digital media to promote our heritage</li> </ul>	<ul style="list-style-type: none"> <li>• Number of historic events held and occasions marked</li> <li>• Activities held with schools</li> <li>• Local historic buildings listed and promoted</li> <li>• Conservation areas protected</li> </ul>
Work with partners to support the provision of cultural and creative opportunities across the Borough	<ul style="list-style-type: none"> <li>• Programme of local community cultural and sporting events</li> </ul>	<ul style="list-style-type: none"> <li>• Run an annual programme of sports, creative and cultural events</li> <li>• Greater engagement and community involvement</li> <li>• Undertake projects with local communities, local education providers and clubs</li> <li>• Promote council venues</li> <li>• Provision of support for key community held events</li> </ul>	<ul style="list-style-type: none"> <li>• Number of events held and supported including the Round the Borough Bike event</li> <li>• Usage of council venues</li> <li>• Number of members of the Rainbow Centre</li> <li>• Playhouse tickets sold</li> <li>• Improved signage and signposting to promote events</li> <li>• Attendance at council events</li> </ul>

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Agenda Item 3  
Annex 1



Engaging, responsive and resilient Council

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
<p><b>Strengthen the Council's financial independence</b></p>	<ul style="list-style-type: none"> <li>• Financial Stability</li> <li>• Maximise opportunities to improve use of buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Explore new income streams</li> <li>• Deliver efficiency savings and collaborative working</li> <li>• Use existing properties to generate revenue income or capital receipts to sustain services</li> <li>• Invest in sound property acquisitions to achieve corporate priorities and to sustain local services</li> <li>• Maintain a long term investment strategy</li> </ul>	<ul style="list-style-type: none"> <li>• A self-financing balanced budget</li> <li>• Investment Property Strategy</li> <li>• Increase in revenue from property investments</li> <li>• Asset Management Plan maintained as an aid to sound decision making</li> <li>• Planned programme of works on Council assets</li> <li>• Reduction in subsidies for operating council owned properties</li> <li>• A sustainable capital programme</li> </ul>
<p>Improve access to services through technology</p>	<ul style="list-style-type: none"> <li>• Access to council services</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of ICT Road Map</li> <li>• Encourage self-service</li> <li>• Market a range of ways to access our services</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access for all</li> <li>• <b>Number of 'My Accounts' opened</b></li> </ul>
<p>Support and enable a high performing and adaptable workforce</p>	<ul style="list-style-type: none"> <li>• Develop flexible and responsive staff</li> </ul>	<ul style="list-style-type: none"> <li>• Develop new ways of working</li> <li>• Develop enterprising and innovative behaviours and embrace change</li> <li>• Continue to promote equality and diversity</li> <li>• Provide training and development to deliver the required mix of skills</li> </ul>	<ul style="list-style-type: none"> <li>• Updated Human Resource and Organisational Development Strategy in place</li> <li>• Internal talent fostered</li> <li>• Staff identifying council as an employer of choice</li> </ul>
<p>Improve openness, transparency and customer service</p>	<ul style="list-style-type: none"> <li>• Create greater choice and control of how people engage with Council Services</li> </ul>	<ul style="list-style-type: none"> <li>• Transform the way we engage</li> <li>• Treat all customers fairly and equally</li> <li>• Develop a Communication &amp; Engagement Strategy.</li> <li>• Listen to feedback from residents and businesses using data to help inform decision making</li> <li>• Review regularly how we engage with residents</li> </ul>	<ul style="list-style-type: none"> <li>• Complaints monitoring</li> <li>• Improved accessibility</li> <li>• Raised awareness, active participation and behaviour change through communication and engagement campaigns</li> </ul>



## CLIMATE CHANGE ACTION PLAN

**Contact:** Damian Roberts, Chief Operating Officer  
Gillian McTaggart, Head of Policy,  
Performance and Governance

**Urgent Decision?(yes/no)** No

**If yes, reason urgent decision  
required:**

**Annexes/Appendices (attached):** Annex 1 – Climate Change Action Plan

**Other available papers (not  
attached):** Motion to Council 23 July 2019

### Report summary

This report sets out the Council's commitment and action plan to tackle climate change including actions to reduce the environmental impact of its activities and the steps to become carbon neutral. It reflects the work of the cross party Member Working Group which was established to coordinate the development of the Climate Change Action Plan.

### Recommendation(s)

**Council is asked to agree:**

- (1) the adoption of the climate change target of the year 2035 for the Council's operations to be net carbon neutral;**
- (2) the adoption of the Climate Change Action Plan set out in Annex 1;**
- (3) that the Council delegates to the Chairman of the Environment and Safe Communities Committee, action to make representations to Government to provide local authorities with the powers and resources necessary to address climate change in their local area.**

**1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy**

- 1.1 The Council's Climate Change Action Plan contributes directly to the delivery of the long-term vision for Epsom and Ewell as a Green and Vibrant place, and the delivery of the Council's corporate plan.
- 1.2 The Council's new corporate plan for 2020 – 2024, the Four Year Plan, is aligned to the long-term vision for Epsom and Ewell and also identifies the key themes of Green and Vibrant, Smart and Connected and Safe and Well and sets out a high level action plan for the next four years and includes specific actions that anticipate and contribute to the delivery of this Climate Change Action Plan.
- 1.3 The Council's Vision was developed out of the largest public engagement exercise ever undertaken in the borough and this has clearly demonstrated a strong priority for the local environment, for environmentally friendly living, eco-friendly buildings and climate friendly sustainable transport, where people come before traffic, and where cycling and walking is promoted alongside the borough's fantastic countryside, trees, biodiversity, and clean air.

**2 Background**

**Positive Action the Council has taken so far**

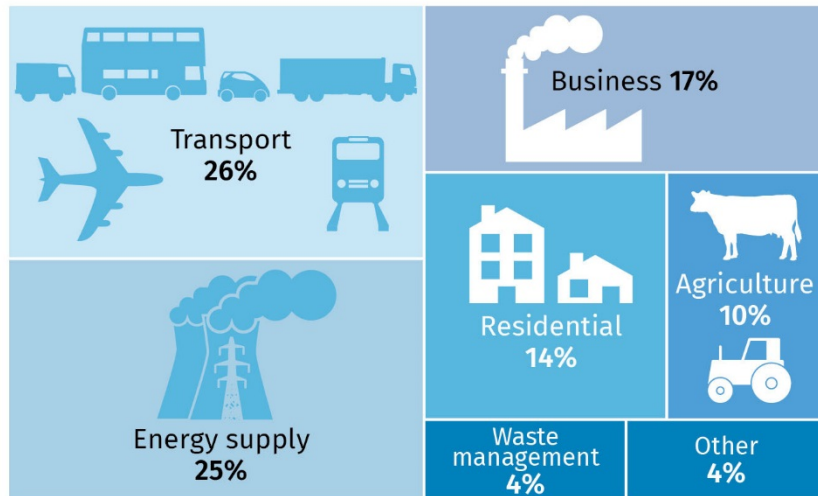
- 2.1 The Council, at its full Council meeting on the 23 July 2019, agreed to a motion to establish a climate change action plan with targets to cut the Council's environmental impact and take steps to become carbon neutral.
- 2.2 The Council committed that the plan would be presented to the Environment and Safe Communities Committee and subsequently ratified by Full Council within the next 6 months.
- 2.3 To help ensure that this commitment is achieved, Members have been working together with officers, testing ideas, drawing on available data and guidance and listening to local stakeholders, to develop this detailed, ambitious and wide ranging action plan.

- 2.4 Before the UK Government declared a climate emergency in 2019, Epsom and Ewell Borough Council has been taking progressive steps over a number of years to reduce the impact of its activities on the environment including reducing its CO<sub>2</sub> emissions. This includes investment in more energy efficient heating systems and LED lighting in many of its buildings, switching an increasing proportion of its electricity supply to renewable sources, installing photovoltaic panels on some of its buildings, phasing out the use of potentially harmful chemicals in Council operations, adopting a bio diversity action plan and introducing a single use plastics policy, promoting Cross Rail 2 to further expand the sustainable travel in the borough, and highlighting the environmental and climate change risks of the proposed third runway at Heathrow Airport.
- 2.5 Despite the action taken and positive progress made by the Council, many of these initiatives reflect the start of a longer journey where further action is needed over an extensive period of time, to impact on the scale of change needed to tackle the Council's and the borough's overall carbon footprint.

#### **What is Climate Change and its cause**

- 2.6 Climate change is a well-recognised phrase and it is accepted by scientists and governments as the most serious environmental challenge facing society in the 21st century. There is clear scientific evidence that the activities of people and organisations have been having a significant detrimental impact on the climate, the environment and biological life.
- 2.7 Climate change is caused by the build-up of greenhouse gases in the atmosphere that lead to higher temperatures on the earth's surface.
- 2.8 Rapid increases in greenhouse gasses started in the 19th century at the beginning of the industrial age and continued alongside large scale global population growth. During this time it has been possible to rapidly intensify industry and support a rapidly growing global population by using fossil fuels including the burning of coal, oil and gas which has released growing quantities of carbon, which was stored over millions of years, in the form of carbon dioxide (CO<sub>2</sub>) directly into the atmosphere.

### Greenhouse gas emissions in the UK 2016

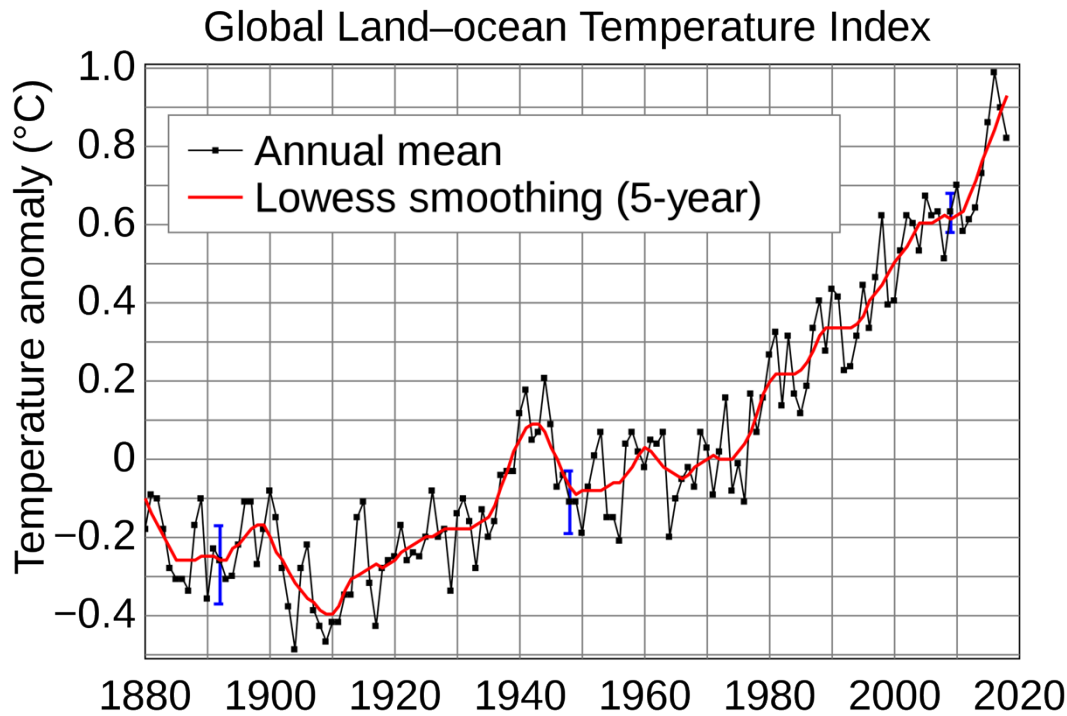


Source: Department for Business, Energy & Industrial Strategy



- 2.9 According to the Department for Business, Energy & Industrial Strategy, Carbon dioxide (CO<sub>2</sub>) accounts for the vast majority (over 80%) of the UK greenhouse gas emissions.
- 2.10 Global greenhouse gas emissions from human and industrial activities (particularly from the use of fossil fuels to drive industry, transport and to heat homes and the impact of agriculture and deforestation) increased by 70% from 1970 to 2004. The concentration of these greenhouse gases in the earth's atmosphere is now higher than at any time in the last 800,000 years and continues to increase.
- 2.11 This increase in the concentration of greenhouse gasses in the atmosphere is now causing progressive warming and with this, potentially devastating consequences for the climate. The graph below shows how global temperatures have risen over the last two centuries.





**Source:** National Aeronautics and Space Administration (NASA) and the Goddard Institute for Space Studies (GISS)

2.12 If this trend continues unabated, global temperatures are projected to rise by between 3C and 5C by 2100.

### Consequences of climate change

- 2.13 The Intergovernmental Panel on Climate Change - the leading international scientific body on global warming – advises that global average temperature rises above 1.5C will have devastating consequences for the planet and society.
- 2.14 Climate change with temperatures above 1.5C will include the social, economic impact of rising sea levels and ocean temperatures, flooding, higher ground temperatures, extreme weather patterns, water supply shortages, food production shortages; and the growth in pests and diseases and early deaths. Their analysis also indicates that temperature rises above 1.5C could place 20-30% of species at risk of extinction.

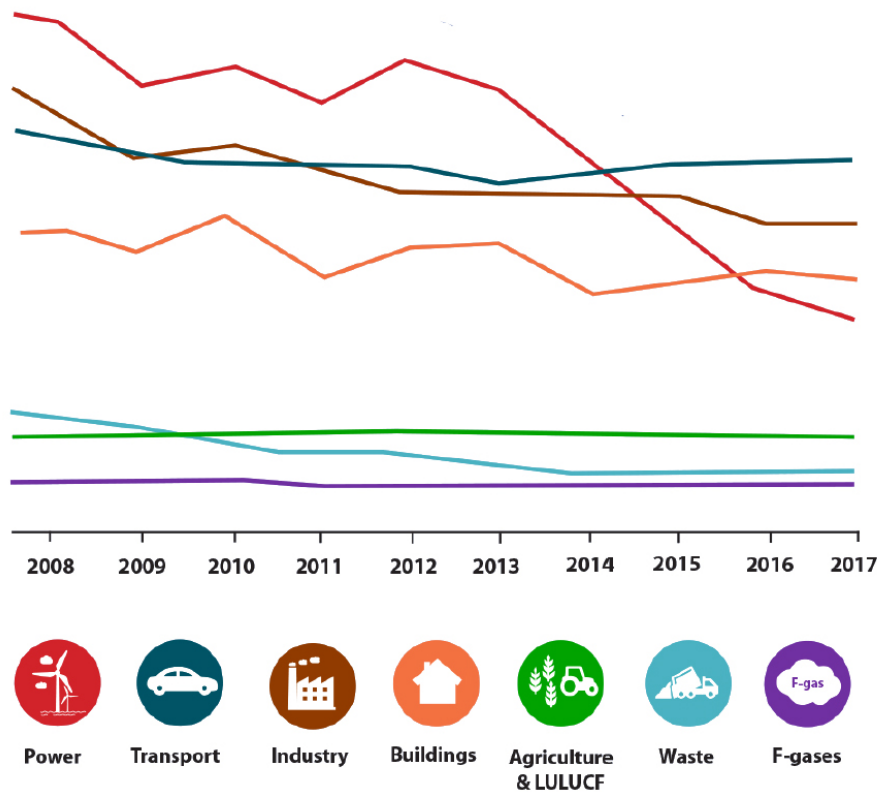
- 2.15 Since the findings of the Intergovernmental Panel on Climate Change has been published, there have been other national and international warnings about the implications from climate change. For example, the World Wildlife Fund for Nature (WWF) Report 2018 projected the decline in global wildlife populations of 60% in just over 40 years. The United Nations International Panel on Biodiversity & Ecosystems identifies “nature’s dangerous decline” at rates unprecedented in human history; accelerating species extinction and grave impacts on people around the world.
- 2.16 In the UK this level of climate change could result in a 30% decrease in river flows during ‘dry’ periods. The Environment Agency has warned that climate impacts will lead to an inadequate domestic water supply in the UK within the next 20-25 years. Within the South-East of England, Climate Change is projected to result in between 700 and 1,000 more heat-related deaths per year compared to today.

### **Legal Context**

- 2.17 The UK Climate Change Act 2008 sets a statutory target to reduce UK greenhouse gas emissions by 80% from 1990 by 2050. In May 2019 the UK Committee on Climate Change recommended that the UK Government increase the statutory target to Net-Zero greenhouse gas emissions by 2050. This has now been formally adopted.
- 2.18 UK Parliament declared a climate change emergency in May 2019.

### **Carbon Footprint**

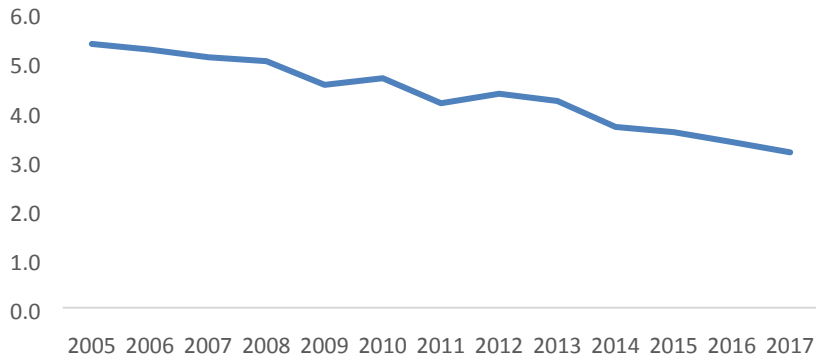
- 2.19 Despite the continued upward trend for global greenhouse gas emissions, UK greenhouse gas emissions have reduced by 43% since 1990 while over the same period, the economy grew by over 70%. This is the most substantial emissions reduction of any G7 country.
- 2.20 However, closer analysis shows that most of this reduction has been achieved through the energy sector with a progressive switch to more renewable sources of power and from the waste sector, with greater levels of recycling and less waste being burnt. Almost all other sources of greenhouse emissions in the UK are showing minimal change. Since 2017, Transport has become the main source of greenhouse gas emissions in the UK.



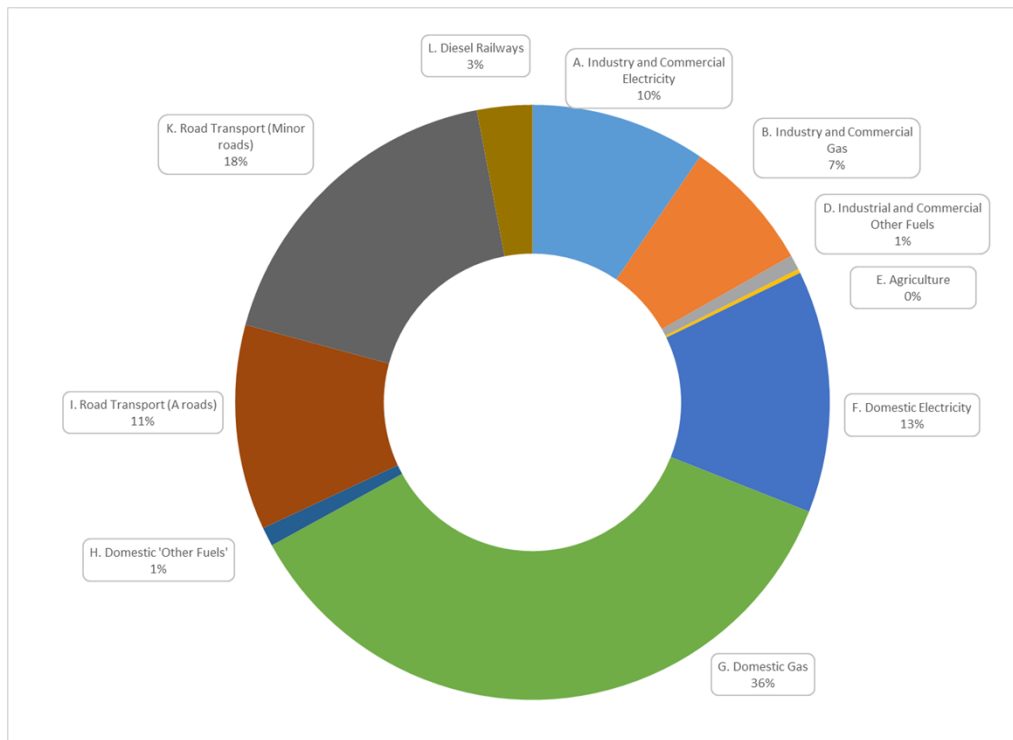
### Epsom and Ewell’s Carbon Footprint

- 2.21 According to the Government’s *Department for Business, Energy & Industrial Strategy*, Epsom and Ewell’s carbon footprint as a place is estimated at 44.9 kilo tonnes per year. This includes both domestic and industrial CO2 emissions.
- 2.22 This is the smallest carbon footprint of any borough in Surrey despite Epsom and Ewell being the most densely populated, The borough’s relatively compact size undoubtedly contributes to this.
- 2.23 Epsom and Ewell also has the lowest per capita CO2 emissions at 3.2 tonnes per person, some 38% below the Surrey Borough and District average. While this is clearly a welcome starting point, it is not a reason for complacency and significant and sustained work will be required to address the 45,000 tonnes of CO2 produced across the borough each year.
- 2.24 The following graph illustrates how this borough’s CO2 emissions per capita have changed since 2005. The source of this data and the data set out in this section is taken from the *Department for Business, Energy & Industrial Strategy*, published in June 2019

**Epsom and Ewell  
CO2 emissions per capita (t)**



2.25 The following graph illustrates the main sources of greenhouse gas emissions for the Borough (based on 2017 data).



2.26 In line with the UK wide position, both transport and energy usage (gas, electricity, oil etc) account for the vast majority of greenhouse emissions. However, in Epsom and Ewell, it is domestic energy usage, rather than industry energy use or transportation that generates the largest proportion of these emissions.



### 3 Proposals

#### The Council's Carbon Footprint

- 3.1 The Council's carbon footprint reflects the same characteristics as the borough-wide one, with the majority of its annual CO<sub>2</sub> emissions arising from the energy use of Council buildings and the Council's own transport operations.
- 3.2 Initial analysis of these two key sources of Council CO<sub>2</sub> emissions provides an important starting point from which to plan from, and it sets out estimates as follows:

<b>1</b>	<b>CO<sub>2</sub> emissions from Council buildings</b>  (including heating, lighting, air conditioning, IT equipment, and energy used in food preparation (eg meals at home service) but excludes the Rainbow Leisure Centre operated by GLL, and other properties not occupied by the Council)	<b>895 tonnes per annum</b>
<b>2</b>	<b>CO<sub>2</sub> emissions from Council transport</b>  (including staff using their cars on Council business, and Council operations using petrol or diesel (eg grounds maintenance and tree maintenance equipment))	<b>570 tonnes per annum</b>

- 3.3 In relation to Council buildings, some 43% of the electricity used comes from renewable sources and therefore does not produce any CO<sub>2</sub> emissions.
- 3.4 The two buildings managed by the Council that are responsible for the largest CO<sub>2</sub> emissions are:
- Bourne Hall at 151 tonnes of CO<sub>2</sub> per annum
  - Town Hall at 161 tonnes of CO<sub>2</sub> per annum
- 3.5 Gas powered heating accounts for 67% of CO<sub>2</sub> emissions from Council buildings, which is a larger proportion than it has been in the past, because as described above, a significant amount of the electricity supply now comes from renewable sources.

- 3.6 In relation to the Council's transport operations, which includes business related mileage by Council staff, and use of equipment that relies on fuel such as use of grass mowers and chainsaws and all business related mileage, the Council's waste and recycling service (mainly refuse and recycling trucks) are the single largest contributor to CO2 emissions, accounting for just over 50% of all emissions from Council vehicles.
- 3.7 Although the vast majority of the Council's carbon footprint comes from energy use in buildings and transport operations, other activities also have a part to play such as the procurement of goods and services. For example, the Council's Leisure Centre which is operated by the company GLL has a significant carbon footprint (larger than any Council operated building) arising primarily from its size and the heating and cleaning processes associated with the two swimming pools, which are responsible for the greatest energy consumption in any leisure facility.
- 3.8 A more detailed and far reaching analysis will need to be undertaken as part of delivering the Climate Change Action Plan and reasonable estimates made where primary data may not be immediately available.

### **The important role of Carbon Capture**

- 3.9 Alongside an analysis of the organisation's carbon footprint, it is also necessary to consider the role of the Council owned and managed green spaces as a potential route for carbon capture. These spaces enable a proportion of carbon produced by Council operations to be absorbed by trees and green vegetation etc. on Council land. Carbon capture is an essential component in calculating net carbon emissions, as the carbon produced can be offset by the opportunities for this carbon to be absorbed through carbon capture.
- 3.10 In total the Council owns and/or manages 835 ha of open space, comprising of over 64 sites and representing almost 25% of the borough. This includes Nonsuch Park and Epsom Downs which are managed by the Council on a day to day basis. These two sites collectively account for 308 ha of the 825 ha.
- 3.11 Establishing a base line for this carbon capture based on the land that the Council owns and manages, as part of the action plan it would provide a starting point for any future carbon capture initiatives, such as replanting schemes.
- 3.12 An indication of the contribution that could be made by the Council's open space to Carbon Capture is that, as a broad estimate, 15 mature trees could capture 1 tonne of CO2 emissions per year.
- 3.13 There are specific actions in the Climate Change Action Plan that relate to Carbon Capture.

### **Community Engagement**

- 3.14 Engaging across the community including other local public services, local businesses and voluntary organisations will be an important part of the Council's approach to tackling climate change.
- 3.15 In the preparation of this report, the Council has received helpful input from local specialist groups and drawn on emerging guidance and advice from a number of reputable national sources, including the Local Government Association.
- 3.16 The cross party Member Working Group have considered these ideas and suggestions in preparing the Climate Change Action Plan.

### **Climate Change Target**

- 3.17 As mentioned earlier in this report, in May 2019 the UK Committee on Climate Change recommended that the UK Government commit to achieving net-zero greenhouse gas emissions by 2050 and this was then formally adopted by the Government.
- 3.18 The Council may choose to adopt this latest national target of 2050, and keep this under review as things continue to evolve at a national and international level.
- 3.19 As the Council is able to exercise much greater control over its own day to day operations, than what happens in the borough as a whole (i.e. the activities of residents, businesses, public sector organisations etc.), it would be helpful to consider setting an appropriate target for when the Council will be net Carbon neutral.
- 3.20 While there will be a shared aspiration for this to be as ambitious as possible, a practical constraint will be the availability of additional funding necessary to take some of this work forward. This is a particularly difficult issue given the further delay in the Government's National Funding Review of Councils' resources. In addition, some significant Council activities and services are tied into long-standing legal contracts, such as the Council's operational vehicles or the Council's Leisure Centre, and there will need to be a reasonable and appropriate period of time to review and renegotiate these. The Council can only purchase those items which are available in the market so as well as communicating higher expectations to current and future suppliers in relation to Climate Change, suppliers also need to reflect on the nature of their goods to ensure they meet the climate change agenda.

3.21 Taking all of this into consideration, an ambitious but potentially realistic and practical target for the Council to be net carbon neutral could be considered to be 2035. The Action Plan attached in Annex 1 sets out the initial steps that need to be taken to help achieve this goal, and sets these out under the following priority themes:

- Theme 1 - Council Leadership and influencing others
- Theme 2 - Council buildings and energy use
- Theme 3 - Council Transport
- Theme 4 - Environment
- Theme 5 - Tackling and minimising Waste
- Theme 6 - Use of Technology

3.22 Progress will be closely monitored by the Environment and Safe Communities Committee and as part of delivering the action plan, officers will be aligning policies and governance to ensure that the whole organisation rises to the challenge of climate change.

#### **4 Financial and Manpower Implications**

4.1 Approval has already been given, following the Full Council meeting on 23 July 2019, to funding from the Corporate Projects Reserve, for a new officer post to help co-ordinate and help implement the Council's new Climate Change Action Plan. The post holder is due to start in February 2020.

4.2 Some of the actions set out in the Climate Change Action Plan will have additional financial implications, which may arise in this and future civic cycles, and it has not yet been possible to quantify these. Going forward, actions relating to climate change will identify the cost implications (if any) alongside the potential contribution to CO2 reductions to enable the Council to increasingly focus on those actions which deliver the greatest benefit from the resources available. Where additional funding is required, a separate report and business case will be considered by the Strategy and Resources Committee, which will also set out the costs and the potential environmental and CO2 reduction outcomes that could be achieved.

**Chief Finance Officer's comments:** Where future initiatives have a budgetary implication, they will be reported and considered by the Strategy & Resources Committee in accordance with the Financial Regulations.

#### **5 Legal Implications (including implications for matters relating to equality)**



5.1 The legal implications are contained within the body of the report. There are no equality implications arising from the contents of this report.

5.2 **Monitoring Officer's comments:** none arising from this report.

## 6 Sustainability Policy and Community Safety Implications

6.1 This report contributes directly and significantly to improving the Council's sustainability practice. It also contributes to community safety in areas such as tackling air quality and seeks to address the root causes of more extreme weather conditions and temperature changes which are a risk to human life, biodiversity and the planet.

## 7 Partnerships

7.1 The Council makes use of a range of different partnerships to support its priorities and the delivery of local services. This includes its partnerships with other statutory agencies such as the police, working alongside other independent bodies such as the Business Improvement District, its partnerships with local voluntary sector organisations in receipt of grant funding and more formalised contracts such as the Council's Rainbow Leisure Centre.

7.2 This Climate Change Action Plan includes specific actions to promote wider understanding and action through the variety of relationships the Council has with other organisations operating in the borough including those that are subject to formal contracts.

## 8 Risk Assessment

8.1 The risks associated with climate change are well documented and are summarised in this report. The proposed Climate Change Action Plan represents this Council's commitment and actions currently identified to help address this through determined and sustained local action. As a living document the Climate Change Action Plan will be reviewed regularly along with associated risks of the actions therein.

8.2 The Council is rightly seeking to take an ambitious approach to how it deals with Climate Change in the borough, but in order to be effective and deliver the meaningful change that is being sought, appropriate care will need to be taken to ensure that actions taken are practical and deliverable and the wider resource implications are clearly understood.

**9 Conclusion and Recommendations**

- 9.1** Given the significant local, national and global risks and consequences associated with the continued projected increase in CO2 emissions on the environment, climate change and the wider planet, by adopting the attached Climate Change Action Plan the Council is setting an example of how it intends to demonstrate to other organisations what can be achieved, to ensure it plays its part in tackling this urgent global challenge.

**Ward(s) affected:** (All Wards);



# DRAFT CLIMATE CHANGE ACTION PLAN

## Annex 1

### Introduction

The Council's motion to tackle climate change and address carbon emissions requires a huge commitment and the aim of this initial Action Plan is to start to start strongly on this journey. The Council has developed this initial action plan in response to the climate change commitment agreed at full council on 23 July 2019.

Climate Change is not a standalone single issue for the Council or the Borough. It runs through a broad range of activities and behaviours. The Council has a key leadership role in facilitating and encouraging the changes necessary to lead to a more sustainable borough, one which aims to be carbon neutral. Carbon neutrality can be achieved through day to day choices of everyone that lives and works in the borough – for example how they travel, source their food and where their energy comes from.

The Council will continue to develop and refine this action plan to ensure it achieves its overall goal of being net carbon neutral. This will be developed with other organisations and partners to shape a more comprehensive plan for the Borough. In addition, the Council will look to other Councils and environment campaigning groups to understand developing approaches and best practice as well as look for opportunities to incorporate these into the Plan, as appropriate.

These actions taken together will help the Council to meet its climate change target of 2035 for the Council's operations to be net carbon neutral (hereon in referred to as "the Council's commitment"), ahead of the Government's latest overall target of 2050. Adaption is a strategic long term matter for the Council to manage in line with other wider corporate objectives as specified in the Four Year Plan 2020- 2024.

### What are we going to do?

This action plan focuses on 6 key themes which in turn detail the actions that can be taken to drive progress to becoming carbon neutral. These are:

- Theme 1 - Council Leadership and influencing others
- Theme 2 - Council buildings and energy use
- Theme 3 - Council Transport & switching to lower polluting vehicles

- Theme 4 – Improvements to the environment
- Theme 5 - Tackling and minimising Waste
- Theme 6 - Use of Technology & information systems

The action plan has been split into 4 years commencing January 2020 and will be further populated when the action plan is updated.

### How we will report?

The Climate Change Action Plan will be a living document that will be updated and reviewed at a minimum annually. The action plan will be monitored by the Environment & Safe Communities Committee, initially twice in the first year.



## YEAR 1 (2020)

	Objective	Outcomes	Timescale	Lead Officer	What this will cost and how will it will be funded	How will we measure success
<b>THEME 1- Council Leadership and influencing others</b>						
1	Appoint, on a two year fixed term contract a dedicated full-time post, to coordinate the Council's work on climate change	Environment & Sustainability Officer in post	March 2020	Head of Policy Performance & Governance	Agreed funding for two years by S&R	Appointment to post and implementation of action plan.
2	Impact of Climate Change addressed in every Council Committee report coming forward	Climate change addressed in committee reports	May 2020	Chief Legal Officer	No cost	Plans and policies are resilient to climate change as it is considered in all relevant reports
3	The new Four Year Corporate Plan 2020-2024 to reflect the Council's commitment to Climate Change	Climate change addressed within the themes of the new Four Year Plan	Jan 2020	Head of Policy Performance & Governance	No cost	Climate change included within new Four Year Plan for 2020 to 2024
4	Develop and deliver a Local Plan and associated policies that contribute positively and demonstrate the Council's commitment to climate change	Bring forward a Local Plan which includes planning design policies which supports the delivery of new homes that are energy efficient with minimal environmental impact. Through partnership working bring forward the borough's first carbon neutral home and gain a better understanding and knowledge of construction methods and costs.	Aligned to formal published Local Plan timetable	Head of Planning	Existing budget	Local Plan & Policies approved

	<b>Objective</b>	<b>Outcomes</b>	<b>Timescale</b>	<b>Lead Officer</b>	<b>What this will cost and how will it will be funded</b>	<b>How will we measure success</b>
		A proposal for the Council to adopt PassivhausTrust standards (or similar)				Actions that support the development of a Passivhaus Trust standards or similar considered
5	Actively seek opportunities to develop the borough's carbon neutral homes	Through the Local Plan process identify potential locations and developers to build the borough's carbon neutral homes	Local Plan formally adopted	Head of Planning	Need to assess if costs with developers	A local plan that promotes the build of carbon neutral homes
6	Work with contractors to move the electrical power to renewable sources	Write to the Council's current contractors to ask them to review their current energy suppliers and explore switching their electricity to renewable sources. Arrangements with new contractors to be designed/procured so that they use renewable energy.	Sept 2020  Ongoing	Head of Policy, Performance & Governance	May be increased costs from contractors	Contractors engaged with  Positive outcomes in terms of practice that reduces CO2 emissions
7	Provide information on Council website to promote changes which residents and businesses can make to address impact on climate change	Create a dedicated section on the Council's main website with information and links which enables residents and businesses to contribute to tackling climate change.	Oct 2020	Head of Policy Performance & Governance	New post & ICT support	Improved communication and signposting information
8	Increase communications on the impact of Climate Change with the need to reduce greenhouse gas emissions and the requirement for everyone to play their	Use a range of communication channels and signposting on key topics such as: Greater recycling & reducing food waste. Utilities -switch to renewable energy, smart meters, LED bulbs,	Dec 2020	Head of HR & OD	New post & existing staff time	Information disseminated and shared

	Objective	Outcomes	Timescale	Lead Officer	What this will cost and how will it will be funded	How will we measure success
	part in making a difference	PV panels, energy efficient boilers & appliances & insulation. Transport – sustainable travel, lower emission vehicles. Environmental – planting, bio-diversity & gardens, promote seasonal and locally sourced foods and more sustainable plant-based diets, reduce food waste.				
9	Provide practical help to vulnerable and disabled people to improve energy efficiency in their homes.	Promote and market the take up of available grants and support through the Council's Home Improvement Agency and provide energy efficiency advice through Action Surrey to vulnerable or disabled people	Nov 2020	Head of Housing & Community	Warm at Home Grant	No of grants awarded No of enquiries directed to Action Surrey
10	Review and share good practice in house building and housing management with local Housing Associations	Contact local Housing Associations to understand about what they are doing through construction of new homes and managing existing homes, to reduce CO2 emissions.	Dec 2020	Chief Operating Officer	Existing staff time	No of contacts with Housing Associations
11	Promote greater take-up of the Borough's allotments	Review vacancy levels of allotments, and promote take up where required.	Dec 2020	Head of Operational Services	Staff time	Vacancy rate at allotments
<b>THEME 2 Council building and energy use</b>						
12	Move the Council's electricity usage to 100% renewable sources	Review current energy contracts and explore opportunity and timeline to switch to fully renewable sources as early as possible.	Dec 2020	Head of Property & Regeneration	To be determined	A plan with timescales for moving to 100% renewable electricity

	<b>Objective</b>	<b>Outcomes</b>	<b>Timescale</b>	<b>Lead Officer</b>	<b>What this will cost and how will it will be funded</b>	<b>How will we measure success</b>
13	Reduce CO2 emissions in Council buildings and invest as appropriate	Incorporate reducing CO2 emissions as a criterion for the Council's capital investment programme	June 2020	Chief Finance Officer	No cost	Reducing CO2 emissions becomes a specific criteria in investment decisions
14	Addressing CO2 emissions" to be an explicit priority for action within the Council's new Asset Management Plan	Audit the CO2 emissions of Council buildings.	Sept 2020	Head of Property & Regeneration	Staff time	Asset management decisions informed by need to tackle CO2 emissions
<b>THEME 3 Transport improvements &amp; switch to lower polluting vehicles</b>						
15	Investigate the move to 100% of Council's use of electric vehicles	Investigate and understand any potential opportunities to progressively switch to low or zero emission vehicles	Dec 2020	Head of Operational Services	As per business case subject to current transport contract	Feedback on scope and timescales
16	Encourage more sustainable transport options for visiting the Town Centre and trips to schools	<p>a) Work with Surrey County Council Highways Authority to explore options to further encourage a switch to more sustainable transport options into the Town Centre.</p> <p>b) Work with Surrey County Council Highways Authority to discourage the build-up of traffic outside schools such as piloting a "School Streets" type programme.</p>	Dec 2020	Chief Operating Officer/ Head of Policy, Performance & Governance	<p>Staff time</p> <p>Future Defra funding (tbc)</p>	<p>Options identified and explored</p> <p>Greater use of more sustainable transport options including public transport</p>



	<b>Objective</b>	<b>Outcomes</b>	<b>Timescale</b>	<b>Lead Officer</b>	<b>What this will cost and how will it will be funded</b>	<b>How will we measure success</b>
17	Increase number of safe cycle routes throughout the borough	Work with Surrey County Council to identify opportunities to improve cycling routes in the borough and /or introduce new ones reporting on progress to Environment & Safe Communities.	Dec 2020	Head of Policy, Performance & Governance	Funding to be explored	Increase in miles of safe cycle routes in the Borough
18	Encourage fewer cars per household	Investigate options to improve public transport. This action is also linked to a number of other actions outlined in Theme 3.	Oct 2020	Chief Operating Officer/ Head of Policy, Performance & Governance	Tbc	Feedback on options
19	Introduce more cycle racks/covers	Increase the number of cycle racks installed in the borough as part of the Plan E programme and apply for other funding to increase the number of cycle racks in other areas – particularly at key transport hubs.	Dec 2020	Chief Operating Officer/ Head of Policy, Performance & Governance	Plan E  Seek other funding	Bids made  Number of additional cycle racks
20	Introduce Electric Buses	Understand recent policy change from Surrey County Council and promote the idea of the borough taking part in any pilot schemes.  Contact local bus operators regarding piloting the introduction of low or zero emissions electric buses, starting with a smaller hopper bus.	June 2020	Chief Operating Officer/ Head of Policy, Performance & Governance	Tbc	Contacts made and options explored  Feedback on progress
22	Promote take up of new electric pool car	Encourage more staff from across the Council to make use of the new	December 2020	Chief Legal Officer	No cost	Increased usage

	<b>Objective</b>	<b>Outcomes</b>	<b>Timescale</b>	<b>Lead Officer</b>	<b>What this will cost and how will it will be funded</b>	<b>How will we measure success</b>
		electric zero emissions vehicle to undertake their travel across the borough				
23	Publish DEFRA Annual Status Report with a plan of action to address areas of concerns	Publish finding and action plan and make available to the public on the council's web site.	April 2020	Head of Housing and Communities	Staff time	Annual Status Report published
<b>THEME 4 - Improvements to the environment</b>						
24	Install water drinking fountains	Install drinking water fountains in the Market Place and the Harrier Centre.	Dec 2020	Chief Operating Officer/ Head of Operations	Existing budgets for installation at market place & Harrier Centre to cover installation. Maintenance costs tbc	Two new refill stations installed
25	Tackle use of single use plastics at Council operated buildings and venues	Cease council use of single use plastics in all Council operated venues.	Dec 2020	Chief Legal Officer	Existing officer time & new post	Audit use of Single use plastics in Council run buildings
26	Understand how the Council can increase the level of carbon capture from Council owned and managed land	Develop base line data on current level of carbon (CO2) capture by using trees on land that the Council owns and manages.	Oct 2020	Head of Operational Services	Existing officer time & new software	Baseline on CO2 capture

	<b>Objective</b>	<b>Outcomes</b>	<b>Timescale</b>	<b>Lead Officer</b>	<b>What this will cost and how will it will be funded</b>	<b>How will we measure success</b>
27	Work with relevant specialist groups in the community to drive up sustainable practice both inside and outside the organisation	Parks friends groups. Tree Advisory Group. Lower Mole Partnership. E&E Local Biodiversity Action Plan Working Group.	Dec 2020	Head of Operational Services	Existing officer time	No of groups engaged
28	Council's Biodiversity Action Plan to reflect commitment to climate change	Update the Council's Local Biodiversity Action Plan 2010-2020 to cover period 2021-2031.	Dec 2020	Head of Operational Services	Existing Officer time and the potential cost of surveys costs	New Biodiversity Action Plan agreed & published on-line
29	Review implications and potential opportunities of the parliamentary Electricity Bill	Monitor the progress of the new Electricity Bill and identify future actions for the Council	On-going	Head of Policy, Performance & Governance	New post	Review undertaken
<b>THEME 5 - Tackling and minimising waste</b>						
30	Increase recycling by private companies in the borough	a) Through new Business Bins Recycling Service. Targeted business marketing to expand take up of the new service. b) Provide branding that businesses can use to promote their recycling practice.	Dec 2020	Head of Operational Services	Part of the Enterprise & Income Generation Board targets	Number of businesses making use of the Council's business bins and recycling service
31	Promote the use of more sustainable materials in packaging	a) Contact / lobby local supermarkets regarding phasing out single use plastics, and reducing food miles.	March 2020	Chief Operating Officer	Existing staff time	Writing to local supermarkets and encouraging greater options for customers

	Objective	Outcomes	Timescale	Lead Officer	What this will cost and how will it will be funded	How will we measure success
		b) Promote how to reduce waste, by shifting to more sustainable packaging, greater recycling to local businesses (including retailers and restaurants).				
32	Utilise the new Epsom Market Place to promote sustainable practice	a) Promote use of sustainable packaging and LED lighting by market traders. b) Build on the success and embed Vegan Market to promote further behaviours that support and encourage low carbon living.	December 2020	Head of Operational Services	No cost	Guidance given to market traders  No of market traders using LED lighting  % in no of sustainable events in the Market Place
33	Increase the rollout of recycling bins in key high footfall areas of the town	Install recycling bins in the Town Centre as part of the Plan E scheme and identify other locations after assessment of performance	June 2020	Head of Operational Services	Plan E funded	No of bins installed
<b>THEME 6 Use of technology &amp; information systems</b>						
34	Reduce need for people to travel to meetings	Utilise conference technology to enable staff and partner organisations to meet virtually and reduce journeys	Dec 2020	Head of Digital & Service Transformation	Tbc	Conference technology installed
35	Rollout new low energy thin client infrastructure	Install thin client technology reducing power use	June 2020	Head of Digital & Service Transformation	Existing budget	No of thin clients installed
36	Utilise technology to change working practices, promote digital skills and improve and make the	Utilise electronic systems and change the working practices to significantly reduce our reliance on paper	Dec 2020	Head of Digital & Service Transformation / Head of HR & OD	Existing budget	More sustainable working practices and less reliance on paper



	<b>Objective</b>	<b>Outcomes</b>	<b>Timescale</b>	<b>Lead Officer</b>	<b>What this will cost and how will it will be funded</b>	<b>How will we measure success</b>
	Council more paper free					

## YEAR 2 (2021)

#	<b>Objective</b>	<b>Outcomes</b>	<b>Timescale</b>	<b>Lead Officer</b>	<b>What will this cost and how will it be funded</b>	<b>How will we measure success</b>
<b>THEME 1 Council Leadership and influencing others</b>						
Page 71	Undertake an audit of Council policies to identify their impact on climate change and demonstrate that they are contributing positively to Climate Change	Complete audit of Council policies and plans to identify those that can make the greatest contribution to tackling Climate Change. Develop a programme outlining the timescale and resources for these policies to be reviewed and updated. This includes but is not limited to: Procurement Policy. Medium Term Financial Strategy. Capital Strategy. Asset Management Plan. Biodiversity Policy. Management Plans for parks and open spaces.	March 2021	Head of Policy Performance & Governance and other relevant Heads of Service	New post	All policies & documents updated and published
2	Increase number of sustainable	Identify opportunities for new sustainable planting in parks, roundabouts, urban bedding etc.	March 2021	Head of Operational Services	Existing staff time	No of sustainable planting schemes

#	Objective	Outcomes	Timescale	Lead Officer	What will this cost and how will it be funded	How will we measure success
	planting schemes across the borough					
3	Devise opportunities to shift away from reliance on cars to travel in the borough	Work with the Surrey County Council as the Highways Authority and other relevant providers to look at local transport infrastructure and develop a plan to support moving away from car use. Embed a culture of sustainable travel in new housing developments using sustainable travel locations.	March 2021	Head of Planning	Tbc	Policies in place
4	Provide information to support funerals that are ecological and environmental	Provide information & material on ecological and environmental internments.	Oct 2021	Head of Housing & Community	Dependent on outcome of review	Information signposting
<b>THEME 2 Council buildings and energy use</b>						
5	Reduce CO2 emissions in Council buildings and invest as appropriate	Based on audit provide an update on the findings with prioritised plan of action to address the highest polluting buildings.	Sept 2021	Head of Property & Regeneration	Funding for projects identified through existing budget, capital programme as agreed by members or external funding	CO2 reduction in council buildings
6	Reduce CO2 emissions caused by gas and other	Undertake a review of our current heating systems and identify options for tackling the highest emission buildings exploring alternative	Sept 2021	Head of Property & Regeneration	Tbc	Report

#	Objective	Outcomes	Timescale	Lead Officer	What will this cost and how will it be funded	How will we measure success
	fossil fuel powered heating systems	technology such as ground and air source heat pumps. Report back to Strategy and Resources outlining the findings of the review and the proposed next steps.				
7	Replace traditional lighting with energy efficient longer lasting LED lighting	Complete an energy survey of current lighting in Council occupied buildings to ascertain those that will reduce energy consumption. Then develop a programme based on business cases to switch all lighting to LED.	August 2021	Head of Property & Regeneration	Business cases submitted through the capital programme for determination by members	Energy surveys and funded works through capital programme
	Increase use of PV panels on Council buildings	Appraise options for installation of solar panels on Council buildings through a feasibility study. then submit business case and planning permission for each building	August 2021	Head of Property & Regeneration	Feasibility study costs tbc Business case for capital bid or seek external funding	Bids considered and submitted. Agreed works through capital programme
<b>THEME 3 Transport improvements &amp; switch to lower polluting vehicles</b>						
9	Implement a network of public electric charging points in the borough	A) Engage with Surrey County Council as the Highways Authority to develop a proposal and plan for a network of public charging points throughout the Borough for electric and hybrid vehicles to encourage the switch to hybrid and fully electric vehicles.	Dec 2021	Head of Operational Services	Costs to be confirmed	Feedback on discussions that have taken place and timescales for action for charging points on the Highway.

#	Objective	Outcomes	Timescale	Lead Officer	What will this cost and how will it be funded	How will we measure success
		B) Explore opportunities to install electric charging points in Council operated car parks.				Proposals and business case for charging points in Council owned car parks
10	Increase walking as an alternative to car use	a) Installation of new pedestrian signs and street maps to encourage walking as part Plan E. b) Encourage residents to walk through a range of initiatives and events.	March 2021  Ongoing	Chief Operating Officer/ Head of Policy, Performance & Governance	Plan E  Existing staff time	No of new & improved signs  No of events
11	Enable more people to switch from car to bus travel	Work with Surrey County Council to complete the rollout of real time bus passenger information displayed on bus shelters to make bus travel an easier option	By Dec 2021	Chief Operating Officer/ Head of Policy, Performance & Governance	SCC costs	No of RTPI displays installed
12	Fine drivers who leave engine running whilst parked	Implement the #DontBeldle campaign in the borough	April 2021	Head of Operational Services	CEO's and new post	Action taken and promotion
13	Move to zero or low emission vehicles in Council owned car parks	Understand emerging practice to promote behaviour change to driving regarding; differential parking charges and preferential parking spaces and to promote low or zero emissions vehicles.	June 2021	Head of Operational Services	Aim to be cost neutral	Update car park working group on business case

#	Objective	Outcomes	Timescale	Lead Officer	What will this cost and how will it be funded	How will we measure success
14	Facilitate new car club scheme	Explore how to establish a car club within the Borough and promote the greater take up of car clubs and car sharing in the borough.	March 2021	Head of Policy, Performance and Governance	To be agreed in business case	Report back to Committee on options for a car club
<b>THEME 4 - Improvements to the environment</b>						
15	Explore potential for land in the borough to be used for sustainable energy production	This may include locations for solar panels or wind turbines	March 2021	Head of Policy, Performance & Governance and relevant Heads of Service	Tbc	Report on options
16	Increase tree cover in the borough to enhance the Borough's biodiversity and increase carbon capture	Develop a plan to increase in tree cover in the borough where appropriate	March 2021	Head of Operational Services	Tbc	Plan
17	Understand how the Council can increase the level of carbon capture from Council owned and managed land	Where possible increase the level of carbon capture that can be achieved by managing and enhancing biodiversity on Council owned land.	March 2021	Head of Operational Services	Business case for options	Increase carbon capture from Council owned land
<b>THEME 5 - Tackling and minimising waste</b>						
18	Establish a "Library of Things" in the Borough	Undertake a review to understand what other councils have done in this area, what is required and best	By March 2021	Head of Policy, Performance	Tbc	Report to Community & Wellbeing Committee



#	Objective	Outcomes	Timescale	Lead Officer	What will this cost and how will it be funded	How will we measure success
		practice to operate a “Library of Things”.		and Governance		
<b>THEME 6 - Use of technology &amp; information systems</b>						
19	Wi-fi in the Town Centre	Identify the mechanism to secure free wi-fi in the Town Centre.  Report back on the options and next steps	June 2021	Chief Operating Officer, Head of Policy, Performance and Governance	Tbc  Identify any external funding sources	Proposals

## YEAR 3 (2022)

#	OBJECTIVE	OUTCOMES	TIMESCALE	LEAD OFFICER	What will this cost and how will it be funded	How will we measure success
<b>THEME 4 - Improvements to the environment</b>						
1	Park management plans reflecting climate change priorities	Park Management Plans address climate change in a number of ways including: Promoting greater biodiversity. Sustainable planting.; carbon capture.; coping with more extreme weather conditions; sustainable approaches to land management.	Dec 2022	Head of Operational Services	Existing staff time	Management plans for all parks
Page 77	Contractors – removal of the use of single use plastics at Borough buildings and venues by contractors	No single use plastic in use by Council Contractors	Dec 2022	Chief Legal Officer	Staff time & any costs to be confirmed	Update on single use plastic action plan
	3	Water refill stations around the Borough	Develop a plan to install refill stations	Dec 2022	Head of Operational Services	Budgets / funding to be identified
<b>THEME 6 Use of Technology &amp; Information systems</b>						
4	Move council service information and transactions on-line	To reduce journeys and postage launch an on-line portal and customer account to enable residents and businesses to complete and track their transactions on-line	By March 2022	Head of Digital & Service Transformation	CRM replacement budget	No of on-line portal and customer accounts

#	OBJECTIVE	OUTCOMES	TIMESCALE	LEAD OFFICER	What will this cost and how will it be funded	How will we measure success
5	Implement high speed Wi-fi & digital connectivity in Council's main public buildings	To reduce journeys and improve the ease of performing online work from Council buildings improve the speed and reliability of the Wi-fi	March 2022	Head of Digital & Service Transformation	IT Capital Programme	Improved Wi-fi
6	Progressively move Council's systems to more energy efficient cloud solutions	Develop and implement a road map for migrating systems to the cloud and ensuring that cloud solutions are using renewable sources of energy	March 2022	Head of Digital & Service Transformation	IT road map budget	Increase in cloud solutions

## YEAR 4 (2023+)

#	OBJECTIVE	OUTPUT/OUTCOMES	TIMESCALE	LEAD OFFICER	What will this cost and how will it be funded	How will we measure success
<b>THEME 3 Transport improvements &amp; switch to lower polluting vehicles</b>						
1	Move to 100% of Council's use of electric vehicles	When current fleet contracts next come up for renewal and in the shorter-term, phase out use of all vehicles that do not meet at least the Euro 6 emissions standard.	Subject to contract	Head of Operational Services	As per business case	Report to committee on best low or zero emission vehicles fleet options and budget implications.
<b>THEME 4 Improvements to the environment</b>						
Page 79	In line with current Council Policy, secure National Nature Reserve status on Epsom Common Local Nature Reserve as directed by the 2016-2116 management plan	Work with Natural England and the Epsom Common Association to secure National Nature Reserve status for Epsom Common LNR as directed by the current management Plan	Dec 2025	Head of Operational Services	Tbc	Secure status
<b>THEME 5 - Tackling and minimising waste</b>						
3	Increase recycling in the borough to 60% by 2025	Increase recycling in the borough to 60% by 2025 through: More public and business communications about the value of recycling publishing information about what happens to recycled materials put into bins.	Dec 2025	Head of Operational Services	Tbc	Reflect impact of Government's new waste strategy in delivering 60% recycling target





**CONSTITUTION REVIEW: PLANNING CODE OF PRACTICE**

**Head of Service/Contact:** Amardip Healy, Chief Legal Officer  
**Urgent Decision?(yes/no)** No  
**If yes, reason urgent decision required:**  
**Annexes/Appendices (attached):** Annex – draft Planning Code of Practice (to follow)  
**Other available papers (not attached):**

**Report summary**

This report presents the recommendations of Standards Committee on proposed changes to the Part 5, Section 8 of the Constitution, with the adoption of a new 'Planning Code of Practice'.

**Recommendation (s)**

**That Council approve:**

- (1) the revision to Part 5, Section 8 of the Constitution, with the adoption of a new Planning Code of Practice, as set out in the Annex;**
- (2) that authority be delegated to the Monitoring Officer to make any further changes as may be necessary arising out of this report, in consultation with the Chairman of the Standards Committee.**

**1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy**

- 1.1 Good Corporate Governance underpins delivering the Council's Key Priorities.

**2 Background**

- 2.1 A comprehensive review of the current Constitution is currently underway to ensure that it complies with all relevant statutory requirements, and its processes and procedures meet the needs for organisational efficiency and achieve good governance.
- 2.2 The Constitution sets out how the Council operates, how decisions are made, the procedures which need to be followed to ensure business is conducted in an efficient, transparent, and accountable manner. Some of

the content of the Constitution is required by law; the remainder is for the Council itself to determine. The Monitoring Officer has a duty to keep the Constitution under review and has delegated authority to amend the Constitution where there has been a change in law, job title, and structure, rearrangement of job responsibilities or for general administrative convenience. All extensive changes to the Constitution, however, must be approved by Full Council.

- 2.3 By way of background to the planning code of conduct, Planning Committee agreed a Planning Improvement Action Plan at a special meeting on 13 November 2017. The Plan contained a number of actions to implement changes to the practices and procedures, with one action to update the Planning Code of Conduct.
- 2.4 At the time, the revised Model Code of Conduct brought practice into line with the Localism Act and National Planning Guidance. It was agreed by Members that a review of the Code would continue in line with the process of continuous improvement of process and procedures. The new draft Planning Code has been the subject of consultation and discussion by officers within both the Council's Planning Service and Leadership Team, to ensure it remains a focussed and effective. It was then considered by the Standards Committee at its meeting on the 19<sup>th</sup> November 2019, where it was agreed the new Code would be referred to the January Council meeting for approval.

### **3 Proposals**

- 3.1 Following a detailed review of the current Model Code, along with consideration of the issues needing to be addressed, it was concluded that a new document was needed as opposed to an updating of the old.
- 3.2 The new draft Planning Code of Practice, attached to this report as an Annex, is a very different type of document from its predecessor. It has been developed following the Member training program on planning and an updating of the Members' Code of Conduct. Both have helped in securing a different context to what had existed previously. Therefore a document which specifically deals with planning matters as opposed to restating generally the contents of the Members Code of Conduct, is more relevant now.
- 3.3 At the same time of setting out a new planning code of practice for members, it was also useful to set out a process and procedure for both public speaking the conduct of Planning Committee. The aim of this is to help with both transparency of the Council's processes to the public as well as help with the public's understanding of the arrangements for a Planning Committee and also how the Planning Committee makes decisions.

#### **4 Financial and Manpower Implications**

- 4.1 There are no financial implications for the purposes of this report.
- 4.2 **Chief Finance Officer's comments:** None for the purposes of this report.

#### **5 Legal Implications (including implications for matters relating to equality)**

- 5.1 Section 37 of the Local Government Act 2000 and the guidance issued under it requires the Council to keep the Constitution up to date and regularly review it. There are no specific equality implications from the proposed change.
- 5.2 **Monitoring Officer's comments:** It is important to note that the Local Government Act 2000 requires the Council to have and maintain a Constitution. The process of updating the Constitution will ensure it fulfils its stated purpose, as set out in Article 1 of Part 2 of the Constitution. The Planning Code of Practice is a document which is included within the Constitution and therefore it is important to review it regularly.

#### **6 Sustainability Policy and Community Safety Implications & Partnerships**

- 6.1 There are no implications for the purposes of this report.

#### **7 Risk Assessment**

- 7.1 The Council needs a sound Constitution, which is kept up-to-date and is fit for purpose. By adhering to the rules and guidance set out in the Constitution, Officers and Members alike protect themselves from risk of challenge.

#### **8 Conclusion and Recommendations**

- 8.1 Council is asked to approve the adoption of the new Planning Code of Practice at Part 5 Section 8 of the Constitution.

**Ward(s) Affected:** (All Wards);

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