

# Public Document Pack

Legal and Democratic Services



**To: All Members of the Strategy and Resources Committee**

Dear Councillor

**STRATEGY AND RESOURCES COMMITTEE - TUESDAY, 14TH JANUARY, 2020**

Please find attached the following document for the meeting of the Strategy and Resources Committee to be held on Tuesday, 14th January, 2020. This was marked as 'to follow' in the original Agenda pack published previously.

4. **FOUR YEAR PLAN 2020 – 2024 ANNEXE 1** (Pages 3 - 12)

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

Yours sincerely

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

Chief Executive

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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.

Green and  
vibrant

Opportunity and  
prosperity

Cultural and  
creative

Safe and  
well

Smart and  
connected

## 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>
<b>Enhance the borough's</b> natural assets, preserving and increasing biodiversity	<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>
Work with partners to reduce our impact on the environment and move closer to becoming carbon neutral	<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	• <b>Residents' physical</b> and mental health and general wellbeing is improved and health inequalities are reduced	<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></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></ul>
	• Vulnerable residents are supported to lead active healthy lives	<ul style="list-style-type: none"><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>• 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	• Reduced levels and impact of crime and anti-social behaviour	<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>



Engaging, responsive and resilient Council

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
<b>Strengthen the Council's</b> financial independence	<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>
Improve access to services through technology	<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>
Support and enable a high performing and adaptable workforce	<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>
Improve openness, transparency and customer service	<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>