

| No. | Ctte | 2022/23 Outcome (Priority) | Key Deliverables | Service Delivery Plan | Responsible Officer | 4 Year Plan Theme & Priority | Dates / Key Milestones |
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| 1 | S&R | Create opportunities for business and commercial growth within the Borough | Proposals for providing "Pop Up" opportunities within the Borough. | * Proposals for providing "Pop Up" opportunities within the Borough. | Head of Property and Regeneration | OP3 | 30-Jun-22 |
| 2 | S&R | Create opportunities for business and commercial growth within the Borough | Proposals for delivering flexible work space within the Borough. | * Proposals for delivering flexible work space within the Borough. | Head of Property and Regeneration | OP3 | 30-Jun-22 |
| 3 | S&R | Increase digital connectivity for all | Feasibility study to install WIFI capability across the Borough at key identified sites. | * Feasibility study to install WiFi capability across the Borough at key identified sites. | Head of Place Services | SC2 | 31-Oct-22 |
| 4 | S&R | Support networks enabled | Enhance engagement activities with businesses to facilitate networking and understand of their needs. | * Increased attendance at Business Leaders Breakfast. * Work with the LEP to work with businesses, schools and education providers to ensure a suitably skilled local workforce. | Head of Place Services | SC3 | 31-Oct-22 |
| 5 | S&R | Improve access to services through technology | An ICT Strategy to further improve resident's access to services and support future working requirements. | * ICT Strategy with funding schedule to inform and support delivery of the ICT road map. | Head of Digital and Service Transformation | EC2 | 30-Sep-22 |
| 6 | S&R | Improve residents awareness of Council's services and activities | A Communication Plan to support delivery of the Annual Plan and champion the work of the Council. | * Agree Communication Plan for 2022/23. * Revamp of Members Update. * Review Council's approach to social media to enhance engagement. | Head of Digital and Service Transformation | EC4 | 1-Apr-22 1-Apr-22 30-June-22 |
| 7 | S&R | Maximise opportunities to improve use of council buildings and maximise income. | Implementation of the recommendations arising from the Strategic Asset Reviews. | * Complete project plan and deliver the Town Hall asset review. | Head of Property and Regeneration | EC1 | Proposal 1-Apr-22 Implementation 31-Mar-23(+) |
| 8 | S&R | Develop new income generating opportunities to ensure delivery of council services to residents. | Businesses cases to be prepared which will generate additional income. | * Business cases to generate additional income, one of which is to include identifying opportunities to generate income through sponsorship activities. | Head of Operational Services | EC1 | Initial report 1-Apr-22 Business cases & implementation Ongoing to 31-Mar-23 |
| 9 | C&W | Create a cultural and creative identity for Epsom & Ewell | Create an identity for creative and cultural excellence which connects with a new generation of creatives. | * Build Better Arts & Culture Partnerships. * Improve culture and arts partnerships to deliver new opportunities (requires baseline) including UCA, Laines and The Horton. | Head of Operational Services | CC1 | Programme developed 30-Jun-22 Delivery via items 10, 11 & 12 |

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| 10 | C&W | Promote Epsom & Ewell as a centre for creative and cultural excellence | Work with partners to deliver an enhanced programme of cultural and creative events across the Borough and within council venues. | Deliver more cultural events in venues: * Playhouse: Expand the programme to encourage a wider audience whilst maximising income. * Bourne Hall: Increase the no of events and activities whilst maximising income. * C&W Centre: Expand activities in Centre focusing on culture and arts (requires baseline). * Promote the Borough's identity as a Hub for arts and culture through events' programmes and festivals (including specific branding). | Head of Operational Services | CC3 | 31-Oct-22 |
| 11 | C&W | Promote the Borough's rich history and heritage | Deliver a programme of activities focused on heritage assets which include the delivery of heritage tours across the Borough. | * Deliver and promote activities and tours by creating a programme of activities which focuses on our heritage assets. * Deliver heritage tours across the Borough. | Head of Operational Services | CC2 | 31-Oct-22 31-Mar-23 |
| 12 | C&W | Promote the Borough's rich history and heritage | Develop proposals to explore the use of digital media to promote our heritage | * Develop proposals to explore the use of digital media to promote our heritage. | Head of Operational Services | CC2 | 30-Jun-22 |
| 13 | C&W | Improve the ability of residents to access and use information. | Identify the barriers for digital inclusion and deliver the initiatives to address them. | * Obtain quality resident research which will enable us to develop a proposition to address digital inclusion. * Improve the ability of residents to access and use information. * Provide/facilitate training for older generations in the community and wellbeing centre. * Engage with Age Concern to deliver training and support, with a programme for delivery. * Build partnerships with agencies to deliver digital inclusion. | Head of Housing and Communities | SC2 | Identify barriers 30-Sep-22 Delivery of initiatives ongoing to 31-Mar-23(+) |
| 14 | C&W | Reduce homelessness and associated costs | Homelessness and Rough Sleepers Strategy. | * Develop and implement a new Homelessness and Rough Sleepers Strategy. | Head of Housing and Communities | SW1 | Strategy 1-Apr-22 Delivery of initiatives ongoing to 31-Mar-23(+) |
| 15 | C&W | Reduce homelessness and associated costs | Working with partners to increase housing solutions. | * Progress options for EEBC land to deliver housing solutions. * Develop close working and liaison with key partners to identify and deliver joint solutions. * Continue to evaluate acquisitions of properties utilising the Property Acquisition Fund to deliver accommodation to prevent numbers in nightly paid accommodation. * Increased early intervention to prevent homelessness and work with existing homeless people to engage solutions for permanent accommodation (KPI to be developed on increase turnover in homelessness accommodation). | Head of Housing and Communities | SW1 | work programme commenced 30-Apr-22 and on going to 31-Mar-23(+) |
| 16 | C&W | Improve the wellbeing of residents | A programme of events which address activity levels, social isolation, domestic abuse and mental health. | Improve the wellbeing of residents: * Agree communication approach to support health and wellbeing and initiatives. * Expand the number of health and wellbeing activities in our venues and parks/open spaces. * Deliver Surrey Youth Games. * Expand activities in Community and Wellbeing Centre. | Head of Housing and Communities | SW1 | Programme of events 30-Jun-22 Delivery 31-Mar-23(+) |

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| 17 | C&W | Enhanced Community engagement and listening to our residents | A Community Panel which reflects the diverse nature of our Borough. | * Create new Citizens Panel that reflects the diverse nature of the Borough. | * Head of Housing and Communities * Head of Digital and Service Transformation | SW1 | Proposal 30-Apr-22 Implementation 30-Jun-22 |
| 18 | C&W | Enhanced Community engagement and listening to our residents | A series of community conversations to be held with an emphasis on listening to the seldom heard. | * A series of community conversations to be held with an emphasis on listening to the seldom heard. | Head of Housing and Communities | SW1 | Programme 30-June -22 Conversations 30-Mar-23(+) |
| 19 | E&SC | Develop a programme of revenue generating activities | Markets operated at additional sites within the Borough. | * Deliver additional markets in the Borough. | Head of Operational Services | EC1 | 30-Sep-22 |
| 20 | E&SC | Develop a programme of revenue generating activities | A feasibility report for providing a pet crematorium and/or cemetery. | * Produce a feasibility report for providing a pet crematorium and /or cemetery. | Head of Operational Services | EC1 | 01-Oct-22 |
| 21 | E&SC | Develop a programme of revenue generating activities | A feasibility report for building a crematorium within the Borough. | * Produce a feasibility report for building a crematorium in the Borough. | * Head of Operational Services * Head of Housing and Communities | EC1 | 30-Jun-22 |
| 22 | E&SC | Reduce our impact on the environment and work towards being carbon neutral by 2035 | Working with partners to deliver the Climate Change Action Plan. | * Produce a costed climate change action plan, including options appraisals for actions that require significant investment. * Continue to deliver the Climate Change Action Plan | Head of Place Development | GV3 | Working group consider plan by 1 -April-22 and agree costed plan action plan 31-Oct-22 implementation ongoing 30-Mar-23(+) |
| 23 | E&SC | Reduce our impact on the environment and work towards being carbon neutral by 2035. | Seasonal awareness campaigns to promote greener more sustainable living. | * Seasonal awareness campaigns to promote greener more sustainable living, feeding into annual communications plan. | Head of Place Development | GV3 | Communications plan 30-Apr-22 Delivery 31-Mar-23(+) |
| 24 | E&SC | Maintain clean and attractive streets and open spaces | Visible patrols across the Borough promoting behavioural change to maintain our clean and attractive streets and open spaces. | * Implement a patrols' rota within the new Enforcement Team to increase visibility in the Borough. * Review current available legal powers which could be used for enforcement and providing briefing note on powers and appropriate training. | Head of Housing and Communities | GV1 | 31-Jul-22 |
| 25 | E&SC | Enhance the Borough's natural assets | Tree Planting Strategy with accompanying programme of tree planting. | * Deliver the Tree Planting scheme and agreed programme of tree planting for 2022/23. | Head of Place Development | GV2 | Strategy 30-Apr-22 Planning programme 31-Mar-23 |
| 26 | E&SC | Supporting residents to feel safe and secure | Review of current CCTV arrangements. | * Review current CCTV arrangements in consultation with partners in order to develop an options appraisal. | Head of Housing and Communities | SW2 | 31-Aug-22 |
| 27 | E&SC | Supporting residents to feel safe and secure | Key areas of concern addressed through the Community Safety Partnership and working with partners. | * Produce a plan to address key issues and 'hot spots' in the Borough. | Head of Housing and Communities | SW2 | Action plan prepared 31-May-22 Issues addressed 01-Jun-22 to 31-Mar-23 |

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| 28 | LPP | Progress adoption of the Council's Local Plan | Regulation 18 Consultation undertaken. | * Deliver the Regulation 18 Consultation in line with the agreed Local Plan timetable. | Head of Place Development | All | 30-Mar-23 |
| 29 | LPP | Protect the Borough's rich heritage | Adoption of a local Heritage List including buildings and objects. | * Adopt a list of local heritage assets. | Head of Place Development | CC2 | 30-Sep-22 |
| 30 | LPP | Enhance the Borough's natural assets | Proposal for a plan and budget to review TPOs. | * Undertake a business case to assess the benefits, risks and opportunities of undertaking a full review of all council TPOs and propose how this work would be carried out with associated budget. | Head of Place Development | GV2 | 30-Sep-22 |