

No.	Ctte	2022/23 Outcome (Priority)	Key Deliverables	Service Delivery Plan	Responsible Officer	4 Year Plan Theme & Priority	Dates / Key Milestones
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	01-Apr-22 01-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 Town Hall asset review for member consideration.	Head of Property and Regeneration	EC1	30-Apr-22 30-Jun-22
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 01-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
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 30-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 01-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 ongoing 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. * Work with staff and partners to improve the Council's awareness and response to domestic abuse.	Head of Housing and Communities	SW1	Programme of events 30-Jun-22 Delivery 31-Mar-23(+)
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-Jun-22 Conversations 31-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.	* Continue to deliver the Climate Change Action Plan. * Produce a costed climate change action plan, including options appraisals for actions that require significant investment.	Head of Place Development	GV3	Working group consider plan 01-April-22 Agree costed plan action plan 31-Jul-22
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.	* Review current available legal powers which could be used for enforcement and providing briefing note on powers and appropriate training. * Implement a patrols' rota within the new Enforcement Team to increase visibility in the Borough.	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, in collaboration with the County Council.	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. * Work with the Partnership to address violence against women and girls (VAWG) as a priority.	Head of Housing and Communities	SW2	Action plan prepared 31-May-22 Issues addressed 01-Jun-22 to 31-Mar-23
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	31-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
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