

# Four Year Plan 2020-2024

## Progress Report



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## 1. Introduction

In 2018, the Council undertook an initiative called 'Future40' to develop a long-term vision for the Borough up to 2040. Through extensive engagement and consultation, we brought together the views and aspirations of people who live and work in Epsom and Ewell. This led to the identification of six themes that best reflect people's views and priorities for the borough until 2040. These themes underpin our [Vision](#) and our first [Four-Year Plan \(2020-2024\)](#).

Since the Council's approval of the Four-Year Plan in February 2020, four annual plans have been produced to support its delivery and regular progress reports have been submitted to committees. These annual plans have been supported by the individual service plans. We also have a set of organisational behaviours to help deliver the Plan and continues to evolve as a Council: Enterprising, Empower, Engage, Enable and Enjoy.

This report summarises the key achievements and progress of our Four-Year Plan between April 2020 and March 2024.

### The six themes for 2020 to 2024



## 2. Our operating environment

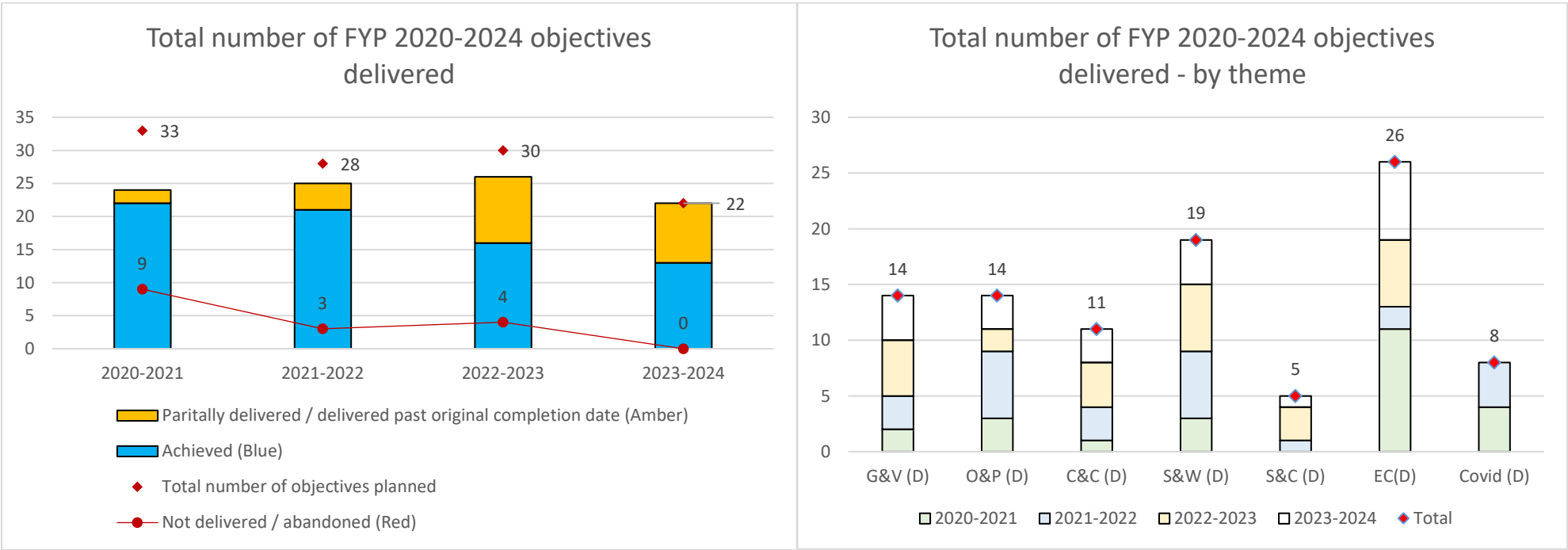
Epsom and Ewell is the smallest and most densely populated borough in the County of Surrey. It occupies just 13 square miles, 42% of which is categorised as greenbelt. The population has increased by 7.7% from around 75,100 in 2011 to nearly 80,900 in 2021 according to the 2021 Census. This is higher than the overall population increase for England (6.6%). 30.6% or 31,321 of the households in Epsom and Ewell met at least one dimension of deprivation in 2021 and we were ranked lower, 7<sup>th</sup> out of the 11 districts and boroughs in Surrey.

During 2020-2024, the council has faced similar challenges as the other local authorities around the country and, most notably, the funding cut by central government, rising demands for services, Covid-19 pandemic, national refugee programme, increasing energy prices and inflation. In order to maintain our services, especially to those most vulnerable groups, the council has worked relentlessly to prioritise its resources to meet the needs of our residents. One of the key actions was the realignment of our organisational structure in 2021 to ensure effective and efficient decision-making and service delivery. We also successfully organised an election in May 2023 which led to the appointment of 35 councillors across 14 wards.

Despite the challenges, our 280 staff take pride in delivering high-quality services to our residents and businesses. Providing great value for money to residents is a key part of our culture, with council tax here amongst the lowest in Surrey and a commitment by council members to keep the rate at below the Surrey average. Over the four-year plan period, officers worked to deliver c.£2.5m of annual savings and additional income, in order to maintain service levels for residents, despite rising costs and real terms funding cuts from central government. For context, the Council's total net revenue budget to deliver all services to residents is £8.9m in 2024/25.

### 3. An overview

The delivery of our Four-Year Plan has been supported by four annual plans. The charts below provide an overview of the status of all the annual plan objectives between 2020/21 and 2023/24. Overall, 72 out of 113 objectives have been achieved, 25 objectives have progressed but not yet finished by their completion dates, and 16 have missed/abandoned objectives. Explanations have been given to those objectives which have not met the targets in the previous reports to the committee and the relevant actions have been carried forward to the annual plan of the following year.



## 4. Key achievements and progress by themes



### 4.1 Green and Vibrant - a better place to live where people enjoy their surroundings

This aim was to keep the Borough green, clean and vibrant where local people enjoy living here, whilst having a greater focus on tackling climate change, protecting the environment and supporting biodiversity. We currently have approximately 26% tree cover, which is well above the UK average of 13% and slightly above the Surrey average of 24%.

Our success stories include:

- ❖ The completion of the Environmental Stewardship Higher Level Scheme in 2020 which secured over a quarter of million pounds in funding for managing biodiversity on Epsom Common Local Nature Reserve and Horton Country Park Local Nature Reserve.
- ❖ The council, Go Epsom Business Improvement District (BID), and dedicated volunteers from across the borough were given a number of awards for Nonsuch Park, Epsom Town Centre and Ewell Village at the South & South East in Bloom 2023 awards.
- ❖ Epsom Common Local Natural Reserve has received Green Flag Award for the 16<sup>th</sup> year running!
- ❖ We have been working in partnership with South East Rivers Trust, which has secured over one million pounds to improve the Hogsmill River.
- ❖ We have achieved 14% reduction in our operational carbon emissions in 2022/23.
- ❖ The council has worked with a local school to transform an unused building on the site of Upper High Street car park with a community mural funded through the Government's Safer Streets initiative.

*"I am pleased to see the hard work and dedication of the council, Go Epsom, businesses, residents and volunteers has been formally recognised at the South & South East in Bloom 2023 awards".*

**Councillor John Beckett, Chair of the Environment Committee**

*"Epsom is a lovely town, and the introduction of planters, murals and general greenery are welcome additions to our street scene. Visitors and local workers have commented on how much they appreciate the efforts of everyone involved in making Epsom look even better.*

**Karen Pengelly, Business Improvement District Manager, Go Epsom**

In addition, the Council has set its strategic direction through the development and implementation of three important plans.

### **Climate Change Action Plan**

In 2020, the council's [Climate Change Strategy and Action Plan](#) was developed, setting an ambitious target of becoming carbon neutral by the year 2035. It sets out a range of measures to reduce the council's own emissions from buildings and vehicles as well as promoting good practice in local community and businesses throughout the borough. Some examples are:



- The group buying scheme (Solar Together) which has led to 60 household installation of solar technology at highly competitive prices, giving a projected carbon saving of over 50 tonnes per year across the Borough.
- 12 public electric vehicle charging points have been installed in council car parks across the borough with a further 4 due to be installed.
- The council ran an anti-idling communications campaign in 2022 to discourage car drivers from running their engine whilst stationary.
- 6 drinking water fountains have been installed across the borough to help reduce single-use plastic.
- A new initiative, Business Bins, was introduced to help businesses in recycling their waste.
- All town centre bins now include a clearly labelled recycling bin.

We demonstrate our commitment and leadership by reviewing and delivering the actions in the plan, as continuously supported by councillor and officer working groups. The progress reports are published on our [website](#) and the latest figure has shown that we have achieved 14% reduction in our operational emissions in 2022/23.

A charity, called [Climate Emergency UK](#), assesses all UK councils on the actions they have taken towards net zero across seven different categories. Our overall score was 31% in October 2023, which was slightly above the average score for all district councils (29%). We scored particularly well in the categories for 'buildings and heating' (51%) and 'waste reduction and food' (59%), which reflects the council's considerable work to date to improve the energy efficiency of our building estate, and in supporting initiatives for our residents such as energy efficiency grant and solar panel schemes. It further reflects the excellent services provided by our waste team to reduce waste and increase recycling in our borough.

## Tree Management Plan

Alongside our tree maintenance and inspection programme, the council has committed within its Climate Change Action Plan and Biodiversity Action Plan to seek opportunities to increase tree cover.



Over 70 trees were planted in 2021-2022 and another 97 trees were planted in 2023-2024. According to figures from the 'National Tree Map' there are around 200,000 trees in Epsom and Ewell, of which 41,000 are on council owned land. This rises to 60,000 when including co-managed sites. The borough currently has approximately 26% tree cover, which is well above the UK average of 13% and slightly above the Surrey average of 24%.

In view of this challenge, the council adopted a [Tree Management Plan](#) (including a tree planting plan) in March 2023 following a stakeholder consultation. The Plan provides a framework for how the council manages its current tree population and, where appropriate increasing tree cover on land we own.

Our Plan links with current and emerging policies and requirements around environmental net gain and local nature recovery strategies, as set out in the Environment Act 2021.

## Biodiversity Action Plan

We also have a [Local Biodiversity Action Plan 2020-2030](#) to help ensure both the long term protection and enhancement of biodiversity within our borough.



There is a wide range of nature conservation activities and initiatives carried out by EEBC in partnership with Lower Mole Partnership, South East Rivers Trust, Epsom Common Association, and volunteers to safeguard our biodiversity. It plays an important role in improving the natural environment for our residents. The implementation of the plan is overseen by the Climate Change and Biodiversity Working Group.

The council continues to explore opportunities in raising awareness and securing funding to sustain our biodiversity. A good example is the collaborative wetland creation project in 2023 between the council, the Hogsmill Catchment Partnership and the Environment Agency, led by the South East Rivers Trust. The Trust was successful in securing over one million pounds from a range of funding partners. The new wetland in Hogsmill Local Nature Reserve (LNR) will benefit local wild life and the additional funding from Natural England will hopefully play a role in encouraging the return of Water Voles, Eels and Trout!

At the time of writing this report, the council has made a request to Natural England about the possibility of progressing a National Nature Reserve declaration of Epsom Common Local Nature Reserve (LNR). If this comes into fruition, it can lead to national recognition, designating the council as an 'Approved Body' known for maintaining its land to the highest environmental standards on a permanent basis. Our original discussion of including Horton Country Park LNR, Hogsmill LNR, Nonsuch Park and Manor Open Space in the proposed 'Thames To Downs National Nature Reserve' was put to a halt by Natural England in February 2024 due to lack of resources.





## 4.2 Safe and Well – a place where people feel safe, secure and lead healthy, fulfilling lives

During this reporting period, the council has faced some unprecedented challenges. Through the dedication and commitment of our councillors, staff, partners and volunteers, we have risen to the challenges in ensuring our residents, especially the vulnerable ones, are safe and well.

### Response to the Covid-19 pandemic

Our staff, supported by councillors, worked hard to support residents and businesses throughout the crisis, whilst maintaining key service delivery. The council's emergency response included helping vulnerable residents – with food, prescriptions, and other needs – through a Community Hub, putting in place measures to make town centres and public spaces Covid-secure, and helping to sustain the local economy with over £11m grants paid to local businesses. The impact of having to work at pace and often without any prior warning as to the direction of the government announcements, created additional pressure and strain across the organisation. The council's response to the pandemic met these challenges face on. The posters below shows the headline response numbers as at 14 June 2020 and the appreciation of our residents in our commitment in supporting them through this difficult period. You can see [more good examples](#) of the support provided by the Community Hub.



### Community Hub – a case study



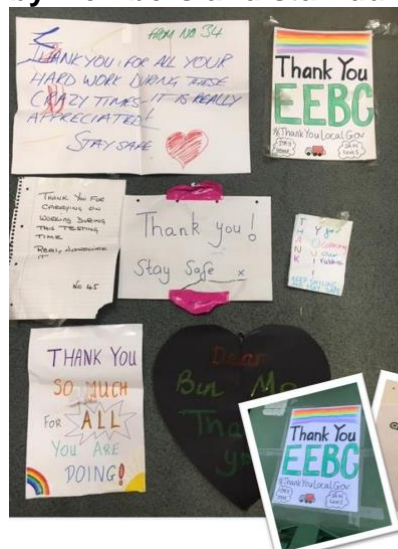
#### Case Study 1:

The Community Hub was contacted by a single man living at home with his elderly father who had dementia. He was struggling with his father's care and that due to lockdown was unable to get the additional support as his father was too anxious about COVID.

The Community Hub Team facilitated the support of the GP, Epsom and Ewell Adult Social Care and Dementia Navigator service for additional support and guidance during lockdown. The resident's own emotional health improved significantly due to the support received and the continued 'check-ins' from the team.



## Examples of 'thank you' letters and cards received by Members and staff during the pandemic.



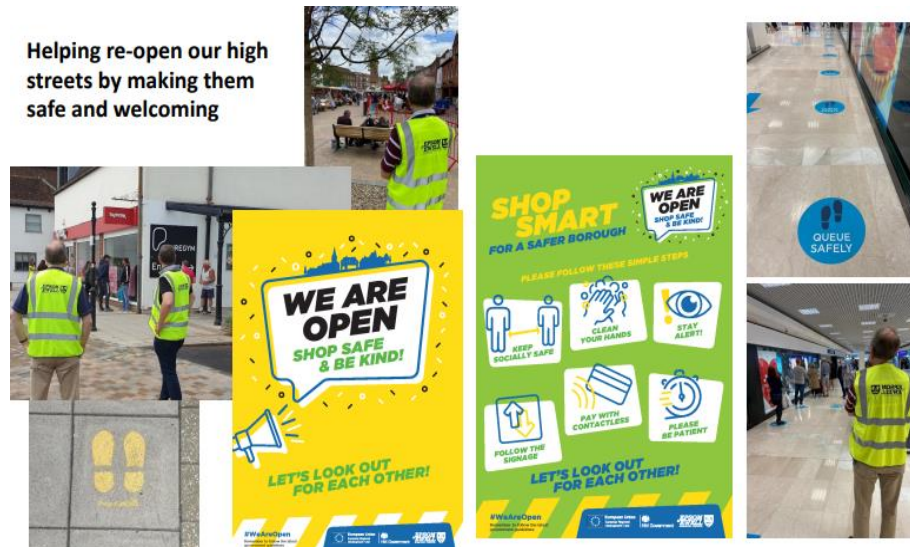
### Examples of thank you messages received from residents

Thank you to all the local council workers, waste collectors, street cleaners, emergency planners and others who are keeping the country moving during the #coronavirus outbreak. We are all so grateful for the work you do.

@EpsomEwellBC I know we are very lucky locally to have so many staff going above and beyond to keep core services going and reaching out to those in our community in need of help. As the minister says we are unbelievably grateful for work you are doing.

"A huge thank you to all the borough employees who are helping to support the community at this difficult time."

### Helping re-open our high streets by making them safe and welcoming



In 2022, the council installed 14 memorial benches to commemorate all the lives lost in the Covid-19 pandemic have been placed at Alexandra Receptions Ground, Long Grove Park, Nonsuch Park, Shadbolt Park, Stoneleigh Broadway and The Grove in Ewell Village.

### Operation of the national refugee programme

We have been providing operational management/support for the national refugee programme including the Afghan Relocations and Assistance Policy, Homes for Ukraine, and Ukraine Family Sponsorship scheme. It is estimated that there are up to 9,500 asylum seekers, migrants and refugees in Surrey at any one time. Due to the unique culture and heritage of their home country, we have been working diligently with local partners and other councils in Surrey to meet their different levels of needs and to help them settled.

To date, on the Home for Ukraine Scheme, the council has helped circa. 163, and 84 host families. Our unique partnership with Epsom and Ewell Refugee Network has seen that the Ukrainian guests can access [a variety of helpful support](#) including English course, support with documentation, and information about life in the UK.

Our liaison with the Network has also ensured the wrap-around support for Afghan and Syrian Refugee's for the duration of the central government programmes, with each family allocated a dedicated support worker.

### Support to the cost-of-living crisis

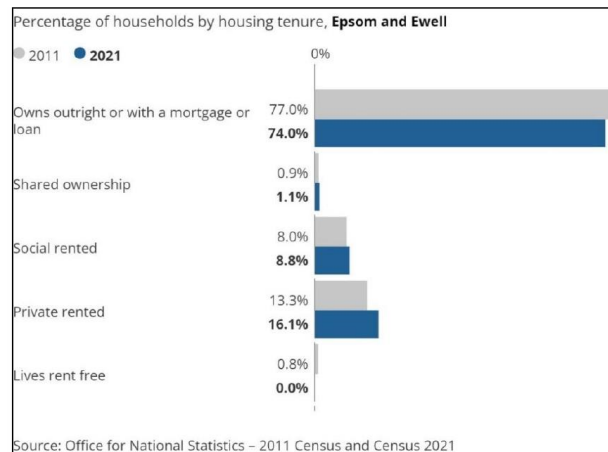
We have seen more people coming to us for help with crisis support, energy problems and not having enough money to make ends meet than ever before.

The council has been working with our key partner, The Good Company, to ensure that the government's Household Support Fund is distributed to our vulnerable residents including those who may not qualify for traditional benefit and welfare payments. The Good Company is a local charity who run the local food bank, Epsom Pantry and the Epsom and Ewell Refugee Network. Their work has enabled them to deliver funds to the hard-to-reach local residents. According to the [website](#), there has been a 93% increase in foodbank use compared to pre-pandemic levels.

The council is a member of the East Surrey Poverty Truth Commission which has brought together local, Civic and Business Commissioners together to listen and discuss some of the lived experiences of poverty in East Surrey. The goals are to increase the understanding of the common causes of poverty in our community, build links between different parts of the community, and help improve the lives of people who face the challenge of poverty every day.

## Tackling of social housing shortage

Housing is a key concern for the council with house prices at over 13 times median household incomes. According to the 2021 Census, there are approximately 30,000 dwellings in the borough and the housing stock is predominately owner-occupied (see chart below). We have one of the smallest supplies of social housing in the UK, with just over 2,700 homes making up the entire affordable housing stock. There are very few empty homes, almost no 'hard to let' social homes and a substantial increase in private rents in recent years has exacerbated demand for all private rented housing in the borough.



To tackle this challenge, the council has set up a Strategic Housing Group in October 2022 which has been meeting regularly to develop and consider medium to long term solutions for reducing homelessness in the borough. The new **Affordable Housing Delivery Improvement Plan** and the [Homelessness and Rough Sleeping Strategy](#) have been devised to maximise the number of affordable homes in the borough. Through collaborative working with the key stakeholders, the Plan strives to continue developing our homelessness prevention options; expanding our short-term accommodation alternatives such as the Private Sector Lease scheme; and the development of new affordable housing through Local Plan.

These have led to some tangible results. For instance, we have enabled people to remain in their homes by facilitating adaptations and proactively worked with partners to downsize households and secure a number of much needed larger homes for families.

These two case studies demonstrate the diligent and successful work of our housing team in preventing homelessness:



*"We were approached by Miss D, who was at risk of homelessness in November 2023. After intense negotiations with Miss D's excluder, we were able to negotiate for Miss D to remain living there until a suitable emergency accommodation became available. We worked hard to find her another accommodation in December which she could afford and it's located in an area close to her support network and work place. Miss D expressed her sincere gratitude towards the housing team, who she felt were thorough, efficient, professional,*

*"Mr B had been rough sleeping behind a bin shed after fleeing violence from another borough. We found him private rented accommodation, a good doctor, a great dentist and he now sees a support worker from a local substance misuse service to help with his drinking. He was so grateful for the support and so happy to have somewhere to call home."*

Our work has helped not only these two residents' long-term wellbeing but also avoided significant expenditure on emergency accommodation.

## Community health and wellbeing

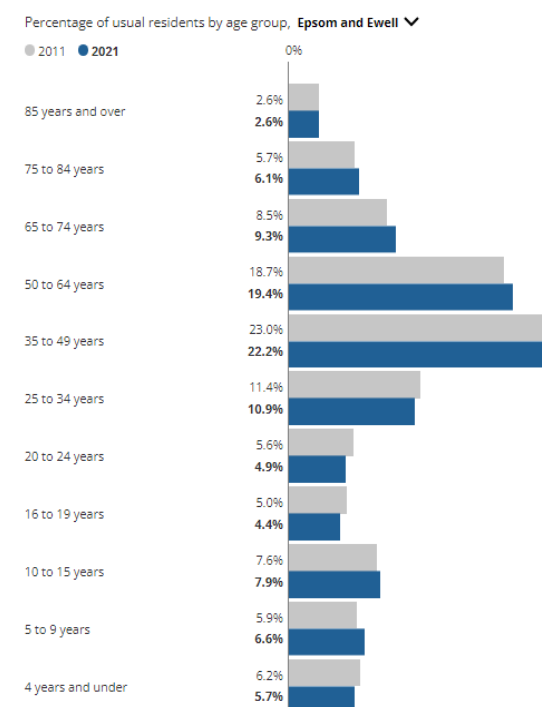
Against this intensely challenging backdrop, we have re-prioritised our health and wellbeing strategy (2019-2023) to focus on targeting communities most impacted by the wider determinants of health. The council offers a range of valuable services for those who are elderly or vulnerable including:

<b>The Dementia Hub:</b> respite care for people living with memory loss and dementia. 	<b>Meals at Home:</b> tasty, healthy meals delivered to homes in and around Epsom & Ewell, catering for any dietary requirement. The team can even drop off shopping, too.	<b>Transport from Home:</b> DBS checked drivers help people in Epsom & Ewell, who are unable to use public transport, with door-to-door travel.	<b>Community Alarm:</b> easy-to-use devices that raise an alarm in an emergency and can even help find a loved one who has become lost whilst away from home.	<b>The Community and Wellbeing Centre:</b> support hub for the over 55s; a place to relax, make friends, join activities, and feel at home. 
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The demand for our services reflects the increased number of residents aged 65 and over at around 14,600 in 2021 (see graph). **Councillor Clive Woodbridge, Chair of the Community and Wellbeing Committee**, said: *“As we become older, or for people with additional needs, living independently can feel challenging. We also know that many of our residents are carers for loved ones who would really benefit from our services. Our trained teams offer care and support for people who need it most, allowing them to stay independent for longer.”*

Similarly, the number of children aged under 15 has also increased to around 16,300 in 2021. Over the years, the council has taken part in the **Surrey Youth Games** co-ordinated by Active Surrey for the county. For the 2023 Games, we successfully attracted 134 young people from different ethnic groups in the borough to participate in the free sport sessions in Boxing, Bocca, Judo, Girl’s tag rugby, Tennis and Street Basketball. Around 25% of the participants came from areas of multiple deprivation after the council’s approaching 24 local schools and 116 referral partners. After the event, we secured an additional £1,890 grant from the Together Fund from Sports England to facilitate additional sessions for these young people.

In February 2024, the Council supported 48 young members of vulnerable families in the borough, including refugee families, to complete a swimming course in the Rainbow Leisure Centre through the funding awarded by from Sports England. Participants and their families will then have the opportunity to continue with subsidised access to Rainbow Leisure Centre until 31 May 2024.



Source: Office for National Statistics – 2011 Census and Census 2021



Our key health partners, who are members of the Neighbourhood Board, are located in Court Ward and they offer valuable insights of wider health determinants in less affluent communities. This helps drive local initiatives in those areas primarily under the state priority of the Board around Mental Health.

In addition, the council has continued to work hard for the wellbeing and safety of all our residents. Family, social and school activities have been organised at Bourne Hall and the Community and Wellbeing Centre. Other sports/outdoor programmes include Wheels for All and bowling clubs, and working in partnership with GLL in the operation of the Rainbow Leisure Centre to ensure that they bring value to our community.

### **Epsom and Ewell Community Safety Partnership**

The council is a member of the Epsom and Ewell Community Safety Partnership which was established in July 2020. The Partnership is responsible for the strategic governance of crime and disorder reduction work in the borough. It meets regularly to discuss community issues and identify priority actions. Other members are:

#### **Statutory Partners:**

- Surrey Police
- Surrey Fire & Rescue Service
- Surrey County Council
- Kent, Surrey and Sussex Probation Service
- Surrey Downs Clinical Commissioning Group

#### **Non-statutory Partners:**

- Office of the Surrey Police & Crime Commissioner
- Rosebery Housing Association

Community safety covers a wide range of activities designed to reduce the likelihood of crime, disorder and anti-social behaviour, protect victims and hold perpetrators to account. It also involves reducing incidents of domestic abuse where vulnerable people are subject to coercion, exploitation and abuse. Community engagement continues to be identified as one of the priorities. Following a public consultation exercise, the Council's community safety action plan was adopted by the Crime and Disorder Committee in January 2024.

One of the reported actions is the Safer Streets project which took place throughout 2023. This was a result of a Home Office bid totalling £271,000 and with the support of Go Epsom, War on Women, PubWatch and Surrey Police". It is aimed at in addressing violence against women and girls as well as improving the safety of the nighttime economy. The project has provided funding to support street pastors, installation of new town centre CCTV, training for licensed premises to be able to spot the signs of abusive behaviour and provision of anti-spiking

equipment. A wide spread campaign has been launched to raise awareness including a [YouTube video](#) and the national campaign “[You’re right, that’s wrong](#)”, which has been adapted with Epsom specific content.

**Councillor Alex Coley, Chair of the Crime & Disorder Committee** said: “*The safety and wellbeing of local residents and visitors is of paramount importance to the Council, and we are very pleased with our successful application for funding to improve safety in Epsom town centre.*”

**Inspector Jon Vale, Epsom and Ewell Borough Commander**, added: “*This funding has allowed us to put our focus on areas where the community have told us they have concerns.*”



The impact of this project is best illustrated by this positive outcome.



#### Epsom and Ewell Beat (Surrey Police)

5 June 2023 · 🌐

On Friday night, a 20-year-old man was arrested in The Faraday in Epsom after eagle eyed staff suspected him of attempting to spike a drink.

They reacted quickly and took the glass away, using a drink spiking test kit to indicate drugs were present in the drink. They alerted nearby officers who swiftly detained the individual involved.





## **4.3 Opportunity and Prosperity – a successful place with a strong, dynamic local economy where people can thrive**

### **Local economy**

Our local economy is thriving with small and medium-sized enterprises and start-ups and it is increasingly becoming known for its agglomeration of cultural and creative based industries. The top three growing sectors in the borough are: Accommodation and Food Service Activities; Information and Communication; and Arts, Entertainment and Recreation. Some of the big employers here include Atkins (an engineering consultancy operating in the area since 1938); Nuffield Health's headquarter; the global headquarters of Toyota; and the horse racing and training industry. The arts and entertainment sector contributes in excess of £50 million annually and the horse racing industry brings in around £13 million annually to the local economy. Unlike many areas of the country, the borough's retail sector has remained strong and weathered the impact of the pandemic well. High footfall of the two principal retail centres in Epsom and Stoneleigh demonstrates the continued vitality of the boroughs retail offer.



*A bustling Epsom marketplace on market*

### **Open markets**

The council has in place a range of strong local partnerships to ensure effective place leadership in enacting change in the local area. An example is the Epsom Business Improvement District (BID) which is a key partner in seeking to secure the ongoing vibrancy and viability of Epsom Town Centre. The council developed two new markets in the borough, to diversify the retail offer and provide a platform for micro producers of products locally. The new markets, including a Farmers Market in Epsom, and an Artisan Market in Ewell, offer a distinctiveness borough, attract visitors, and highlights the boroughs history as a 'market' town.

### **Step Free Access for Stoneleigh Station**

This transformative place-based project was driven by a local Resident Association Member, supported by officers, and delivered in partnership with funding from Network Rail 'Access for All' fund and a commitment of Community Infrastructure Levy funding from the council. A new, covered footbridge will replace the existing structure at Stoneleigh station, providing full access via lifts or stairs to the central platform from both sides of the station. Accessibility benefits everyone. It's also good for the environment leading to fewer car journeys, with less congestion and carbon emissions. Investment in Stoneleigh Station, the 8th busiest in Surrey, and carrying 1.8 million passengers a year, will make a positive contribution to local businesses and the local economy.

## Place-based project in Ewell village

Member representation on, and liaison with local trade bodies, such as the Ewell Traders Association, ensures that the voices of local traders, not represented by a formal BID, feed into the dialogue about future place-based projects, such as the Ewell Village transport project led by the Surrey County Council. Ewell village has experienced higher rates of empty shop units and longer re-let times. This project will seek to address some of the underlying issues with highway and public realm improvements so as to increase dwell times in the local shops. Proposals are currently being subjected to extensive public consultation.

## The horse racing and training industry

The industry is a significant local employer bringing in around £13 million annually to the local economy. Together with partners, we have supported the development of a future [Vision](#) for this industry. The Vision is now being brought to life through work to expand the number of horse training yards in the borough, through the renovations of Downs House (once owned by the council) to provide facilities for the equine industry and efforts to increase the number of homes available to employees of the horse racing and training industry.

Efforts are also being made to link the racecourse more closely to Epsom town centre. For 2024, school children will pick the starting numbers for the Derby at the marketplace in the town centre, and the arts and culture team are developing an art trail, highlighting the many examples of public art in and around the racecourse and in Epsom town centre itself.



*Epsom Racecourse*



*Epsom Downs*

Working in partnership with the Jockey Club and the Epsom & Walton Downs Conservators, the council has secured a grant of £132,000 from the European Agricultural Fund for Rural Development to support the rural economy by encouraging visitors. The improvements, including new benches, bins, picnic tables, way markers, information boards and counting posts, enhance the visitor experience and allow tourists and residents to enjoy the panoramic views, discover the role of Epsom Downs in the borough's equestrian history and learn about the unique flora and fauna of the area. It also improves safety for both visitors and the horses by directing people away from training grounds. Participation by members in the Epsom and Walton Downs Training Grounds Management Board ensures the effective management of the racehorse training grounds which, in turn, provides support for the horse racing industry.

## Local Plan

For the long term vision, a new Epsom and Ewell [Local Plan](#) (2022-2040) is currently being developed to shape the growth of the Borough, whilst also delivering new homes, jobs, improved transport and green spaces. Extensive public consultation has been informing development at each stage and ensuring the Local Plan will put in place a clear strategy to bring investment, growth and prosperity to the borough. This work is being done in tandem with development of a new Epsom Town Centre Masterplan in shaping regeneration and growth options for the town centre. Our planning policy team promoted the consultation through a wide range of communications channels in 2023 and the consultation material was designed to be as accessible as possible. In supporting diversity and inclusivity, the planning policy team also took opportunities to directly notify or speak to Surrey Coalition of Disabled People, Epsom and Ewell Families, Epsom Islamic Society, Sustainable Epsom and Ewell, Central Surrey Volunteer Association, Sensory Services and Age Concern. We want to say a big 'Thank You' to the 1,736 individuals or organisations that responded to the consultation which will help shaping our development of the Local Plan.



## The new vision for the borough up to 2040

	In 2040 Epsom and Ewell will continue to provide a high quality of life and be an attractive place to live, work, study and visit. At the centre of its identity will continue to be the market town of Epsom, the University of Creative Arts, the Epsom Downs Racecourse and the conservation of its heritage.
	New development will have delivered a range of new homes of varying sizes, meeting the needs of our changing population including those in specialist housing need, and from students through to older people.
	New development will have been focussed on urban sites with the role of Epsom Town Centre of paramount importance having seen the most exciting and significant opportunities for growth. New vibrant communities with their own identities will be centred around previously underdeveloped transport hubs and principal movement corridors.
	The economy will be thriving, benefiting from high-speed digital infrastructure, and performing to its full economic potential, attracting new, and supporting existing businesses, from start-ups to larger companies.
	The Epsom Downs racecourse will continue to be a significant part of the borough's unique identity and support a thriving equestrian sector.
	Epsom Town Centre will have remained the principal urban centre in the borough and new development will have reflected and enhanced its urban qualities, with a rich collection of uses, compact neighbourhoods and safe streets. There will be more people living in the centre helping to support it as a prosperous market town, and support the existing shops, leisure cultural uses, public transport services and community facilities that are so valued by existing residents. New development here will have secured investment in wider public realm improvements, providing more trees to help to cool streets in the summer and provide a more attractive place and new habitat for birds and other wildlife. It will be a place where people naturally choose to walk and cycle to and around, because the surrounding environment is even more pleasant.

VISION	
	The town centre will attract the best students and academic staff with modern facilities housing the University of Creative Arts and the Laine Theatre Arts School, who in turn contribute to the local economy. Graduates will have access to affordable space within the town centre to make and sell their creations, making Epsom town centre even more distinctive from other nearby centres.
	Ewell Village and Stoneleigh Broadway centres will continue to provide a distinct place identity and a hub for the community through convenience shopping and other commercial services such as professional services, restaurants, and public services like libraries. Infill and redevelopment opportunities will have been taken, increasing the number of residents served by these centres, helping to make them more viable in the long term.
	Development across the borough will have been supported by improvements in community and transport infrastructure, with active travel networks having been a core part of growth in the borough improving air quality and benefiting the health and well-being of residents.
	Epsom and Ewell will have remained a very green borough, valued by those who live in, work in and visit. Its network of green spaces that is embedded within communities will have been strengthened by development having delivered new public open spaces as well as enhancing the borough's existing streets and green spaces, improving habitats for wildlife, and providing better links to, from and between existing green infrastructure, securing amenity for both new and existing residents.
	Growth will have been different from what has gone before, with a greater emphasis on design and built quality and on the delivery of environmentally sustainable homes and communities for families and new residents who want to contribute positively to Epsom and Ewell's unique character. New development will have helped to redress past mistakes by replacing poorly designed buildings and spaces with higher quality development.
	The borough's identity will have been strengthened, with the existing character of places in the borough having played an important role in shaping development proposals in terms of building materials, proposed built form, retention of important views and vistas and improvements to the public realm.

[Images from the Regulation 18 consultation of Local Plan \(p44,45 and 58\)](#)



*"We are very pleased to have launched the Draft Local Plan consultation. We believe the Draft Plan provides a proactive framework for the borough to grow in a strong and positive way, so everyone will have the opportunity to live in an affordable, vibrant area with a growing economy."*

*The Draft Local Plan is our starting point and we strongly encourage local people to help shape the final Plan. We encourage everyone to look at the FAQs, either on our website or by coming to the Town Hall and asking for a copy at reception."*

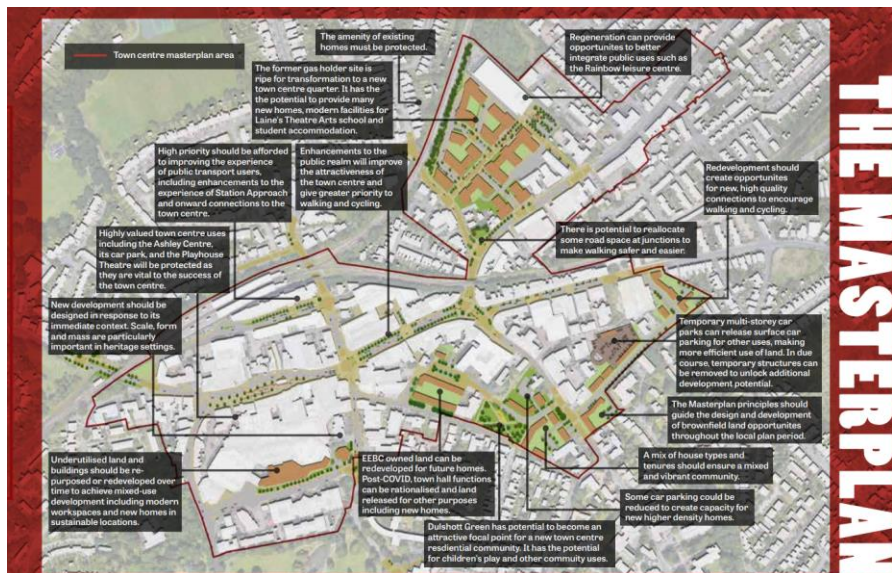
**Councillor Steven McCormick, Chair of the Licensing and Planning Policy Committee**

<https://www.epsom-ewell.gov.uk/news/epsom-ewell-borough-council-launches-public-consultation-on-draft-local-plan>

<https://www.epsom-ewell.gov.uk/news/epsom-ewell-borough-council%E2%80%99s-local-plan-what-you-need-know>



*Local Plan Consultation -Display at the Ashley Shopping Centre, Epsom*



[EEBC Draft Town Centre Masterplan November 2023.pdf](#)

**Illustrative perspective showing potential public realm improvements along Upper High Street, taken from the Draft Masterplan for Epsom Town Centre.**

## Economic development

Economic development and income generation is an area of focus for our members. An adopted Economic Development Action Plan supports the council lead in ensuring that the infrastructure and conditions for economic growth are in place across the area. Over the past few years, a suite of evidence relating to our economy has been collected and reviewed as part of the development process of our draft Local Plan. They cover matters such as employment land reviews, retail needs assessment and viability studies. This economic evidence-base studies further strengthen our understanding of business needs within the economic markets operating across our borough. All these will feed into our final Local Plan in driving our local economic development and growth.

We have also been in discussions with Mole Valley, Reigate & Banstead, and Tandridge as part of the East Surrey Collaboration to look at opportunities to work together in this area. Work on our new plan will commence when the uncertainty over the future position of the Local Enterprise Partnerships is clarified. In November 2023, Surrey County Council were told that they had received approval for a 'Level 2 County Deal'. Whilst this has no impact on the sovereignty of our council, the implication for double devolution remains unclear. This will become an increasingly important part of our future Local Enterprise Partnership working, particularly in driving sustainable economic development.

In the meantime, economic development remains embedded within many areas of the council's work. For instances, we are in the process of reviewing the way in which we engage with our business community via the Business Leaders Breakfasts. Our members and the Senior Leadership Team are keen that we refocus the engagement programme to be more around "the ask and the offer" so that we better understand what business want but also that we outline to them what we bring. We will be refocusing and relaunching this in 2024.

## Employment Hub

The 2021 Census indicates that around 44.3% of our residents (aged 16+) attained NVQ level 4 qualifications and above as their highest level of qualification. The percentage of our residents (aged 16 +) who were unemployed was low at 2.8%, compared to 2.9% in Surrey, 3% in the South East and 3.5% in England (source: [Surreyi](#)). There are, however, persistent skills gaps in key local employment areas, including construction and marketing, with the latter being one of the hardest to fill job vacancy types in the borough.

Since 2021, the council has been supporting the employability and skills of the local workforce by setting up a 'Skills Hub'. More than 600 young people aged 16 -24, who are in receipt of Universal Credit, have been provided with a range of free support from skills development to securing employment. Successful bid for the UK Shared Prosperity Fund has enabled the council to expand the service to residents of all ages to find lasting work, including those who are refugees and people with additional needs. This has led to the renamed 'Employment Hub' working in collaboration with a range of partner organisations (see pictures). It provides a diverse range of support from job searching to interviewing skills. The Hub hold regular job fairs in various locations where local employers and job seekers are matched with apprenticeships, work placements and jobs. Two successful [case studies](#) are shared on page 22.



Inside the Epsom and Ewell Employment Hub, and the logos of our partner organisations



Council's stand at the Job Fair held in Nescot 2023



### Case Study: Anna

Anna, originally from Ukraine, achieved both a degree and a master's degree in food technology in Ukraine, and had experience in sales management. Anna was looking for employment and Epsom Jobcentre Plus referred her to the Epsom & Ewell Employment Hub for support. The Hub worked with Anna to prepare her for interviews, which were very different from those she had experienced in Ukraine.

The team also helped encourage Anna, who was simultaneously working to improve her English with the Epsom Refugee Network. Anna attended workshops at the Epsom & Ewell Employment Hub to help her manage nerves and improve her interview skills.

Anna said: "The Employment Hub workshops, hosted with Nescot performing arts, taught me techniques to improve my body language and build my confidence, as well as voice projection exercises and useful interview tips.

Thanks to the support provided by the Epsom & Ewell Employment Hub, I was successful in my application for a new role a few weeks later. In Epsom & Ewell I feel I have been supported and welcomed, and I'm looking forward to continuing to live and work here."

### Case Study: Lily

Lily, a graphic design graduate, was referred to the Epsom & Ewell Employment Hub during the summer. She was receiving Universal Credit after struggling to find employment after graduating.

The Epsom & Ewell Employment Hub worked with Lily to prepare her for an intern interview. The team supported Lily to find ways to deal with the emotional ups and downs of job seeking and to remain resilient and motivated throughout the process.

Although Lily was not successful on that occasion, the team were able to continue to support her as she continued to network and apply for roles. A few weeks later, Lily successfully obtained a role with a London agency as a creative designer.

Lily said: "I felt that the Hub was a great support in aiding with my anxieties and keeping up my motivation when applying for jobs and going to interviews, and the ways I could reflect on my rejections."

The council welcomed its first Hub clients, who were a cohort of neurodiverse candidates, on work experience at the town hall in 2023. The participants were able to work in the different services of the council and they were awarded certificates from the Mayor at the end of their placements. and is currently developing opportunities to work on arts, culture, and heritage projects for Hub clients.





#### 4.4 A centre for cultural and creative excellence and inspiration

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The Borough is saturated with opportunities to experience arts, heritage, and culture. We benefit from our long associations with the racing industry which makes a significant contribution to the local economy each year through just the Derby weekend alone. This is linked to Epsom's evolution as a Spa Town in 1618 with the discovery of Epsom Salts. Epsom market has been a defining focal point for the bustling town for hundreds of years, alongside with new market launched in Ewell at The Grove in 2022. The second largest provider of creative arts education, University for the Creative Arts, is located in Epsom. Laine Theatre Arts (a world-class training colleges for performing arts) and NESCOL (strong visual and creative arts curriculum) are also situated in the borough. These are complimented by the council owned and operated theatre, The Playhouse, and The Horton which is a dedicated arts centre with a permanent heritage exhibition.



Epsom PlayHouse

#### Arts, Culture and Heritage Strategy

The council is proud of our rich local history and heritage and its identity as a centre for creative and cultural excellence. An Arts, Culture and Heritage Strategy was devised in 2023 to celebrate, promote and harness our vibrant offer to attract employees, businesses and visitors to us. The three key pillars of the strategy are: nurturing talent, inclusivity and access for all, as well as economic growth. The second pillar links closely with the council's Diversity, Equity and Inclusion Framework (2021-2024) in recognition of the diverse communities in the borough. The third pillar ties in with the developing policies in the draft Local Plan that seek to secure the long-term economic vitality of our borough.



In 2023/24, we are delighted that a wide range of activities have been taken place with our partners, funded mainly by the government's levelling up funds and the council's successful bids for various sources of funding, for example, Arts Council England.

- ❖ The launch of a free app for a digital tour of the formal gardens at Nonsuch Park – this makes the Park accessible to people anytime, anywhere, and at a pace suited to the individual. It is especially beneficial for residents with mobility difficulties.
- ❖ The Kids in Museums 'Digital Takeover Day' sought to empower primary pupils to explore Bourne Hall Museum, and find ways to engage with the collection that are meaningful and relevant to them as individuals, and as a cohort of children within our Borough.
- ❖ An exhibition entitled '50 LGBTQ+ people who changed the world' in association with a charitable arm of an independent publishing house.
- ❖ An arts and well-being event in partnership with local charity End Stigma Now, entitled 'Love Without Labels'.
- ❖ 'Virtual Tour' of a local historic visitor attraction by an arts organisation who will develop a multi-sensory, multi-media tour and resource pack for our visually impaired community.
- ❖ A project, working with the Epsom and Ewell Refugee Network, will explore the subject of 'home' through a mosaic project with members of the Ukrainian and Syrian refugee communities.
- ❖ Arts4 Dementia – a series of art classes that will support residents of the borough with dementia to express themselves creatively.
- ❖ Community murals, encouraging young people to develop artistic skills and practices that may ultimately also encourage a career in the creative industries. Please see the beautiful mural below along with the impact of this project.



*A community mural, designed and delivered in partnership with a group of local secondary school students and an internationally renowned street artist, under the Arts, Culture and Heritage Strategy core pillar – 'Nurturing Talent', funded with Home Office Safer Streets funding.*

#### Results

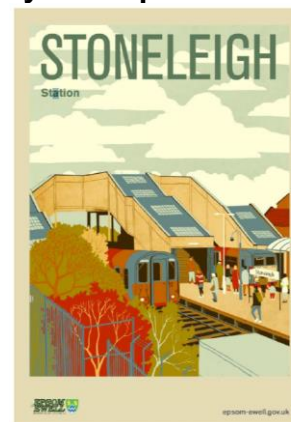
- The young people engaged with the experience.
- Positive feedback from wider public.
- A local business owner has approached the council offering to share the cost of installing a mural in Epsom Town Centre.
- OPCC have invited a bid to roll out the concept further in the Borough.
- It shapes and supports a funding bid to tackle graffiti 'hotspots' in this same community led approach.

- ❖ Another project was the 2023 'Christmas windows' project in Ewell and Stoneleigh with freelance street artist/UCA tutor, Ward Councillors and local traders in Ewell Village and Stoneleigh to highlight local talents and encouraging footfall.

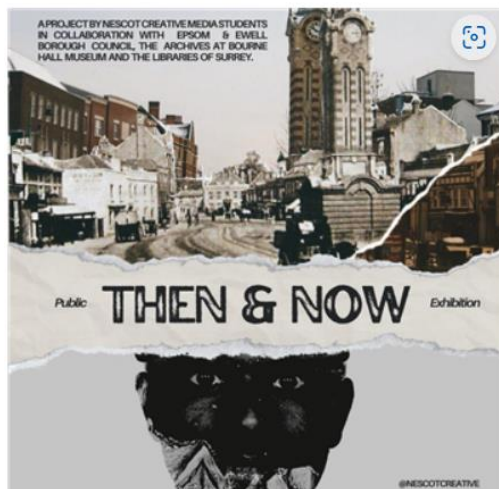
**Two of the 'Christmas windows' in Ewell and Stoneleigh**



**Funded by the Customer and Community Infrastructure Fund from Southern Rail, we organised the display of bespoke artworks at Stoneleigh Railway station.**



- ❖ A digital art project undertaken by NESCOL students, entitled the 'Then & Now' Exhibition, at Epsom Library showing images of Epsom High Street past and present through creative photographic techniques.



*"In our bid to diversify interest in our borough's rich cultural past, it's fantastic to see NESCOL students bringing our community's creative youth voice to the fore. I'm delighted to support this new exhibition which continues to evidence the value of collaborative working with community stakeholders".*

**Councillor Clive Woodbridge, Chair of the Community and Wellbeing Committee**

## Locally Listed Heritage Assets

Local heritage is an important part of our historic environment and plays a key role in building and reinforcing a sense of local character and distinctiveness. In 2023, the council participated in a Local Heritage List Project with Surrey County Council which was funded by the government's 'Build Back Better' initiative in association with Historic England. We are in the process of finalising the assets on our local heritage list in 2024/25 following consultation. The list will include those assets most valued by our local communities. Assets on the list are not protected in the same way as listed buildings but can be afforded protection through the planning system as 'non-designated heritage assets'. You can find out if a building is local heritage asset by using our [online mapping system](#).

## Epsom Culture Network

The council is a member of the Surrey Cultural Partnership operating at the County level. We are in the process of establishing a Culture Network, consisting of representatives, practitioners and residents interested in the arts, culture, and heritage sectors to ensure that our local, collective voice is represented at the County level and beyond so as to strive for the prosperity of these sectors in the borough.

## Diversity, Equity and Inclusion Framework

The 2021 Census shows that our communities are increasing diverse. The other themes of our Four-Year Plan can best be achieved through a strong commitment by the council, local residents and our communities to support diversity and celebrate difference within the context of equity and fairness. In recognition of our important role as an employer, as a provider of services, and as a leading agency in building community resilience, we developed a Diversity, Equity and Inclusion Framework in 2021. In the Framework, 'Diversity' refers to the traits and characteristics that make people unique whereas 'Equity' refers to fairness and equality in outcomes, not just in support and opportunity. 'Inclusion' refers to the behaviours and social norms that ensure people feel welcome.

The three thematic objectives of the Framework are:

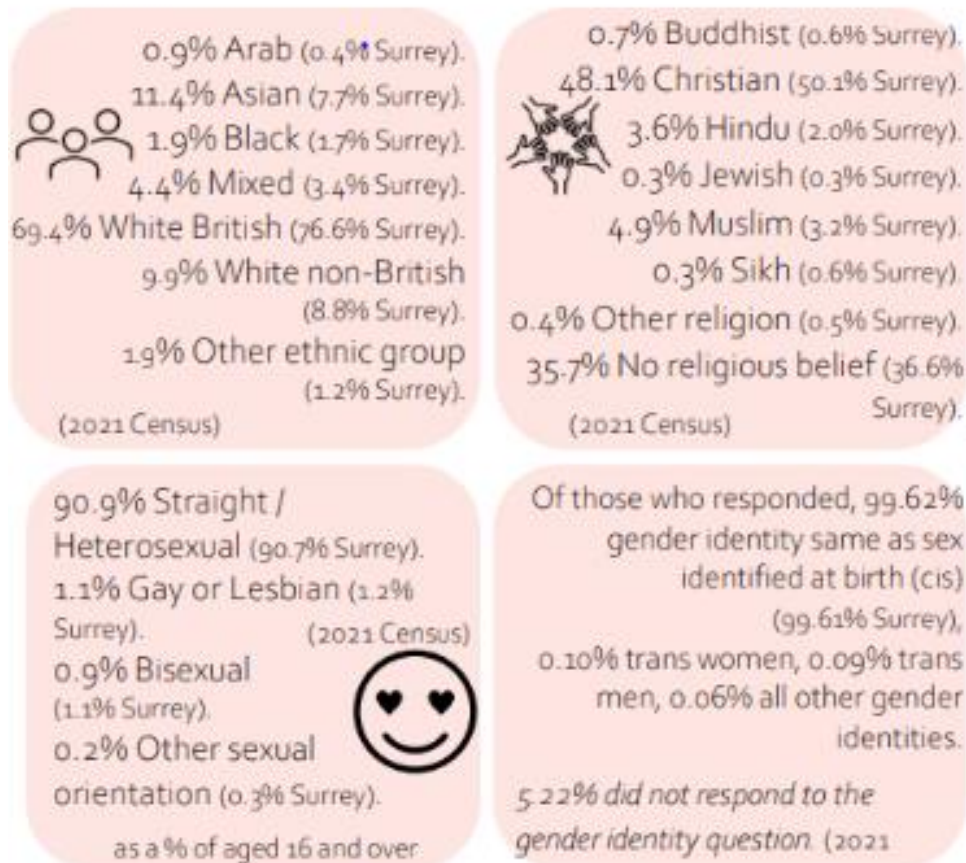
- developing inclusive communities and creating community cohesion
- ensuring engagement and accessible services
- building workforce inclusivity

The council is fully committed to eliminate unlawful and unfair discrimination and advance equity of opportunity between people who share a protected characteristic under the Equality Act 2010 and those who do not. With this in mind, we set ourselves three thematic objectives following consultations with residents and communities. An annual progress report has been submitted to our Audit and Scrutiny Committee with the latest one in February 2024. The report has highlighted our galvanised efforts in pursuing progress in these objectives. This also demonstrates our compliance with the Public Sector Equality Duty.



## Epsom and Ewell

(Source: Surrey)







#### 4.5 Smart and Connected- alive, and connected socially, economically, geographically and digitally

Epsom and Ewell offers the best of both worlds – easy access to London and the West End as well as multiple areas of outstanding natural beauty just a stone’s throw away. The council has been working at regional and local levels to pursue this theme which requires strong stakeholder engagement, close partnership working as well as long-term investment. Our development of the Local Plan will play a key role in ensuring the provision of the necessary physical, economic, social and environmental infrastructure. We will secure funding for new infrastructure through planning obligations (S106) and/or the Community Infrastructure Levy (CIL) charging protocol.

##### Surrey Place Ambition 2050

At a regional level, the Council has been a key partner in shaping and developing the shared place ambition for the county – Surrey Place Ambition 2050. A previous Director at our council chaired the cross-authority working group during development of the strategy. The vision is for a county of well-functioning and connected places, with healthy communities and a high quality of life.

The ambition identifies Epsom as one of 9 towns, of 27 in Surrey, who play “a key role in serving the wider regional economy” and are “identified as a focus for significant development”. Following a joint bid and initiative between our council, Surrey County Council, the Coast to Capital Local Enterprise Partnership and local partners, a multi-million-pound traffic improvement scheme was completed in 2021. This enables South Street to accommodate two-way traffic again which alleviates congestion into Epsom town centre from Ashted (see image below)



([Image source](#))



## Shared Investment Plan

We are working closely with key stakeholders and partners on the [levelling up agenda](#) by the government. Some of the shared investment plan priorities at local level include the delivery of:

- ❖ **A Local Cycling and Walking Infrastructure Plan** - building on our extensive cycling routes in the open space (map below), the objectives of this long-term plan are to give residents more and better options to cycle and walk around the borough. As a result this will lead to benefits including reduced congestion, better air quality, reduced carbon emissions and improved health and well-being.



[Epsom Family Cycle Map \(epsom-ewell.gov.uk\)](https://epsom-ewell.gov.uk)

- ❖ **A Liveable Neighbourhood Plans** - the neighbourhood plan focuses on supporting development of a local area rather than the whole borough. It is produced by a community/ neighbourhood group (forum) voluntarily and in consultation with local residents, businesses and other interested parties. The plan will be required to operate within the parameters of national planning policy, local development plan policies and EU obligations and human rights requirements. An example is the setup of Stoneleigh and Auriol Neighbourhood forum for the purpose of preparing a Neighbourhood Development Plan for the area.

- ❖ **Digital Skills Programme** - a digital skills programme will be developed to complement the work of the Employment Hub so as to increase the level of digital inclusion of the borough's residents.

### **Voluntary and community networks**

In addition to the partners and networks mentioned previously, the council has provided financial support to these five voluntary and community organisations: EE Citizens Advice, EE Age Concern, Relate, Central Surrey Voluntary Action, and the Sunnybank Trust. These organisations offer support to some of the most vulnerable residents in the borough especially during the Covid-19 pandemic and the current cost-of-living crisis. They are also often the catalyst for mobilising community action and attracting, training, and deploying volunteers. The [impact](#) of their work is vital in helping to maintain and improve the life of our borough's residents.



## 4.6 Effective Council – engaging, responsive and resilient Council

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Earlier part of the report has shown that a combination of sound stewardship, strong public support, and the exceptional commitment and flexibility of staff has enabled the council to remain resilient throughout the COVID-19 pandemic. It has put our emergency planning and response to the test, and we have risen to the challenge.

### Finance

Council budgets were re-based in 2022 to reflect the permanent adverse impact that Covid-19 has had on the council's finances. It is estimated that the annual impact of the pandemic, chiefly due to reduced car parking income and increased demand for homelessness services and accommodation is £1.03m per annum. This remains the most accurate estimate of the financial impact specifically attributable to the pandemic. Despite this, the council has managed to deliver c.£2.5m of annual savings, efficiencies and additional income across the Medium-Term Financial Strategy period in 2020-2024. We work diligently with the external auditor in producing our audited accounts. In February 2024, a new Medium-Term Financial Plan for 2024-2028 was approved by the Council. The Council's 2024-2025 Council Tax [leaflet](#) provides a brief summary of our sources of income and expenditure.

### Governance

The council runs an 'all-out' approach to local elections every 4 years. The recent one was held in May 2023 resulting in the appointment of [35 councillors](#) across 14 administrative wards. A new ward 'Horton' was created.

Party	Councillors
 Residents Association	26
 Liberal Democrats	4
 Labour	3
 Conservative	2
<b>Total</b>	<b>35</b>

## Organisation and culture

An organisational restructuring was completed in 2021 to ensure an effective and efficient decision-making structure as well as service delivery model. The organisation is now led by a Senior Leadership Team consisting of the Chief Executive, Director for Corporate Services and Director of Environment, Housing and Regeneration. They are supported by Heads of Service.

Our most valuable asset is the 280 staff and it is imperative that we have a common understanding of how we work together as 'One Team'. Following extensive internal consultation, our staff has developed 'Our Behaviours' framework. This set of behaviours is fully manifested during the pandemic but also in our day-to-day work. One good example is the relaunching of Bourne Hall in Ewell village in May 2023 which was hard hit by the pandemic and the visitor numbers of this Grade II listed building struggled to recover. The synergy of our members, staff, and stakeholders has led to the rebranded 'Flying Saucer Cafe' and the refurbished patio area with seating for 60 people. These efforts, alongside with the launch of a programme of family and social events, have increased the visitor numbers, venue hire and our income generation. This demonstrates our 'enterprising' approach to service delivery and our capacity to improve as a council.



Bourne Hall Relaunch in May 2023



## Office Relocation

After much deliberation, the Council decided in December 2023 to relocate to 70 East Street, a modern purpose-built office building in central Epsom owned by the Council. The move is expected to bring about financial, environmental, and service benefits. It is intended that 70 East Street will not accommodate the Council Chamber, and instead a separate proposal is being developed to locate this in Bourne Hall, Ewell. The Council has also appointed a consultant to conduct a site feasibility study and delivery options of the current Town Hall site.



“Our focus must always be on what is best for our residents, and the significant financial and environmental benefits of this move are clear. The current Town Hall building is expensive to run and contains a significant amount of unused space. The new building is smaller and will be far more cost-efficient. The costs involved with the move are far outweighed by the savings that we will make through avoiding the Town Hall refurbishment and through significantly reduced running costs into the long-term.

Just as importantly, the move will allow us to progress towards our target to become a carbon-neutral council by 2035. We believe the relocation will provide multiple benefits to the borough.”

**Councillor Neil Dallen, Chair of the Strategy and Resources Committee**

“Relocating council staff to a smaller, modern and fit-for-purpose building aligns strongly with our ongoing determination to be a modern, forward-looking organisation that can best meet the needs of our residents. We are excited to progress with this move and improve value for money for our taxpayers as well as continue to provide the best services possible to the community.”

**Jackie King, Chief Executive of the council**



## **IT strategy**

In March 2023, an Information Technology Strategy (including an IT Roadmap) has been developed to improve our ways of working and collaborations, including a refresh of devices for councillors and staff, an update of IT infrastructure, and transformational projects to improve and increase online services to residents ('My Council Services'). The implementation of the strategy is being done in tandem with our plan for Town Hall relocation.

## **Communications and Engagement Strategy**






In January 2020, the council developed the Communications and Engagement Strategy to support the four-year plan based on the recommendations from the Local Government Association Peer Review. The early stage of its implementation was predominately Covid related and its progression since then has been on communicating major campaigns, such as the Climate Change Action Plan, and widening of our communication channels, e.g. e-Borough Insight and using social media. Resident consultation and stakeholder engagement have been undertaken at the service level including the draft Local Plan, the Homelessness and Rough Sleeping Strategy as well as the Arts, Culture and Heritage Strategy. In January 2024, a refreshed Communications Strategy was approved by our Strategy and Resources Committee.

## 5. Looking Forward

The council recognises that this four-year report for 2020-2024 represents the first key milestone moving towards our vision in 2040. Despite of our best efforts during this unprecedentedly challenging period, there are some initiatives/planned actions which have been progressed but remained incomplete due to our re-prioritisation to cope with the unforeseeable demands and changing circumstances. For some actions, they were abandoned due to not delivering value for money following feasibility or higher priority objectives. For others, listed in the table, they will feature in the council's long-term plans, as they require our continuous endeavour to deliver their cumulative impact. We acknowledge that more work will need to be done on these.

Our councillors and staff will continue to work with our residents, businesses, communities, and key stakeholders on this onward journey.

### Key strategies, plans and actions in the coming years

	<ul style="list-style-type: none"> <li>• Continuous delivery of the               <ul style="list-style-type: none"> <li>❖ Climate Change Strategy</li> <li>❖ Tree Management Plan</li> <li>❖ Biodiversity Action Plan</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Update of the Health and Wellbeing Strategy including development of a Community Development Plan</li> <li>• Continuous implementation of the Affordable Housing Delivery Improvement Plan and Homelessness and Rough Sleeping Strategy</li> </ul>
	<ul style="list-style-type: none"> <li>• Next phase of developing the Local Plan</li> <li>• Update of the Economic Development Plan following clarification of the Local Enterprise Partnership with Surrey County Council</li> <li>• Implementation of the updated Community Infrastructure Levy</li> </ul>
	<ul style="list-style-type: none"> <li>• Continuous implementation of the Arts, Culture and Heritage Strategy</li> <li>• Development of Epsom culture network</li> <li>• Finalisation of the Local Listed Heritage List</li> <li>• Continuously embedding the Diversity, Equity and Inclusion Framework</li> </ul>
	<ul style="list-style-type: none"> <li>• To be updated alongside with our Local Plan development as well as our continuous work with Surrey County Council and partners</li> </ul>



- Office relocation to 70 East Street, Epsom and the future plan of the current Town Hall site
- A plan to deliver sustainable budgets of the Medium-Term Financial Strategy 2024-2028
- A programme of reviewing service and income generation opportunities from the council's venues
- Continuous rollout of the IT Strategy (including My Council Services)
- Implementation of the Communications Strategy
- Development of an HR and Organisational Development Strategy

- End -