

# Strategic Plan update

## Strategy & Resources Committee Thursday, 21 January 2021

Report of: Acting Chief Executive

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Purpose: For decision

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Publication status: Open

Wards affected: All

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### Executive summary:

The Committee approved a first version of its Strategic Plan in July 2020.

This report provides an update to the Committee on progress in delivering the action plan.

In some cases, revised timescales for delivery of actions are proposed.

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**This report supports the Council's priority of:** Building a better Council

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### Recommendation to Committee:

That the Committee:

- A. Review and comment on progress made against the Strategic Plan objectives and actions (Appendix A);
  - B. Identify any objectives or actions which require additional attention or a change of approach;
  - C. Agree revised actions and timescales for delivery of actions.
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### Reason for recommendation:

This report enables Councillors to review progress in delivering the Strategic Plan and seeks their views on any objectives or actions where additional or changed focus is required.

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## **Introduction and background**

- 1 Strategy and Resources Committee, at its meeting of 28 July 2020, approved a first version of a Strategic Plan for the Council for the period 2020/21 – 2023/24, on the understanding that the plan would be kept under review in response to changing circumstances.
- 2 The plan, incorporating changes required by the Committee, has since been published on the Council's website<sup>1</sup>.
- 3 The Committee also agreed that all four Policy Committees should own and monitor delivery of relevant parts of the strategic plan which fall within their respective terms of reference.

## **Progress update**

- 4 An updated version of the action plan, showing latest progress against each item where appropriate, appears at Appendix A.
- 5 While a number of actions have been completed, others have been delayed, in many cases due to insufficient capacity and in some others due to the ongoing impact of the COVID pandemic. A new interim Executive Head of Corporate Resources has now been recruited and the secondment of the Improvement Adviser from the LGA has been extended, which will enable progression of some actions. However, the impact of lockdown means that progress in other areas may not be possible until Summer/ Autumn.
- 6 The progress update in Appendix A shows latest expected completion dates achievable within current resources, and based on current expectations.
- 7 Housing Committee reviewed the actions which fall within its terms of reference in November 2020. This led to the deletion of one action which the Committee considered was not appropriate at this time, due to the period elapsed since the last assessment was created, and the latest state of progress with the Local Plan:  
*Carry out housing needs assessment for the District to inform plans for affordable homes*
- 8 The Committee identified a new action, to be completed in March 2021:  
*Develop a new 5-year programme for the development / acquisition of property for the provision of affordable housing.*
- 8 The actions within this plan can be delivered through existing resources. As the Council implements its Medium Term Financial Strategy, any further actions to deliver the plan's priority outcomes which have additional resource implications, including opportunities to secure external funding, will be brought to Members for approval.

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<sup>1</sup> [www.tandridge.gov.uk/Your-council/Freedom-of-information-and-data/Strategic-Plan-2020-2021-to-2023-2024](http://www.tandridge.gov.uk/Your-council/Freedom-of-information-and-data/Strategic-Plan-2020-2021-to-2023-2024)

## **Other options considered**

- 9 This report updates the Committee on progress in delivering the agreed plan: no alternative options have therefore been considered.
- 10 In light of changing circumstances, the Committee may wish to consider:
- any adjustments to agreed actions which may better enable the agreed objectives to be achieved;
  - re-prioritisation of actions which may lead to altered timescales.

## **Consultation**

- 11 The Strategic Plan was developed following consultation with key local stakeholders and partners. Significant new services and strategies which appear as actions within the plan will be subject to consultation at the appropriate time.

## **Key implications**

### **Comments of the Chief Finance Officer**

Given the challenging financial position of the Council both in the current financial year and over the medium term, we need to ensure that any new financial implications of the strategic plan are comprehensively assessed to ensure deliverability within current budgets.

New plans and proposals referred to in the strategic plan will be developed for member decision along with proposals for the financing for support for the development of the local plan. The financial implications of these will need to be fully evidenced via a business case to ensure they are deliverable within existing budgets.

### **Comments of the Head of Legal Services**

There are no specific legal implications associated with this report. The Council has a number of widely expressed powers which enable it to act flexibly and innovatively at a time of crisis. In particular, section 2 of the Localism Act 2011 allows the Council to do anything which it considers is likely to promote or achieve the economic, social or environmental well-being of the area. In exercising this power, the Council must take account of its strategic plan and consider how the use of the power will contribute to the Council's economic, social or environmental objectives.

Section 3 of the Local Government Act 1999 requires best value authorities, including the Council, to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The development of the actions in the strategic plan, together with their delivery and subsequent monitoring will contribute to the way in which the best value duty can be fulfilled. Regular reports to Members and actions arising from those reports will help to demonstrate that the Council has undertaken activity to satisfy the statutory duty.

## **Equality**

The high-level priority outcomes within the Strategic Plan are informed by an understanding of local communities and their needs. As significant new actions to address these priority outcomes are brought to Councillors for approval, they will each be subject to impact assessments to consider potential positive or negative impacts.

## **Climate change**

The Strategic Plan includes a priority outcome to 'Deliver the climate change action plan'. The Committee approved a first draft climate change action plan at its November meeting: work is now underway to develop the action plan, informed by a climate change task and finish group.

## **Appendices**

Appendix A – Strategic Plan action plan – progress report

## **Background papers**

None.

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