

Strategic Plan action plan update December 2020

<u>Priority Outcomes</u>	<u>Actions</u>	<u>Committee</u>	<u>Completed by</u>	<u>Responsibility</u>	<u>Progress update</u>	<u>New timescale</u>
1. Building a better Council						
1.1 Agreeing and implementing the Financial Recovery Plan	Develop a plan for financial recovery which is credible and enables key services to be delivered within acceptable timescales	S&R	Aug 2020	Chief Finance Officer	Achieved through the development of the Budget and MTFS: <ul style="list-style-type: none"> Draft Budget Final Budget approved by S&R & Council 	<ul style="list-style-type: none"> Dec 2020 Feb 2021
	Explore commercial opportunities within the District including (but not limited to): <ul style="list-style-type: none"> supporting other statutory services with more cost-effective delivery models developing expertise and capacity in Planning services to provide support to other rural districts and customers generating income from the open space within the District building on the value of exercising outdoors, closer to nature 	S&R	Dec 2020	Acting Chief Executive & Chief Finance Officer	<ul style="list-style-type: none"> Explore the potential for the CCG to commission further services from the Council (delayed due to COVID) To be considered once current stabilisation and improvement work in Planning Service is complete Policy for Permitting Chargeable Events & Activities on Parks & Open Spaces by Commercial Operators agreed by CS Cttee Sept 2020 Adopt open space strategy following consultation 	<ul style="list-style-type: none"> Autumn 2021 TBC Complete Mar 2021

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	Review opportunities for joint working and shared services with other Local Authorities	S&R	Ongoing (starting Sep 2020)	Acting Chief Executive	Underway through: <ul style="list-style-type: none"> TDC to consider and prioritise collaboration opportunities arising from KPMG review when published Bring proposals for shared services to Committees Discussions underway to add a further council to shared Building Control 	<ul style="list-style-type: none"> TBC Mar 2021 onwards Ongoing
1.2 Engaging with local government reform	Make a positive contribution to the debate on local government in Surrey and drive a bid for a unitary in the east of the county in the interests of local residents and businesses	S&R	Ongoing	Acting Chief Executive	The Council continues to work with districts and boroughs in the county to consider options for unitarisation as part of KPMG review (delayed due to COVID)	Ongoing
1.3 Implementing the Corporate Improvement Plan	Implement action plan arising from the independent review of governance	S&R	Dec 2020	Monitoring Officer	Many actions completed: progress update and revised timescales for outstanding actions to be reported to Audit and Scrutiny Committee	Jan 2021
	Develop and implement a digital strategy for the Council	S&R	Dec 2021	Executive Head of Corporate Resources	<ul style="list-style-type: none"> IT Strategy Board now operational Review and prioritise actions in draft digital strategy 	<ul style="list-style-type: none"> Ongoing Jun 2021
	Adopt new complaints policy and process	S&R	Sept 2020		<ul style="list-style-type: none"> Adopt new complaints policy adopted and publish on website. Effective complaint handling training 	<ul style="list-style-type: none"> Complete Mar 2021
	Undertake a Corporate Peer Challenge to gain an	S&R	Apr 2021	Acting Chief Executive	Delayed due to COVID-19 and departure of Chief Executive: to	TBC

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	external perspective on the Council's progress				be scheduled by new Chief Executive, when recruited	
1.4 Supporting and developing staff to deliver this plan and services for residents	Ensure staff are equipped with the right IT and tools to carry out their job	S&R	Dec 2020	Executive Head of Corporate Resources	<ul style="list-style-type: none"> IT updates prioritised in IT/digital strategy Complete skills audit and training plan (delayed due to impact of COVID on capacity) 	<ul style="list-style-type: none"> Jun 2021 Jun 2021
	Adopt new Values and Behaviours for members and officers	S&R	Apr 2021		To be progressed by new interim Executive Head of Corporate Resources	
	Complete review of HR policies, contracts, procedures and benefits	S&R	Dec 2020		<ul style="list-style-type: none"> Capacity to review HR policies and procedures now identified Contracts and benefits 	<ul style="list-style-type: none"> Mar 2021 Mar 2021
1.5 Looking for opportunities to support better health and wellbeing for local residents	Adopt a strategy to improve open spaces in the District, which will include maximising their potential to improve health and wellbeing	CS	Mar 2021	Executive Head of Communities	<ul style="list-style-type: none"> Draft strategy approved for consultation Final version on track for approval 	<ul style="list-style-type: none"> Complete Mar 2021
	Work with the Voluntary, Community and Faith Sectors (VCFS) to develop proposals to support community resilience in the face of a crisis, building on work during the COVID pandemic	CS	Ongoing	Executive Head of Corporate Resources	<ul style="list-style-type: none"> Workshops with voluntary/community partners to review COVID response and identify support needs Open discussions with Faith sector to review COVID response and support needs 	<ul style="list-style-type: none"> Complete Mar 2021
	Maximise wellbeing and opportunities for young people through development of a Youth Strategy in	CS	Jan 2023		<ul style="list-style-type: none"> Identify capacity to lead on youth strategy Work underway to develop a Youth Hub in collaboration with Reigate & Banstead 	<ul style="list-style-type: none"> Jan 2021 Feb 2021

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	partnership with health and employment partners				and East Surrey College, with a physical presence in TDC once a week, providing mentoring and training to be 'job ready'	
2. Creating the homes and infrastructure we need						
2.1 Achieving a fully-functioning planning service that protects the interests of the District	Complete and adopt the Local Plan	PP	2021	Chief Planning Officer	Following Inspector's response, Planning Policy Committee to decide next steps	Jan 2021
	Determine when to undertake a local plan review	PP	2021		Following Inspector's response, Planning Policy Committee to decide next steps	Jan 2021
	Produce design guide to inform planning applications for development within the Green Belt (Greenbelt Supplementary Planning Document)	PP	Sep 21		<ul style="list-style-type: none"> Work delayed due to capacity constraints in team Commence work on guide once there is greater clarity on planning reforms 	<ul style="list-style-type: none"> TBC
2.2 Ensuring consistent, efficient appropriate planning decision-making and enforcement, including breaching of planning conditions	Develop and implement an action plan to improve capacity and delivery in the planning team	PP	Mar 2021		<ul style="list-style-type: none"> Hold Development management peer challenge Develop action plan 	<ul style="list-style-type: none"> Jan-Feb 2021 Mar 2021
	Use best endeavours to protect our valued landscapes, open spaces and high quality built and historic environment by developing expertise in our team	PP	Sept 2020 and ongoing		Training plan to be developed as part of work with the Planning Advisory Service to review the Development Management service	Apr 2021
2.3 Lobbying for infrastructure that meets the needs of local residents, public	Contribute to the development of the Surrey Infrastructure Plan and use influence to ensure that existing standards are met	PP	Ongoing	Acting Chief Executive	East Surrey now represented at Surrey Infrastructure Group	Ongoing

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sector partners and businesses for the whole District	Revise the Infrastructure Delivery Plan, informed by the Local Plan, Surrey Infrastructure Delivery Plan and open spaces strategy, and develop a costed proposal to increase capacity to support its delivery	PP	2021	Chief Planning Officer	Following Inspector's response, Planning Policy Committee to decide next steps	Jan 2021
	Prepare a funding statement setting out the Council's infrastructure priorities for the next five years	S&R	Annually from 2020		2020 statement approved by Strategy and Resources Committee	Complete
	Monitor and respond to funding and partnership opportunities which meet the needs of the district	S&R	Ongoing		Activity limited due to capacity constraints arising from vacant posts	
	Deliver infrastructure through utilisation of the Council's Community Infrastructure Levy (CIL) and collection of planning obligations	S&R	Ongoing		Restructure team to bring together officers collecting, monitoring and spending CIL monies to ensure a more integrated service	Feb 2021
2.4 Developing policies and working with others to support the building of affordable homes	Carry out housing needs assessment for the District to inform plans for affordable homes	H	Dec 2021	Executive Head of Communities	Housing Committee decision Nov 2020 to delete this action: a housing needs assessment is not appropriate at this time	N/A
	Conduct a review of Sheltered Housing to inform plans to ensure the right mix of provision in the District	H	Nov 2020		Revised timescale agreed by Housing Committee Nov 2020	Jun 2021
	Review the Council's housing stock and prepare plans to improve environmental performance and increase provision of	H	Dec 2022		On track for delivery	

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	affordable and lifetime homes					
	Deliver 100 new affordable homes	H	Dec 2022		Target increased to deliver 175 new affordable homes via the Council's house building programme and in partnership with local registered social housing providers (Housing Committee Nov 2020)	Dec 2022
	Develop a new 5-year programme for the development / acquisition of property for the provision of affordable housing	H	NEW ACTION (Housing Committee Nov 2020)	Executive Head of Communities		Mar 2021
	Explore alternative options for reviewing viability assessments submitted with planning applications, and if appropriate implement change accordingly, to maximise delivery of affordable housing	PP	Dec 2020	Chief Planning Officer	<ul style="list-style-type: none"> Activity delayed due to capacity constraints Discuss potential for joint working with neighbouring districts/ boroughs 	<ul style="list-style-type: none"> Mar 2021 Mar 2021
3. Supporting economic recovery in Tandridge						
3.1 Working closely with businesses, listening and responding to their concerns	Continue to meet with local Business Improvement Districts (BIDs) and hold annual business network meetings to understand what's needed to help economic recovery	S&R	Ongoing	Executive Head of Communities	<ul style="list-style-type: none"> Ongoing liaison and proactive engagement with Oxted and Caterham BIDs to identify their members' business needs Work to establish annual business network meetings delayed due to COVID 	<ul style="list-style-type: none"> Ongoing Oct 2021
St3.2 Working with partners to support	Establish a Business Development Board to drive economic recovery in the District	S&R	Mar 2021	Executive Head of Communities	Work is underway, building on links made during the pandemic,	TBC

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economic recovery					to be revisited when new Chief Executive is in post	
	Continue to seek opportunities to drive and influence recovery and good growth, informed by insight about local needs and 'what works'	S&R	Ongoing	Executive Head of Communities	<ul style="list-style-type: none"> Government grants to eligible businesses distributed, signposting businesses to other support offers Delivered Reopening the High Street campaigns (after first lockdown, back to school and festive) Contributing to development of Surrey County Recovery Plan and steering group on the implications of ecommerce 	Ongoing
	Work with Local Enterprise Partnership (LEP) to develop and implement a LEP industrial strategy that benefits Tandridge District	S&R	Ongoing		The LEP has put the development of the Local Industrial Strategy on hold while they deal with the COVID response and assess the impact to the area's economy	Ongoing
	Support Caterham Business Improvement District to deliver Caterham Regeneration Programme	CS	Ongoing		Officers, SCC and the BID are working together to progress Caterham Regeneration Programme: <ul style="list-style-type: none"> Quadrant House refurbishment works – <ul style="list-style-type: none"> Phase 1 Phase 2 A new Business Hub opened in November 2020 – main 	<ul style="list-style-type: none"> Jun 2021 Jan 2022 Mar 2021

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					<p>launch event (delayed due to COVID)</p> <ul style="list-style-type: none"> Public realm works design study – Croydon Rd Phase 1 	<ul style="list-style-type: none"> Mar 2021
	Develop plans to promote and expand the evening economy in Caterham in line with the Caterham Masterplan	PP	2021 - 2024	Chief Planning Officer	<ul style="list-style-type: none"> Review options in light of determination decision on Church Walk planning application (due early New Year) The Council is working closely with the BID and local businesses to publicise support available to the restaurant and hospitality sector which has been severely affected by COVID The change of the Planning 'Use Classes Order' in September 2020 has widened opportunities for change of use to restaurant 	<ul style="list-style-type: none"> Mar 2021 Ongoing Complete
	Work with Surrey County Council to ensure that the Surrey Place Ambition strategy delivers good growth for the Tandridge district	S&R	Ongoing	Acting Chief Executive	Resources will continue to be prioritised for engagement with SCC on this ongoing work	Ongoing
	Work with Surrey County Council and broadband providers to extend network across Tandridge and to improve speed of service	S&R	Ongoing		Resources will continue to be prioritised for engagement with SCC on this ongoing work and opportunities explored as they arise	Ongoing
4. Becoming a greener, more sustainable District						

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4.1 Deliver the climate change action plan, including supporting and promoting the use of alternative fuel sources for vehicles in the district	Deliver climate change action plan	S&R	2020 - 2024	Executive Head of Corporate Resources	Action plan adopted by Strategy and Resources Committee Nov 2020	2020 - 2024
	Conduct feasibility study to install electric vehicle charging points in TDC operated car parks	CS	Dec 2020		Two feasibility studies completed by third party operators, to be reviewed (with implications for future plans) by climate change task and finish group (CCTFG)	Jan 2021
	Install electric vehicle charging points as appropriate throughout the district	CS	2021 - 2024		<ul style="list-style-type: none"> Workshop to be scheduled with Energy Saving Trust and CCTFG to inform planning of network Explore potential to run a joint bid for funding with SCC 	<ul style="list-style-type: none"> Jan 2021
	Complete baseline report on organisations' greenhouse gas emissions and produce action plan	S&R	Jan 2021		<p>Delayed due to capacity constraints and lack of access to data.</p> <ul style="list-style-type: none"> Report drafted Report complete 	<ul style="list-style-type: none"> Dec 2020 Mar 2021
4.2 Promoting green and sustainable development through planning policies	Work with local parishes to complete Neighbourhood plans	PP	2020 - 2021	Chief Planning Officer	Caterham, Chaldon and Whyteleafe Plan proceeding to local referendum, and now given significant weight in deciding relevant planning applications	May 2021
	Consult on and adopt a Green Infrastructure Strategy	PP	2021 - 2022		Work to commence in 2021, once capacity returns to the team	