

Public Document Pack



West Devon
Borough
Council

Please reply to: Darryl White
Service: Support Services
Direct Dial: (01803) 861247
E-mail address: Darryl.White@swdevon.gov.uk

Dear Councillor

WEST DEVON HUB COMMITTEE - TUESDAY, 15TH SEPTEMBER, 2020

I refer to the agenda for the above meeting and attach papers in connection with the following item(s).

Agenda No	Item
------------------	-------------

- | | |
|----|--|
| 7. | <u>Coronavirus (COVID-19) Recovery and Renewal Plan Development Update</u>
(Pages 1 - 36) |
|----|--|

Yours sincerely

Darryl White
Democratic Services Manager

Encs

This page is intentionally left blank

Report to: **Hub Committee**

Date: **15 September 2020**

Title: **Coronavirus (COVID-19) Response and Draft Recovery and Renewal Plan**

Portfolio Area: **Governance and Assurance**
Leader – Cllr Neil Jory

Wards Affected: **All**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: **Upon the expiry of the Call-in period on Wednesday, 23 September**

Author: **Drew Powell** Role: **Director of Governance and Assurance**
Andy Bates **Chief Executive**

Contact: drew.powell@swdevon.gov.uk or 01803 861240

RECOMMENDATION

That the Meeting of the Overview and Scrutiny Committee RECOMMEND to the Hub Committee to:

- 1. note the Council’s continuing response to the Coronavirus (COVID-19) Pandemic;**
- 2. note the outputs arising from the recent Member Workshops (as set out in Appendix 1 of the presented agenda report);**
- 3. note the progress on the development of the Recovery and Renewal Action Plan (‘the Plan’) as detailed in Appendix 1 of the presented agenda report;**
- 4. delegate authority to the Group Leaders, in consultation with the Chairman of the Overview and Scrutiny Committee, to nominate Members to serve on the Task and Finish Groups (as outlined at Appendix 1 of the presented agenda report);**
- 5. take into account the conclusions of the Overview and Scrutiny Committee on the Plan; and**

- 6. request that a further update on progress against the development and delivery of the Plan be brought back to the Overview and Scrutiny Committee at its meeting to be held on 10 November 2020.**

That, in light of the discussions at the Meeting:

- 7. Officers start working on the development of a new Corporate Strategy with a view to it being presented to the Annual Council Meeting on 25 May 2021 for adoption.**

1. Executive summary

- 1.1 At the Meeting of the Overview and Scrutiny Committee held on 1 September 2020, consideration was given to a report titled: 'Coronavirus (COVID-19) Recovery and Renewal Plan Development update' (the report and the Appendix that were presented to the Meeting are outlined at Appendix 1).
- 1.2 The Meeting considered both the latest response and the Draft Recovery Plan derived from the outputs of a series of Members workshops.
- 1.3 Member's views on the Action Plan and the proposal to investigate and develop the key areas are welcomed.

2. Moving Forward

- 2.1 Looking further ahead, the Council adopted its Corporate Strategy on 22 May 2018 prior to the end of the previous administration. As a result of the pandemic it can be argued that the context and landscape within which we now operate has fundamentally changed.
- 2.2 Whilst elements of the Strategy clearly remain relevant and vitally important moving forward, the recovery and renewal process has identified new emerging challenges and priorities.
- 2.3 Having reflected on the above, deliberations at the Panel and the content of the plan, the Leader has since requested that an additional recommendation be included that officers start working on the development of a new corporate strategy with a view to adoption in May 2021.

3. Outcomes/outputs

- 3.1 The Hub Committee is asked to take into account the views of the Meeting on the COVID-19 Response and Draft Recovery and Renewal Action Plan before approving a way forward.
- 3.2 In the event of recommendation 7 being approved, Officers will bring back a proposal and timeline for the development of a new Corporate Strategy to a future meeting of the Hub Committee.

4. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	In accordance with the Council Constitution, the Hub is required to give formal consideration to the recommendations that are generated from formal meetings of the Overview and Scrutiny Committee.
Financial implications to include reference to value for money	Y	The financial implications are outlined in detail within the original published report to the Meeting (Appendix 1 refers).
Risk	Y	The risk implications are outlined in detail within the original published report to the Meeting (Appendix 1 refers).
Supporting Corporate Strategy	Y	Council Theme – <i>Efficient and effective</i>
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	N/A
Climate Change & Biodiversity	N	N/A
Safeguarding	N	N/A
Community Safety, Crime and Disorder	N	N/A
Health, Safety and Wellbeing	N	N/A
Other implications	N	None

Appendices:

- 1 – Report and appendices presented to the Overview and Scrutiny Committee meeting held on 1 September 2020.

Background Documents:

Council Constitution

This page is intentionally left blank

Report to: **Overview and Scrutiny Committee**
Date: **1 September 2020**
Title: **Coronavirus (COVID-19) Recovery and
Renewal Plan Development Update**
Portfolio Area: **Council – Cllr Neil Jory (Leader)**
Wards Affected: **All**
Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: **Recommendations
to the Hub Committee meeting to be held on
15 September 2020**

Authors: **Drew Powell** Role: **Director of Governance
and Assurance**
Andy Bates **Chief Executive**

Contact: **01803 861240 email: drew.powell@swdevon.gov.uk**

RECOMMENDATIONS:

That the Overview and Scrutiny Committee RECOMMEND to the Hub Committee to:

- 1. Note the Council’s continuing response to the Coronavirus (COVID-19) Pandemic;**
- 2. Note the outputs of the Member Workshops as detailed in Appendix 1;**
- 3. Note progress on the development of the Recovery and Renewal Action Plan (‘the Plan’) as detailed in Appendix 1;**
- 4. Delegate authority to the Group Leaders, in consultation with the Chairman of the Overview and Scrutiny Committee, to nominate Members to serve on the Task and Finish Groups (as set out at Section 8.4 below);**
- 5. Take into account the conclusions of this Committee on the Plan; and**

6. Request that a further update on progress against development and delivery of the Plan be brought back to the Overview and Committee at its meeting to be held on 10 November 2020.

1. Executive summary

- 1.1 The Overview and Scrutiny Committee considered a report on 23 June 2020 (minute O&S 95 refers) detailing the Councils vital role in responding to the global Coronavirus (COVID-19) Pandemic.
- 1.2 The report also identified the need to take a strategic approach to recovery to ensure that we learn from the response, understand the new challenges we face and emerge as an organisation that is fit for purpose and financially sustainable.
- 1.3 Members considered a high level framework that set out the key areas to be explored focussing on operational (internal) actions and strategic (external) opportunities and challenges with a recognition that there is clearly a cross over between these areas.
- 1.4 The Committee recommended a range of areas for future consideration and at the meeting of the Hub Committee on 30th June (minute *HC 82 refers) it was resolved to hold a series of Member workshops, based on the amended framework, to consider these areas further.
- 1.5 Now that the workshops have been concluded, the next stage is to determine the best way to implement and/or develop the proposals that Members have generated.
- 1.6 The draft Action plan is based on all of the outputs of the workshops and therefore there will need to be a rationalisation process whereby the proposals are prioritised in terms of impact and cost.
- 1.7 It is important to stress that whilst in emergency planning terms, we have essentially moved from 'response' phase into 'recovery', the very real risk of a second peak or a local outbreak remains.
- 1.8 At this stage, we still do not know what the 'new normal' will look like. A range of indicators around the economy and employment point towards a very challenging time and the only thing that is clear at this stage is that there is no consensus or clarity, but that there will need to be a phased approach to recovery which is, where possible, evidence-led. It is also clear that whilst the Council's role will be vital, the key will be to work with a range of partners locally and regionally.
- 1.9 Financial Stability is one of the themes within the Recovery and Renewal Plan and Section 9 sets out the areas being progressed and the timescales within which this will take place. During September 2020, the Council will be recommended to set an Amended Budget for 2020/21 taking into the account the impact the pandemic has had on

the Council's finances. A separate report is on this Committee agenda regarding proposals for the Amended Budget. In October 2020 a report will be presented to Members on the Medium Term Financial Strategy (MTFS) for 2021/22 onwards which will look at the Council's financial position over the next five years.

- 1.10 In conjunction with the budget, the Senior Leadership Team have reviewed and are monitoring the staffing establishment to enable a degree of flexibility in the allocation of resources to the priorities emerging from the action plan.
- 1.11 This report summarises what continues to be a highly effective response to the challenges of the pandemic, details key recovery actions already complete or underway and proposals to develop and implement the first iteration of our long/medium term recovery and renewal plans.

2. Background

- 2.1 The Coronavirus (COVID-19) global pandemic has impacted the lives of everybody in our Borough. The response has by necessity been large-scale and complex involving all sectors of the community from the Government through to individual volunteers.
- 2.2 The pandemic continues to have a significant impact in numerous ways including the tragic loss of lives, major disruption to education and, as yet, unmeasured economic shock.
- 2.3 Nationally, cases are reducing, whilst globally the rise in cases is a major cause for concern and a vaccine, if it is ever developed, will take a considerable time to roll-out.
- 2.4 At the time of writing this report, the number of cases within the area is thankfully very low and we are working with Devon County Council Public Health, as the lead authority, to develop the Local Outbreak Management Plan (LOMP) which will facilitate the response to any future local outbreaks.
- 2.5 The Council continues to play a key role, alongside partners, in both response and recovery to the short, medium and long term impacts of the pandemic and in the implementation of a range of essential support for individuals, the wider community and business.

3. Outcomes/outputs

- 3.1 This report sets out a summary of the Council's continuing response and proposals to develop and implement the first iteration of the Recovery and Renewal Plan.

4. Preparation for future outbreaks

- 4.1 The Council's preparation for the pandemic was thorough and, although not tested by large amounts of absence, the operational response was largely effective. Members' views on the response were gathered through the report to this Committee on 23 June and further developed through the workshops detailed later in this report.
- 4.2 In order to help prepare for a second peak or a local outbreak, a short 'lessons' learnt review has been undertaken. This focussed primarily around operation of the Incident Management Team; the officer team who managed the operational response phase.
- 4.3 As a result a number of actions have been implemented. These include a review of Service based Business Continuity Plans and introducing the principle of a Senior Responsible Officer (SRO) to support operational decision-making and to add capacity and resilience.
- 4.4 The SRO principle allows autonomy and responsibility for making operational decisions to be passed to suitably qualified and experienced officers during, in this case, the acute response phase of an incident.
- 4.5 With a clear shift from central government towards managing outbreaks locally, the Council have been working in partnership with the Director of Public Health at Devon County Council to prepare the Local Outbreak Management Plan and a number of standard operating procedures for dealing with localised outbreaks should they occur.
- 4.6 The Local Outbreak Management Plan will be tested with a series of multi-agency exercises that the Council will also participate in.
- 4.7 The Council's Environmental Health and Licensing team continue to respond to complaints regarding COVID-19. The Team provides support to businesses regarding COVID-19 secure precautions and has a key role in its responsibility to protect public health at a local level. The team also stands ready to assist in a wider public health response if required.

5. Member Workshops

- 5.1 During July, a series of workshops, led by Members of the Hub Committee, were held to enable the wider membership to consider, debate and propose what should be included through the Recovery and Renewal process.
- 5.2 The Workshops were grouped around the themes set out in the framework;
 - Residents, Communities and Partnerships
 - Place and Environment
 - Business and Economy
 - Governance and Communications
- 5.3 The outputs, which were captured at the end of the meetings and fed back to attendees, have been collated and the Action Plan has been built around these – see Sections 7 and 8.

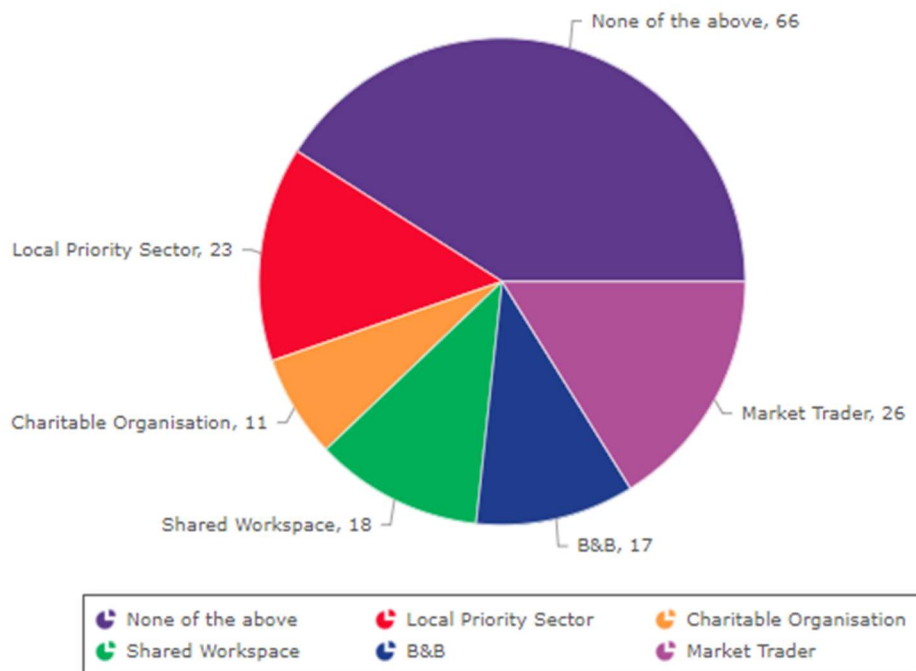
- 5.4 Members will see that these range from individual specific actions to higher level strategic issues and across a range of timescales. The outputs have been grouped where possible into related areas to populate the Action plan.
- 5.5 It is recognised that development of an effective plan takes time and careful consideration to ensure that finite resources are focussed on the right issues. However, it has been equally important for the Council to continue to actively support response and recovery within the wider community.

6. Ongoing Response and Recovery Activity

- 6.1 The gradual relaxation of lockdown measures has enabled the Council to support the wider community whilst continuing to provide essential services.
- 6.2 The duration of remaining COVID restrictions is hard to gauge and will be dependent on local, national and, to an extent, global rates of infection. The Council will continue to follow guidance and support the community and business to do the same wherever it can.
- 6.3 What is clear is that demands on services have already changed in many areas with for example an increase in people holidaying locally and demand for support to vulnerable sectors of the community
- 6.4 Some of the changing need has resulted in refocussing service provision whereas others are entirely new areas of work arising from Government initiatives or new demands within the community. The following are just a few examples of the work that is ongoing to manage the response and support recovery.

Support for Businesses and the Economy

- 6.5 There has been a clear focus on supporting some of the businesses that missed out on support from the first tranche of Government grants where over £16 million was paid out to over 1,400 businesses.
- 6.6 Based on the guidance and in line with local priorities, 161 businesses have been supported through the Council's Discretionary Business Grants scheme (as at the middle of August), with a split by sector as detailed in Graph 1 below. Payments to date have totalled £638,000. Final payments have to be made by the end of September 2020, by when, the total Government allocation of £870,500 for the scheme will have been paid out in support for businesses.
- 6.7 Graph 1 – Discretionary Business Grants by Sector



- 6.8 The Council’s organisational operating model, coupled with the staff behavioural framework has again proven highly effective in delivering this new work in a timely manner.
- 6.9 The additional resource required to deliver the work was recognised by the Government and a new burdens, un-ringfenced grant payment of £130,000 was received in recognition of the administrative cost.
- 6.10 Managers have been able to flex and move resources around the organisation to deal with this new demand; a clear benefit of our flexible operating model. As a result, this grant payment may well be available to help reduce part of the overall budget deficit arising from the pandemic as a whole.
- 6.11 In addition, the business grants regime has created an additional increase in the workload around general business rates work with more businesses, changes in uses and names being reported to us. We continue to resource this area as we are keen to ensure that the collection fund and the collectable debt is as accurate as possible to maximise income for the Council and other preceptors.
- 6.12 On a wider scale we are keen to jointly develop a package of measures to support the local economy, with a particular focus on town centres.
- 6.13 We consider that in doing so, and by working in collaboration with stakeholders from the business community, we will have greater impact than if we work in isolation.

- 6.14 In view of this and following informal consultation with our partners from Okehampton Town Council, Tavistock Town Council, Business Information Point (BIP), Business Improvement District (BID) and Tavistock Chamber of Trade, a comprehensive package of support has been developed, which subject to approval, covers, for example;
- 'Town Centre Boost' Grants
 - Direct Business support – eg advice, 'pop-up' business school
 - Streetscene improvements
 - Car Parking suspensions/changes
 - Re-opening of toilets during the peak summer period
- 6.15 Associated with this, as lockdown measures have been relaxed, hospitality businesses, a key sector for the local economy, were faced with a number of challenges. How they can open, comply with the social distancing restrictions and remain viable.
- 6.16 With the Government's clear message being to support businesses coming out of lockdown, the Council recognised its important role in terms of Licensing alongside its role as a landowner.
- 6.17 For pubs, restaurants and cafes in particular a key factor was maximising the available floor space to trade from and businesses were actively encouraged to seek permission for extended (or new) street based seating areas (street cafes) outside premises.
- 6.18 To support this a number of initiatives were implemented;
- Webinars on the new national guidance for the retail and licensed sectors were attended by over 100 local businesses and very well received.
 - A quicker and easier procedure introduced to allow temporary changes to premises licences through minor variation applications
 - A simplified procedure for issuing licences to utilise our own land
 - Localities visits to major towns to show support for local business and monitor compliance

Residents, Communities and Partnerships

- 6.19 Demand for services within Benefits had increased significantly during the pandemic. By way of example, in February 2020, we received 50 new applications for housing benefit, in March 2020 this increased to 176. Whilst this number has reduced, we are still not yet at pre-pandemic levels.
- 6.20 The Team are proactively identifying people who, because of changes to their income, needed to claim housing benefit to offer them assistance through our discretionary housing fund. This serves to prevent homelessness and evictions in the future. We were among the

first councils in Devon to pay the £150 council tax reduction to those on the lowest income.

- 6.21 Work with DCC on our joint local welfare support COVID fund continues with over £3k paid out in emergency hardship grants. In addition we have extended our money advice service temporarily for those who require assistance.
- 6.22 We approached the Government about varying grant funding for our temporary accommodation support worker funding and, as a result, have been able to extend the post until March 2021. Whilst there is still a ban on evictions this is set to be relaxed and the demand for housing advice & homeless services is yet to be known.
- 6.23 Dialogue with our community cluster groups has been maintained in most areas. Additionally there have been a series of community meetings set up which we continue to support.

7. Recovery and Renewal Action Plan

- 7.1 Moving from response to recovery and renewal takes careful planning to ensure that finite resources are used in the most efficient way. The situation remains ever changing and future plans have to be linked directly to those of other partners and with an eye on changing Government guidance.
- 7.2 Through the workshops detailed above, Members have generated a range of actions and ideas to support the following high level objectives within the Recovery and Renewal Framework;
 - The delivery of services that are focussed to meet the needs of customers, community and business are restored where appropriate.
 - The immediate and longer term financial sustainability of the Council.
 - That Members are engaged with decision making in an appropriate way through local democratic governance.
 - The principle of 'Build Back Better' is followed and that opportunities to learn and become more efficient and effective are realised wherever possible.
- 7.3 Whilst some actions maybe straightforward and deliverable within existing budgets others will require further investigation and development to determine whether they are appropriate, viable and achievable. Alongside this a there are a range of questions that need to be considered including;
 - What is the relative priority of the proposal?
 - What degree of influence does the Council have?

- Are better placed partners already doing this?
 - Can we afford to do this?
 - Does the proposal support the high level objectives?
- 7.4 The Action plan at Appendix 1, sets out the first iteration of how the proposals put forward by Members can be developed and, where appropriate, implemented and by whom.
- 7.5 As a follow up to the Workshops, Members suggestions were circulated to staff who have come forward with some excellent ideas, especially relating to operational performance efficiency, and these will be fed into the process where relevant. Examples include undertaking a skills audit to support future response, utilising online consultation platforms and the use of 'influencers' to support our media campaigns.
- 7.6 Members will note that there are a range of options including linking the work to partners through, for example, the 'Team Devon' Recovery Prospectus which primarily relates to economy, business and employment or the Devon Carbon Plan.
- 7.7 Reference to 'Team Devon' relates to the collaboration of all Devon Councils who, in the response to COVID-19, are working together to develop action plans and specific deliverables.
- 7.8 Other work maybe better linked to existing or emerging Council initiatives including the Climate Change and Biodiversity or Housing strategies and this is proposed where relevant.
- 7.9 There are however some key themes and areas that will require detailed investigation and development.

8. Key Areas for Development

- 8.1 Some common themes for further development have emerged through the workshops and it is proposed that, in order to investigate these further, established or new Member Task and Finish and/or Working groups are utilised.
- 8.2 The establishment of Task and Finish Groups is a function of the Overview and Scrutiny Committee. If Members are minded to support the establishment of the proposed Task and Finish Groups, in light of the tight timescales, it is proposed that their membership be delegated to the two Group Leaders, in consultation with the Chairman of the Overview and Scrutiny Committee.
- 8.3 Members will recognise that finance is reported to all Members through the monthly budget monitoring reports, the setting of the budget and the Medium Term Financial Strategy (MTFS) and therefore a separate workshop as part of the Recovery and Renewal Plan was deemed unnecessary. However, as finance underpins the whole plan, it is included as a separate heading within the Action Plan and as a theme below. As part of the finance theme, an Amended Budget for

2020/21 is being set by Council by the end of September 2020. A Member Budget Workshop was held on Tuesday 25th August to consider options for the Amended Budget for 2020/21 and was well attended.

8.4 The proposed Vehicles for Development of the Key Themes are:

Theme	Proposed Vehicle	Status	Scope
Engagement and Consultation	Task and Finish Group	To be set-up	To be agreed
Localities and Clusters (Community Response Team)	Task and Finish Group	To be set-up	To be agreed
Accommodation	Accommodation Strategy Working Group	Reconvene	To be reviewed
Governance	Political Structures Working Group	In operation	To be agreed
Business Engagement	Economy Working Group	In operation	To be agreed
Finance	Financial Stability Review Group	In operation	Agreed – refer to Action Plan.

8.5 The proposals set out above will allow these important areas of work to be developed by Members with dedicated support from Officers. It is proposed that each Group will operate within a similar framework in terms of meeting frequency and timescale to ensure that proposals can be considered at the Overview and Scrutiny Committee meeting to be held on 10 November 2020.

8.6 Member’s views on the Action Plan and the proposal to investigate and develop the key areas are welcomed before their onward consideration by the Hub Committee at its meeting to be held on 15 September 2020.

9. Links to the Amended Budget and Medium Term Financial Strategy (MTFS)

9.1 COVID-19 has caused financial strain for all Councils up and down the country where Councils find themselves being caught in a ‘perfect storm’. Councils have to manage both the increased costs of coping with COVID-19 and supporting vulnerable people in the community and the loss of key income streams such as car parking income and council tax income. The factors affecting the Council’s finances are issues affecting the whole Local Government sector.

- 9.2 Financial Stability is one of the themes within the Recovery and Renewal Plan. The action plan, setting out the areas being progressed and the timescales within which this will take place, is set out in Appendix 1. Following consideration of the Renewal and Recovery Plan in the Summer, the Action Plan for the Financial Stability Theme was updated and agreed by the Financial Stability Review Group (FSRG) on 18 August 2020.
- 9.3 During September 2020, the Council will be recommended to set an Amended Budget for 2020/21 taking into the account the impact the pandemic has had on the Council's finances. The latest revenue budget monitoring report for Month 3 (end of June) predicts a budget shortfall of £0.501 million for 2020/21. This equates to 6.9% of the overall budget set of £7.212 million. A separate report is on this Committee agenda regarding proposals for the Amended Budget for 2020/21.
- 9.4 In October 2020, a report will be presented to Members on the Medium Term Financial Strategy (MTFS) for 2021/22 onwards which will look at the Council's financial position over the next five years.
- 9.5 It should be noted that the financial landscape for Councils is ever-changing and there is still a great deal of uncertainty that Councils are working with in planning their finances for the longer term. The large areas of unknowns are around New Homes Bonus funding, Negative Revenue Support Grant (the Council no longer receives any core Government grant) and future allocations of Rural Services Delivery Grant. We are making the point to the Government that we must know what is happening to these key areas by this September, so that we can plan confidently for our finances for the future.
- 9.6 Prudent financial management in the past has meant that the Council was in a relatively healthy position financially before the pandemic hit. Since 2010, we have had to redesign our services to balance the books. We have done this by sharing a single workforce with South Hams District Council, generating an ongoing annual saving of £2.2 million for West Devon and by reducing our staffing levels by 30% through our Transformation Programme.
- 9.7 The Council will continue to lobby the Government so that we receive the appropriate level of funding. Each month, Councils complete a national return that informs the Government of how much COVID-19 is hugely affecting the finances of Councils. The point has been made that these income losses have had a much bigger impact (in proportion to Net Budgets) on Borough Councils, than they have on County Councils and Unitaries.
- 9.8 A further lobbying letter from South West Councils was sent to the Rt Hon Robert Jenrick MP (Secretary of State for Housing, Communities and Local Government) on 30th June 2020. This letter set out that the latest Government returns to MHCLG (Ministry of Housing, Communities & Local Government) showed a financial challenge to South West Councils of over £1 billion across the region.

- 9.9 On 2nd July, the Rt Hon Robert Jenrick MP announced a new comprehensive package of support for Councils, to address spending pressures and losses in income streams. There were three central pillars of support announced:-
- A new scheme to compensate Councils for losses of income, though not in their entirety (an 'income guarantee' scheme). Councils have to meet the first 5% of losses of all budgeted sales, fees and charges and only some categories of income are allowable under the scheme. For the categories allowed, once the 5% is deducted, the Government will reimburse 75pence in every £1.
 - An extra £500million to cover extra COVID19 expenditure costs (the Borough Council's allocation of this funding has been announced at £89,686)
 - To allow council tax and business rate losses in income to be repaid over the next 3 years of budget cycles, instead of just the next one year
- 9.10 We are very pleased that our lobbying has been successful but there is still further work to do on this as even with the support package announced, the Borough Council is still predicting a budget shortfall of £0.501 million for 2020/21 and this figure will change throughout the financial year as more information comes to light on items such as the collectability of outstanding debt and arrears and how income streams have been affected by the pandemic.
- 9.11 In a letter from the Chairman of the District Councils' Network to the Chancellor, the financial needs of District Councils were set out, as well as stating that no part of the public sector is better placed than District Councils to catalyse and lead the recovery and that we will rise to the challenge.

10 Proposed Way Forward

- 10.1 The draft Action Plan sets out how the Council, or its partners, will either action or investigate, develop and, where relevant, implement the proposals arising from the Member Workshops.
- 10.2 The work will continue to be led by Members of the Hub under the themes set out in the Strategic Framework.
- 10.3 In addition this report sets out the proposed vehicles (Task and Finish or Member Working Groups) for developing each of the new key themes that have emerged through the Member Workshops and the development of the Action Plan.
- 10.4 The outputs and recommendations from the relevant Groups will then be reported back to Members along with an update on progress on the wider Action Plan in line with following timeline;
- Overview and Scrutiny Committee – 10 November 2020

- Hub Committee – 1 December 2020

- 10.5 Looking further ahead, the Council adopted its Corporate Strategy on 22 May 2018 prior to the end of the previous administration. As a result of the pandemic it can be argued that the context and landscape within which we now operate has fundamentally changed.
- 10.6 Whilst elements of the Strategy clearly remain relevant and vitally important moving forward, the recovery and renewal process has identified new emerging challenges and priorities and the Council may consider that developing a new Corporate Strategy from May 2021 would be an appropriate way forward.

11 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	<p>As a Category 1 responder under the Civil Contingencies Act 2004 the Council has a duty to plan and prepare a response to an emergency or provide support to those who do.</p> <p>The 'Response' phase is primarily led by the police whilst the 'Recovery' phase is led by the Local Authority which, for Devon as a whole, will be Devon County Council</p>
Financial implications to include reference to value for money		<p>The Action Plan for the Recovery and Renewal Plan will be assessed to determine the cost and resources required to deliver the Action Plan in the short term, medium term and longer term. This will form part of the reports to the Overview and Scrutiny Committee on 10th November 2020 and the Hub Committee on 1st December 2020.</p> <p>Financial Stability Theme</p> <p>Financial Stability is one of the themes within the Recovery and Renewal Plan and Section 9 sets out the areas being progressed and the timescales within which this will take place. By September 2020, the Council will set an Amended Budget for 2020/21 taking into the account the impact the pandemic has had on the Council's finances. The latest revenue budget monitoring report for Month 3 (end of June) predicts a budget shortfall of £0.501 million for 2020/21. This equates to 6.9% of the overall budget set of £7.212 million. A separate</p>

		<p>report is on this Committee agenda regarding proposals for the Amended Budget for 2020-21.</p> <p>In October 2020 a report will be presented to Members on the Medium Term Financial Strategy (MTFS) for 2021/22 onwards which will look at the Council’s financial position over the next five years.</p> <p>The action plan, setting out the areas being progressed and the timescales within which this will take place, is set out in Appendix 1. Following consideration of the Renewal and Recovery Plan in the Summer, the Action Plan for the Financial Stability Theme was updated and agreed by the Financial Stability Review Group (FSRG) on 18 August 2020.</p> <p>Value for Money The Value for Money conclusion issued in 2020 by Grant Thornton (external auditors) will include considerations in respect of service continuity and the COVID19 Recovery Plan.</p>
Risk		<p>A number of risks need to be highlighted: Failing to respond to the pandemic is likely to have long term impacts on the council and the community it serves.</p> <p>Moving focus from response to recovery too early may result in a lack of capacity to deal with the acute impacts of the pandemic on the health and wellbeing of residents with in our community.</p> <p>Failing to prepare appropriately for recovery could significantly increase the adverse impacts of the pandemic on individuals and business within our community.</p> <p>Acting in a disproportionate manner and directing resources away from other key service areas may have adverse impacts in a number of areas including delivery of statutory services, customer satisfaction, vulnerable people and the financial sustainability of the organisation.</p>

Supporting Information

Appendix 1

Draft Recovery Plan September 2020

Theme 1: Businesses and Economy

Hub Lead: Cllr Ric Cheadle

Action	What are we (or partners) already doing / proposing to do	Proposed way forward for WDBC	Timescales	Responsible – Team/Group /Strategy	
Ensuring that we support the skills and training needs of local businesses	1.1 Consider the role that the Council can play in encouraging the sharing of best practice	Online Pop up business schools delivered	Develop a plan for future business support training (including further pop up business schools)	Short term	Business Forums
	1.2 Explore opportunities for Enterprise Hubs to encourage sharing of best practice and networking	a) Team Devon will look to extend the Devon Workhubs programme, securing £1m to build on the existing network and enable rural communities and smaller towns to grow their own local service provision	Engage with Team Devon and HOTWS LEP to ensure West Devon benefits from the Work Hub programme	Medium term	Business Forums
	1.3 Develop a strategy for supporting businesses to adapt skills for the future	a) Team Devon will engage additional staff resources to support Agriculture, Food and Drink producers to diversify and access new markets. Additionally £1m of additional resources will be sought in order to support reskilling of those leaving tourism, retail and other hard hit sectors	Monitor and ensure (through our Team Devon links) that local businesses benefit from the available support	Medium term	Recovery Management Team
		b) Team Devon will develop a grant scheme to support projects that look to extend the Tourism season and reinforce local supply chains	Ensure that we promote and support applications from businesses within West Devon	Short term	Recovery Management Team
		c) Team Devon will look to maximise Devon’s sustainable agriculture and food potential	West Devon will explore how Planning Policy can support enterprise through, for example, diversification of agriculture ¹	Medium term	Development Management
		d) Team Devon exploring options for grants of £5,000 to support adaption costs for tourism sector (initially from Kick Start fund)	Promote the scheme to businesses within our area	Short/Medium	Business Forums
		e) Team Devon – implementing a regional certification scheme on opening safely	Promote scheme to local businesses	Short term	Environmental Health

¹ For Example 8.9.6 of <https://heartofswlep.co.uk/wp-content/uploads/2020/06/SWNFU-Growing-a-resilient-profitable-and-strong-SW-agricultural-sector-post-C19-May-2020-Final-.pdf>

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

Short Term – By 31 March 2021
 Medium Term – by May 2023
 Longer term – beyond May 2023

Action	What are we (or partners) already doing / proposing to do	Proposed way forward for WDBC	Timescales	Responsible – Team/Group /Strategy
Ensuring that we engaging with Businesses to understand the challenges they are facing and the support they require	1.4 Engage with existing businesses to understand what support they require	a) Capacity of the Place and Enterprise team increased with the for creation of an Economic Development Officer post as part of the 2020/21 budget setting process	Short term	Recovery Management Team
			Short term	Business Forums
			Medium term	Business Forums
		d) We have renewed our contract with Business Information Point for 2020/21 to provide support and advice to existing businesses that are considering establishing in West Devon	Short term	Business Forums
		e) Team Devon will aim to secure £600,000 of additional business support capacity across Devon	Medium term	Recovery Management Team,

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

West Devon Borough Council – Draft Recovery Plan September 2020

Short Term – By 31 March 2021
 Medium Term – by May 2023
 Longer term – beyond May 2023

Developing our tourism offer	1.5 Encourage a Devon wide approach to tourism.	a) Team Devon are establishing an enhanced business support offer for the Tourism Sector	Promote the support that is available through our re-established Business Forums (see 1.4C)	Medium term	Business Forums
			Develop the West Devon Place narrative	Medium term	Recovery Management team
	1.6 Identify and ensure that key infrastructure is in place in order to encourage tourism	a) Team Devon will develop a sustainable tourism, hospitality and leisure support package which will include accessible tourism, activity, culture and wellness tourism		TBC	
Ensuring adequate Infrastructure	1.7 Lobby for better Broadband to enable diversification of business in West Devon – including increased homeworking	a) Team Devon will work with communities to maximise the Rural Gigabit Voucher Programme and local Mobile Boost Voucher schemes in addition piloting new solutions where poor coverage remains	Monitor at this stage and when launched, consider how we can support applications from within West Devon	Medium term	Recovery Management Team
		b) WDBC have supported a bid from Plymouth City Council to connect public buildings across the Borough – this will increase potential for better broadband for residents / businesses	Continue to work with PCC to ensure the benefits of the scheme are realised	Medium term	Head of IT Practice
	1.8 Understand from our businesses what infrastructure they need in place for the ‘new normal’		Discuss with businesses through the actions set out in 1.4b to inform an infrastructure plan	Short term	Business Forums
Regeneration and Commercial	1.9 Consider how we attract and retain businesses in West Devon	We have begun talking to Town Councils to jointly consider options.	a) Consider a West Devon ‘Backing Business Campaign b) Lead the development of ‘Buy Local’ Campaigns	Medium Term	Business Forums
	1.10 Engage with other partners including Western Power, South West Water etc to understand the impact of Covid-19 on their plans for West Devon	Team Devon will engage with Western Power distribution to enable smart energy management infrastructure and renewable energy generation through upgrading the national grid network	Engage with Team Devon to ensure that West Devon is represented in lobbying of Government	Medium term	Recover Management Team

Theme 2: Place and Environment

Hub Lead, Cllr Neil Jory

Action	What are we (or partners) already doing	Proposed way forward for WDBC	Timescales	Responsible – Team/Group /Strategy	
Built Environment	2.1 Raise awareness of Community and Affordable Housing Schemes	a) Housing Strategy being developed which will include Community and Affordable Housing	Strategy to be adopted by Council	Short term	Housing Strategy Project Team
			b) Arrange a Member Workshop to specifically raise awareness of support available in delivering Community and Affordable Housing Schemes	Short term	Housing Strategy Project Team
	2.2 Consider if there is potential for a new village in West Devon – maybe near the A30 in order to reduce pressure on existing villages and town developments.		a) Consider options and viability	Medium/Long	Development Management
	2.3 Develop plans to support our future highstreets : Seek views of retailers on what they consider the future high street experience could be	a) Team Devon are pursuing up to £15m funding for regeneration projects within Town's which will contribute to the visitor economy in 8 rural and coastal locations	WDBC to engage with Team Devon and Town Councils to ensure that Towns within the Borough are in the best position to access this funding.	Short term	Recovery Management Team
			b) Ensure that WDBC Officer resource is available to support Towns in any application / bid process	Short term	Recovery Management Team
		c) Team Devon will seek investment to facilitate city/town centre living with an initial investment in development of vacant high street property in 3 pilot locations	Ensure that if considered appropriate, we bid for pilot funding for a West Devon town	Short term	Business Forums
	2.4 How do we encourage more shared spaces in our highstreets ? Costly to develop but can do in small parts. Also a Devon wide approach to marketing our highstreets	a)Team Devon will facilitate the safe use of public spaces through effective licencing and planning to encourage market traders to bring in activity and animate places	Ensure that our planning and licencing approach support the Team Devon proposals	Short/medium term	Recovery Management Team

West Devon Borough Council – Draft Recovery Plan September 2020

Short Term – By 31 March 2021
 Medium Term – by May 2023
 Longer term – beyond May 2023

		b) Team Devon will Lobby MP's re licencing changes for use of public spaces	Provide local lobbying of MP's aligned to Team Devon approach	Short term	Leader /Council
			c) Link in to action 1.2 to encourage Workhubs in empty high street spaces		
	2.5 Explore the potential of public wifi access in our town centres		a) Discuss potential with key public broadband providers and link in with action 1.7a	Medium / Long term	Business Forums
Natural Environment	2.6 Take a lead role in encouraging other organisations to also build back in a more sustainable way.		a)Develop a Sustainable Business awards scheme b)Promote best practice through business newsletters etc	Medium term	Climate Change Working Group
	2.7 Consider how the Council can protect wildlife corridors and rewilding brownfield sites		a) Include Nature recovery as part of future JLP review	Medium term	Climate Change Working Group
			b) Develop a plan to link in to organisations already working within this area – for example RSPB working on Environmental Land Management Scheme	Short term	Climate Change Working Group
			c) Take the lead in allowing more Council sites to become wildflower sites which would also reduce maintenance. Encourage TAPCs to do the same	Medium term	Climate Change Working Group
	2.8 Develop a different type of tourism – Wildlife Tourism	a)Team Devon will take action to support the development of a clean, sustainable economy through: - Development of a sustainable/ green growth toolkit	Ensure that Team Devon plans are reflected in our Climate and Biodiversity action plans	Short term	Climate Change Working Group
	2.9 Promote roof and window gardening for those without traditional garden spaces		Include under the 'Behaviour Change' strand of Climate Action Plan	Medium term	Climate Change Working Group
Active Travel	2.10 Take a lead in encouraging people to maintain the positives from lockdown – less travel, more exercise etc.	a) Team Devon clean and sustainable economy actions - Development of a bespoke business support offer 'Go Green' grants to reduce carbon footprints etc	Raising profile of available grants to West Devon businesses	Medium term	Climate Change Working Group
	2.11 Influence the development of active travel schemes within West Devon	a) Team Devon will seek government support of £1.83m for a comprehensive and future proofed	Develop an understanding of schemes already underway in	Medium term/ depending on	Climate Change Working Group

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

Short Term – By 31 March 2021
 Medium Term – by May 2023
 Longer term – beyond May 2023

		electric vehicle and shared mobility infrastructure network across 58 of Devons communities with a population of over 1,100	the area for example options around the A386/Rail/Cycle link. Increase the possibility of schemes being funded within West Devon by actively supporting them	grant scheme funding	
	2.12 Identify ways to promote more sustainable transport means	Climate Action plan sets out a number of actions around promoting sustainable travel	Develop a campaign to promote sustainable travel (look at the Lake District ‘See Moor’ campaign) Link to work on our Place narrative	Medium term	Climate Change Working Group
			Talk to TAPC’s to identify opportunities to promote more cycle parks and routes across West Devon Take an active role in promoting car sharing, particularly during winter months when active travel is less of an option	Medium Term Medium term	Climate Change Working Group Climate change working group

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

Theme 3: Residents, Communities and Partnerships

Hub Lead Cllr Debo Sellis, Cllr Tony Leech, Cllr Terry Pearce

Action	What are we (or partners) already doing	Proposed way forward for WDBC	Timescales	Responsible Team/Group /Strategy	
Local Knowledge and expertise	3.1 Improve awareness of the support available from the Council and partners		a) Undertake mapping of support and partner organisations across West Devon to ensure we have a good understanding of who provides what support and how we can work better together	Medium term	Recovery Management Team
		b) We have maintained the Covid-19 'Support' pages which can be expanded for non-covid-19 support	Build on the Covid-19 support page approach to develop a long term support page	Medium term	Recovery Management Team
			c) Develop briefings / resources for our Town and Parish Council Colleagues on support available	Medium term	Recovery Management Team
	3.2 Improve data sharing in order to improve support to our residents	a) A number of new Data Sharing agreements were agreed through Covid-19 in order to ensure that support could be provided to the most vulnerable	Carry out a review of our privacy notices to ensure that when we capture personal data, we are clear what we will do with it	Ongoing	Data Protection Officer
3.3 Explore opportunities to share best practice from Covid-19 response	a) Members have been asked to share their experiences with officers so that this can be shared with all Members	Bring together foodbanks for a webinar to understand issues and consider longer term support plans	Short term	Recovery Management Team	
Involving our residents	3.4 Ensure that we engage with our residents and partners at the right stage in developing proposals		Consider an Overview and Scrutiny Task and Finish to consider the development of Consultation and Engagement principles	Short term	O&S Consultation and engagement T&F
			To include our relationships with Town and Parish Councils, and A recognition of issues of community interest and how they are best consulted upon and communicated		

Short Term – By 31 March 2021
 Medium Term – by May 2023
 Longer term – beyond May 2023

Supporting Future Resilience	3.5 Develop plans for how we harness and support the successful community response demonstrated through Covid-19	Team Devon are currently developing their response to any local lockdowns. WDBC is an active participant in these discussions.	Carry out a Covid-19 Lessons Learnt with key stakeholders including community groups and other responders (foodbanks etc)	Short term	Recovery Management Team
			Engage with partners such as CVS and CAB to develop plans for future support	Medium / Long term	Localities and Clusters T&F
			Consider developing a resilience network across West Devon to share key messages and support requests	Medium / long term	Localities and Clusters T&F
			Encourage Town and Parish Councils to update emergency plans including considering details of volunteers	Medium term	Recovery Management Team
		Discussions commenced with CVS on how we could jointly identify and promote funding opportunities to Community Groups to support their sustainability	Develop simple processes and resources to promote available funding to community groups	Short term	Community Clusters
	3.6 Develop the Councils Community Response function in to a longer term solution to support local responses to issues	a) We will continue to maintain a core function that can be ramped up to support any local outbreaks. Currently this is limited to monitoring local issues through the Incident Management Team			
			b) Update the remit of the Localities Task and Finish Group to consider how we can best integrate this into a refreshed longer term function	Immediate	Council

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

Theme 4: Service Recovery & Redesign

Hub Lead, Cllr Caroline Mott & Cllr Jeff Moody

Action	What are we (or partners) already doing	Proposed way forward for WDBC	Timescales	Responsible – Team/Group /Strategy	
How will we resource activities included within this plan	4.1 Consider the Accommodation Strategy in light of revised requirements for the future.	Work has been ongoing to ensure that we maximise the use of accommodation at KP	Accommodation Working Group to be re-established to consider our future accommodation requirements and any joint opportunities with South Hams (link in to developing Customer Access Strategy 4.4)	Short term	Accommodation Working Group
		We're continuing to ensure we support the health and wellbeing of staff working remotely.	Review policies and procedures to ensure they remain fit for purpose Exploring and adjusting the balance between virtual and physical ways of working	Ongoing	HR / Business Managers
	4.2 Review Strategic Capacity to deliver our future priorities.	Business Managers have undertaken a review of how we adapted service delivery during the initial Covid-19 response in order to identify any future opportunities.	As Members priorities are developed from each of the themes, we will firm up resourcing and delivery plan.	Short term	Business Managers
			Recognise the impact of Covid-19 on individual service areas and ensure that we take a data driven approach to design responsive services	Ongoing	Business Managers

West Devon Borough Council – Draft Recovery Plan September 2020

Short Term – By 31 March 2021
 Medium Term – by May 2023
 Longer term – beyond May 2023

			Monitor ongoing benefits delivered through the implementation of our Future IT platform and consider where this could enable a reprioritisation of resource	Short /medium	Business Managers & Customer Improvement Manager
	4.3 Develop ways for Members to engage with local communities and businesses with a clear route to report back any concerns or ideas	We continue to provide scaled back community cluster support as a route to identify and manage local issues	Consider this following the development of Consultation and Engagement Strategy	Medium term	Consultation and Engagement T&F
How do we change the ways that we work and interact with the public	4.4 Enable our customers to engage with us easily when required	We have begun implementing a new online platform for customers to engage with us easier (Future IT Programme). New processes will begin rolling out in September 2020.	We will develop a Customer Access Strategy that sets out the future contact channels given the new IT and the work of the Accommodation Working Group	Medium term	Recovery Management Te
		An updated Localities Strategy was due to be developed pre-covid-19 but has been delayed	Widen the scope of the Localities Task and Finish to explore how we build on the work of the community clusters formed to support our Covid-19 response, including outreach and services for vulnerable people	See 3.6	See 3.6

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

Theme 5: Communications and Governance

Hub Lead, Cllr Neil Jory (Governance) and Cllr Lois Samuel (Communications)

Action	What are we (or partners) already doing	Proposed way forward for WDBC	Timescales	Responsible – Team/Group /Strategy	
Improving communication through what we have learnt from our response	5.1 Ensure that our external communication is delivering what our customers need to know	a) We temporarily increased the frequency of Member updates and bulletins as well as other newsletters during the pandemic	Review the format of the Member bulletin and Intranet	Short term	Communications Team
			Training for services in order for informative content to be developed	Short term	Communications Team
			Provide content that can be easily shared by members on Social Media	Complete	NA
			Ask our residents and other key stakeholders what they want from the Council – via a survey or other engagement	Medium Term	Consultation & Engagement T&F

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

West Devon Borough Council – Draft Recovery Plan September 2020

Short Term – By 31 March 2021
 Medium Term – by May 2023
 Longer term – beyond May 2023

		b) We have closer working relationships with other Devon Councils as a result of Covid-19 which means that where possible, messaging is consistent	Continue to actively participate in Team Devon, LRF comms cells and HOTSW LEP groups	Ongoing	Communications
Strengthening our community leadership voice	5.2 Develop ways in which our Members can share best practice as to how they can communicate and engage with residents	a) We have previously delivered Social Media training to Members through induction in May 2019	Arrange further Social Media training for Members (part or fully Member led)	Short term	Communications Team
		Members have led a number of community zoom calls which have been successful in understanding local issues	b)Continue with the successful Member led Zoom calls with community groups	Short term	Members
			c) Explore the potential for a Community Newsletter	Medium term	Communications Teams
	5.3 Engage with existing networks working within our communities to highlight the work of the Council		This will be defined by Consultation and Engagement Strategy (See 3.4)	Short term	Consultation and Engagement T&F
	A first draft corporate narrative was developed pre-covid19	Agree a WDBC Corporate narrative To include our culture and how we want to be perceived by our community	Short term	Leader/ Hub	
Using newly formed channels into communities to have conversations, consult and engage	5.4 Members can take a lead role in capturing local activities that the Council is involved in, taking photos/ videos to enable Comms to promote		Arrange Member training on Social Media including how to use it for community conversations	Short term	Communications Team
			Consultation and Engagement Strategy to be developed (See 3.4)	See 3.4	See 3.4
	5.5 Identify local influencers to reach out to residents and communities		As defined by Consultation and Engagement Strategy (See 3.4)	See 3.4	See 3.4
Strengthening our regional voice and messaging	5.6 Play an active part in the Team Devon response and recovery	This is ongoing. Officers and Leaders are already participating in Team Devon planning to ensure that our voice is reflected in final plans.	Continued engagement with HOTSW LEP, best practice sharing, horizon scanning etc	Ongoing	Recovery Management Team
			Undertake a mapping of key stakeholders we should be engaging with and a clear plan of how we will do that	Short term	Community Clusters

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

West Devon Borough Council – Draft Recovery Plan September 2020

Short Term – By 31 March 2021
 Medium Term – by May 2023
 Longer term – beyond May 2023

			Look at how we engage with MP's LGA, DCN etc to maximise our voice	Medium term	Members
Strengthen Member engagement and development	5.7 Explore potential for Member 360 reviews / appraisals as a way to support our Member Development programme		Engage with Devon Member Development team to develop an outline proposal	Short term	Political Structures Working Group
	5.8 Include Member development opportunities from this action plan in the future programme including - Refresh on Council and Committee process – raising motions to Council etc - Social Media Engagement		Forward Plan of member training and development to be updated – consider timing of training – maybe half day formal meetings, half day training	Short term	Political Structures Working Group
			Roll out E-Learning for Members for some of the courses that need a regular refresh – Data Protection / FOI / Information Security / Safeguarding etc	Short term	Democratic Services / HR
Strengthen the decision making process	5.9 Identify ways of understanding member views when developing policy and strategy – for example online polls		Identify best practice from other Local Authorities for consideration by PSWG	Short term	Political Structures Working Group
	5.10 Ensure that the Constitution reflects current ways of working and is easier to access online		Update by Monitoring Officer and PSWG	Medium term	Political Structures / Monitoring Officer
	5.11 Consider how the public can engage with the decision making process		Undertake a review of public participation in formal meetings to ensure those that wish to, can participate.	Medium term	Democratic Services
			Look at best practice from other local authorities		
	5.12 Build on the positives of Informal Council	Informal Councils work well for free-flowing debate	Consider shorter, single topic discussions / briefings etc	Short term	Leader / Dem Services
5.13 Opportunities to strengthen scrutiny		Explore opportunities for more 'experts' to inform Scrutiny discussions using technology	Medium term	Dem Services	
Realising the benefits of	5.14 Look to build on the benefits of remote meetings (supporting our carbon neutral	Current legislation enables formal remote meetings until May 2021.	Explore range of meetings that we could continue to hold remotely , which we should aim to reinstate	Ongoing	Political Structures working Group

West Devon Borough Council – Draft Recovery Plan September 2020

Short Term – By 31 March 2021
 Medium Term – by May 2023
 Longer term – beyond May 2023

remote meetings	aim and increasing ability to attend)	We continue to hold successful remote meetings.	face to face and where there is a hybrid		
		We have already begun looking at options for streaming meetings and better linking that stream to the associated papers	Officers will consider the process and technology used for participating in streaming meetings to see if any further improvements can be made or better public participation can be included	Short term	Recovery Management Team
			Consider, budget permitting, developing a reserve for the replacement of Member IT for the next Council term given the potential for more online meetings	Short term	Council via budget process
			Survey TAPC's to understand the blockers to them hosting remote meetings and if anything we can do to help overcome that	Short term	Recovery Management Team
	5.15 Understand the limitations of the Council Chamber for meetings given the likelihood for longer term social distancing		Consider future accommodation options	Short/Medium term	Accommodation Working Group
Closer Working with other Local Authorities	5.16 Identify options to develop more shared services working		Continue to engage with other Devon Local Authorities and explore options where they arise	Long term	Chief Executive / Leaders
			Explore opportunities for joint bid submissions to support our future ambitions	Medium term	Recovery Management Team
	5.17 Identify options for jointly procuring of supplies and services with other Devon Local Authorities	West Devon is already a key stakeholder in the Devon and Cornwall Procurement Group. This forum brings together procurement experts to consider Procurement activities and processes.	Undertake spend analysis to fully understand key areas of spend and synergies with other Councils	Short term	Procurement Lead Officer
		We have developed effective working relationships with other Devon Councils. Team Devon will support inclusive growth and	West Devon Procurement Officer will engage with this group and identify potential joint opportunities.	Short term	Procurement Lead Officer

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

Short Term – By 31 March 2021
 Medium Term – by May 2023
 Longer term – beyond May 2023

		community wealth building by bringing together anchor institutions (those large, typically public organisations) in order to maximise social gain through our procurement practices	Revised Procurement Strategy will be considered by Council Spring 2021 to include potential thoughts around increasing spend with local suppliers	Short / Medium	Head of Strategy
--	--	---	---	----------------	------------------

Theme 6: Financial Stability

Hub Lead, Cllr Chris Edmonds

Action	What are we (or partners) already doing	Proposed way forward	Timescales	Responsible – Team/Group /Strategy	
Ensure the financial sustainability of the Council	6.1 Complete Government Returns on COVID costs and loss of income	We have been submitting returns to Government setting out the financial impacts on West Devon Borough Council	Continue to submit returns. It is hoped that the Government will act with further funding when the national picture is collated	Short term	S151
	6.2 Government lobbying for extra funding	This is underway as a joined up Team Devon approach		Short term	Financial Sustainability Review Group
	6.3 Monthly Budget Monitoring Reports	Since June we have been providing monthly budget monitoring reports to closely monitor the impact on the Council	Continue with monthly monitoring including monitoring reserves, collection rates, arrears levels and write offs	Short term	Head of Finance Practice
	6.4 Service Delivery discussions	As set out in 4.2, we continue to identify opportunities to adapt service provision	Consider what services might look like under the 'new normal' including future working practices	Medium term	Recovery Management Team
	6.5 Leisure Provision	Members have agreed support for the immediate provision of leisure facilities	Discuss future options for leisure provision	Short/Medium/Long	Recovery Management Team

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

West Devon Borough Council – Draft Recovery Plan September 2020

Short Term – By 31 March 2021
 Medium Term – by May 2023
 Longer term – beyond May 2023

	6.6 Review of statutory vs discretionary expenditure		Undertake a review of statutory versus discretionary expenditure, to include corporate priorities	Short/Medium	Financial Sustainability Review Group
	6.7 Review of the Council's Capital Programme	Extended Leadership Team have been asked to consider the current capital programme in order to inform in-year budget discussions	Set out proposals for changes to the Councils Capital programme for members to consider	Short term	Financial Sustainability Review Group
	6.8 Revise the Medium Term Financial Strategy	Accounts outturn for 2019/20	Revise the Medium Term Financial Strategy by October 2020	Short term	Financial Sustainability Review Group
	6.9 Propose options to Councillors for an amended budget for 2020/21	Member budget workshops held – August 2020	Member workshop outputs to inform a revised Amended Budget for 2020/21	Short term	Leader
	6.10 Lobby Government for a change in some of the 'rules' for Councils		Lobby to change the accounting rules for capital repayments on borrowing and capital receipts flexibility	Short/Medium	Financial Sustainability Review Group
	6.11 Press Government for an early decision on factors affecting our 2021/22 Budget		Include <ul style="list-style-type: none"> - New Homes Bonus Funding - Negative Revenue Support Grant - Rural Services Delivery Grant 	Short term	Chief Executive/ Leader
	6.12 Build the case for Fair Funding for rural Councils	We work closely with the Rural Services Network to build the case for our fair share of funding	Continue to work with the Rural Services Network to build the case for a fair allocation of funding	Medium Term	Financial Sustainability Review Group
	6.13 Business Rates Review		Submit evidence as part of 'national call for evidence' by September 2020	Short term	S151
	6.14 Asset Management Review		Identify opportunities for further investment and a review of existing portfolio <ul style="list-style-type: none"> - Assets Register - Borrowing 	ST/MT/LT Short/Medium	FSRG Head of Assets S151
	6.15 Devolution White Paper		Consider the impacts and opportunities of the following from the Devolution White Paper <ul style="list-style-type: none"> - Future of Local Government - Procurement 	ST/MT/LT	FSRG/ Chief Executive

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

Short Term – By 31 March 2021
Medium Term – by May 2023
Longer term – beyond May 2023

			- Shared Services		
--	--	--	-------------------	--	--

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

This page is intentionally left blank