

# Public Document Pack



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

Dear Councillor

## **SOUTH HAMS EXECUTIVE - THURSDAY, 17TH SEPTEMBER, 2020**

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

<b>Agenda No</b>	<b>Item</b>
------------------	-------------

- |    |   |
|----|---|
| 8. | <b><u>Recovery Plan to the Covid-19 Crisis</u> (Pages 1 - 32)</b> |
|----|---|

Yours sincerely

Darryl White  
Democratic Services Manager

Encs

This page is intentionally left blank

Report to: **Executive**

Date: **17 September 2020**

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

Portfolio Area: **Leader – Cllr Judy Pearce**

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 at 5.00pm on Monday 28 September**

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

Contact: [drew.powell@swdevon.gov.uk](mailto:drew.powell@swdevon.gov.uk) or 01803 861240

## **RECOMMENDATION**

**That the Joint Meeting of the Overview and Scrutiny Panel and Development Management Committee RECOMMEND to the Executive 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 of the presented agenda report;**
- 3. Note progress on the development of the Recovery and Renewal Action Plan ('the Plan');**
- 4. Take into account the conclusions of the Joint Meeting on the Plan (that are set at Item 7b on this agenda (Minute OSDM.11/20 refers) and reflected in the updated Plan);**
- 5. Request that an update on progress against development of the Plan be brought back to an additional Joint Meeting of the Overview and Scrutiny Panel / Development Management Committee to be arranged to take place at 2.00pm on 19 November 2020;**
- 6. Note that the Joint Meeting has RECOMMENDED to Full Council that a Member Working Group be formed to oversee the work of the Responsible Team/Group/Strategy (as set out at Appendix 1 of the presented agenda report)**

**specifically the Recovery Management Team. The remit of this Working Group being to set priorities and direct officers accordingly, with this Group to become effective immediately following the Full Council meeting to be held on 24 September 2020; and**

- 7. Note that the Joint Meeting has requested that a representative and relevant officer be invited from Team Devon to an informal meeting of all Members to set out its plans and actions in respect of all those items set out in Appendix 1 to the presented agenda report as being its initial responsibility for instigation.**

## **1. Executive summary**

- 1.1 At the Joint Meeting of the Overview and Scrutiny Panel and Development Management Committee held on 3 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 Joint Meeting considered at length both the Response and Draft Recovery and Renewal Plan and the key discussion points are reflected in parts 4, 6 and 7 of the recommendation and Appendix 1 of this covering report.
- 1.3 The Executive's views on the Action Plan, the emerging themes and the proposal to investigate and develop the key areas are welcomed.

## **2. Outcomes/outputs**

- 2.1 The Executive is asked to take into account the views of the Joint Meeting on the COVID-19 Response and Draft Recovery and Renewal Action Plan before approving a way forward.

## **3. Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	In accordance with the Council Constitution, the Executive 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 Joint 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 Joint meeting of the Overview and Scrutiny Panel and Development Management Committee meeting held on 3 September 2020.

**Background Documents:**

Council Constitution

This page is intentionally left blank

Report to: **Joint Overview and Scrutiny  
Panel/Development Management  
Committee**

Date: **3 September 2020**

Title: **Coronavirus (COVID-19) Recovery and  
Renewal Plan Development Update**

Portfolio Area: **Council – Cllr Judy Pearce (Leader)**

Wards Affected: **All**

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

Date next steps can be taken: **Recommendations  
to be considered at the Executive meeting to  
be held on 17 September 2020**

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

Contact: **01803 861240 email: [drew.powell@swdevon.gov.uk](mailto:drew.powell@swdevon.gov.uk)**

---

**RECOMMENDATIONS:**

**That the Joint meeting of the Overview and Scrutiny Panel and Development Management Committee RECOMMEND to the Executive to:**

- 1. Note the Councils 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');**
- 4. Take into account the conclusions of the Joint meeting on the Plan; and**
- 5. Request that an update on progress against development of the Plan be brought back to an additional Joint Meeting of the Overview and Scrutiny Panel and Development Management Committee to be arranged to take place at 2.00pm on Thursday, 19 November 2020.**

## **1. Executive summary**

- 1.1 The Joint Meeting of the Panel and DM Committee considered a report on 4<sup>th</sup> June (minute OSDM.4/20 refers) detailing the Council's 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 Joint meeting recommended a range of areas for future consideration and at the meeting of the Executive on 18<sup>th</sup> June (minute E.87/19 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. By September 2020, Council will be recommended to set an Amended Budget for 2020/21 taking into 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 District. 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, an as yet, unmeasured economic shock.
- 2.3 Locally, the extensive air and foreign travel bans have resulted in a significant increase in visitor numbers to tourist destinations within the area. This has, and continues to, put many services under pressure and not just the obvious street cleansing and waste collection. Increases in 'wild camping' and an influx of motorhomes has demanded an increase in education and enforcement.
- 2.4 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.
- 2.5 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.
- 2.6 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 joint meeting of the Overview and Scrutiny Panel and Development Management Committee on 4<sup>th</sup> 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 continues 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 Executive, 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
  - Recovery and Redesign
- 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.

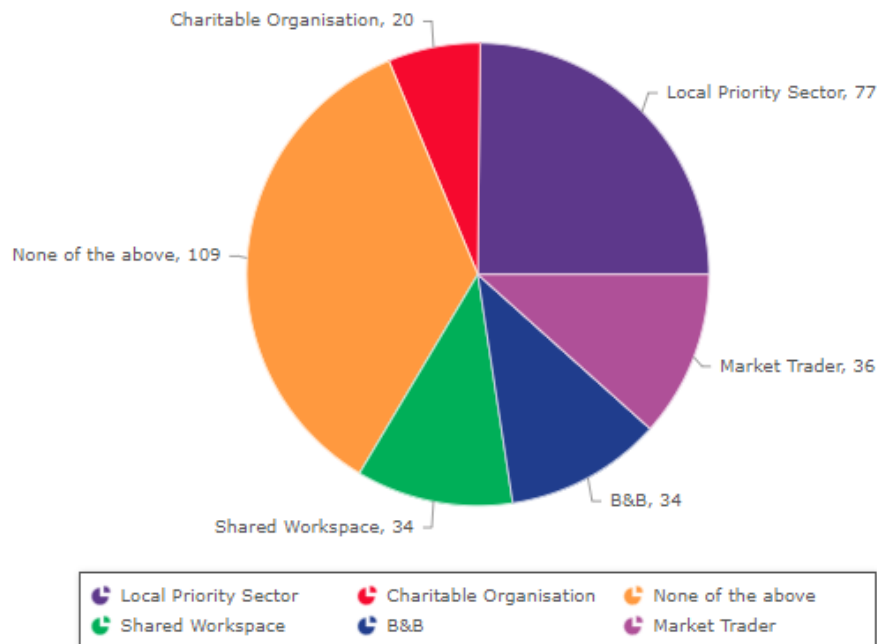
## **6. Ongoing Response and Recovery Activity**

- 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 £42 million was paid out to over 3,700 businesses.
- 6.6 Based on the guidance and in line with local priorities, 310 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 £1.4million. Final payments have to be made by the end of September 2020, by when, the total Government allocation of £2,317,250 for the scheme will have been paid out in support for businesses.

## 6.7 Graph 1 – Grants by Sector



\*'none of the above' is a catch all for other sectors and includes a range of businesses such as mobile food/maintenance/beauty and crafts/upholstery/cabinet maker/musicians/dog grooming/sports/media/graphic/landscape

- 6.8 The Councils 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 £170,000 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 As lockdown measures 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.

- 6.13 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 landowner.
- 6.14 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.
- 6.15 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**

- 6.16 Demand for services within Benefits had increased significantly during the pandemic. By way of example in February we received 85 new applications for housing benefit, in March this increased to 327. Whilst this number has reduced we are not yet at pre-pandemic levels.
- 6.17 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 payment pot. 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.
- 6.18 Work with DCC on our joint local welfare support COVID fund continues with nearly £9k paid out in emergency hardship grants. In addition we have extended our money advice service temporarily for those who require assistance.
- 6.19 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

6.20 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 suggestions, 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 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.
- 7.8 There are however some key emerging 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 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.
- 8.3 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’s Budget Workshop has been arranged for Thursday 27<sup>th</sup> August to consider options for the Amended Budget for 2020/21.
- 8.4 Proposed Vehicle for Development of Key Themes

Theme	Proposed Vehicle	Status	Scope
<b>Engagement and Consultation</b>	Overview and Scrutiny Task and Finish Group	Already set-up	To be agreed
<b>Localities and Clusters (Community Response Team)</b>	Overview and Scrutiny Task and Finish Group	Existing Localities T&F Group to be utilised	To be amended to include wider scope
<b>Accommodation</b>	Accommodation Working Group	Already set-up	To be reviewed
<b>Governance</b>	Political Structures Working Group	Already set-up	To be agreed

<b>Business Engagement</b>	Business Forum or similar to be confirmed	To be determined after sector based consultation	To be agreed
<b>Finance</b>	Reports to Joint O & S/DM and Executive and Council	Already set-up (Budget Workshop for the Amended Budget for 2020/21 to be held on 27 <sup>th</sup> August)	To be reviewed in light of Government announcements throughout the year

- 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 an additional Joint meeting of the Panel and DM Committee to be held on 19 November 2020.
- 8.6 Member's views on the Action Plan and the proposal to investigate and develop the key areas are welcomed.

## **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 Covid19 and supporting vulnerable people in the community and the loss of key income streams such as ferry income, 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 has been updated.
- 9.3 By 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 £1.313 million for 2020/21. This equates to 14% of the overall budget set of £9.411 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 West Devon Borough Council, generating an ongoing annual saving of £3.9 million for South Hams 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 District 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 30<sup>th</sup> 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 2<sup>nd</sup> 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 District Council's allocation of this funding has been announced at £121,361)
  - 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 District Council is still predicting a budget shortfall of £1.313 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 Executive 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 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;
- Additional Joint O&S and Development Management Meeting on 19 November 2020
  - Executive on 3 December 2020
- 10.5 Looking further ahead, the Council adopted its Corporate Strategy on 17 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 Panel and Development Management Committee meeting to be held on 19 November 2020 and the Executive on 3 December 2020.</p> <p><b>Financial Stability Theme</b></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 £1.313 million for 2020/21. This equates to 14% of the overall budget set of £9.411 million. A separate 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 has been updated.</p>

		<p><b>Value for Money</b>  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>

## **Appendix 1**

Draft Recovery Plan September 2020

## South Hams District Council – Draft Recovery Plan September 2020

### Theme 1: Businesses and Economy

Exec Lead, Cllr Hilary Bastone

Action	What are we (or partners) already doing / proposing to do	Proposed way forward for SHDC	Timescales	Responsible – Team/Group /Strategy	
Ensuring that we support the skills and training needs of local businesses	1.1 Explore opportunities for the Local Authority to support the Government energy efficiency scheme in order to create local jobs	a) Team Devon will roll out an ambitious Domestic Energy Efficiency and Energy Generation Pilot	Monitor the scheme and identify opportunities to benefit South Hams residents / businesses	Medium term	Recovery Management Team
	1.2 Consider how we work with partners to support developing skills in sustainable trades such as building, plumbing etc.	a) Team Devon has set its aim to provide 150 additional sector skills places within the construction industry. We will play an active role in promoting these opportunities to residents within South Hams and through our links with Colleges.	Monitor the work of Team Devon and promote the scheme when live	Medium term	Business Forums
	1.3 Develop a strategy for encouraging diversifying South Hams business sectors	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 South Hams	Short term	Recovery Management Team
		c) Team Devon will look to maximise Devon's sustainable agriculture and food potential	We will explore how existing Planning Policy can support enterprise through, for example, diversification of agriculture and longer term look at policy through the review of the JLP where relevant.	Medium/Long term	Development Management/JLP Team
	1.4 Explore opportunities to support businesses adapt to new ways of working (including homeworking where roles permit)	a) 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
		b) Team Devon – implementing a regional certification scheme on opening safely	Promote scheme to local businesses	Short term	Environmental Health
		c) Pop Up Business Schools Delivered		Complete	

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

## South Hams District Council – Draft Recovery Plan September 2020

Action	What are we (or partners) already doing / proposing to do	Proposed way forward for SHDC	Timescales	Responsible Team/Group /Strategy		
Ensuring that we engaging with Businesses to understand the challenges they are facing and the support they require	1.5 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	a) Review of existing roles within the team to ensure that there is sufficient capacity to progress this are of work	Short term	Recovery Management Team	
			b) Hold sector specific discussions/ surveys to understand local need	Short term	Business Forums	
			c) Re-establish Business Forums as a regular route to engage with businesses across the District (once we understand what our businesses want)	Medium term	Business Forums	
			d) Support taxpayers who currently find themselves excluded from meaningful support	Short and Medium Term	Recovery Management Team	
			d) We have a contract with Business Information Point to provide support and advice to existing businesses that are considering establishing in South Hams.	Work with Business Information Point to consider opportunities to increase support offered to businesses within the area	Short term	Recovery Management Team
			e) Team Devon will aim to secure £600,000 of additional business support capacity across Devon	Promote scheme within South Hams and monitor success through links with Team Devon	Medium term	Recovery Management Team,
Developing our tourism offer	1.6 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 1.5F)	Medium term	Business Forums	
			Devon the South Hams Place narrative	Medium term	Recovery Management team	
	1.7 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	1.8 Lobby for better Broadband to enable diversification of business in South Hams – 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 South Hams	Medium term	Recovery Management Team	

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

## South Hams District Council – Draft Recovery Plan September 2020

	1.9 Better bus provision and strategic park and ride facilities to reduce traffic in towns	a) Team Devon will develop community, town and city transport initiatives and infrastructure for cycling, buses, rail and other forms of sustainable transport within and between communities.	SHDC will engage with Team Devon and support the development of proposals in order to deliver schemes within South Hams		
--	--	--	---	--	--

	Action	What are we (or partners) already doing	Proposed way forward for SHDC	Timescales	Responsible Team/Group /Strategy
Regeneration and Commercial	1.10 Explore opportunities to purchase larger empty properties in the District to be used as pannier markets to enable small business and Arts to grow		Explore how we could purchase larger properties for use as pannier markets etc and what the business case would look like. Report back as part of action plan update (links to 6.14)	Short term	Recovery Management Team
	1.11 Explore opportunities to Invest in our highstreets by buying empty premises and letting with a rent free period/ other incentives to attract businesses in to the area		Consider as part of review of Asset Management Review (See 6.14)	ST/MT/LT	Head of Assets
		b) We're already reviewing the Business Rates registration pages and process online as part of our Future IT programme to ensure that it is easy to use	Develop this further to become a 'Business Ready Page' – including clear and relevant planning guidance, discount guidance, financial support etc	Short term	Recovery Management Team
	1.12 Host a webpage detailing local produce to support local South Hams suppliers	a) Through Covid-19 we developed a basic platform for advertising local food and produce suppliers.	We will maintain this platform for now as it could provide a useful tool to support emergency supplies in the event of a local lockdown.	Ongoing	Recovery Management Team
		b) Team Devon will become an active partner in the South West Good Food Network which will include the development of logistics and digital solutions to utilise more local produce closer to home. A 'Made in Devon Campaign' will also be run	Collaborate with Team Devon  Promote the platform to SH businesses to ensure that they are a prominent feature within the website and marketing materials  Explore further the 'Made in Devon' concept and local branding opportunities	Short term	Business Forums
	1.13 Develop a plan to encourage pop up shops		Identify options for supporting this type of business	Medium term	Business Forums
1.14 Consider the benefits of the Council becoming a social landlord	a) We have begun developing a Housing Strategy which will consider options for the Council becoming a social landlord	Member Survey – August Member workshops – September Consultation Dec/Jan	Strategy adopted by April 2021	Housing Strategy Project 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

	b) Formation of a Housing Company has been considered with full due diligence being required on the proposal	Due diligence to be undertaken	Short/Medium	Housing Strategy Project Team
--	--	--------------------------------	--------------	-------------------------------

## Theme 2: Place and Environment

*Exec Lead, Cllr Judy Pearce*

Action	What are we (or partners) already doing	Proposed way forward	Timescales	Responsible Team/Group /Strategy	
<b>Built Environment</b>	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 (see 1.14a)	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 how we bring forward <b>commercial development</b> sites in order to ensure jobs in South Hams.		a) Consider if applications for employment sites could be given a priority by Develop Management to eliminate delays wherever possible	Short Term	Development Management
	2.3 Develop plans to support our <b>future highstreets</b> : Seek views of retailers on what they consider the future high street experience could be <ul style="list-style-type: none"> <li>Retention of shop windows while accommodation sits behind?</li> <li>Use of shop spaces for workshop / training activity?</li> </ul>	a) Team Devon are pursuing up to £15m funding for regeneration projects within Towns which will contribute to the visitor economy in 8 coastal and rural locations	SHDC to engage with Team Devon to ensure that Towns within the District are in the best position to access this funding.	Short term	Recovery Management Team
			b) Ensure that SHDC 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 South Hams town	Short term	Business Forums
	2.4 Consider what support / lobbying the Council can provide to the issue of <b>high rents</b> in our highstreets		Leader to engage with MP's and Council to respond to any future consultations	Medium term	Leader/ 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



## South Hams District Council – Draft Recovery Plan September 2020

	2.5 How do we encourage more <b>shared spaces in our highstreets</b> ? 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
		b) Team Devon will Lobby MP's re licencing changes	Provide local lobbying of MP's aligned to Team Devon approach	Short term	Leader /Council
Natural Environment	2.6 Could we <b>increase wildflower spaces</b> on Council land rather than mowing frequently? Joined up approach with DCC and TAPCs		C) Ensure included in upcoming review of grounds maintenance specification	Short term	Climate Change and Biodiversity Strategy
	2.7 Consider how the Council can protect wildlife corridors		a) Include Nature recovery as part of future JLP review	Medium term	Climate Change and Biodiversity Strategy
			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 and Biodiversity Strategy
			c) Identify opportunities to increase the number of <b>trees</b> across the District. Balance with the use of land for trees at the detriment of other biodiversity	Medium term	Climate Change and Biodiversity Strategy
	2.9 Support and encourage green travel methods for tourists to our costal natural environment. A different type of 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 and Biodiversity Strategy
2.10 Encourage children to stop littering to protect our environment	Included under the 'Behaviour Change' strand of Climate Action Plan	a) Consider potential for increased focus on climate in Junior Life Skills programme	Medium term	Waste Working Group	
		b) Engage with Devon County Council to deliver education on littering through schools	Medium term	Waste Working Group	
Active Travel	2.11 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 South Hams businesses	Medium term	Climate Change and Biodiversity Strategy
	2.12 Influence the development of active travel schemes within the South Hams including development	a) Team Devon will seek government support of £1.83m for a comprehensive and future proofed	Develop an understanding of schemes already underway in the area	Medium term/ depending on	Climate Change and Biodiversity Strategy

## South Hams District Council – Draft Recovery Plan September 2020

	of strategic routes inside hedge routes to connect our communities	electric vehicle and shared mobility infrastructure network across 58 of Devons communities with a population of over 1,100	Increase the possibility of schemes being funded within South Hams by actively supporting them	grant scheme funding
--	--	---	--	----------------------

### Theme 3: Residents, Communities and Partnerships

**Exec Lead Cllr Nicky Hopwood (Partnerships and Communities) and Cllr Jonathan Hawkins (Residents)**

Action	What are we (or partners) already doing	Proposed way forward	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 South Hams 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	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	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	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	a) Overview and Scrutiny Task and Finish has been formed to oversee the development or Consultation and Engagement principles	Short term	O&S Consultation and engagement T&F
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. SHDC is an active participant in these discussions.	Short 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

# South Hams District Council – Draft Recovery Plan September 2020

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

			Explore Asset Based Community Development – how we identify the community strengths	Medium / Long term	Localities and Clusters T&F
			Consider developing a resilience network across South Hams 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
	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

## South Hams District Council – Draft Recovery Plan September 2020

### Theme 4: Service Recovery & Redesign

**Exec Lead, Cllr Keith Baldry**

Action	What are we (or partners) already doing	Proposed way forward	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 commenced pre-Covid-19 on defining the future accommodation strategy for Follaton House. This work now needs to be reconsidered.	Accommodation Working Group to be re-established to consider our future accommodation requirements and any joint opportunities with West Devon Borough Council (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	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 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
		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	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	We will develop a Customer Access Strategy that sets out the future contact channels given the new IT	Medium term	Recovery Management 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

## South Hams District Council – Draft Recovery Plan September 2020

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

work a who are working together to develop action plans and specific deliverables and interact with the public		Programme). New processes will begin rolling out in September 2020.	and the work of the Accommodation Working Group		
		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

**Exec Lead Cllr Judy Pearce (Governance) and Cllr Nicky Hopwood (Communications)**

Action	What are we (or partners) already doing	Proposed way forward	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
		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
			b) Include best practice resources on the refreshed Member Intranet	Medium term	Comms / ICT / Dem Services
	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 SHDC Corporate narrative	Short term	Leader/ Executive

## South Hams District Council – Draft Recovery Plan September 2020

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
			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
Strengthen Member engagement and development	5.7 Explore potential for Member 360 reviews 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	Short term	
			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 Review the Developer Forum Process			Medium term	Development Management
Realising the benefits of remote meetings	5.12 Look to build on the benefits of remote meetings (supporting our carbon neutral aim and increasing ability to attend)	Current legislation enables formal remote meetings until May 2021. We continue to hold successful remote meetings. Hybrid – mixed face to face and virtual – formal meetings are not lawful at this stage	Explore range of meetings that we could continue to hold remotely, which we should aim to reinstate face to face and where there is a hybrid opportunity	Ongoing	Political Structures working Group

## South Hams District Council – Draft Recovery Plan September 2020

		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	
	5.13 Understand the limitations of the Council Chamber for meetings given the likelihood for longer term social distancing	Consider utilising 3 day fallow periods before and after a single meeting to open up our rooms without the need for cleaning, together with broadcast streaming to include off-site attendees	Consider future accommodation options	Short/Medium term	Accommodation Working Group	
Closer Working with other Local Authorities	5.14 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	
	5.15 Identify options for jointly procuring of supplies and services with other Devon Local Authorities	South Hams 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 community wealth building by bringing together anchor institutions (those large, typically public organisations) in order to maximise social gain through our procurement practices	South Hams Procurement Officer will engage with this group and identify potential joint opportunities.	Short term	Procurement Lead Officer
				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

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



## South Hams District Council – Draft Recovery Plan September 2020

### **Theme 6: Financial Stability**

**Exec Lead, Cllr Judy Pearce**

Action	What are we (or partners) already doing	Proposed way forward	Timescales	Responsible Team/Group /Strategy	
<b>Ensure the financial sustainability of the Council</b>	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 South Hams District 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	Chief Executive/ Leader
	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
	6.6 Review of statutory vs discretionary expenditure		Undertake a review of statutory versus discretionary expenditure, to include corporate priorities	Short/Medium	Recovery Management Team
	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	S151
	6.8 Revise the Medium Term Financial Strategy	Accounts outturn for 2019/20	Revise the Medium Term Financial Strategy by October 2020	Short term	S151
	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 MTFS	Short term	S151
	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	S151/ Leader

## South Hams District Council – Draft Recovery Plan September 2020

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

	6.11 Press Government for an early decision on factors affecting our 2021/22 Budget		Include - 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	S151/Leader
	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  Assets Register	ST/MT/LT	Head of Assets
	6.15 Devolution White Paper		Borrowing Consider the impacts and opportunities of the following from the Devolution White Paper - Future of Local Government - Procurement - Shared Services	Short/Medium	S151
				ST/MT/LT	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