

The LGA Said	Therefore we will	Original				SHDC	South Hams Progress Update	Revised Due Date
		Due Date	Action Owner	Status				
<b>1. Ensure there is both sufficient strategic capacity and direction to enable the Councils to effectively plan for and deliver their aspirations into the medium term</b>								
Initiate member/officer arrangements to agree the building blocks for a new council's vision from May 2019.		1.1 Continue to hold joint Leder and Deputy Leader meetings of each Council and the Chief Executive		Leaders and Chief Executive	Complete	26/06/19 - These meetings recommenced in March 2019 and will be held on a 3 monthly basis (unless required more frequently). In June 2019, a joint meeting was also held with the LGA to consider any support that was available to the Councils in progressing with the actions identified in this plan		
		1.2 Ensure that key officers commence work with Members from the very outset of the new administration (via Member Induction) so that those relationships are formed from the outset	May-19	Chief Executive	Complete	26/06/2019 - A thorough Member induction programme was developed and implemented in May 2019. The induction process ensured that Members had a number of opportunities to meet with key officers. There has also been a renewed focus on officers ensuring early engagement with Lead Members in developing policy and reports for committee		
Link the work on the new vision to a refresh of the corporate and business planning arrangements	More work is needed to ensure fuller member engagement on developing the corporate strategies	1.3 Develop draft corporate strategy delivery plans with evidence bases, KPI's and projects	Feb-19	Extended Leadership Team	Complete	26/06/2019 - Draft delivery plans have been developed against each of the corporate themes		
		1.4 Hold full Member workshops to enable all Members to shape the draft plans for the new Council to consider	Mar-19	Commissioning Manager	Complete	31/03/2019 - Workshop held with all Members to consider the draft plans and suggest any amends		
		1.5 Undertake engagement with Public, Businesses and partners on Corporate theme delivery plans on an ongoing basis for final refinement and approval by Members	June/July 2019	Members	Delay	27/06/2019 - Executive Lead Members are currently considering the current corporate themes to ensure that they are aligned to the direction of the Council following elections in May 2019. This has meant that public and stakeholder engagement will be delayed.		
Homes: A housing strategy should be produced , in association with partners, to set out housing need, delivery plans, funding, partner roles etc		1.6 Continue with the development of the Homes Strategy Delivery plan and engage with the public and partners on our plans	Jun-19	Customer First Specialist Manager	ongoing	27/06/2019 initial scoping work undertaken with officer working group. Exec members updated on progress and emerging themes. Officers will meet monthly to ensure coherent approach to new/existing initiatives. Evidenced based strategy to be developed over next 12 months through stakeholder consultation. Key project for Programme Board.		
		1.7 Develop proposals for affordable homes and drive forward place shaping work with communities and town centres	Ongoing	Customer First Specialist Manager	ongoing	26/06/2019 - Head of Place Making is Co-ordinating a series of meetings, to be led by Town Councils, to identify, consider and assess actions projects. The objective would be to collectively bring forward actions that will sustain vibrant Town Centres that meet the needs of the immediate community and its hinterland.		
Enterprise: An Economic Growth Strategy should be developed in association with partners, aligned to the Local Industrial Strategy being prepared by HOTSW		1.8 Develop a strategy for engaging with businesses - with Members taking a lead role in encouraging business growth and opportunities	Sep-19	Portfolio Holder & Head of Placemaking Practice	ongoing	26/06/2019 - Closer liaison with organisations including the Heart of the South West Local Enterprise Partnership (HotSW), the County Council, the One Public Estate Forum enables the Council to access shared local intelligence and specialist support for inward investment and growth of local companies.  Officers will also scope and test the inclusion of commercial development in the roll out of a planning pre-app 'gold service'. A possible second phase to this would be to expand the scope beyond planning into other Council and partner (including DCC, Environment Agency) activities, such as licencing; and a project management service to business' seeking to move premises.		

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		1.9 Ensure that we have sufficient capacity to apply for grants such as the Future High Street Fund	Sep-19	Chief Executive & Head of Place Making Practice	ongoing	<p>31/05/2019 - The Chief Executive is proposing a restructure of the Senior and Extended Leadership Teams. This will ensure sufficient management capacity to deliver on such grant applications</p> <p>28/06/2019 Officers and the Lead for Enterprise for each Council are discussing priority projects that can be scoped and developed with organisations including HotSW and Plymouth City Council. The objective would be to jointly seek funding from Government and other sources. The future appointment of a Director of Place and Enterprise provides greater scope for a senior Officer to monitor funding opportunities.</p> <p>Officers are establishing, through the series of Town Centre meetings, a network of collaborative organisations and associated individuals with specialist knowledge and experience who can work together to monitor and bid for funds as they can be available. This grouping and other partner organisations will prepare and agree outline project proposals in anticipation of funding announcements.</p>	
Reconvene the Joint Steering Group	It will be important to reconvene a version of the JSG, This is essential to plot the future strategic direction of the Council	1.10 Build upon the success of previous & current joint working groups (such as Leisure, Waste, JLP) by considering and implementing joint working groups for specific projects. Proposal for an early joint working group to consider Customer Experience	Apr-19	Leaders and relevant ELT Member	ongoing	30/04/2019 - Joint Waste Working Group and JLP Groups continue to meet. A Joint Working Group developed this Peer Challenge Action Plan with Officers and it is proposed to hold a Joint Working Group in the Autumn to consider the results of the Customer Satisfaction Survey (given that the services and	
		1.11 Develop a draft terms of reference for a future strategic Joint Working Group	Mar-19	Monitoring Officer / Members of Joint Working Group	Complete	31/05/2019 - Terns of Reference agreed and Members appointed to Joint Working Group - Cllr J Pearce, Cllr H Bastone, Cllr D May, Cllr K Baldry Terms of Reference can be found here : <a href="http://mg.swdevon.gov.uk/documents/s21763/Appendix%20B%20Joint%20Working%20Group%20Draft%20Terms%20of%20Reference.pdf">http://mg.swdevon.gov.uk/documents/s21763/Appendix%20B%20Joint%20Working%20Group%20Draft%20Terms%20of%20Reference.pdf</a>	
The Councils will need to review the organisational structure to ensure it is fit for the future	Consider the appointment of a new post of Chief Executive	1.12 Recommend to Council that the current Executive Director be appointed to the substantive post of Chief Executive	Feb-19	Leaders	Complete	28/02/2019 - Appointment to Chief Executive post made	
	Extended Leadership Team need a clearer remit in order to release strategic capacity & clearer links to SLT	1.13 Undertake a review of Senior and Extended Leadership Team roles to align to best deliver against the Council corporate themes and future priorities	Nov-19	Chief Executive	ongoing	27/06/2019 - The Chief Executive and Leaders have been working with the Local Government Association to design the future management structure for the Councils. Proposals are currently out for consultation with staff with a view to a report being considered by Council later in July 2019. The full review should be concluded by December 2019	
	Staff struggle to know where to go to get things done in the current structure (role and responsibilities are unclear)	1.14 Undertake to refine the management structures while maintaining the benefits of our specialist and case management model	Nov-19	Chief Executive	ongoing	31/05/2019 - The organisation structure chart has been updated in line with the current interim management measures. The staff survey demonstrates that staff still don't all feel clear who the Leadership Team of the Council are. The review of SLT and ELT structure should aim to simplify	

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	1.15 - Ensure we successfully implement our new approach to employee continuous improvement (including 1:1's etc)	Apr-19	Head of HR and People Managers	ongoing	30/04/2019 - An organisational development strategy is in place. The recent focus has been on embedding a new approach to personal continuous improvement. This moves away from an annual appraisal and ensures that managers are regularly reviewing individual performance and wellbeing		
The organisational restructure should be informed by an audit of capacity pressure points	1.16 Undertake a capacity Audit across Council service areas to understand our pressure points and report back to Members in September 2019	Sep-19	Support Services Specialist Manager	ongoing	27/06/2019 - Framework for assessing organisational capacity developed. Self Assessment tool for Heads of Practice and Managers will be rolled out throughout July and August with the results consolidated by September.		

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<b>2. Strengthen the council's political governance arrangements</b>							
With both councils having elections in May 2019, it will be essential for tangible progress to be made to rebuild relationships to shape the future vision in readiness for the new administrations		2.1 Develop a comprehensive Member Induction programme with an early focus on the Councils corporate themes and objectives. This will include a number of joint induction sessions	May-19	Democratic Services Lead	Complete	01/05/2019 - Induction programme developed and officers presentations developed. Resource packs ready. Prospective candidates were all provided with an outline of the timetable. There is a significant amount of information to provide Members with in a short period of time. The Corporate Theme session will be short but give a flavour for whats included. The Intranet has been updated with useful information.	NA
		2.2 Recommence joint working to develop and monitor progress in delivering this Peer Challenge Action Plan	Mar-19	Leaders ( <i>note original plan stated Deputy Leader</i> )	ongoing	March 2019 - An initial meeting held with Cllr Wright, Cllr Bastone, Cllr Baldry and Members of WDBC to develop this action plan. Ongoing progress monitoring will be by O&S Panel however a further JWG will be arranged in Autumn 2019 to jointly review progress (12 months on from the Peer Challenge)	
		2.3 Ensure that where matters for Members consideration impact both Councils, Officer undertake joint SHWD briefings of relevant lead Members at an early stage to enable input to shape proposals from the outset. This will be driven by the committee forward plans	Apr-19	SLT&ELT	ongoing	21/05/2019 - Report authors and Heads of Practice are actively considering where joint briefings on reports and development of proposals can be carried out with leads Members of both SHDC and WDBC. Since the May 2019 elections, Lead Members have also been identifying these areas. This action is ongoing.  28/05/2019 - Joint briefings are planned in the next couple of months on the JLP, Climate Change and Risk Management	
		2.4 Consider the opportunity for areas of Council business where joint committee meetings would be beneficial (such as scrutiny of effectiveness of Joint Services delivery contracts (Leisure/Waste etc) and make recommendation to Council	Jun-19	Democratic Services Lead	Delayed	28/06/2019 - With a high percentage of Members elected to the Council in May 2019 being new, the current focus is on developing understanding of the Councils own position and priorities and developing its own forward plan rather than exploring joint committee meetings at this stage. June was a stretch target and as such proposal to push the due date back to December 2019 to have considered opportunities for any joint committee meetings	Dec-19
A number of members did not appear to be able to balance their responsibility for council-wide and ward representation	Members have a strong sense for the wards they represent but this should not mean that this should be of greater importance than a corporate perspective of what may be best for the council and wider area	2.5 Ensure that Members are fully aware of the issues facing the Council and the Council priorities. This will be highlighted through the Member induction/re-induction programme as set out in 2.1	May-19	SLT & Democratic Services Lead	Ongoing	31/05/2019 - The induction sessions are providing Members with an overview of the current decisions that need to be made in order to set a balanced budget in 2020/21 (and ongoing). Once the corporate strategy themes have been set by Members, decisions will be made in alignment with the Councils direction. e Section 151 Officer has a number of finance and budget sessions planned over the coming months	
		2.6 WEST DEVON ONLY	NA	NA	NA	NA	NA
		2.7 WEST DEVON ONLY					
		2.8 WEST DEVON ONLY					
		2.9 WEST DEVON ONLY					
Both Councils' backbench members felt excluded from decision-making		2.10 - As set out in 2.3, ensure that officers engage with Lead Members on items which require Member consideration early in the development of the proposal. This will in turn enable the Lead Member of each authority to engage with the wider membership on key proposals	Immediate	Lead Members / SLT&ELT	Ongoing	31/05/2019 - Officers are continue to develop forward plans for decisions which will inform wider Member engagement. Officers are encouraged to have discussions with lead Members before beginning to draft reports so that they reflect the political direction of the Council. Furthermore, the Leader has appointed the Leader of the Liberal Democrat party on the Council to a role on the Executive and a Liberal Democrat Chair of Overview and Scrutiny.  20/06/2019 - The Chief Executive is currently consulting on the restructure of SLT. One of the proposed roles will be responsible for forward planning and ensuring that from an officer perspective engagement and consultation with Members happens in a structured and timely manner	

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	2.11 Joint Working Group will consider the merits of using Policy Advisory Groups (PAGS) to engage with backbench members.	Mar-19	Joint Working Group	Complete	31/03/2019 - The Joint Working Group considered the merits of using Policy Advisory Groups however concluded that they would not add significant value to the Council and may indeed create additional steps in decision making. The decision was therefore not to explore policy advisory groups further at this time but to ensure that informal briefings with all Members are considered as required	
	2.12 WEST DEVON ONLY					
	2.13 Ensure that Officers are aware of decision making powers of Hub/Executive in order to ensure that report recommendations reflect those powers - for example only recommending a matter to Council when required	Apr-19	Monitoring Officer	Ongoing	28/06/2019 - This is part of ongoing agenda monitoring and will be subject to future training / updates for Extended Leadership Team.	

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<b>3. Ensure a continued organisational focus on achieving financial sustainability</b>							
It will be important to ensure that financial self-sufficiency becomes the byword over the medium term and focus is maintained to achieve this		3.1 Focus on the financial sustainability of the Councils through Member induction	May-19	Group Manager Strategic Finance	ongoing	24/06/2019 - The outline of the finances has been part of the initial session of Member Induction. More detailed finance training on the Medium Term Financial Strategy is being organised for the week beginning Monday 2nd September. This is with an external trainer who is an LGiU (Local Government Information Unit) Associate.	
Council savings plans would benefit from having more detail in order to restore Member confidence in the financial positions		3.2 Commence budget engagement with wider membership earlier than in the past to enable Officers and Members to jointly develop proposals for savings	Jul-19	Group Manager Strategic Finance	Ongoing	24/06/2019 Staff and the Extended Leadership Team have been asked for their ideas to input into the Budget Proposals. The Extended Leadership Team are meeting on 26th June to put forward proposals for Members to consider. A Budget update report will be presented to Members at the 18th July Executive. This will give an update on the financial modelling and ask Members for a recommendation to Council on the level of Council Tax Support Grant payable to Town and Parish Councils for 2020/21 onwards. The Budget Proposals will be part of a Budget Workshop for Members in September (when the Government's Spending Review is likely to be announced) and Members will also be presented with the Medium Term Financial Strategy (at the Executive on 19th September), where Members will set out their strategic intention for all of the different strands of funding available to the Councils.	
		3.3 Engage with Devon Pensions on the Councils' Pension Strategy (Actuarial Valuation) for 2020-21 onwards	Mar-19	Group Manager Strategic Finance	ongoing	24/06/2019 - The Council's S151 Officer has written to Devon Pensions regarding this and will be taking this forward alongside the timetable for the current Triennial Revaluation of the Devon Pension Fund.	
		3.4 WEST DEVON ONLY					
		3.5 To work with the waste contractor (FCC) on any opportunities for further savings and income generation (e.g. by increasing the Council's trade waste offering	Summer 2019	Group Manager Strategic Finance	ongoing	24/06/2019 - Ongoing and is being considered as part of the new contract arrangements through partnership working	
		3.6 Review all Fees and Charges for 2020/21 onwards	Jan-20	Head of Finance Practice	Ongoing	18/06/2019 - A fees and charges report will be taken to SH O&S on 23/01.	
		3.7 Consider the level of grant for Town and Parish Councils for 2020/21 onwards, for the Council Tax Support Grant	Summer 2019	Group Manager Strategic Finance	Ongoing	24/06/2019 A report will be presented to the Executive on 18th July detailing options for the consideration of the level of grant for Town and Parish Councils for 2020/21 onwards for the Council Tax Support Grant.	
		3.8 Respond to Government Technical Consultations on the design of the new Business Rates Reform scheme and the Fairer Funding Review	Feb-19	Group Manager Strategic Finance	Complete	31/03/2019 - Consultation responses have been submitted and sent to all Members of the Council and our local MPs  28/06/2019 - The Council will continue to respond to any further technical consultations that may be issued as part of the Government Spending Review (anticipated September 2019) but for the purpose of this action plan, this is considered to now be transferred to business as usual	

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	3.9 Keep all Members updated on changes to the Local Government Finance System (e.g. New Homes Bonus and Negative Revenue Support Grant) that will be announced as part of the Spending Review for 2019	ongoing	Group Manager Strategic Finance	Ongoing	25/06/2019 - The S151 Officer will keep Members updated on any announcements regarding changes to the Local Government Finance system as they are announced.		
	3.10 Continually monitor the savings plans for 2019-20 to ensure these remain on track	Throughout the year	Group Manager Strategic Finance and Finance Head of Practice	Ongoing	24/06/2019 - Savings plans are monitored on a regular basis with budget monitoring reports regularly provided to budget holders. Finance Head of Practice is closely monitoring with members of ELT		
	3.11 To review all Partnership Grants for 2020/21	Summer 2019	Commissioning Manager and Head of Finance Practice	Ongoing	28/06/2019 - A report to review all Partnership Grants for 2020/21 is on the Forward Plan to be considered by Executive on 19th September		
	3.12 Continue to explore opportunities for investment in commercial property, residential property and council owned assets. Individual projects will have their own timetable and project plan (setting out key dates)	Ongoing	Head of Assets Practice	ongoing	31/03/2019 - This is ongoing - funding for the 2019/20 Capital Programme has been approved and borrowing strategy in place  24/06/2019 - Projects are progressing in accordance with each projects timescale. An updated commercial property strategy is on the forward plan for consideration at Executive on 18th July 2019		
	3.13 Develop proposals for income generation through charging for discretionary services or consultancy – such as the successful HR consultancy delivered to other Councils	April / May 2019	Customer First Specialist Manager	ongoing	31/03/2019 - Draft proposals have been developed and will be considered by the Senior Leadership Team. The Council has a £20,000 income target for 19/20 for this type of income  27/06/2019 An income opportunities register has been created and proposals collated and prioritised in line with the adopted Risk and Opportunities Policy. Proposals have been assessed against a range of criteria and are now being progressed where considered to be profitable. Equally a number of proposals have been parked at this stage. The register has been used to inform budget setting through ELT although it is envisaged that a number are more likely to produce a return in 20/21.		

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<b>4. Prepare a viable future accommodation strategy</b>							
In the short-term, the Council should investigate the disposal and alternative use value of its headquarters and test with Members the desire for greater use of shared accommodation and a reduction in member-only accommodation		4.1 Consider short term options for the future accommodation requirements of both Councils for Members to consider	Apr-19	Head of Assets Practice	Ongoing	17/06/2019 Head of Assets Practice is working with Members through Member working groups	
In the longer-term consideration should be given to the councils moving to a new purpose-built shared accommodation. This could assist the councils finances and make a powerful statement in terms of working together		4.2 Consider longer term options for the future accommodation requirements of both Councils for Members to consider	April 201	Head of Assets Practice	Ongoing	17/06/2019 - as per 4.1	



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<b>5. Clarify partnership priorities and seek to strengthen key sub-regional partnerships</b>							
The relationship with Dartmoor National Park has many strengths but further work is needed to gain improved outcomes from it	Relationships between officers of both authorities were more distant than those of Members	5.1 Work with Dartmoor National Park to identify areas for closer working such as housing, economic growth and tourism	Sep-19	Customer First Specialist Manager	ongoing	31/03/2019 - Conversations are already taking place at Chief Executive level around potential opportunities  27/06/2019 Customer First Specialist Manager has met with DNP and we are in process of agreeing a shared Graduate Planning role (probably with another neighbouring authority too). Other areas of shared expertise have been discussed both on a profit and not-for-profit basis – a proposal around Enforcement (planning) is under preparation but is dependent on us having the capacity (current staffing issues are preventing this at the moment	
		5.2 Develop a partnerships roadmap to identify current partnerships, the benefits, the reporting structures and the financial contributions	Jun-19	Commissioning Manager	ongoing	31/03/2019 - this work has commenced through the development of the Corporate Strategy themes and consideration should be given to which partnerships can support us in delivering against the themes  27/06/2019 - A report to review all Partnerships Grants for 2020/21 is on the Forward Plan to be considered in September ( Executive 19th September).	
Be clear on which partnerships derive the greatest value		5.3 Form a Joint Member Working Group to evaluate any shared partnerships	Sep-19	Commissioning Manager	ongoing	28/06/2019 - The Commissioning Manager has considered and identified only two shared partnerships - 1) The shared service arrangement between SH and WD and 2) the Community Safety Partnership	
		5.4 Identifying (through dialogue with partners and VCS) future potential opportunities aligned to corporate strategy themes and on a commissioning basis	Oct-19	Commissioning Manager	ongoing	25/06/2019 - depending on what the corporate themes end up being	
Ensure the most relevant partnerships receive appropriate resource commitment and contribute in the delivery of shared priorities	The localities model is capable of being developed further and could be rolled out with partners to support other agencies work in the community	5.5 Look to engage with partners to understand what opportunities are available in the model which have mutual benefit and enhance support to our communities	Mar-20	Group Manager Service Delivery	Ongoing	28/06/2019 - Conversations have commenced with Town and Parish Councils to identify any opportunities for officers to work closer to support the interests of both parties. For example, working with TAPCs to develop education and awareness around issues affecting the area. These discussions are however at an early stage	
		5.6 Ensure that a key aspect of Member induction is the focus on communicating council key messages and direction to TAPCs	May-19	Leaders / Democratic Services Lead	Ongoing	19/06/2019 - This is an ongoing piece of work and we will look to develop clear messaging to ensure that key messages are communicated. This links to 5.7	
Town and Parish Councils felt the relationships was somewhat one sided	Engage with Parish and Town Councils earlier in respect of proposed service changes so that we work together to effect real change	5.7 Reinstate the Leaders Key Messages in South Hams and introduce it in West Devon, monthly through the Member Bulletin. This will provide Membrs with the key messages and discussion topics to relay to TAPCs	May-19	Leader	Ongoing	28/06/2019 - So far this has not been introduced given the focus on Member induction and awareness. It will be introduced by September 2019	
		5.8 Consider re-establishing South Hams Parish Links meetings for key officers to attend along with Members to update on Council matters.	Jun-19	Leader	Complete	28/06/2019 - Data shows that when these previously operated, they were not well attended. It is however acknowledged that where a specific matter impacts an area, engagement meetings should be arranged with neighbouring parishes. This ensures a focus for the meetings and an efficient use of Council officer resources	Sep-19

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<b>6. It will be essential to ensure clarity on what the new IT is expected to provide and confidence that it will deliver this</b>							
There is an expectation that resolving IT issues, particularly around the IT platform, will resolve most capacity issues but there is a lack of evidence to support this		6.1 Ensure tht any recommendations on the future ICT provision are based on comprehensive evidence	Jul-19	Head of IT Practice / Support Services Specialist Manager	Ongoing	30/04/2019 - The contract with the current IT platform provider has been extended for two years as agreed with Members  31/05/2019 - Review of current IT provision, customer experience, Member views and future possible options undertaken  28/06/2019 - Report scheduled for Executive July 2019 to consider preferred way ahead	
Work should be undertaken to specify future requirements and costs so that budget provision can be amended if required		6.2 Ensure we explore a wide range of options to ensure any future ICT system provides value for money and a good customer experience	Jul-19	Head of IT Practice / Support Services Specialist Manager	Ongoing	31/05/2019 - links to 6.1  28/06/2019 - a budget of £150,000 has been allocated within the MTFs for both South Hams and West Devon (so £300,000 a year in total from 2020/21)	
		6.3 If required, commence a procurement for new technology solutions	Autumn 2019	Head of IT Practice / Support Services Specialist Manager	Not yet due		