

Theme 1: Businesses and Economy

Hub Lead: Cllr Ric Cheadle

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

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

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

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

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Theme 2: Place and Environment

Hub Lead, Cllr Neil Jory

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

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

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

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Theme 3: Residents, Communities and Partnerships

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

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

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

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Theme 4: Service Recovery & Redesign

Hub Lead, Cllr Caroline Mott & Cllr Jeff Moody

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

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

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Theme 5: Communications and Governance

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

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

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

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

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

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		community wealth building by bringing together anchor institutions (those large, typically public organisations) in order to maximise social gain through our procurement practices	Revised Procurement Strategy will be considered by Council Spring 2021 to include potential thoughts around increasing spend with local suppliers	Short / Medium	Head of Strategy
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Theme 6: Financial Stability

Hub Lead, Cllr Chris Edmonds

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

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

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			- Shared Services		
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