

Business & Economy

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 Business & Economy Plan (via District Councils and DCC) 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	Director Place and Enterprise
	1.2 Consider how we work with partners to support developing skills in sustainable trades such as building, plumbing etc.	a) Team Devon Business & Economy Plan 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	Head of Placemaking
	1.3 Develop a strategy for encouraging diversifying South Hams business sectors	a) Team Devon Business & Economy Plan sets out that DCC 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	Head of Placemaking
		b) Team Devon (Trading Standards Buy With Confidence South West) Business and Economy Plan 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	Head of Placemaking

		c) Team Devon (Food Exeter, Public Health on, Exeter Uni and NFU) Business & Economy Plan 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	Head of Development Management / Head of Placemaking
	1.4 Explore opportunities to support businesses adapt to new ways of working (including homeworking where roles permit)	a) Team Devon (LEP Digital Skills Partnership) Business & Economy Plan will explore 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	Head of Placemaking
		b) Team Devon (Devon, Somerset and Torbay Buy With Confidence South West) Business & Economy Plan will seek to implement a regional certification scheme on opening safely	Promote scheme to local businesses	Short	Head of EH and Licencing
	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	Director Place and Enterprise
			b) Hold sector specific discussions/ surveys to understand local need	Short	Head of Placemaking
			c) Re-establish Business Forums as a regular route to engage with businesses across the District (once we understand what our businesses want)	Medium	Head of Placemaking
			d) Support taxpayers who currently find themselves excluded from meaningful support	Short and Medium	Head of Housing, Revenues and Benefits

		e) 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	Head of Placemaking
		f) Team Devon (DCC and Growth Hub) 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	Head of Placemaking
	1.6 Encourage a Devon wide approach to tourism.	a) Team Devon (DCC Growth Hub and LEP) Business and Economy Plan will aim to establish 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	Business Forums
			Develop the South Hams Place narrative	Medium	Head of Communications
	1.7 Identify and ensure that key infrastructure is in place in order to encourage tourism	a) Team Devon Business and Economy Plan will develop a sustainable tourism, hospitality and leisure support package which will include accessible tourism, activity, culture and wellness tourism		Medium/Long	Director Place and Enterprise
Ensuring adequate Infrastructure	1.8 Lobby for better Broadband to enable diversification of business in South Hams – including increased homeworking	a) Team Devon Business and Economy Plan 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	Deputy Chief Executive
	1.9 Better bus provision and strategic park and ride facilities to reduce traffic in towns	a) Team Devon (DCC & Districts) Business and Economy Plan 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	Long term	Head of Placemaking

Short Term – This Financial Year (2020/21)
 Medium Term – This Council Term (2023)
 Long Term – Beyond 2023

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 a pannier markets etc and what the business case would look like. Report back as part of action plan update (links to 6.14)	Short	Head of Placemaking	
	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	Head of Housing Revenues and Benefits	
	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	Head of Strategy	
		b) Team Devon (Food Exeter, Devon and Cornwall Business Council, LEP Rural Post) Business and Economy Plan sets out that the collective 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	Short	Head of Placemaking
			Explore further the 'Made in Devon' concept and local branding opportunities			
1.13 Develop a plan to encourage pop up shops		Identify options for supporting this type of business	Medium	Head of Placemaking		

Place and Environment

Action	What are we (or partners) already doing?	Proposed way forward for SHDC	Timescales	Responsible Team / Group	
Built Environment	2.2 Consider how we bring forward commercial development 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	Head of 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 <ul style="list-style-type: none"> Retention of shop windows while accommodation sits behind? - Use of shop spaces for workshop/ training activity 	a) Team Devon (DCC, Districts, DCC Highways and Strat Planning) Business and Economy Plan is 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	Head of Placemaking
			b) Ensure that SHDC Officer resource is available to support Towns in any application / bid process	Short	Director Place and Enterprise
			c) Team Devon Business and Economy Plan 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
	2.4 Consider what support / lobbying the Council can provide to the issue of high rents in our highstreets		Leader to engage with MP's and Council to respond to any future consultations	Medium	Leader/ Council
	2.5 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 (Districts with Town Councils) Business and Economy Plan 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	Head of DM / Head of EH and Licencing
		b) Team Devon (Districts) will Lobby MP's re licencing changes as set out in its Business and Economy Plan	Provide local lobbying of MP's aligned to Team Devon approach	Short	Leader /Council

Residents, Communities and Partnerships

Action	What are we (or partners) already doing?	Proposed way forward for SHDC	Timescales	Responsible Team / Group	
Local Knowledge and expertise	3.1 Improve awareness of the support available from the Council and partners		c) Develop briefings / resources for our Town and Parish Council Colleagues on support available	Medium	Head of Communications / Head of Housing, Revenues and Benefits
Supporting Future Resilience	3.5 Develop plans for how we harness and support the successful community response demonstrated through Covid-19	Team Devon (People strand) are currently developing their response to any local lockdowns. SHDC 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	Head of Strategy
			Explore Asset Based Community Development – how we identify the community strengths	Medium / Long	Head of Strategy
			Consider developing a resilience network across South Hams to share key messages and support requests	Medium / Long	Head of Communications

Service Recovery

Action	What are we (or partners) already doing?	Proposed way forward for SHDC	Timescales	Responsible Team / Group	
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	Accommodation Working Group

Communications and Governance

Action	What are we (or partners) already doing?	Proposed way forward for SHDC	Timescales	Responsible Team / Group	
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	Short	Leader and Chief Exec
	5.10 Ensure that the Constitution reflects current ways of working and is easier to access online			May 2021	Leader and Chief Exec
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.	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	Leader and Chief Exec

		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	Head of ICT
	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	Accommodation Working Group
	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	Medium	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	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

Financial Sustainability

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 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	Director Strategic Finance
	6.2 Government lobbying for extra funding	This is underway as a joined up Team Devon approach		Short	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	Head of Finance Practice
	6.5 Leisure Provision	Members have agreed support for the immediate provision of leisure facilities	Discuss future options for leisure provision	Short/medium/long	Director Place and Enterprise
	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	Director Strategic Finance/ Leader
	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	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	Director Strategic Finance / Leader
	6.13 Business Rates Review		Submit evidence as part of 'national call for evidence' by September 2020	Short	Director Strategic Finance
	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 	S/M/L Short/Medium	Head of Assets Director Strategic Finance
	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 - Shared Services 	Short/Medium/Long	Chief Executive