



South Hams
District Council

Strategic Risk Register

November 2021 Update

Audit Committee 9th December 2021



Better lives for all

Introduction

What Do we mean by Risk?

Risk is unavoidable in any organisation. It is ever present and a certain amount of risk-acceptance is inevitable if we are to achieve our objectives of our Better Lives for All Strategy.

What Is Risk Management?

Successful Risk Management is an essential part of delivering good governance across the Council and reduces the uncertainty of achieving our ambitions (as set out in Better Lives for All).

It is about adopting a planned and systematic approach to identifying, evaluating and controlling the things that will prevent us delivering on our priorities.

How does Risk Management fit in to our business planning?

Effectively identifying and managing risks will support the Council in acting in the best interests of our residents, businesses and communities through the ever changing environment of local government.

It is the 5th step in our Performance Management Framework



Step 5: Risk Management
Identify risks that may prevent us delivering our vision and how we will mitigate them

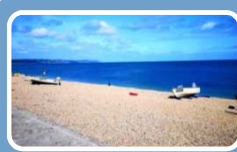


Our Risk Management Objectives

We have 6 key objectives that guide our approach to Risk Management

1. Adopt a strategic approach to risk management in order to make well informed decisions
2. Integrate risk management into how we run Council services and deliver key projects.
3. Support a culture of well-measured risk taking throughout the Council including setting risk ownership and accountabilities.
4. Accept that even with good risk management and our best endeavours, things can go wrong. We will learn lessons where this happens.
5. Ensure that the Council continues to meet all statutory and best practice requirements in relation to risk management
6. Ensure that risk management continues to be a key and effective element of our Corporate Governance

Benefits of Effective Risk Management



Improved Strategic Management

- Greater Ability to deliver against our corporate objectives and targets
- Improved decision making, planning and prioritisation



Improved Operational Management

- Plans in place to respond to incidents when they occur
- Better service delivery



Improved Financial Management

- Better informed financial decision making
- Greater financial control
- Minimising waste and improving Value for Money



Improved Customer Service

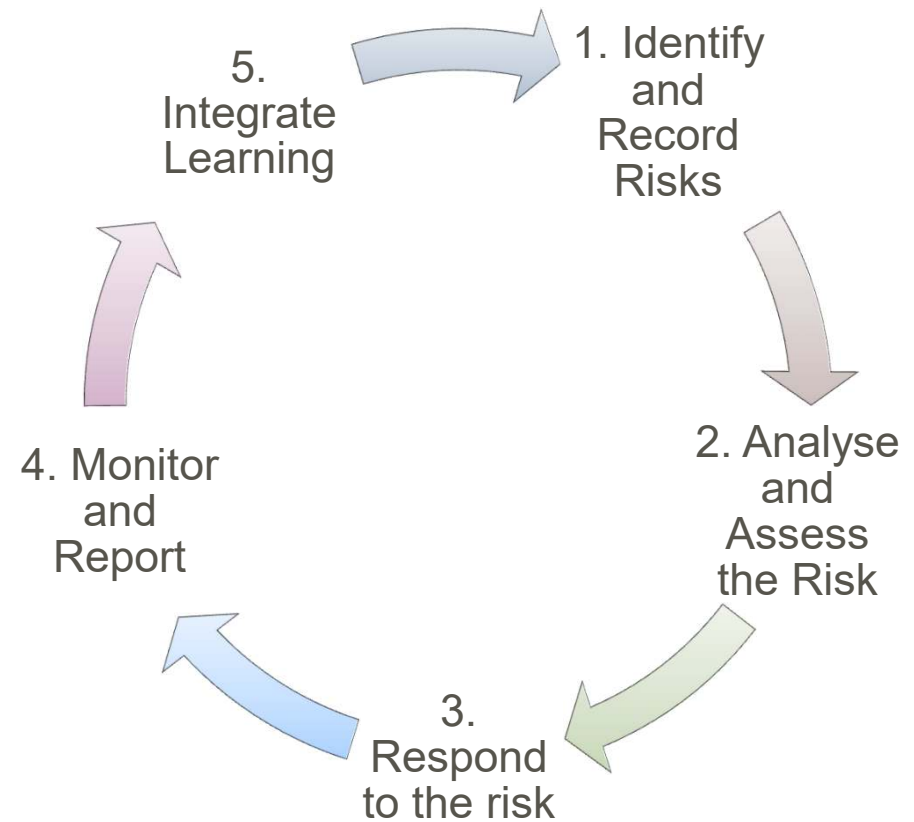
Service disruption to customer minimized



Our Risk Management Process

Identification of risks, deciding what action to take to minimise the risk and assessing how successfully we did it is an activity that we are all doing constantly in our personal lives. The same approach is applied by the Council in assessing risks to our priorities and services.

To do this we follow a 5 step approach



Our Risk Management Scoring

Likelihood
How possible is it that the risk will occur?

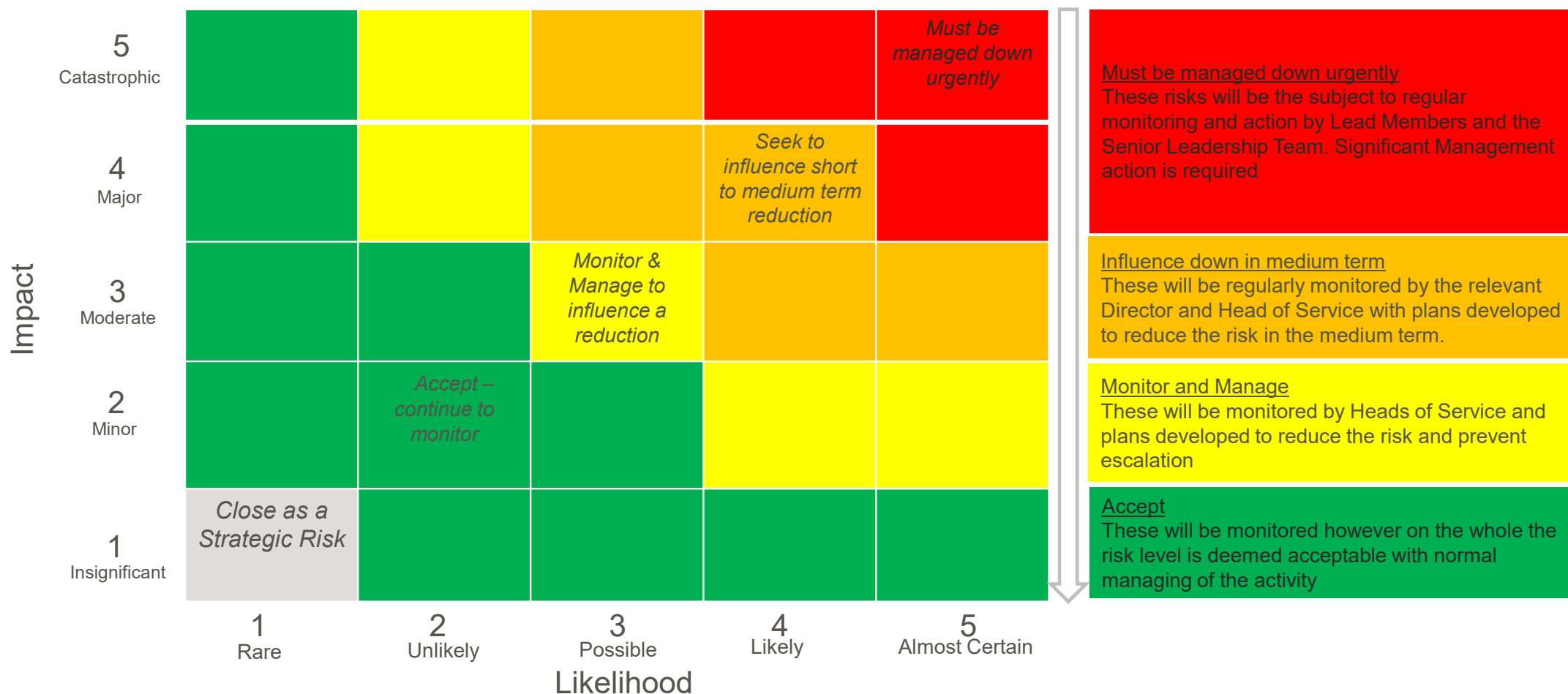
#	Likelihood	Chances of occurring	
1 – Rare	Unlikely to occur under normal circumstances	0-10%	Very unlikely this will ever happen e.g. Once in 100 years
2 – Unlikely	Potential to occur however likelihood remains low	10-25%	Not expected to happen, but is possible e.g. Once in 25 years
3 - Possible	Possible - Could occur	25-50%	May happen occasionally, e.g. Once in 10 years
4 – Likely	Likely - Most likely will occur	50-80%	Will probably happen, but not a persistent issue e.g. Once in 3 years. Has happened in the past.
5 – Almost Certain	Almost certainly will occur	80-100%	Will undoubtedly happen, possibly frequently e.g. Annually or more frequently. Imminent/near miss.

Impact
If the risk does occur, what is the impact?

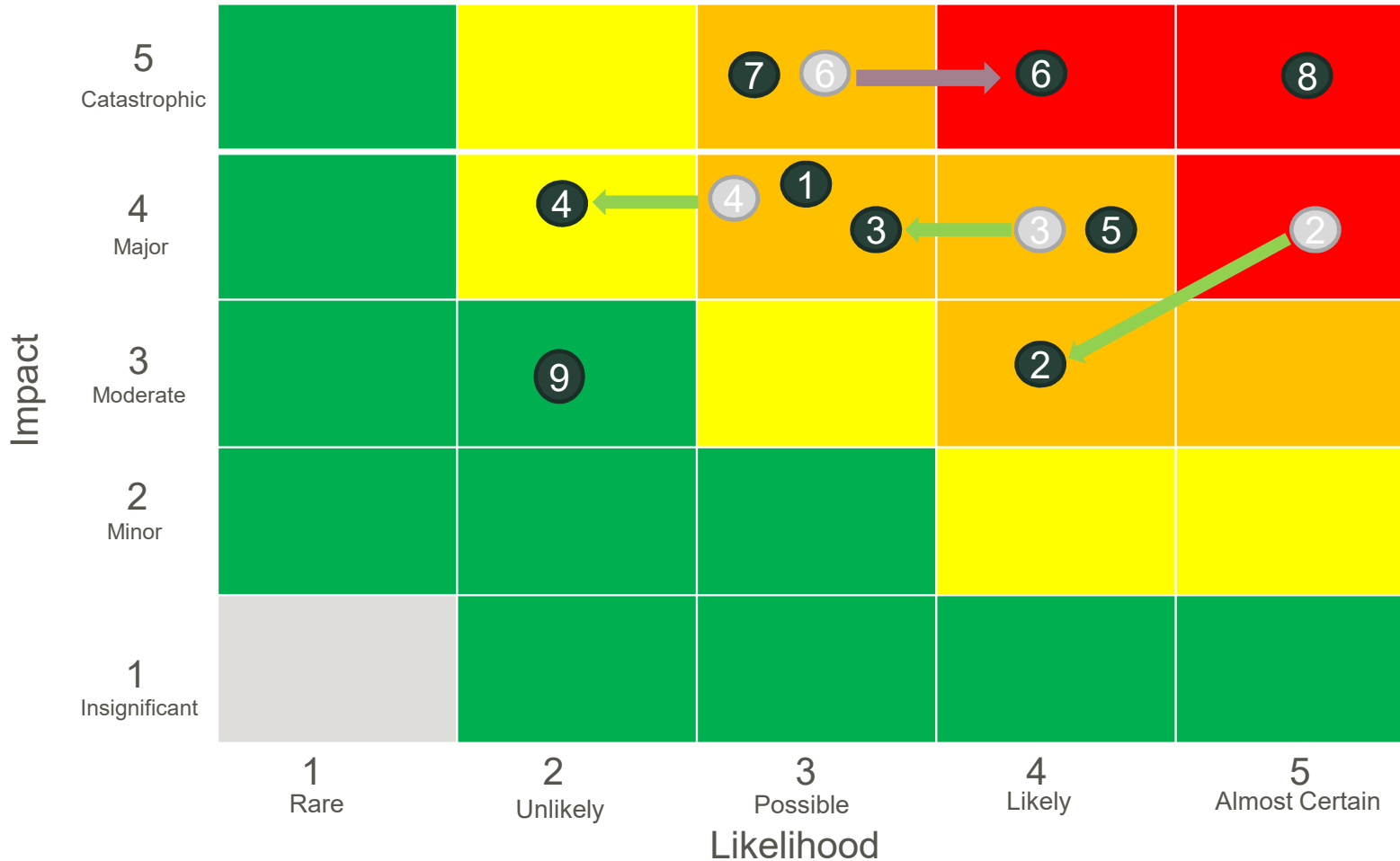
#	Impact Category					
	Financial	Service Quality	Reputation	Legal/Regulatory	Health and Safety	Morale / Staffing
1 – Insignificant Impact	Financial loss of less than £10k	Drop in performance or delays to a process or temporary loss of an access route to a service	Limited local interest, single story	Not reportable to regulator/Ombudsman, simple fix	Minor first aid required	Isolated staff dissatisfaction
2 – Minor Risk	Financial loss of between £10k & £100k	Drop in performance or delays to a service area or sustained loss of access routes for services	Local or 'industry' interest, single story over multiple news outlets	Reportable to regulator/Ombudsman, no or little follow up needed	Minor injuries to employees or third parties	Pockets of staff morale problems and increased turnover
3 – Moderate Risk	Financial loss of between £100k & £500k	Drop in performance or delays to delivering a wide range of services	Short term negative media exposure	Regulator/Ombudsman report with immediate correction to be implemented, or risk of prosecution	Simple 'medical professional' type care for employees or third parties, e.g. GP visit, minor injuries unit visit	General staff morale problems and increased turnover
4 – Major Risk	Financial loss of between £500k & £1Mill	Major drop in performance or inability to deliver discretionary services	Sustained negative media coverage, or South West or 'affected industry' publication exposure	Regulator/Ombudsman report requiring major project to correct or prosecution with fines, etc.	Limited hospital care required for employees or third parties	Widespread morale problems and high turnover. Not perceived as employer of choice
5 – Catastrophic	Financial loss of over £1Mill	Major drop in performance or inability to deliver mandatory services	Long term negative media coverage, or national media exposure	Significant prosecution or fines, incarceration of directors	Significant injuries or fatalities to employees or third parties	Some senior leaders leave / high turnover of experienced staff, insufficient staff to complete statutory functions

To calculate the overall risk score, we multiply the likelihood by the highest impact category score.

Our Risk Management Treatment



Summary of Strategic Risks November 2021



⊗ Previous Period Score
 ⊗ Current Period Score

- Risk Title**
1. Adherence to Medium Term Financial Strategy
 2. Covid-19 Impact on in-house Services
 3. Inadequate Staffing Resource
 4. Commitment to change across the organisation
 5. Health and Wellbeing Service Provision
 6. Business Continuity
 7. Emergency Response
 8. Waste and Recycling Changes
 9. RHSS Town Recovery Fund compliance



Risk Title: Adherence to Medium Term Financial Strategy

What is the risk? Failure to sustain a robust on-going medium term financial strategy in SHDC with adequate reserves to meet unforeseen circumstances, due to cost pressures and reduced income targets, council decisions, changes in Government policy with regard to business rates and affordable housing; Potential impact on delivering the MTFs, particularly if national/regional businesses successfully appeal against business rate valuations or litigation proceedings / legal challenges / planning appeals, etc.

What could cause the risk to occur? Reduction in Government grant, increasing demand for services and other cost pressures and increased risks associated with localised business rates and council tax support. Additionally, income from activities may not materialise or may be reduced, e.g. a reduction in sales, fees and charges income or business rate appeals. The amount of income received can be adversely affected by a fall in collection rates due to economic downturn, the effects of the pandemic and other factors such as the bankruptcy/liquidation of large ratepayers or any sizeable rateable value reductions achieved by business rated properties in the area.

Risk Scoring	Likelihood of risk occurring		3 (Possible)
	Impact	Financial	4 (Major)
		Service Quality	4 (Major)
		Reputation	4 (Major)
		Legal / Regulatory	4 (Major)
		Health and Safety	2 (Minor)
		Morale / Staffing	2 (Minor)

What are we doing to reduce the risk?

- Robust horizon scanning to monitor changes in Government policy. SLT awareness of the risks, cautious approach to budgeting and robust systems of financial control. The Council is not intending to rely heavily on sources of income which may not be sustainable e.g. New Homes Bonus.
- SLT actively participate in Government consultations, MP discussions and keep aware of changes and the response by peer group, ensuring where appropriate the learning from this is incorporated into strategic plans.
- SLT engaged in the development of the MTFs.
- The latest Medium Term Financial Strategy was approved at Executive on 16 September 2021. The latest Revenue and Capital Budget Proposals for 2022/23 to 2024/25 will be considered by the Executive on 2 December 2021 and the Joint Development Management Committee and Overview & Scrutiny Panel on 13 January 2022.

Current Update (November 2021)

Due to the volatility of Business Rates income Council on 23 September 2021 approved the use of funding from the Business Rates Retention Earmarked Reserve to smooth the volatility in business rates income over the next three years. The volatility is due to the business rates baseline reset anticipated in 2023/24 (this will mean the Council will have negative revenue support grant in 23/24) and the predicted reduction in business rates pooling gains at the same time in 23/24. There is a risk that the Government may introduce a more aggressive business rates tariff in 22/23 to account for the fact that the baseline reset is highly likely to be delayed until at least 23/24. If this happens, it would be recommended that a higher amount of funding from the business rates retention reserve is used in 22/23, to offset the higher tariff rate and the ensuing lower business rates income. More will be known on this when details of the Local Government Finance Settlement are announced around mid December.

The forecast budget gap for 2022/23 is currently £28,500, 0.3% of the Net Budget of 2021/22 of £9.7 million. A cumulative budget gap of £349,925 is predicted for 2023/24 (the £349,925 assumes that the 22/23 budget gap of £28,500 has not been closed). The cumulative aggregated Budget Gap by 2024/25 is £1.1 million, if no action has been taken in each individual year to close the budget gap annually. The Council awaits the details of the Local Government Finance Settlement announcement in mid December, which will enable the Council to further firm up some of the assumptions within the Budget for 2022/23 onwards.

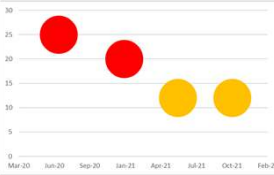
Overall Scoring

Risk Score (Current)



Likelihood 3 x Impact 4

Risk Score History



Risk Direction




Risk Title:	Covid-19 Impact on in-house services
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Overall Scoring

What is the risk?	The risk is that Covid-19 (Coronavirus) will impact on the ability for the Council to deliver its in-house services leading to a drop in operational performance and customer satisfaction. There is the potential for additional financial implications due to increased demand for services or a reduction in income.
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Risk Score (Current)

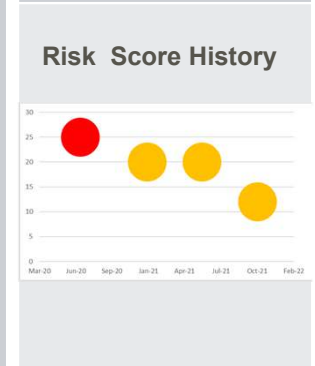


12

Likelihood 4 x Impact 3

What could cause the risk to occur?	<p>This risk has arisen as a result of the global pandemic that has been difficult to predict.</p> <p>There remain a number of uncertainties about how the pandemic will continue to progress and therefore the level of response required by the Council and in turn the impact on our services. A new variant of covid-19 (Omicron) is seeing the government re-implement mandatory mask wearing in some sectors with a review scheduled in 3 weeks.</p>
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Risk Scoring	Likelihood of risk occurring		4 (Likely)	<p><u>What are we doing to reduce the risk?</u></p> <ol style="list-style-type: none"> 1. Monitor national and local situation and guidance 2. Continue to encourage staff to work from home where possible to reduce any potential spread of Covid and in turn reduce likelihood of staff requiring time off from work 3. Work with partners to implement measures to respond to the pandemic
	Impact	Financial	3 (Moderate)	
		Service Quality	3 (Moderate)	
		Reputation	3 (Moderate)	
		Legal / Regulatory	3 (Moderate)	
		Health and Safety	3 (Moderate)	
		Morale / Staffing	3 (Moderate)	



Current Update (November 2021)	<p>Our office based staff continue to work from home in order to mitigate the risk of spreading Covid 19 and in turn reducing the capacity of our workforce. Our frontline staff continue to employ safety measures to reduce the risk of transmission of Covid with risk assessments continually being updated.</p> <p>Member meetings have resumed face to face for many months and with the exception of wearing facemasks when moving around the building and maintaining social distancing, other safety measures have been removed. This has not so far resulted in any significant outbreaks.</p> <p>We will continue to monitor the impact on our in-house services (particularly given Omicron variant developments) over the winter and if required, in-instigate our incident management approach.</p>
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Risk Direction



Risk Title:	Inadequate Staffing Resource		
What is the risk?	The risk is that the Council fails to have sufficient staffing capacity or capability to deliver the services that our customers expect and to meet the level of demand. This would lead to customers being unable to access the services they require or an unacceptable wait for access to services.		
What could cause the risk to occur?	There are a number of things that could cause this risk to occur including a lack or unclear strategic direction and priorities, inadequate training and re-skilling of staff, failure to engage with staff appropriately and negative changes to employee terms and conditions could all result in a demotivated workforce that is not responsive to customer needs.		
Risk Scoring	Likelihood of risk occurring	3 (Possible)	<p>What are we doing to reduce the risk?</p> <ol style="list-style-type: none"> 1. Establish a clear and prioritised strategic direction so that all employees understand the importance of their role in the Councils success 2. Undertake regular Customer Satisfaction Surveys in order to understand the quality of the service being provided 3. Mechanism in place for ELT to appoint staff within budget where appropriate without recourse to SLT. Apprenticeship scheme developed by HR. 4. Regular staff 1:1's with managers and a new performance management / appraisal process implemented 5. Identifying opportunities for training and development including defining professional development pathways. 6. Carry out service reviews to ensure our services are performing well and that staff are fully supported
Impact	Financial	4 (Major)	
	Service Quality	4 (Major)	
	Reputation	4 (Major)	
	Legal / Regulatory	4 (Major)	
	Health and Safety	2 (Minor)	
Morale / Staffing	2 (Minor)		
Current Update (November 2021)	<p>Good progress has been made in reducing this risk.</p> <ul style="list-style-type: none"> - Planning (Development Management) Review has identified a requirement for additional planning officers. This has been approved by Members and recruitment underway. - Extended Leadership Team has been realigned to better support delivery of our priorities and also to ensure an even spread of management across the organisation which will enable improved support for staff across the Council. - New performance management and appraisal process has begun to be rolled out which will ensure we enhance our understanding of training and development requirements for staff. - 'Better Lives for All' is now guiding the work planning and in turn enabling better resource planning. 		

Overall Scoring

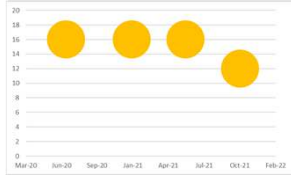
Risk Score (Current)




12

Likelihood 3 x Impact 4

Risk Score History



Risk Direction



Risk Title: Organisational Commitment to Change

What is the risk? The risk is that there is a lack of on-going organisational commitment to support changes needed for ongoing financial sustainability & community resilience.

What could cause the risk to occur? The Council is required to continually adapt to meet the needs of our communities, residents and businesses. It is important that there is both political and organisational wide commitment to change. This risk could impact on our ability to deliver our services if there is a reluctance to change.

What is the level of the risk?	Likelihood of risk occurring	2 (Unlikely)	<p><u>What are we doing to reduce the risk?</u></p> <ul style="list-style-type: none"> • Keep Members informed and updated on central government policy relating to local government services. • Ensure that staff are provided the opportunity (and encouraged) to identify areas for change and improvement. • Provide change management governance to manage projects well. • Provide Members with training and ongoing development. • Ensure Members are fully briefed on options within the policy and budgetary framework in order to inform decisions. • Ensure policy changes are brought forward in a timely way for decision making, that due process is followed and that there is appropriate consultation, information and scrutiny. Provide regular L&DL briefings, group meetings and Member briefings and drop-ins. 	
	Impact	Financial		4 (Major)
		Service Quality		3 (Moderate)
		Reputation		4 (Major)
		Legal / Regulatory		4 (Major)
		Health and Safety		1 (Insignificant)
		Morale / Staffing		4 (Major)

Current Update (November 2021) In September 2021, Council unanimously adopted 'Better Lives for All' its longer term plan for the Council and District as a whole. Developed over many months and with full Member engagement through workshops, it is now underpinned by detailed delivery plans. This is a positive step and will guide the work of the Council, its resource allocations and its priorities for lobbying and partnership working.

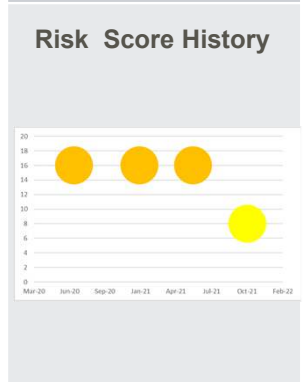
We will also soon have much greater certainty around funding with proposals for a three year financial settlement from government. This will further enhance our future financial planning capabilities.

Overall Scoring

Risk Score (Current)

8

Likelihood 2 x Impact 4



Risk Direction

Risk Title:	Health and Wellbeing Service Provision
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What is the risk?	Covid-19 has a significant impact on Leisure provision given the nature of activities and hygiene requirements. The risk is that as leisure centres make adjustments to reduce the risk of Covid-19 to both staff and customers, the capacity of the centres is significantly reduced while many overheads and operating costs remain the same.
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What could cause the risk to occur?	<ul style="list-style-type: none"> - Re-implementation of further restrictions that reduce Leisure Centres ability to deliver the full range of services - Even without restrictions, customer appetite for participation in activities in enclosed environments may take some time to return to previous levels
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Risk Scoring	Likelihood of risk occurring		4 (Likely)	<p><u>What are we doing to reduce the risk?</u></p> <ol style="list-style-type: none"> 1. Continue to engage with Leisure Services provider to understand issues and support where possible 2. Continue to monitor local and national position (given that all leisure providers will be in the same position)
	Impact	Financial	4 (Major)	
		Service Quality	2 (Minor)	
		Reputation	2 (Minor)	
		Legal / Regulatory	2 (Minor)	
		Health and Safety	4 (Major)	
		Morale / Staffing	2 (Minor)	

Current Update (November 2021)	<p>At their meeting in March 2022, the Executive will consider an update from Fusion Leisure which will set out the impact Covid-19 continues to have on participation and what steps they are taking to encourage a return to pre-pandemic levels.</p> <p>The Councils lead for Fusion continue to promote the available activities within the centres.</p>
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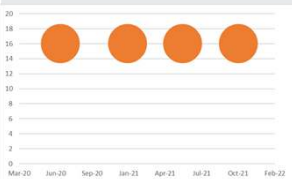
Overall Scoring

Risk Score (Current)



Likelihood 4 x Impact 4

Risk Score History



Risk Direction



Risk Title:	Business Continuity
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What is the risk?	The risk is that we do not develop and keep maintained robust processes to ensure business continuity in the event of a significant event occurring, e.g. Failure to ensure the continuous availability of critical IT systems leading to inability to deliver key council services.
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What could cause the risk to occur?	Developing and maintaining robust Business Continuity Plans requires significant and sustained focus. During Covid-19 response, the Councils risk profile has changed as we have relied much heavier on working in different ways (for example more staff working from home the majority of time) and with significant pressures being placed on some of our key delivery partners/ contractors. Work is required to update our BCP's to the changing environment that we are operating in. We are also entering a period where extreme weather events increase the risk of a business continuity event triggering.
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Risk Scoring	Likelihood of risk occurring		4 (Likely)	<p><u>What are we doing to reduce the risk?</u></p> <ul style="list-style-type: none"> Having two HQ locations is main mitigating factor - however an outage of power/ICT at either location would lead to a serious disruption of service. Agile working further reduces reliance on two office buildings. Locality workers can be despatched more easily to ensure customer engagement can be maintained during any incident. Business Continuity plans have been updated - priority areas - ICT Networking - Payroll & Creditors Payments; other plans need to be made more robust – further work underway for the new year
	Impact	Financial	5 (Catastrophic)	
		Service Quality	5 (Catastrophic)	
		Reputation	4 (Major)	
		Legal / Regulatory	2 (Minor)	
		Health and Safety	3 (Moderate)	
		Morale / Staffing	3 (Moderate)	

Current update (November 2021)	<p>While we still find ourselves in the 'response' phase of the pandemic however focus is now changing to refining our broader business continuity plans to cover other scenarios.</p> <p>Our ability to work online is fundamental to our ongoing delivery of services and this is therefore a key focus for our Business Continuity Planning. We are aware of rising incidents of cyber attacks on local authorities and are monitoring their learning closely in order to refine our own response plans. Where cyber attacks on those have been successful (i.e. not prevented by their systems and processes) they have been without core operating systems for many months and with the cost of recovery being in the several millions of pounds. As a result of this learning we have increased the financial impact score to 5.</p> <p>Additionally, our contracted waste collection services continue to be under significant pressure triggered in part by the national HGV driver shortage which could be compounded as we enter the typical flu season and also the added covid-19 infection and isolation risk.</p> <p>We have commissioned external advice to support us in updating our ICT Business Continuity Plans with this work aiming to complete in January 2022. Following this we can update our other service business continuity plans.</p> <p>A group of core officers will be recommending a dedicated work stream to reduce this risk to acceptable levels</p>
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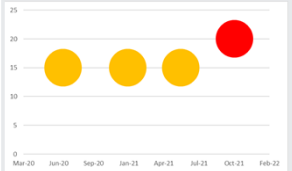
Overall Scoring

Risk Score (Current)



Likelihood 4 x Impact 5

Risk Score History



Risk Direction



Risk Title:	Emergency Response			
What is the risk?	The risk is that the council fails to meet the high public expectation in relation to supporting communities during storm damage/flooding/ other events, as well as engagement in longer term recovery, in particular assumptions about capital investment to restore assets. The risk relates to how best to support dispersed communities, e.g. with filling, transporting and laying sandbags as well as providing workforce on site, given limited resources and expectations during an event.			
What could cause the risk to occur?	The Council has a key role in supporting the response to emergency incidents within the District, These are, by there very nature, difficult to predict when and where they will occur. The type of events that the Council could be called upon to support include storm events, floods, major accidents, incidents requiring temporary or longer term re-accommodation of residents etc.			
Risk Scoring	Likelihood of risk occurring	3 (Possible)	<p><u>What are we doing to reduce the risk?</u></p> <ol style="list-style-type: none"> Continued management and officer focus on this area to ensure risk is minimised as much as possible Continued close engagement work with DCC and Environment Agency to ensure all parties are aware of each others responsibilities and capacity. 	
	Impact	Financial		3 (Moderate)
		Service Quality		4 (Major)
		Reputation		5 (Catastrophic)
		Legal / Regulatory		3 (Moderate)
		Health and Safety		4 (Major)
		Morale / Staffing		4 (Major)
Current Update (November 2021)	<p>The Council continues to engage with the Local Resilience Forum and is keeping its emergency response plans up to date. Winter plans are developed and in place.</p> <p>Most of our emergency response support will be provided by the Environmental Health Team who are also the team that are involved in supporting any requirements to respond to Covid-19. To support their ability to respond to any other emergencies through the winter, we have extended the contract of the covid-19 support officers until end of March 2022.</p>			

Overall Scoring

Risk Score (Current)

15

Likelihood 3 x Impact 5

Risk Score History

Month	Risk Score
Mar-20	11
Jun-20	14
Sep-20	14
Jan-21	14
Apr-21	14
Jul-21	14
Oct-21	14
Feb-22	14

Risk Direction

Risk Title: Delivery of Waste and Recycling Service

What is the risk? The risk is that our contractor for Waste and Recycling Services (FCC Environment) lacks the capacity or ability to rectify the issues being experienced by residents resulting in further delays, increased reputational damage and overall significant frustration for our residents.

What could cause the risk to occur? The risk has already occurred. The key issue at this stage is the capacity and ability of FCC to rectify the problems being experienced in the delivery of the service. These relate to the national HGV driver shortage, the capacity of the transfer station at Ivybridge, the collection round design, the fleet design and work force management.

Risk Scoring	Likelihood of risk occurring		5 (Almost Certain)
	Impact	Financial	4 (Major)
		Service Quality	5(Catastrophic)
		Reputation	5 (Catastrophic)
		Legal / Regulatory	4 (Major)
		Health and Safety	3 (Moderate)
		Morale / Staffing	4 (Major)

- What are we doing to reduce the risk?**
1. We have paused the rollout of the full Devon aligned recycling service for 22,500 properties in order to stabilise the existing service.
 2. Continuous, focused dialogue between the Council and our contractor (FCC Environment).
 3. FCC Environment have submitted a recovery plan to deliver the full contracted services to contractually specified levels.
 4. South Hams staff supporting FCC on the ground where required and particularly with the management of the service.
 5. Enabling more focus on delivery of statutory services (household recycling and non-recyclable waste) by suspending the garden waste collection service. Contractor has been asked for a plan to restart this by 31st March 2022 (or sooner).

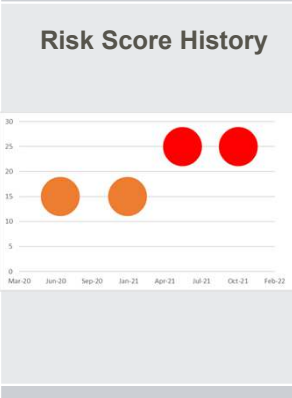
Current Update (November 2021)
 Issues with the new service continue to be experienced at the time of this update. The Council is working with FCC Environment to resolve ongoing issues.
 The Executive continue to meet regularly with FCC Senior Management. The Council continues to use contractual mechanisms to improve service performance.
 The contractor was not able to rectify the issues with collection by the end of July 2021 as previously updated in the risk register.
 To alleviate the pressure on the service, the decision has been taken to temporarily suspend garden waste collections, enabling the contractor to focus available resources on collection of waste and household recycling. The Executive have asked that FCC provide a detailed plan to the Council by 31st December 2021 for resuming the service by 31st March 2022 (or sooner)
 FCC have attended Overview and Scrutiny and regular updates continue to be provided by the Lead Member to the Executive on a regular basis.

Overall Scoring

Risk Score (Current)

25

Likelihood 5 x Impact 5




Risk Direction

Risk Title:	Maximising use of government economic support funds
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Overall Scoring

What is the risk?	The risk is that the Council does not maximise the use of government high street support funding and business grants which in turn support the economic recovery of the area leading to a longer term negative impact as we begin to recover from Covid-19.
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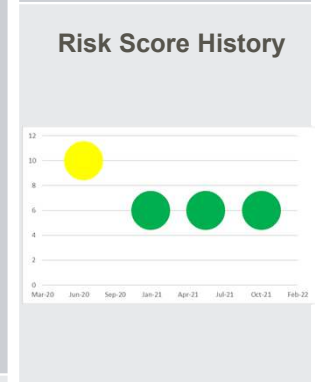
Risk Score (Current)



6

Likelihood 2 x Impact 3

What could cause the risk to occur?	<p>The ongoing impact on the economy as we continue through response and in to recovery remains to be fully understood. Government have provided funding for both grants to businesses and for the Council to support the recovery of the highstreets. This funding must be spent in a compliant way.</p> <ul style="list-style-type: none"> - Clarity of eligible expenditure that delivery partners wish to incur - The longer term impact as restrictions continue to change or potential for reimplementaion of restrictions that negatively impact on our key economic centres. - Ability to demonstrate sufficient evidence to support claim to draw down government funding.
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Risk Scoring	Likelihood of risk occurring		2 (Unlikely)	<p>What are we doing to reduce the risk?</p> <ol style="list-style-type: none"> 1. Implementation of a dedicated team to support the economic and ‘place based’ activities required to support the area 2. Clear guidance related to the Government funding schemes to be issued 3. Work with our town councils, the LEP, DCC (Team Devon) and other key stakeholders to develop co-ordinated plans 4. Delivery partner agreements in place in order to make responsibilities clear
	Impact	Financial	2 (Minor)	
		Service Quality	1 (Insignificant)	
		Reputation	3 (Moderate)	
		Legal / Regulatory	3 (Moderate)	
		Health and Safety	2 (Minor)	
		Morale / Staffing	1 (Insignificant)	

Current Update (November 2021)	<p>As part of its Better Lives for All Strategy, the Council has placed a significant emphasis on the support to the economy of South Hams with a clear delivery plan in place for the next three years.</p> <p>One aspect of supporting project activity is funded by ERDF monies. The Council has recently been notified that its first claim for funding was successful and payment is being processed. We were able to demonstrate through the claim process our compliance with the requirements of the scheme. It is a requirement of the scheme that the funding scheme is included on the Councils strategic risk register.</p> <p>This funding has enabled to support projects in all of our key towns and we have plans for further promotional and marketing activities over the Christmas period.</p>
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Risk Direction

