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Dear Councillor

SOUTH HAMS EXECUTIVE - THURSDAY, 3RD DECEMBER, 2020

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

Agenda No	Item
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| 9. | <u>COVID-19 Recovery Plan Progress Update (Pages 1 - 36)</u> |
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Yours sincerely

Darryl White
Democratic Services Manager

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Report to: **Executive**

Date: **3 December 2020**

Title: **COVID-19 Recovery Plan Progress Update**

Portfolio Area: **Governance and Assurance**
Cllr Judy Pearce - Leader of the Council

Wards Affected: **All**

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

Date next steps can be taken: Upon the expiry of the Scrutiny Call-in period – 5.00pm on Monday, 14 December

Author: **Drew Powell** Role: **Director of Governance & Assurance**
Neil Hawke **Head of Strategy & Projects**

Contact: Drew.Powell@swdevon.gov.uk
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RECOMMENDATIONS:

That the Executive:

- 1. Note the Council's continuing response to the COVID-19 Pandemic;**
- 2. Note the Council's progress in developing and delivering the Recovery and Renewal Plan;**
- 3. Consider the recommendations of the Localities and Communities Task and Finish (as set out in Section 4.15) and the Consultation and Engagement Task and Finish (as set out in Section 4.18); and**
- 4. Request that Officers finalise the Recovery and Renewal Plan in-line with the approach outlined in this report and present it to the Council meeting to be held on 17 December for adoption.**

1. Executive summary

- 1.1 The Executive considered a report on 17 September 2020 (minute E.15/20) on the Council's response to the COVID-19 pandemic and emerging Recovery and Renewal Plan ('The Plan')
- 1.2 To progress key emerging priorities around our community support and the role of the localities team and how we consult and engage with our communities, Members formed two Task and Finish groups.
- 1.3 This report provides an update on the Council's ongoing response and recovery activity and the recommendations of the Overview and Scrutiny Task and Finish groups

2. Background

- 2.1 The Coronavirus (COVID-19) global pandemic has impacted the lives of everybody in our District. The response has by necessity been large-scale and complex involving all sectors of the community from the Government through to individual volunteers.
- 2.2 The pandemic continues and, at the time of writing, we are in the midst of a second National lockdown. The impacts are many and varied including the tragic loss of lives, major disruption to education and, as yet, unmeasured economic shock.
- 2.3 The Council continues to play a key role, alongside partners, in both response and recovery to the short, medium and long term impacts of the pandemic and in the implementation of a range of essential support for individuals, the wider community and business.

3. Outcomes/outputs

- 3.1 This report sets out an update on the Recovery and Renewal Plan considered by Overview and Scrutiny at their meeting on 3 September 2020 and includes a revised Recovery and Renewal Plan at Appendix A. Further work has been undertaken to refine the Recovery and Renewal Plan which is presented to the Executive for consideration and recommendation to Council for adoption.
- 3.2 Having concluded their work, the Overview and Scrutiny Task and Finish Groups have made recommendations for Executive to consider which are set out in section 4.14 and 4.18 of this report.
- 3.3 If Executive support those recommendations, Officers will take steps to implement a revised Locality Service and a Consultation and Engagement Strategy for the Council.

4. Recovery and Renewal Plan Updates

- 4.1 A significant amount of activity has taken place to ensure that the Council begins to recover from the impacts of COVID-19 while also planning for, and now delivering, activities to support our businesses and residents through the second National lockdown.
- 4.2 Members will be re-assured to note that the Council continues, during this lockdown, to deliver all core services to the public through a combination of in-person and on-line channels.
- 4.3 The following are some of the key activities undertaken since the last update.

Ongoing Response to COVID-19 Pandemic

- 4.4 While developing our recovery plans, officers have also needed to implement measures to support the second National lockdown which commenced on 5th November 2020.
- 4.5 To support the newly announced Local Restriction Support Grants for businesses, a new IT process has been implemented to allow impacted businesses to make claims. There has been a significant demand already with 1,317 applications being received from businesses in the South Hams. Each claim will need to be assessed and verified before being processed although we hope that the number of claims received for this fund will be lower than during the first national lockdown.
- 4.6 There has also been a marked increase in the number of applications received from individuals for emergency welfare support. To date we have received and processed 82 applications for Welfare Support. To provide additional capacity to manage the scheme, we have extended our contract with Homemaker (who provide our Money Advice Service) while we recruit a Vulnerability Support Officer. This role will be a two-year contract in order to help meet the increased demand for welfare support. The post will be funded through funds from Devon County Council.
- 4.7 The Council continue to work with partners through a range of strategic and operational partnership arrangements including the Local Resilience Forum and the Health Protection Board.
- 4.8 These arrangements are crucial to secure the capacity and resilience to continue to support the community through these challenging times and will be vital if, as expected, we return to tiered, local restrictions when the National lockdown is lifted.

Recovery Actions

- 4.9 Prior to the November restrictions being implemented, the Council provided funding to each Town within the District through a Town Centre Kick-start grant. It is up to each of the Town Councils to decide how they wish to use this funding but will provide a condition free funding source to support any measures to restart the high-street.
- 4.10 In addition to the kick start funding, we are finalising agreements with the Ministry Housing, Communities and Local Government

for funding to contribute to activities related to reopening the High Street safely. South Hams will receive £77,370 which will need to be spent by 31st March 2021. Town Councils have been asked if they require any support from the fund and these applications will be considered in early December.

- 4.11 To further support safety of the high-street, three COVID-19 compliance officers have been appointed for a six-month period. The primary focus of these roles is to enable customers to better understand the current COVID-19 rules and guidance in order to ensure future compliance. The roles will also assist in taking enforcement action in relation to COVID-19 regulations where necessary while ensuring confidence in as safe a shopping experience as possible.
- 4.12 We have extended our contract with Business Information Point ('BIP') who have provided 36.25 hours of business support and advice to 11 pre start-up businesses and 11 existing businesses in the period April 2020 – September 2020.
- 4.13 The localities team were a key frontline service supporting our response through the COVID-19 lockdown. Overview and Scrutiny have formed a Task and Finish in order to consider opportunities to develop further the Localities function and consider how we might continue with some of the positives from the Community Cluster structure that we implemented during the first national lockdown.
- 4.14 The Task and Finish Group, chaired by Cllr Thomas has received a number of briefings from officers as to the current localities arrangements to inform their recommendations to Overview and Scrutiny.
- 4.15 The Overview and Scrutiny Panel met on 19th November 2020 and resolved to recommend that Executive consider the following;
 - a. Providing 7 day-a-week Locality Service for the periods
 - i. Easter or 1 April (whichever is earliest) to 30 September; and
 - ii. October half term school holiday week;
 - b. Creating a single point of contact for ward members with increased on-street officer visibility and problem solving capacity within each Locality; and
 - c. Implementing a new Locality Team structure to support the above recommendations which will ensure
 - i. Clearly defined roles that support the delivery of scheduled tasks and the work of Community groups, developing service level agreements where necessary;
 - ii. Improved office based and field support for mobile officers
- 4.16 The Executive are requested to consider these recommendations and propose a way forward.
- 4.17 Ensuring that we build on the positive relationships and communications delivered through the pandemic was a key theme from the Member workshops. To take this work forward, a Task and Finish Group was formed to develop a Consultation and Engagement Framework for the Council. Chaired by Councillor

Rose, the group has considered best practice and developed a draft framework.

- 4.18 The draft framework was considered by the Overview and Scrutiny Panel on 19th November 2020 who resolved to recommend to Executive to consider and adopt the draft Consultation and Engagement Strategy (Appendix B)
- 4.19 The first of a series of briefing sessions has been held for Members setting out the work that is being undertaken to develop COVID-19 response plans and the impact that this may have on service delivery should there be any local outbreaks or further changes in restrictions.
- 4.20 We continue to ensure that we support wellbeing of all staff and have trained a number of staff to be Mental Health First aiders. The First Aiders are now trained with tips on spotting the early warning signs of mental ill-health and how to support colleagues, guiding them towards appropriate professional health.
- 4.21 The above provides a summary of some key actions taken to date in both supporting the response to COVID-19 and in delivering some of the Recovery Plan actions set by Members earlier this year.

5. Refining the Recovery and Renewal Plan

- 5.1 It is essential that the adopted Plan focusses on the key work needed to support recovery across the District. In view of this the Plan is being refined and where actions are better delivered through, for example, existing or emerging strategies or activity, then they are being reallocated to allow the Plan to focus on core Recovery and Renewal activity.
- 5.2 The approach, which is ongoing, is outlined in Appendix A and it is proposed to finalise this work with a view to adopting the revised Plan at Council on 17 December 2020.
- 5.3 The Plan will remain a living, interim document whilst work continues on the development of a new Corporate Strategy.

6. Proposed Way Forward

- 6.1 It is proposed that the Executive note the progress update of action taken both in responding to the ongoing COVID-19 pandemic and the development of a Recovery plan.
- 6.2 A refined version of the Recovery and Renewal Plan will be considered to Council on 17 December for adoption.
- 6.3 In respect of the Overview and Scrutiny recommendations;

Localities and Community Clusters Task and Finish

- 6.4 It is proposed that Executive consider the options set out by Overview and Scrutiny and if supported, that Officers work with the Lead Executive Member to take steps to implement the proposals.

- 6.5 If supported by Executive, the proposals may have a financial implication which will need to be considered as part of the 2021/22 budget setting process

Consultation and Engagement Task and Finish

- 6.6 It is proposed that Executive consider the draft Consultation and Engagement Strategy for adoption, recommending any changes and requesting that officers take steps to finalise the Strategy. Officers should also, with the Lead Executive Member, develop a Year 1 delivery plan for the Strategy.
- 6.7 The Strategy will then be considered by Council at their meeting on 17th December 2020

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The recovery plan includes actions related to the governance of the Council. This report itself makes no specific recommendations on those actions.
Financial implications to include reference to value for money	Y	The areas being actioned are set out within the Financial Stability Recovery and Renewal Theme of the COVID19 Recovery Plan. Monthly Government returns on COVID costs and loss of income have been completed. Regular Revenue and Capital Budget Monitoring reports have also been presented to the Executive, which included details of the current capital programme for review. The Medium Term Financial Strategy has been updated and was considered by the Executive on 22nd October. The Audited Accounts will be published by 30 th November, having been approved by the Audit Committee for publication, subject to the finalisation of the audit work of Grant Thornton. On 24th September, Council approved an Amended Budget for 2020-21. The Council has responded to Government consultations, in particular on the Comprehensive Spending Review (CSR), to lobby for fairer funding, early notification of some of the financial elements of the next Finance Settlement for 2021/22 onwards and a change in some of the 'rules' affecting Local Government finances.
Risk	Y	The risk implications are outlined in detail within the original published report to the Meeting (Appendix A refers).
Supporting Corporate Strategy	Y	The action plan accompanying this report contributes to all corporate strategy themes

Climate Change - Carbon / Biodiversity Impact	Y	The report recommends that a number of actions from the Member Recovery workshops be included within the Climate and Biodiversity Strategy Action Plan.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	There are no direct Equality and Diversity Impacts as a result of this report
Safeguarding	N	There are no direct safeguarding impacts as a result of this report
Community Safety, Crime and Disorder	N	None
Health, Safety and Wellbeing	N	None
Other implications	N	None

Supporting Information

Appendices:

- Appendix A – Revised Recovery Plan
- Appendix B – Consultation & Engagement Draft Strategy framework

Background Papers:

- Executive 17th September 2020 Item E.15/20 – Coronavirus Recovery & Renewal Plan Development Update [Click here for link to open item E.15/20](#)
- Overview and Scrutiny 19th November 2020 Item 10 <http://mg.swdevon.gov.uk/ieListDocuments.aspx?CId=134&MIId=1497&Ver=4>

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Business & Economy

	Action	What are we (or partners) already doing / proposing to do	Proposed way forward for SHDC	Responsible – Team/Group /Strategy
<p style="text-align: center;">Ensuring that we support the skills and training needs of local businesses</p>	<p>1.1 Explore opportunities for the Local Authority to support the Government energy efficiency scheme in order to create local jobs</p>	<p>a) Team Devon Business & Economy Plan (via District Councils and DCC) will roll out an ambitious Domestic Energy Efficiency and Energy Generation Pilot</p>	<p>Monitor the scheme and identify opportunities to benefit South Hams residents / businesses</p>	<p>Recovery Management Team</p>
	<p>1.2 Consider how we work with partners to support developing skills in sustainable trades such as building, plumbing etc.</p>	<p>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.</p>	<p>Monitor the work of Team Devon and promote the scheme when live</p>	<p>Recovery Management Team</p>
	<p>1.3 Develop a strategy for encouraging diversifying South Hams business sectors</p>	<p>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</p>	<p>Monitor and ensure (through our Team Devon links) that local businesses benefit from the available support</p>	<p>Recovery Management Team</p>
		<p>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</p>	<p>Ensure that we promote and support applications from businesses within South Hams</p>	<p>Recovery Management Team</p>

		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.	Development Management/JLP Team
	1.4 Explore opportunities to support businesses adapt to new ways of working (including homeworking where roles permit)	a) Team Devon (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	Recovery Management Team
		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	Environmental Health
		c) Pop Up Business Schools Delivered		Action Complete
Ensuring that we engaging with Businesses to understand the challenges they are facing and the support they require	1.5 Engage with existing businesses to understand what support they require	a) Capacity of the Place and Enterprise team increased with the for creation of an Economic Development Officer post as part of the 2020/21 budget setting process	a) Review of existing roles within the team to ensure that there is sufficient capacity to progress this are of work	Recovery Management Team
			b) Hold sector specific discussions/ surveys to understand local need	Business Forums
			c) Re-establish Business Forums as a regular route to engage with businesses across the District (once we understand what our businesses want)	Business Forums

			d) Support taxpayers who currently find themselves excluded from meaningful support	Recovery Management Team
		d) We have a contract with Business Information Point to provide support and advice to existing businesses that are considering establishing in South Hams.	Work with Business Information Point to consider opportunities to increase support offered to businesses within the area	Recovery Management Team
		e) 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	Recovery Management Team,
Developing our tourism offer	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) Devon the South Hams Place narrative	Business Forums Recovery Management team
	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		Recovery Management Team
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	Recovery Management Team

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	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	
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)	Recovery Management Team
	1.11 Explore opportunities to Invest in our highstreets by buying empty premises and letting with a rent free period/ other incentives to attract businesses in to the area		Consider as part of review of Asset Management Review (See 6.14)	Head of Assets
	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	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	Recovery Management Team
	1.12 Host a webpage detailing local produce to support local South Hams suppliers	a) Through Covid-19 we developed a basic platform for advertising local food and produce suppliers.	We will maintain this platform for now as it could provide a useful tool to support emergency supplies in the event of a local lockdown.	Recovery Management Team
	1.12 Host a webpage detailing local produce to support local South Hams suppliers	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	Recovery Management Team

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			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	Recovery Management Team
	1.14 Consider the benefits of the Council becoming a social landlord	a) We have begun developing a Housing Strategy which will consider options for the Council becoming a social landlord	Member Survey – August Member workshops – September Consultation Dec/Jan	Propose to transfer this action to the Housing Strategy Delivery Plan
		b) Formation of a Housing Company has been considered with full due diligence being required on the proposal	Due diligence to be undertaken	Propose to transfer this action to the Housing Strategy Delivery Plan

Place and Environment

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 (see 1.14a)	Propose to transfer this action to the Housing Strategy Delivery Plan	Isabel Blake
			b) Arrange a Member Workshop to specifically raise awareness of support available in delivering Community and Affordable Housing Schemes	Propose to transfer this action to the Housing Strategy Delivery Plan	Isabel Blake
	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	Development Management	Pat Whymer
	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.	Recovery Management Team	Sarah Gibson

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			b) Ensure that SHDC Officer resource is available to support Towns in any application / bid process	Recovery Management Team	Sarah Gibson	
			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	Recovery Management Team	Sarah Gibson	
	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	Leader/ Council	Cllr Judy Pearce
	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	Recovery Management Team	Ian Luscombe Pat Whymer Laura Wotton
			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	Leader /Council	Cllr Judy Pearce
Natural Environment	2.6 Could we increase wildflower spaces on Council land rather than mowing frequently? Joined up approach with DCC and TAPCs			C)Ensure included in upcoming review of grounds maintenance specification	Propose to transfer to the Climate and Biodiversity Action Plan	Rob Sekula
	2.7 Consider how the Council can protect wildlife corridors			a) Include Nature recovery as part of future JLP review	Propose to transfer to the Climate and Biodiversity Action Plan	Rob Sekula

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			b) Develop a plan to link in to organisations already working within this area – for example RSPB working on Environmental Land Management Scheme	Propose to transfer to the Climate and Biodiversity Action Plan	Adam Williams
			c) Identify opportunities to increase the number of trees across the District. Balance with the use of land for trees at the detriment of other biodiversity	Propose to transfer to the Climate and Biodiversity Action Plan	Adam Williams
	2.9 Support and encourage green travel methods for tourists to our costal natural environment. A different type of tourism.	a)Team Devon (DCC) Business and Economy Plan 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	Propose to transfer to the Climate and Biodiversity Action Plan	Adam Williams
	2.10 Encourage children to stop littering to protect our environment	Included under the 'Behaviour Change' strand of Climate Action Plan	a) Consider potential for increased focus on climate in Junior Life Skills programme	Propose to transfer to the Waste Working Group	Jane Savage
			b) Engage with Devon County Council to deliver education on littering through schools	Propose to transfer to the Waste Working Group	Jane Savage
Active Travel	2.11 Take a lead in encouraging people to maintain the positives from lockdown – less travel, more exercise etc.	a) Team Devon Business and Economy Plan sets out a number of clean and sustainable economy actions - Development of a bespoke business support offer 'Go Green' grants to reduce carbon footprints etc	Raising profile of available grants to South Hams businesses	Propose to transfer to the Climate and Biodiversity Action Plan	Adam Williams
	2.12 Influence the development of active travel schemes within the South Hams including development of strategic routes inside hedge routes	a) Team Devon (DCC & Districts), through its Business and Economy Plan, will seek government support of £1.83m for a comprehensive and future proofed electric vehicle and shared mobility infrastructure network across 58 of Devons communities with a population of over 1,100	Develop an understanding of schemes already underway in the area	Propose to transfer to the Climate and Biodiversity Action Plan	Adam Williams

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	to connect our communities		Increase the possibility of schemes being funded within South Hams by actively supporting them		
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Residents, Communities and Partnerships

Local Knowledge and expertise	3.1 Improve awareness of the support available from the Council and partners		a) Undertake mapping of support and partner organisations across South Hams to ensure we have a good understanding of who provides what support and how we can work better together	Propose to transfer to the delivery plan for the Consultation and Engagement Strategy	
			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	Close - Now BAU
				c) Develop briefings / resources for our Town and Parish Council Colleagues on support available	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	Close - Now BAU	
	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	Close - action complete	
Involving our residents	3.4 Ensure that we engage with our residents and partners at the right stage in developing proposals	a) Overview and Scrutiny Task and Finish has been formed to oversee the development or Consultation and Engagement principles	Consultation and Engagement Strategy to be adopted	Close - complete	
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)	Recovery Management Team	
			Explore Asset Based Community Development – how we identify the community strengths	Localities and Clusters T&F	

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			Consider developing a resilience network across South Hams to share key messages and support requests	Localities and Clusters T&F	
			Encourage Town and Parish Councils to update emergency plans including considering details of volunteers	Complete - work delivered by Devon Communities Together	
	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			Close - included as part of localities and clusters task and finish
			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		Close - complete

Service Recovery

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)	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	Close - now BAU
	4.2 Review Strategic Capacity to deliver our future priorities.	Business Managers have undertaken a review of how we adapted service delivery during the initial Covid-19 response in order identify any future opportunities.	As Members priorities are developed from each of the themes, we will firm up resourcing and delivery plan.	Close - Now BAU
			Recognise the impact of Covid-19 on individual service areas and ensure that we take a data driven approach to design responsive services Monitor ongoing benefits delivered through the implementation of our Future IT platform and consider where this could enable a reprioritisation of resource	Close - now BAU 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	Propose to transfer to the delivery plan for the Consultation and Engagement Strategy	
How do we change the ways that we work a who are working together to develop action plans and specific deliverables 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	Close - BAU

Appendix A – Recovery Management Plan

		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	Close - complete

Communications and Governance

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		Review the format of the Member bulletin and Intranet	Propose to transfer to Communications Team Plan
			Training for services in order for informative content to be developed	Propose to transfer to Communications Team Plan
			Provide content that can be easily shared by members on Social Media	Propose to transfer to Communications Team Plan
			Ask our residents and other key stakeholders what they want from the Council – via a survey or other engagement	Propose to transfer to Consultation and Engagement Strategy Delivery plan
			Continue to actively participate in Team Devon, LRF comms cells and HOTSW LEP groups	Close - BAU
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)	Propose to transfer to Member Development Plan
			b) Include best practice resources on the refreshed Member Intranet	Comms / ICT / Dem Services
	5.3 Engage with existing networks working within our communities to highlight the work of the Council		This will be defined by Consultation and Engagement Strategy (See 3.4)	Propose to transfer to the Consultation and Engagement Strategy

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		A first draft corporate narrative was developed pre-covid19	Agree a SHDC Corporate narrative	Propose to transfer to Communications Team Plan
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	Propose to transfer to Member Development Plan
			Consultation and Engagement Strategy to be developed (See 3.4)	Close- 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)	Close - 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	Close - now BAU
Strengthen Member engagement and development	5.7 Explore potential for Member 360 reviews as a way to support our Member Development programme		Engage with Devon Member Development team to develop an outline proposal	Propose to transfer to work plan for 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	Propose to transfer to Member Development Plan
			Roll out E-Learning for Members for some of the courses that need a regular refresh – Data Protection / FOI / Information Security / Safeguarding etc	Propose to transfer to Member Development Plan

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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	Propose to transfer to work plan for 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	Propose to transfer to work plan for Political Structures Working Group
	5.11 Review the Developer Forum Process			Transfer to DM workplan
Realising the benefits of remote meetings	5.12 Look to build on the benefits of remote meetings (supporting our carbon neutral aim and increasing ability to attend)	Current legislation enables formal remote meetings until May 2021. We continue to hold successful remote meetings. Hybrid – mixed face to face and virtual – formal meetings are not lawful at this stage	Explore range of meetings that we could continue to hold remotely , which we should aim to reinstate face to face and where there is a hybrid opportunity	Propose to transfer to work plan for Political Structures Working Group
		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	Propose to transfer to work plan for Political Structures Working Group
		Consider, budget permitting, developing a reserve for the replacement of Member IT for the next Council term given the potential for more online meetings	Close - being considered now	
	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	Propose to work plan for accommodation working group

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Closer Working with other Local Authorities	5.14 Identify options to develop more shared services working		Continue to engage with other Devon Local Authorities and explore options where they arise	Close - BAU
			Explore opportunities for joint bid submissions to support our future ambitions	Close - BAU
	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	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.	Procurement Lead Officer
			Revised Procurement Strategy will be considered by Council Spring 2021 to include potential thoughts around increasing spend with local suppliers	Head of Strategy

	Action	What are we (or partners) already doing	Proposed way forward	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	S151 (Lisa Buckle)
	6.2 Government lobbying for extra funding	This is underway as a joined up Team Devon approach		Chief Executive/ Leader (Andy Bates)
	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	Head of Finance Practice (Pauline Henstock)
	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	Recovery Management Team (Steve Mullineaux)
	6.5 Leisure Provision	Members have agreed support for the immediate provision of leisure facilities	Discuss future options for leisure provision	Recovery Management Team (Chris Brook)
	6.6 Review of statutory vs discretionary expenditure		Undertake a review of statutory versus discretionary expenditure, to include corporate priorities	Recovery Management Team (Pauline Henstock)
	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	S151 (Lisa Buckle)
	6.8 Revise the Medium Term Financial Strategy	Accounts outturn for 2019/20	Revise the Medium Term Financial Strategy by October 2020	Complete
	6.9 Propose options to Councillors for an amended budget for 2020/21	Member budget workshops held – August 2020	Member workshop outputs to inform a revised MTFS	Complete
	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	S151/ Leader (Lisa Buckle)
	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 	Chief Executive/ Leader (Andy Bates)

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	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	S151/Leader (Lisa Buckle)
	6.13 Business Rates Review		Submit evidence as part of 'national call for evidence' by September 2020	S151 (Lisa Buckle)
	6.14 Asset Management Review		Identify opportunities for further investment and a review of existing portfolio Assets Register Borrowing	Head of Assets (Laura Wotton) S151 (Lisa Buckle)
	6.15 Devolution White Paper		Consider the impacts and opportunities of the following from the Devolution White Paper - Future of Local Government - Procurement - Shared Services	Chief Executive (Andy Bates)

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Why do we need a community engagement strategy?

- Our communities have a central role to play in influencing and shaping what happens in South Hams. We recognise that our role as a local authority is changing, and we're committed to helping people to do more for themselves, for each other and for their community.
- In adopting a community engagement strategy it is our aim to not only reach out to community but to ensure it has a sense of ownership over the future policies and actions of its district council.

If you want to go fast go alone, if you want to go far, go together (African Proverb)

What do we mean by Communities and Community Engagement?

Community Engagement is a planned process, which has the specific purpose of working with identified groups of people, whether they are connected by place, interest or identity, to encourage them to actively take part in making decisions about their community and empower them to take leadership on matters of local need

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'Communities of Place' where people identify with a defined geographical area ranging from the whole District, a town, a parish, a hamlet, a street or estate

'Communities of Identity' as defined by those people, such as ethnic groups, people who share a particular experience, interest or stake in an issue, or characteristics such as young people, older people, disabled people, ethnic groups, or lesbian, gay and bisexual people.

'Communities of Interest' where people share a particular experience or interest, which might include tenants and resident groups, parking permit holders, people involved in environmental projects, or people who come together to use services such as parks, green spaces, or community buildings.

What are the aims and benefits of effective community engagement?

Benefit	Aims
Better communication and understanding	Community more aware of the Council's initiatives and the reason for their introduction,
Improving the relationship between the community and the Council	Build trust through the effective use of the Community Engagement Strategy
Policy and Practice that reflects the views of the community	Community, by its involvement, shows its enthusiasm for the actions on which it has been consulted
Increase customer satisfaction and sense of ownership of service provision	Enthusiastic support from community for policies on which they have been consulted
Increased transparency and accountability	Our communities feel that we communicate honestly and openly with them, giving them a greater understanding of the reasons for the Councils decisions and actions
Encouraging connections to develop within the community	Communities working together in consultations bring about a cohesiveness

Why is community engagement important?

We are in challenging times and so it is more important than ever that we keep our communities informed and listen to their ideas. Through effective community engagement;

- Residents will have a better understanding and trust in the work of the council and the decisions we make
- Residents will play a greater part in decision making
- The relationship between the council and residents is mutual, instead of residents being passive recipients
- Community members and groups are involved in work to support their area
- We have greater numbers of people interested in the change we need to make, and willing to help us shape that change
- Innovation and change takes place through diverse networks and community action

Our approach to community engagement

- **Planning** – We will be clear on the purpose for the engagement which is based on a shared understanding of community needs and ambitions
- **Inclusion** – we will identify and involve the people and organisations that are affected by the focus of the engagement
- **Methods** – we will use methods of engagement that are fit for purpose (see the levels of community involvement below)
- **Support** – We will identify and overcome barriers to participation
- **Communication** – We will communicate clearly and regularly with the people, organisations and communities affected by the engagement
- **Impact** – We will assess the impact of the engagement and use what has been learned to improve our future community engagement
- **Empowerment** – We will endeavour to empower our communities to take leaderships roles where appropriate

What are the different levels of participation?

Increasing levels of community involvement					
	Informing	Consulting	Involving	Collaborating	Empowering
Aim	By providing Information that people need to know, we are ensuring we are transparent	Capture residents views on issues	To have a more in-depth form of consultation where we invite communities to test Council procedures and processes	To work alongside the community, giving equal power in the decision making process	Promoting community leadership. Encouraging, and supporting where possible, our residents to take the lead on initiatives.
The Intention	That our communities know what is happening within the Council and are aware of any information that relates to them	To provide adequate opportunity for the community to inform us of their views within our decision making process. We will communicate clearly as to where the ultimate decision making power rests. We will provide feedback on how public input influenced the decision making.	Through involving Members of the public we have policies and procedures that are effective and represent the needs of the communities	To increase the communities ownership and engagement in formulating solutions, innovations or improvements through working together.	To support communities to take responsibility in designing and delivering local innovation
Tools	<ul style="list-style-type: none"> - Social media / online - Face to face local meetings - Newsletters - Papers - Exhibitions - Roadshows - Factsheets - Websites - Public notices 	<ul style="list-style-type: none"> - Engagement portal - Residents panel - Service user panels - Community Clusters - Consultation survey - Residents Panel 	<ul style="list-style-type: none"> - End-User testing - Community boards 	<ul style="list-style-type: none"> - Co-production - Residents Panel - User involvement in decision making 	<ul style="list-style-type: none"> - Parish Plans - Participatory budgeting - User led commissioning - Referendums

The principles we'll apply to our engagement with you

- **Trustworthiness** – we should aim to build trust with the community by communicating clearly, honestly and transparently through:
 - Being clear with you what our intentions of the engagement are
 - Being upfront about how much influence your engagement will have
 - Reporting back on the results of the engagement so that you know what impact your input has had
- **Openness** – We should be open to new ideas and keep our communities informed about what is happening at the Council.
 - Tell you about the work of the Council and the challenges faced
 - Encourage and listen to ideas about how we can do things differently
- **Inclusivity** – We should understand that innovation, vision, and creativity are born of diversity. We should try to consult and engage with a diverse range of people; especially including those who are often marginalised.
 - We will identify and develop plans to reach our hard to reach groups so that your voice can be heard
- **Collaboration**– We see that our community is facing many issues that no one group or sector can address. In our engagement, we should find ways of bringing people together to regenerate the community, and to build resilience for our district, found in the connections between people.
- **Learning and evolving** - We will learn from the feedback we receive through our engagement to ensure that we continuously evolve

Outcomes

KNOWLEDGE

The Collective knowledge of our communities helps to shape ideas that make South Hams a great place to live, work and visit

AWARENESS

Local People in our communities are aware of how and when they can get involved

INFLUENCE

Our communities influence issues that affect their communities and are involved in improving their local area

FEEDBACK

The Council learns and evolves based on the engagement we undertake. Communities participating in engagement understand how their views have made a difference

SUPPORT

Councillors and Officers are supported to involve communities effectively in everything we do

EMPOWER

Our community is empowered to meet both current and future challenges