

South Hams Joint Development Management Committee and Overview & Scrutiny Panel



Title:	Agenda																								
Date:	Thursday, 3rd September, 2020																								
Time:	10.00 am																								
Venue:	Via Skype																								
Full Members:	<p style="text-align: center;">Chairman Cllr Birch Vice Chairman Cllr Smerdon</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Brazil</td> <td>Cllr Kemp</td> </tr> <tr> <td>Cllr Brown</td> <td>Cllr Long</td> </tr> <tr> <td>Cllr Foss</td> <td>Cllr McKay</td> </tr> <tr> <td>Cllr Hodgson</td> <td>Cllr O'Callaghan</td> </tr> <tr> <td>Cllr Holway</td> <td>Cllr Pannell</td> </tr> <tr> <td>Cllr Pennington</td> <td>Cllr Reeve</td> </tr> <tr> <td>Cllr Pringle</td> <td>Cllr Rose</td> </tr> <tr> <td>Cllr Rowe</td> <td>Cllr Spencer</td> </tr> <tr> <td>Cllr Abbott</td> <td>Cllr Sweett</td> </tr> <tr> <td>Cllr Austen</td> <td>Cllr Taylor</td> </tr> <tr> <td>Cllr Chown</td> <td>Cllr Thomas</td> </tr> <tr> <td>Cllr Jackson</td> <td></td> </tr> </table>	Cllr Brazil	Cllr Kemp	Cllr Brown	Cllr Long	Cllr Foss	Cllr McKay	Cllr Hodgson	Cllr O'Callaghan	Cllr Holway	Cllr Pannell	Cllr Pennington	Cllr Reeve	Cllr Pringle	Cllr Rose	Cllr Rowe	Cllr Spencer	Cllr Abbott	Cllr Sweett	Cllr Austen	Cllr Taylor	Cllr Chown	Cllr Thomas	Cllr Jackson	
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Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.																								
Committee administrator:	Democratic Services@swdevon.gov.uk																								

- 1. Apologies for Absence**
- 2. Minutes of last Meeting** **1 - 12**
to approve as a true and correct record the minutes of the Joint Meeting held on 4 June 2020;
- 3. Urgent Business**
brought forward at the discretion of the Chairman;
- 4. Division of Agenda**
to consider whether the discussion of any item of business is likely to lead to the disclosure of exempt information;
- 5. Declarations of Interest**
Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting;
- 6. Public Forum**
A period of up to 15 minutes is available to deal with issues raised by the public;
- 7. Executive Forward Plan** **13 - 18**

Note: If any Member seeks further clarity, or wishes to raise issues regarding any future Executive agenda item, please contact Democratic Services before **5.00pm on Friday, 28 August 2020** to ensure that the lead Executive Member(s) and lead officer(s) are aware of this request in advance of the meeting.
- 8. Draft Amended Budget 2020/21**
To follow
- 9. Coronavirus (COVID-19) Recovery and Renewal Plan Development Update** **19 - 46**

**MINUTES OF THE JOINT MEETING OF THE
OVERVIEW & SCRUTINY PANEL AND THE DEVELOPMENT MANAGEMENT
COMMITTEE HELD REMOTELY VIA SKYPE ON
THURSDAY, 4 JUNE 2020**

Panel Members in attendance:			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr V Abbott	*	Cllr J McKay
*	Cllr L Austen	*	Cllr O'Callaghan
*	Cllr J P Birch (Chairman)	*	Cllr G Pannell
*	Cllr J Brazil	*	Cllr J T Pennington
*	Cllr D Brown	*	Cllr K Pringle
*	Cllr M Chown	*	Cllr H Reeve
*	Cllr R J Foss	*	Cllr J Rose
*	Cllr J M Hodgson	*	Cllr R Rowe
*	Cllr T R Holway	*	Cllr P C Smerdon (Vice Chairman)
*	Cllr S Jackson	*	Cllr B Spencer
∅	Cllr K Kemp	*	Cllr B Taylor
*	Cllr M Long	*	Cllr D Thomas

Other Members also in attendance:
Cllrs K Baldry, H Bastone, J Hawkins, N Hopwood and J Pearce

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Senior Leadership Team, Head of Strategy and Projects, Head of Housing, Revenue and Benefits, Monitoring Officer, Head of Communications, Business Manager (Case Management) and Democratic Services Manager

OSDM.1/20 MINUTES

The minutes of the Joint Meeting of the Overview and Scrutiny Panel and Development Management Committee held on 23 January 2020 were confirmed as a true and correct record.

OSDM.2/20 DECLARATIONS OF INTEREST

Members and officers were invited to declare any interests in the items of business to be considered during the course of the meeting but there were none made.

OSDM.3/20 PUBLIC FORUM

In accordance with the Public Forum Procedure Rules, the Chairman informed that one question had been received for consideration during the agenda item.

1. Question from the South Hams Society

Can the District Council please confirm when negotiations with Baker Estates over the Planning Performance Agreement (PPA) began? And do they recognise the reputational risk of doing this with a Developer which, amongst other controversies, has caused the Local Planning Authority (LPA) to fail to comply with planning law in relation to its plans for the K5 site?

In reply, Cllr Pearce made the following statement:

'While ostensibly about the Planning Performance Agreement that the Council has entered into with the Baker Estates, the question is founded upon a number of misconceptions. The principal misconception being that the Council is failing to comply with planning law and the Court Order.

Based on a proper understanding of the facts, I can confidently say that the Council is acting within the law and the terms of the Court Order.

On 27 July 2015 outline planning permission was granted for the erection of up to 60 dwellings, 0.5 hectares of employment land, 2 vehicular accesses, open space, play provision and drainage on the land known as K5, West Alvington Hill, Kingsbridge. Under Condition 3 of the 2015 Outline Planning Permission Baker Estates was required to submit an application for reserved matters before 27 July 2018. Baker Estates submitted an application for reserved matters approval on 23 July 2018. In making the reserved matters application when it did, Baker Estates complied with Condition 3. So, the Outline Planning Permission did not expire as the questioner suggests. The Council refused reserved matters approval on 31 July 2019 and that decision was quashed by the High Court on 2 October 2019. The effect of the Order quashing the decision was to require the Council to re-consider the application afresh. Importantly, as will be apparent from the quote from the Order in the question, the Council was to consider the application and any further submissions.

At the time that the Council issued its decision it was awaiting further details to be submitted. As the questioner is aware, applications evolve throughout the decision-making process in response to representations and in an attempt to overcome objections. This is particularly so in the context of an outline planning permission, where the permission might simply comprise a description and a plan with the site outlined in red. In the case of the K5 Development, the Council requested further details so that the outline development could be defined with greater precision and the likely impacts assessed fully before any decision was made as to whether reserved matters approval should be granted or not. As is quite proper, the further details have been publicised and representations sought. All as it should be while complying with planning law and the Court Order.

It is both lawful and common practice for local planning authorities to enter into planning performance agreements with developers. Indeed, it is encouraged by the Government through its advice in the National Planning Policy Framework and the Planning Practice Guidance. In view of the background that I have explained there is no legal impediment to the Council entering into such an agreement with Baker Estates, negotiations for which I understand began in January this year.'

The Chairman thanked Cllr Pearce and advised that, when sent this response, the South Hams Society would be invited to submit a supplementary question.

OSDM.4/20 EXECUTIVE FORWARD PLAN

The Joint Meeting was presented with the most recently published Executive Forward Plan.

In accordance with the Procedure Rules, advanced notice had been given by Cllr Pannell for the following two questions to be raised:

1. The Executive Forward Plan (EFP) refers, under Enterprise, to the proposal for the commercial development of a supermarket in Ivybridge. Are officers content this will be allowed under the category of regeneration?
2. The EFP also refers, under Enterprise, to an update to the Council on any commercial investment opportunities. Why are we continuing with this programme if it is apparently about to be banned?

In combining her response to both questions, the Leader informed that the Council was content that this proposal would be allowed under the category of regeneration. The Leader proceeded to make the point that the entire programme was focused on regeneration in that purchases could only be made within the South Hams and they must have both employment and wellbeing benefits to the District. Finally, the Leader confirmed that, moving forward, it was her wish for the focus of the programme to now be on 'regeneration' as opposed to 'commercial investment'.

OSDM.5/20 CORONAVIRUS (COVID-19) RESPONSE AND DRAFT RECOVERY AND RENEWAL PLAN DEVELOPMENT

The Joint Meeting was presented with a report that summarised the work undertaken by the Council in delivering a highly effective response to the challenges of the Covid-19 Pandemic. In addition, the report also outlined some initial thoughts with regard to the challenges that the Council would face and provided an initial opportunity for Members to input into the way forward.

At this point, the Chairman informed that it was his intention for the meeting to first consider the Response element of the agenda item before then providing some initial thoughts on the draft Renewal and Recovery Plan.

(a) Response

In discussion, particular reference was made to:-

- (i) the work of officers in response to the Pandemic. A number of Members wished to thank and pay tribute to the work undertaken by officers since the start of the Pandemic. In particular, special praise was extended to the Deputy Chief Executive and his Senior and Extended Leadership Team colleagues.

Some Members also felt that it would be remiss if the Meeting did not recognise the excellent work that was being carried out by Town and Parish Councils and local community groups. As a result, it was felt that this should be recognised in the recommendation that was to be put forward to the Executive meeting to be held on 18 June 2020;

- (ii) the lessons learned exercise. At the time when the exercise was to be carried out, some Members requested that consideration should be given to the belief that all Members should be engaged right from the offset;

- (iii) the role undertaken by the Community Response Team that had been formed in response to the Pandemic. Members found the initiative to have been very useful and a model that could be adapted in the draft Renewal and Recovery Plan;

- (iv) the latest financial position. The Section 151 Officer provided an update on the financial position and made specific reference to:

- a. the decision-making cycle for an amended Budget for 2020/21. Members were informed of the intention for a draft Budget setting Workshop to be held during August, before a draft amended Budget was then considered by:
 - another Joint Meeting of the Overview and Scrutiny Panel and Development Management Committee to be held on 3 September 2020;
 - the Executive meeting to be held on 17 September 2020; and
 - the Full Council meeting to be held on 24 September 2020;
- b. Central Government listening to the financial plight being faced by District Councils and the latest information being that a comprehensive package was to be announced imminently; and

- c. the latest financial situation for the Council being set out in the Budget Monitoring Report that was to be presented to the Executive meeting to be held on 18 June 2020.
- (v) Business Rates Grants. Members recognised that the Council had responded as soon as was practically possible to distribute grant funding to local businesses. In the likely event of the Business Rates Grant Fund being over-subscribed, officers confirmed that this point had already been recognised and a letter from all Devon District Councils had been sent to Central Government;
- (vi) re-opening public conveniences. By way of an update, officers informed that a risk based approach was being applied to ensure that public and staff safety was considered appropriately. To ensure that this was applied, the new cleaning frequencies and additional length of time for each clean resulted in the Council being unable to reopen all of its public conveniences through the current contract. Officers were therefore working with the contractor as a priority to establish the costs that could be faced in order to achieve a full re-opening programme and the options that were available to mitigate those costs. However, it was noted that some public conveniences would be re-opened in the upcoming days;
- (vii) the Leisure Contract. When questioned, officers confirmed that Fusion had not sought any further grant funding from the Council at this time. The organisation was currently in the process of working up its Centre re-opening proposals and any future negotiations with the Council would be based on these plans;
- (viii) an amendment to the report recommendation was **PROPOSED** and **SECONDED** to read as follows:

‘That the Executive be RECOMMENDED to:

Seek to implement the conclusions of the Joint Meeting on the priority areas for the Strategic Framework for Recovery and Renewal.

In discussion, the majority of Members felt that the amendment was rather pre-emptive and should not be supported at this time. When put to the vote, the amendment was therefore declared **LOST**.

(b) Draft Recovery and Renewal Plan

In providing some initial thoughts on the draft Recovery and Renewal Plan, the Joint Meeting made particular reference to:

Residents Theme:

- There was a need to give consideration to the provision of (energy efficient) single persons living accommodation;
- The vulnerable population must also include those most affected groups: Children and Young People; the Elderly; and the Disabled; and
- The need for emphasis to be given to the role of local Ward Members within their local communities. In particular, the Plan must recognise the need to utilise the local knowledge and expertise of Members.

Business Theme:

- Members were strongly of the view that the benefits should be exploited from the increased ability of individuals to be able to work from home. Furthermore, the potential to see an increase in full-time population (and home-based businesses) in the District was recognised;
- In highlighting the importance of tourism, the Meeting felt that the Council must help where it could. Members acknowledged that such support must complement (but not duplicate) the work of existing tourism destination marketing organisations. Members commented that the likelihood for an increased number of tourists visiting the South Hams should be capitalised upon and the potential for an increase in car parking capacity should be explored. Finally, Members asked that consideration be given to the re-establishment of a local Tourism Forum;
- With regard to public conveniences, there were also strong views expressed that, since they were so closely linked to the tourism industry, then public conveniences must be kept open; and
- The Meeting expressed its support for consideration of the creation of 'Brand South Hams'. As an extension to the point, Members felt that the Council should explore the facilitation of deliveries for local producers and to do all it could to promote the South Hams' excellent local businesses and producers. Moreover, the importance of the farming industry was stressed and Members were of the view that consideration should be given to the re-establishment of a local Agricultural Forum.

Community and Partnerships Theme:

- The Meeting agreed that a proposal that had been submitted by Cllr Rose (as set out below) should be forwarded to the Executive meeting (to be held on 18 June 2020) for onward consideration during development of the Plan:

Introduction

Crises offer both challenges and opportunities. The Covid-19 pandemic has clearly highlighted:

- 1) *The lack of existing community resilience - demonstrated by the dependence of communities on government aid.*
- 2) *The need for community resilience - demonstrated by the unbelievable amount of people who have worried about their most basic needs such as feeding themselves and their families, losing their livelihood, the huge spikes in domestic violence, the lack of sufficient support for those with mental health issues etc...*
- 3) *The ability of communities to come together in the face of adversity, building resilience in the moment of need - demonstrated by the heart warming and inspiring actions of our constituents as they support one another in lockdown, reaching out to the marginalised and elderly, many of whom who have had little to no contact with anybody for years.*

The Proposal

'SHDC recognises that community resilience is essential to mitigating risk of future crises. SHDC recognises that community led initiatives are an effective way to increase community resilience as communities best understand their local needs. SHDC embraces the approach of 'Building Back Better' and recognises the opportunity to build on the momentum generated by communities stepping up to support themselves during the COVID-19 pandemic. As part of its recovery plan, SHDC will support communities to lead on initiatives to increase local resilience, beginning with a consultation to the diverse range of groups that have emerged to tackle the issues brought up by COVID-19, asking them how they imagine building long-term resilience in their communities.

SHDC can support community resilience initiatives by linking community groups to sources of funding, whilst offering advice and networking to the groups. Cluster groups or individual members can liaise with existing community groups and can encourage communication between various local organisations, charities, volunteers and community representatives to create shared goals.

This approach benefits SHDC as it mitigates the risk of future crises through increasing community resilience at little financial cost to the council. Any successful projects will set precedents, generate momentum, encourage creativity in the relationship between council and community and secure a positive reputation for the council, as it will be seen supporting communities from the ground up.

These initiatives should be woven into the foundations of the council's recovery plan and the first step (consulting community groups) can begin immediately. Infrastructure to monitor progress will be needed. SHDC should align itself with organisations such as the South Devon Bioregional Learning Centre and Transition Town, who currently operate across South Hams, building community resilience and offering their extensive expertise.'

Other key points that were raised in relation to the 'Community and Partnerships' Theme were:

- The importance of keeping Town and Parish Councils informed. On this point, it was recognised that, whilst a number of Town and Parish Councils had demonstrated excellent community leadership during the pandemic, a number of others had been found wanting. As a result, there was a role for the Council to play in supporting those Councils that were struggling. Some Members also felt that the town and parish council clustering arrangements should be reinstated. There was also considered to be an immediate role for all Members in facilitating networking meetings with their local Town and Parish Clerks in neighbouring towns and parishes;
- The Meeting felt that the importance of town and parish councils joining the 'Devon Resilience Forum' to support them in each developing their own Emergency Plans should be recognised;
- The need to explore the creation of 'town centre depots' (that were easily accessible for people to collect necessary provisions) was highlighted; and
- With regard to the work undertaken by the Community Response Team, Members were of the view that it could be extended into the future and it was recognised that the Localities Service would have a key role to play in this respect.

Financial Stability Theme:

- The Meeting agreed that a proposal that had been submitted by Cllr McKay (as set out below) should be forwarded to the Executive meeting (to be held on 18 June 2020) for onward consideration during development of the Plan:

'1 Public Loan Works Board (PLWB)

The Chancellor has said that Councils should not be using PWLB loans for commercial property investment or loans for "yield". However, my understanding is loans are available for infrastructure projects. The Council should be looking at developing a plan for local infrastructure within the district and possibly with DCC.

English town and parish councils can also borrow from PLWB (with approval from MHCLG). The Council should look to work with Town and Parish Council on joint projects.

2 Invest in social housing

Works Loan Board (PWLB) Housing Revenue Account (HRA) rates are down 1.0%. As well as providing much need social housing this will in time generate a revenue stream.

3 Capital Investment Programme

The Capital Investment Programme should become the Communities Investment Programme. The Council should be investing in local community projects and green businesses to build the local resilience implied by Build Back Better (BBB). By being active investors in projects the Council can build a diverse portfolio that will provide revenue while providing a stimulus to the local economy. It is BBB with ABCD! The first steps are to work with partners like SH-CVS, Bioregional Learning, Transition Towns, Town and Parish Councils and myriad other community groups to identify need and opportunity.

4 Active Travel

The Emergency Active Travel Fund for Devon is only £1,689,000 but this is the first stage of a £2bn investment in active travel by government. We should have investment ready plans as per Cllr Chown's suggestions so we are ready to draw on these funds. Creating the infrastructure on which other businesses like for instance electric bike hire can build and in which this Council could be an investment partner.'

Other key points raised in relation to the 'Financial Stability' Theme were:

- A Member was strongly of the view that the Council should immediately rule out both the use of Earmarked Reserves and the sale of assets to pay off the 2020/21 Budget shortfall. In addition, the Member felt it essential that, with urgency, Council Reserves should be ringfenced, with assets being devolved to local town and parish councils;
- That the Council should lobby Central Government on issues including: gaining further freedoms and flexibilities over its finances (including capital receipts flexibilities); the switching of domestic properties to business use; and the ability to charge up to double Council Tax for second homes; and
- The need to lobby (and keep informed) both local MPs.

Communications Theme:

- Members had a raft of local networks that could be used to disseminate information to the hard to reach groups within their local wards.

Governance Theme:

- The Meeting agreed that a proposal that had been submitted by Cllr McKay (as set out below) should be forwarded to the Executive meeting (to be held on 18 June 2020) for onward consideration during development of the Plan:

'1 Objectives

The objective should be as the report states to Build Back Better. While the Council may be in a slightly better financial position than it might have been the numbers still look daunting. It is clear that the modus-operandi of the past is unlikely to work post-covid and the Council needs to build on the extraordinary things that have been happening in our communities and to work with them to consolidate and build the future which must have Climate Change and Biodiversity at its core. The way to achieve this is through a vibrant green economy in which the Council is a real investor and partner. The result will be long term resilience for our communities and for the Council;

2 Constitutional Review

The Council's Constitution needs to be overhauled to help it become less focused on the delivery of top-down service provision and more of a partner of local organisations and a facilitator. This will only work if there is a great deal more open government, transparency and involvement of Members in the day to day running of the council. Just as an example, the current delegation scheme does not properly recognise that when Members delegate powers they retain responsibility (to their electorate) and they need to be able to effectively hold those to whom power has been delegated to account for actions taken on their behalf.

3 Constitution Versioning

The constitution is a so called living document but it has no version history, which is essential for such an important core document. In the interests of a new era of transparency, lets version it.

4 Briefings and Questions

While Members receive a bulletin email once a week it is very high-level. To ensure that Members are as involved as possible, there should be regular fortnightly Q&A sessions. Being able to email an officer is not sufficient and does not encourage open and continued dialogue.

5 Localities

The localities officer role could be greatly enhanced in a new community focused Council and while the O&S Task and Finish group came close to a conclusion it would be helpful to revisit this study.

6 Commissioning Model

The commissioning model of working with partners should be reviewed as it is not an appropriate way of building relationships with partner organisations.

The model used should focus on collaboration and not be perceived as buying in a service from a third-party.'

Other key points raised in relation to the 'Governance' Theme were:

- All Locality Engagement Officers should attend town and parish council meetings within their local areas;
- Whilst remote meetings had worked well to date, some Members felt that they were not ideal to conduct meetings of Full Council and the Development Management Committee (on the occasions when major planning applications were to be considered).

Service Recovery Theme

- The need to re-convene the Locality Service Task and Finish Group was recognised; and
- The importance of the Leisure Contract with Fusion was also highlighted.

It was then:

RECOMMENDED

That the Joint Meeting of the Overview and Scrutiny Panel and Development Management Committee **RECOMMEND** to the Executive to:

1. Note and endorse the Council's response to the Coronavirus (COVID-19) Pandemic to date and thank and congratulate the Parish and Town Councils and other Community Groups for their response and actions to the COVID-19 Pandemic;
2. Request that Officers develop a Recovery and Renewal Plan in line with the framework and objectives as outlined in Appendix 1 of the presented agenda report;
3. Take into account the conclusions of the Joint Meeting on the priority areas for the Strategic Framework for Recovery and Renewal; and
4. Request that an update on progress against development of the Plan be brought back to a Joint Meeting of the Overview and Scrutiny Panel / Development Management Committee on 3 September 2020.

(Meeting started at 10.00 am and concluded at 4.20 pm)

Chairman

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SOUTH HAMS DISTRICT COUNCIL: EXECUTIVE LEADER'S FORWARD PLAN

This is the Leader of Council's provisional forward plan for the four months starting September 2020. It provides an indicative date for matters to be considered by the Executive. Where possible, the Executive will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

The forward plan is published to publicise consultation dates and enable dialogue between the Executive and all councillors, the public, and other stakeholders. It will also assist the Council's Overview and Scrutiny Panel in planning their contribution to policy development and holding the Executive to account.

Local authorities are required to publish updated forward plans on a regular basis. The Plan is published in hard copy and on the Council's website (www.southhams.gov.uk)

The Executive consists of six Councillors. Each has responsibility for a particular area of the Council's work.

Leader of the Council – Cllr Judy Pearce

Deputy Leader – Cllr Hilary Bastone

Lead Executive Member for Health and Wellbeing – Cllr Jonathan Hawkins

Lead Executive Member for Communities and Enterprise – Cllr David May

Lead Executive Member for Environment – Cllr Keith Baldry

Lead Executive Member for Customer Service Delivery – Cllr Nicky Hopwood

Further information on the workings of the Executive, including latest information on agenda items, can be obtained by contacting Democratic Services on 01803 861105 or by e-mail to democratic.services@swdevon.gov.uk

All items listed in this Forward Plan will be discussed in public at the relevant meeting, unless otherwise indicated with *

DECISIONS TO BE TAKEN BY THE EXECUTIVE

Portfolio Area	Report Title and Summary	Lead Member / Officer	Documents to be considered in making decision	Date of Decision	Consultees and means of Consultation
Council	Title: Recovery Plan to the Covid-19 Crisis Purpose: to consider the recommendations of the Joint Meeting of the Overview and Scrutiny Panel and Development Management Committee on the draft Recovery Plan	Cllr Pearce / Drew Powell	Report of the Director of Governance and Assurance	17 Sept 2020	To be considered at the joint Overview and Scrutiny Panel / Development Management Committee meeting on 3 Sept 2020
Council	Title: Amended Draft Budget 2020/21 Purpose: To consider a report that presents an amended budget for 2020/21 in light of the impact of Covid-19	Cllr Pearce / Lisa Buckle	Report of the Section 151 Officer	17 Sept	To be considered at the joint Overview and Scrutiny Panel / Development Management Committee meeting on 3 Sept 2020
Strategic Planning / Environment	Title: Coastal Concordat Purpose of report: To outline to Members the protocol for formal processes where these are shared across administrative boundaries / responsibilities	Cllr Pearce / Rob Sekula	Report of Head of Place Making Practice	17 September 2020	
Homes	Title: Community Housing Update Report Purpose: To update Members on the community housing programme and bring forward recommendations for St Anne's Chapel and South Brent.	Cllr Bastone / Rob Ellis	Report of Community Housing Lead	17 September 2020	
Enterprise	Title: Ivybridge Regeneration Report Purpose: To update Members on Ivybridge Regeneration	Cllr Bastone / Chris Brook	Report of Director of Place and Enterprise	17 September 2020	
Enterprise	Title: Regeneration Projects Update Purpose: to update the Council on any commercial investment opportunities	Cllr Bastone / Chris Brook	Report of Director of Place and Enterprise	22 October 2020	
Strategy	Title: Housing Strategy 2021-2026 Purpose of report: To present the draft Housing Strategy to Members for comment and to recommend	Cllr Pearce / Chris Brook	Report of Director of Place and Enterprise	22 October 2020	

	to commence the formal public consultation, prior to adoption from 1 st April 2021.				
Council	Title: Medium Term Financial Strategy for the five years 2021/22 to 2025/26 Purpose of the report: To set the strategic intention for all of the different strands of funding available to the Council. This brings together all known factors affecting the Council's financial position and its financial sustainability, to provide a long term financial forecast.	Cllr Pearce / Lisa Buckle	Report of S151 Officer	22 October 2020	
Enterprise	Title: Revenue Budget Monitoring up to August 2020 Purpose: A revenue budget monitoring report to monitor income and expenditure variations against the approved revenue budget for 2020/21 up to August 2020.	Cllr Bastone / Lisa Buckle	Report of S151 Officer	22 October 2020	
Council	Title: Capital Budget Monitoring Quarter 1 and Quarter 2 Purpose of report: The report advises Members of the progress on individual schemes within the approved capital programme for 2020/21, including an assessment of their financial position	Cllr Bastone / Lisa Buckle	Report of S151 Officer	22 October 2020	
Environment	Title: FCC Contract Review Purpose: To provide Members with a review of the FCC contract performance	Cllr Baldry / Jane Savage	Report of Head of Commissioning and Contracts	22 October 2020	
Environment	Title: New waste Service update Purpose of report: To provide an update to Members on progress on the new waste service	Cllr Baldry / Jane Savage	Report of Head of Commissioning and Contracts	22 October 2020	
Enterprise	Title: Revision to the Commercial Investment Strategy Purpose: To incorporate the changes to the PWLB following the outcome of the consultation and make recommendations relating to regeneration.	Cllr Bastone / Chris Brook	Report of Director of Place and Enterprise	22 October 2020	

Environment	<p>Title: Outcome of TAP Consultation on Parking Charges increase Purpose of report: To outline where the 4% increase in car parking charges, agreed at Full Council 13th February, will be applied in SHDC car parks</p>	Cllr Baldry / Emma Widdicombe	Report of Senior Specialist Parking	22 October 2020	
Homes	<p>Title: Gypsy and Traveller update and options Purpose of report: To provide an update to Members for future options on Gypsy, Traveller and Caravan dwelling community</p>	Cllr Bastone / Alex Rehaag	Report of Senior Specialist Affordable Housing	22 October 2020	
Enterprise	<p>Title: Release of S106 Funds for Affordable Housing Projects Purpose of report: To seek approval for Affordable Housing S106 expenditure on a Community Led Housing Scheme in Stoke Gabriel</p>	Cllr Bastone / Cassandra Harrison	Report of Specialist (Place Making)	22 October 2020	
Homes	<p>Title: Council Tax Reduction Scheme Purpose of report: To seek approval for revised Council Tax Reduction scheme</p>	Cllr Hawkins / Issy Blake	Report of the Head of Housing, Revenues and Benefits	3 December 2020	
Council	<p>Title: Write Off Report for Quarter 2 Purpose of report: The Council is responsible for the collection of: Housing Rents, Sundry Debts including Housing Benefit Overpayments, Council Tax and National Non-Domestic Rates. The report informs members of the debt written off for these revenue streams.</p>	Cllr Bastone / Lisa Buckle	Report of Strategic Finance Lead	3 December 2020	
Council	<p>Title: Revenue Budget Monitoring to October Purpose of report: A revenue budget monitoring report to monitor income and expenditure variations against the approved revenue budget for 2020/21, and to provide a forecast of the year end position</p>	Cllr Bastone / Pauline Henstock	Report of Head of Finance	3 December 2020	
Council	<p>Title: Draft Revenue Budget Proposals 2021/22 Purpose: To present Budget proposals for 2021/22</p>	Cllr Pearce / Lisa Buckle	Report of Strategic Lead of Finance	3 December 2020	

Council	<p>Title: Capital Budget Monitoring Quarter 2 Purpose of report: The report advises Members of the progress on individual schemes within the approved capital programme for 2020/21, including an assessment of their financial position</p>	Cllr Bastone / Pauline Henstock	Report of Head of Finance	3 December 2020	
Strategy / Homes	<p>Title: To present for consideration the final Housing Strategy, with adoption from April 2021 Purpose: To present the final housing strategy and the outcome of stakeholder consultation, including the draft annual action plan</p>	Cllr Pearce / Issy Blake	Report of the Head of Housing, Revenues and Benefits	3 December 2020	
Council	<p>Title: Draft Capital Programme Proposals 2021/22 Purpose: To present Capital Programme proposals for 2021/22</p>	Cllr Pearce / Lisa Buckle	Report of Strategic Lead of Finance	3 December 2020	
Health & Well-being	<p>Title: Domestic Abuse Policy Purpose: To outline the proposed policy for dealing with Domestic Abuse and seek agreement thereon</p>	Cllr Hawkins/ Louisa Daley	Report of Specialist – Community Safety	3 December 2020	

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Report to: **Joint Overview and Scrutiny Panel/Development Management Committee**

Date: **3 September 2020**

Title: **Coronavirus (COVID-19) Recovery and Renewal Plan Development Update**

Portfolio Area: **Council – Cllr Judy Pearce (Leader)**

Wards Affected: **All**

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

Date next steps can be taken: **Recommendations to be considered at the Executive meeting to be held on 17 September 2020**

Authors: **Drew Powell** Role: **Director of Governance and Assurance**
Andy Bates **Chief Executive**

Contact: **01803 861240** email: drew.powell@swdevon.gov.uk

RECOMMENDATIONS:

That the Joint meeting of the Overview and Scrutiny Panel and Development Management Committee RECOMMEND to the Executive to:

- 1. Note the Councils continuing response to the Coronavirus (COVID-19) Pandemic;**
- 2. Note the outputs of the Member Workshops as detailed in Appendix 1;**
- 3. Note progress on the development of the Recovery and Renewal Action Plan ('the Plan');**
- 4. Take into account the conclusions of the Joint meeting on the Plan; and**
- 5. Request that an update on progress against development of the Plan be brought back to an additional Joint Meeting of the Overview and Scrutiny Panel and Development Management Committee to be arranged to take place at 2.00pm on Thursday, 19 November 2020.**

1. Executive summary

- 1.1 The Joint Meeting of the Panel and DM Committee considered a report on 4th June (minute OSDM.4/20 refers) detailing the Council's vital role in responding to the global Coronavirus (COVID-19) Pandemic.
- 1.2 The report also identified the need to take a strategic approach to recovery to ensure that we learn from the response, understand the new challenges we face and emerge as an organisation that is fit for purpose and financially sustainable.
- 1.3 Members considered a high level framework that set out the key areas to be explored focussing on operational (internal) actions and strategic (external) opportunities and challenges with a recognition that there is clearly a cross over between these areas.
- 1.4 The Joint meeting recommended a range of areas for future consideration and at the meeting of the Executive on 18th June (minute E.87/19 refers) it was resolved to hold a series of Member workshops, based on the amended framework, to consider these areas further.
- 1.5 Now that the workshops have been concluded, the next stage is to determine the best way to implement and/or develop the proposals that Members have generated.
- 1.6 The draft Action plan is based on all of the outputs of the workshops and therefore there will need to be a rationalisation process whereby the proposals are prioritised in terms of impact and cost.
- 1.7 It is important to stress that whilst in emergency planning terms, we have essentially moved from 'response' phase into 'recovery', the very real risk of a second peak or a local outbreak remains.
- 1.8 At this stage we still do not know what the 'new normal' will look like. A range of indicators around the economy and employment point towards a very challenging time and the only thing that is clear at this stage is that there is no consensus or clarity, but that there will need to be a phased approach to recovery which is, where possible, evidence-led. It is also clear that whilst the Council's role will be vital, the key will be to work with a range of partners locally and regionally.
- 1.9 Financial Stability is one of the themes within the Recovery and Renewal Plan and Section 9 sets out the areas being progressed and the timescales within which this will take place. By September 2020, Council will be recommended to set an Amended Budget for 2020/21 taking into account the impact the pandemic has had on the Council's finances. A separate report is on this Committee agenda regarding proposals for the Amended Budget. In October 2020 a report will be presented to Members on the Medium Term Financial Strategy (MTFS) for 2021/22 onwards which will look at the Council's financial position over the next five years.

- 1.10 In conjunction with the budget, the Senior Leadership Team have reviewed and are monitoring the staffing establishment to enable a degree of flexibility in the allocation of resources to the priorities emerging from the action plan.
- 1.11 This report summarises what continues to be a highly effective response to the challenges of the pandemic, details key recovery actions already complete or underway and proposals to develop and implement the first iteration of our long/medium term recovery and renewal plans.

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 to have a significant impact in numerous ways including the tragic loss of lives, major disruption to education and, an as yet, unmeasured economic shock.
- 2.3 Locally, the extensive air and foreign travel bans have resulted in a significant increase in visitor numbers to tourist destinations within the area. This has, and continues to, put many services under pressure and not just the obvious street cleansing and waste collection. Increases in 'wild camping' and an influx of motorhomes has demanded an increase in education and enforcement.
- 2.4 Nationally, cases are reducing, whilst globally the rise in cases is a major cause for concern and a vaccine, if it is ever developed, will take a considerable time to roll-out.
- 2.5 At the time of writing this report, the number of cases within the area is thankfully very low and we are working with Devon County Council Public Health, as the lead authority, to develop the Local Outbreak Management Plan (LOMP) which will facilitate the response to any future local outbreaks.
- 2.6 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 a summary of the Council's continuing response and proposals to develop and implement the first iteration of the Recovery and Renewal Plan.

4. Preparation for future outbreaks

- 4.1 The Council's preparation for the pandemic was thorough and, although not tested by large amounts of absence, the operational response was largely effective. Members' views on the response were

gathered through the report to joint meeting of the Overview and Scrutiny Panel and Development Management Committee on 4th June and further developed through the workshops detailed later in this report.

- 4.2 In order to help prepare for a second peak or a local outbreak, a short 'lessons' learnt review has been undertaken. This focussed primarily around operation of the Incident Management Team; the officer team who managed the operational response phase.
- 4.3 As a result, a number of actions have been implemented. These include a review of Service based Business Continuity Plans and introducing the principle of a Senior Responsible Officer (SRO) to support operational decision-making and to add capacity and resilience.
- 4.4 The SRO principle allows autonomy and responsibility for making operational decisions to be passed to suitably qualified and experienced officers during, in this case, the acute response phase of an incident.
- 4.5 With a clear shift from central government towards managing outbreaks locally, the Council have been working in partnership with the Director of Public Health at Devon County Council to prepare the Local Outbreak Management Plan and a number of standard operating procedures for dealing with localised outbreaks should they occur.
- 4.6 The Local Outbreak Management Plan will be tested with a series of multi-agency exercises that the Council will also participate in.
- 4.7 The Council's Environmental Health and Licensing team continues to respond to complaints regarding COVID-19. The Team provides support to businesses regarding COVID-19 secure precautions and has a key role in its responsibility to protect public health at a local level. The team also stands ready to assist in a wider public health response if required.

5. Member Workshops

- 5.1 During July a series of workshops, led by Members of the Executive, were held to enable the wider membership to consider, debate and propose what should be included through the Recovery and Renewal process.
- 5.2 The Workshops were grouped around the themes set out in the framework;
 - Residents, Communities and Partnerships
 - Place and Environment
 - Business and Economy
 - Governance and Communications
 - Recovery and Redesign
- 5.3 The outputs, which were captured at the end of the meetings and fed back to attendees, have been collated and the Action Plan has been built around these – see Sections 7 and 8.

- 5.4 Members will see that these range from individual specific actions to higher level strategic issues and across a range of timescales. The outputs have been grouped where possible into related areas to populate the Action Plan.
- 5.5 It is recognised that development of an effective plan takes time and careful consideration to ensure that finite resources are focussed on the right issues. However, it has been equally important for the Council to continue to actively support response and recovery within the wider community.

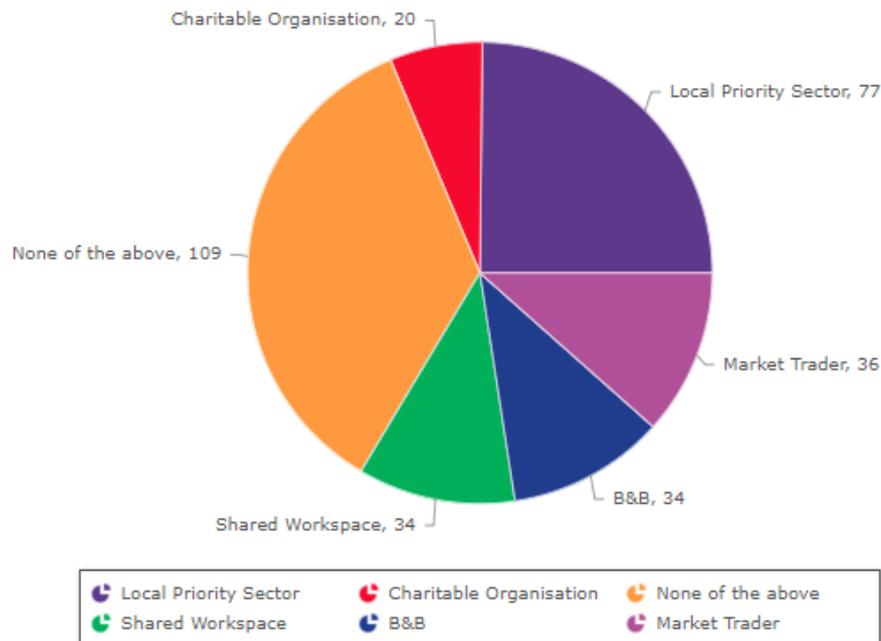
6. Ongoing Response and Recovery Activity

- 6.1 The gradual relaxation of lockdown measures has enabled the Council to support the wider community whilst continuing to provide essential services.
- 6.2 The duration of remaining COVID restrictions is hard to gauge and will be dependent on local, national and, to an extent, global rates of infection. The Council will continue to follow guidance and support the community and business to do the same wherever it can.
- 6.3 What is clear is that demands on services have already changed in many areas with for example an increase in people holidaying locally and demand for support to vulnerable sectors of the community
- 6.4 Some of the changing need has resulted in refocussing service provision whereas others are entirely new areas of work arising from Government initiatives or new demands within the community. The following are just a few examples of the work that is ongoing to manage the response and support recovery.

Support for Businesses and the Economy

- 6.5 There has been a clear focus on supporting some of the businesses that missed out on support from the first tranche of Government grants where over £42 million was paid out to over 3,700 businesses.
- 6.6 Based on the guidance and in line with local priorities, 310 businesses have been supported through the Council's Discretionary Business Grants scheme (as at the middle of August), with a split by sector as detailed in Graph 1 below. Payments to date have totalled £1.4million. Final payments have to be made by the end of September 2020, by when, the total Government allocation of £2,317,250 for the scheme will have been paid out in support for businesses.

6.7 Graph 1 – Grants by Sector



*'none of the above' is a catch all for other sectors and includes a range of businesses such as mobile food/maintenance/beauty and crafts/upholstery/cabinet maker/musicians/dog grooming/sports/media/graphic/landscape

- 6.8 The Councils organisational operating model, coupled with the staff behavioural framework has again proven highly effective in delivering this new work in a timely manner.
- 6.9 The additional resource required to deliver the work was recognised by the Government and a new burdens, un-ringfenced grant payment of £170,000 was received in recognition of the administrative cost.
- 6.10 Managers have been able to flex and move resources around the organisation to deal with this new demand; a clear benefit of our flexible operating model. As a result, this grant payment may well be available to help reduce part of the overall budget deficit arising from the pandemic as a whole.
- 6.11 In addition, the business grants regime has created an additional increase in the workload around general business rates work with more businesses, changes in uses and names being reported to us. We continue to resource this area as we are keen to ensure that the collection fund and the collectable debt is as accurate as possible to maximise income for the Council and other preceptors.
- 6.12 As lockdown measures relaxed, hospitality businesses, a key sector for the local economy, were faced with a number of challenges. How they

can open, comply with the social distancing restrictions and remain viable.

- 6.13 With the Government's clear message being to support businesses coming out of lockdown, the Council recognised its important role in terms of Licensing alongside its role as landowner.
- 6.14 For pubs, restaurants and cafes in particular a key factor was maximising the available floor space to trade from and businesses were actively encouraged to seek permission for extended (or new) street based seating areas (street cafes) outside premises.
- 6.15 To support this a number of initiatives were implemented;
- Webinars on the new national guidance for the retail and licensed sectors were attended by over 100 local businesses and very well received.
 - A quicker and easier procedure introduced to allow temporary changes to premises licences through minor variation applications
 - A simplified procedure for issuing licences to utilise our own land
 - Localities visits to major towns to show support for local business and monitor compliance

Residents, Communities and Partnerships

- 6.16 Demand for services within Benefits had increased significantly during the pandemic. By way of example in February we received 85 new applications for housing benefit, in March this increased to 327. Whilst this number has reduced we are not yet at pre-pandemic levels.
- 6.17 The Team are proactively identifying people who, because of changes to their income, needed to claim housing benefit to offer them assistance through our discretionary housing payment pot. This serves to prevent homelessness and evictions in the future. We were among the first councils in Devon to pay the £150 council tax reduction to those on the lowest income.
- 6.18 Work with DCC on our joint local welfare support COVID fund continues with nearly £9k paid out in emergency hardship grants. In addition we have extended our money advice service temporarily for those who require assistance.
- 6.19 We approached the Government about varying grant funding for our temporary accommodation support worker funding and, as a result, have been able to extend the post until March 2021. Whilst there is still a ban on evictions this is set to be relaxed and the demand for housing advice & homeless services is yet to be known

- 6.20 Dialogue with our community cluster groups has been maintained in most areas. Additionally there have been a series of community meetings set up which we continue to support.

7. Recovery and Renewal Action Plan

- 7.1 Moving from response to recovery and renewal takes careful planning to ensure that finite resources are used in the most efficient way. The situation remains ever changing and future plans have to be linked directly to those of other partners and with an eye on changing Government guidance.
- 7.2 Through the workshops detailed above, Members have generated a range of actions and ideas to support the following high level objectives within the Recovery and Renewal Framework ;
- The delivery of services that are focussed to meet the needs of customers, community and business are restored where appropriate
 - The immediate and longer term financial sustainability of the Council
 - That Members are engaged with decision making in an appropriate way through local democratic governance.
 - The principle of 'Build Back Better' is followed and that opportunities to learn and become more efficient and effective are realised wherever possible.
- 7.3 Whilst some actions maybe straightforward and deliverable within existing budgets others will require further investigation and development to determine whether they are appropriate, viable and achievable. Alongside this a there are a range of questions that need to be considered including;
- What is the relative priority of the proposal?
 - What degree of influence does the Council have?
 - Are better placed partners already doing this?
 - Can we afford to do this?
 - Does the proposal support the high level objectives?
- 7.4 The Action plan at Appendix 1, sets out the first iteration of how the proposals put forward by Members can be developed and, where appropriate, implemented and by whom.
- 7.5 As a follow up to the Workshops, Members suggestions were circulated to staff who have come forward with some excellent suggestions, especially relating to operational performance efficiency, and these will be fed into the process where relevant. Examples include undertaking a skills audit to support future response, utilising online consultation platforms and the use of 'influencers' to support our media campaigns.

- 7.6 Members will note that there are a range of options including linking the work to partners through, for example, the Team Devon Recovery Prospectus which primarily relates to economy, business and employment or the Devon Carbon Plan.
- 7.7 Other work maybe better linked to existing or emerging Council initiatives including the Climate Change and Biodiversity or Housing strategies and this is proposed where relevant.
- 7.8 There are however some key emerging areas that will require detailed investigation and development.

8. Key Areas for Development

- 8.1 Some common themes for further development have emerged through the workshops and it is proposed that, in order to investigate these further, established or new Member Task and Finish and/or Working groups are utilised.
- 8.2 Members will recognise that finance is reported to all Members through the monthly budget monitoring reports, the setting of the budget and the Medium Term Financial Strategy (MTFS) and therefore a separate workshop as part of the Recovery and Renewal Plan was deemed unnecessary. However, as finance underpins the whole plan, it is included as a separate heading within the Action Plan and as a theme below.
- 8.3 As part of the finance theme, an Amended Budget for 2020/21 is being set by Council by the end of September 2020. A Member's Budget Workshop has been arranged for Thursday 27th August to consider options for the Amended Budget for 2020/21.
- 8.4 Proposed Vehicle for Development of Key Themes

Theme	Proposed Vehicle	Status	Scope
Engagement and Consultation	Overview and Scrutiny Task and Finish Group	Already set-up	To be agreed
Localities and Clusters (Community Response Team)	Overview and Scrutiny Task and Finish Group	Existing Localities T&F Group to be utilised	To be amended to include wider scope
Accommodation	Accommodation Working Group	Already set-up	To be reviewed
Governance	Political Structures Working Group	Already set-up	To be agreed

Business Engagement	Business Forum or similar to be confirmed	To be determined after sector based consultation	To be agreed
Finance	Reports to Joint O & S/DM and Executive and Council	Already set-up (Budget Workshop for the Amended Budget for 2020/21 to be held on 27 th August)	To be reviewed in light of Government announcements throughout the year

- 8.5 The proposals set out above will allow these important areas of work to be developed by Members with dedicated support from Officers. It is proposed that each group will operate within a similar framework in terms of meeting frequency and timescale to ensure that proposals can be considered at an additional Joint meeting of the Panel and DM Committee to be held on 19 November 2020.
- 8.6 Member's views on the Action Plan and the proposal to investigate and develop the key areas are welcomed.

9. Links to the Amended Budget and Medium Term Financial Strategy (MTFS)

- 9.1 Covid 19 has caused financial strain for all Councils up and down the country where Councils find themselves being caught in a 'perfect storm'. Councils have to manage both the increased costs of coping with Covid19 and supporting vulnerable people in the community and the loss of key income streams such as ferry income, car parking income and council tax income. The factors affecting the Council's finances are issues affecting the whole Local Government sector.
- 9.2 Financial Stability is one of the themes within the Recovery and Renewal Plan. The action plan, setting out the areas being progressed and the timescales within which this will take place, is set out in Appendix 1. Following consideration of the Renewal and Recovery Plan in the summer, the Action Plan for the Financial Stability Theme has been updated.
- 9.3 By September 2020, the Council will be recommended to set an Amended Budget for 2020/21 taking into the account the impact the pandemic has had on the Council's finances. The latest revenue budget monitoring report for Month 3 (end of June) predicts a budget shortfall of £1.313 million for 2020/21. This equates to 14% of the overall budget set of £9.411 million. A separate report is on this Committee agenda regarding proposals for the Amended Budget for 2020/21.

- 9.4 In October 2020 a report will be presented to Members on the Medium Term Financial Strategy (MTFS) for 2021/22 onwards which will look at the Council's financial position over the next five years.
- 9.5 It should be noted that the financial landscape for Councils is ever-changing and there is still a great deal of uncertainty that Councils are working with in planning their finances for the longer term. The large areas of unknowns are around New Homes Bonus funding, Negative Revenue Support Grant (the Council no longer receives any core Government grant) and future allocations of Rural Services Delivery Grant. We are making the point to the Government that we must know what is happening to these key areas by this September, so that we can plan confidently for our finances for the future.
- 9.6 Prudent financial management in the past has meant that the Council was in a relatively healthy position financially before the pandemic hit. Since 2010, we have had to redesign our services to balance the books. We have done this by sharing a single workforce with West Devon Borough Council, generating an ongoing annual saving of £3.9 million for South Hams and by reducing our staffing levels by 30% through our Transformation Programme.
- 9.7 The Council will continue to lobby the Government so that we receive the appropriate level of funding. Each month, Councils complete a national return that informs the Government of how much COVID-19 is hugely affecting the finances of Councils. The point has been made that these income losses have had a much bigger impact (in proportion to Net Budgets) on District Councils, than they have on County Councils and Unitaries.
- 9.8 A further lobbying letter from South West Councils was sent to the Rt Hon Robert Jenrick MP (Secretary of State for Housing, Communities and Local Government) on 30th June 2020. This letter set out that the latest Government returns to MHCLG (Ministry of Housing, Communities & Local Government) showed a financial challenge to South West Councils of over £1 billion across the region.
- 9.9 On 2nd July, the Rt Hon Robert Jenrick MP announced a new comprehensive package of support for Councils, to address spending pressures and losses in income streams. There were three central pillars of support announced:-
- A new scheme to compensate Councils for losses of income, though not in their entirety (an 'income guarantee' scheme). Councils have to meet the first 5% of losses of all budgeted sales, fees and charges and only some categories of income are allowable under the scheme. For the categories allowed, once the 5% is deducted, the Government will reimburse 75pence in every £1.
 - An extra £500million to cover extra COVID19 expenditure costs (the District Council's allocation of this funding has been announced at £121,361)
 - To allow council tax and business rate losses in income to be repaid over the next 3 years of budget cycles, instead of just the next one year

- 9.10 We are very pleased that our lobbying has been successful but there is still further work to do on this as even with the support package announced, the District Council is still predicting a budget shortfall of £1.313 million for 2020/21 and this figure will change throughout the financial year as more information comes to light on items such as the collectability of outstanding debt and arrears and how income streams have been affected by the pandemic.
- 9.11 In a letter from the Chairman of the District Councils' Network to the Chancellor, the financial needs of District Councils were set out, as well as stating that no part of the public sector is better placed than District Councils to catalyse and lead the recovery and that we will rise to the challenge.

10. Proposed Way Forward

- 10.1 The draft Action Plan sets out how the Council, or its partners, will either action or investigate, develop and, where relevant, implement the proposals arising from the Member Workshops.
- 10.2 The work will continue to be led by Members of the Executive under the themes set out in the Strategic Framework.
- 10.3 In addition this report sets out the proposed vehicles (Task and Finish or Member Working Groups) for developing the new key themes that have emerged through the Member Workshops and the development of the Action Plan.
- 10.4 The outputs and recommendations from the relevant Groups will then be reported back to Members along with an update on progress on the wider Action Plan in line with following timeline;
- Additional Joint O&S and Development Management Meeting on 19 November 2020
 - Executive on 3 December 2020
- 10.5 Looking further ahead, the Council adopted its Corporate Strategy on 17 May 2018 prior to the end of the previous administration. As a result of the pandemic it can be argued that the context and landscape within which we now operate has fundamentally changed.
- 10.6 Whilst elements of the Strategy clearly remain relevant and vitally important moving forward, the recovery and renewal process has identified new emerging challenges and priorities and the Council may consider that developing a new Corporate Strategy from May 2021 would be an appropriate way forward.

11. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	<p>As a Category 1 responder under the Civil Contingencies Act 2004 the Council has a duty to plan and prepare a response to an emergency or provide support to those who do.</p> <p>The 'Response' phase is primarily led by the police whilst the 'Recovery' phase is led by the Local Authority which, for Devon as a whole, will be Devon County Council</p>
Financial implications to include reference to value for money		<p>The Action Plan for the Recovery and Renewal Plan will be assessed to determine the cost and resources required to deliver the Action Plan in the short term, medium term and longer term. This will form part of the reports to the Overview and Scrutiny Panel and Development Management Committee meeting to be held on 19 November 2020 and the Executive on 3 December 2020.</p> <p>Financial Stability Theme</p> <p>Financial Stability is one of the themes within the Recovery and Renewal Plan and Section 9 sets out the areas being progressed and the timescales within which this will take place. By September 2020, the Council will set an Amended Budget for 2020/21 taking into the account the impact the pandemic has had on the Council's finances. The latest revenue budget monitoring report for Month 3 (end of June) predicts a budget shortfall of £1.313 million for 2020/21. This equates to 14% of the overall budget set of £9.411 million. A separate report is on this Committee agenda regarding proposals for the Amended Budget for 2020-21.</p> <p>In October 2020 a report will be presented to Members on the Medium Term Financial Strategy (MTFS) for 2021/22 onwards which will look at the Council's financial position over the next five years.</p> <p>The action plan, setting out the areas being progressed and the timescales within which this will take place, is set out in Appendix 1. Following consideration of the Renewal and Recovery Plan in the Summer, the Action Plan for the Financial Stability Theme has been updated.</p>

		<p>Value for Money The Value for Money conclusion issued in 2020 by Grant Thornton (external auditors) will include considerations in respect of service continuity and the COVID19 Recovery Plan.</p>
Risk		<p>A number of risks need to be highlighted: Failing to respond to the pandemic is likely to have long term impacts on the council and the community it serves.</p> <p>Moving focus from response to recovery too early may result in a lack of capacity to deal with the acute impacts of the pandemic on the health and wellbeing of residents with in our community.</p> <p>Failing to prepare appropriately for recovery could significantly increase the adverse impacts of the pandemic on individuals and business within our community.</p> <p>Acting in a disproportionate manner and directing resources away from other key service areas may have adverse impacts in a number of areas including delivery of statutory services, customer satisfaction, vulnerable people and the financial sustainability of the organisation.</p>

Appendix 1

Draft Recovery Plan September 2020

South Hams District Council – Draft Recovery Plan September 2020

Theme 1: Businesses and Economy

Exec Lead, Cllr Hilary Bastone

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 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 term	Recovery Management Team
	1.2 Consider how we work with partners to support developing skills in sustainable trades such as building, plumbing etc.	a) Team Devon 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 term	Business Forums
	1.3 Develop a strategy for encouraging diversifying South Hams business sectors	a) Team Devon will engage additional staff resources to support Agriculture, Food and Drink producers to diversify and access new markets. Additionally £1m of additional resources will be sought in order to support reskilling of those leaving tourism, retail and other hard hit sectors	Monitor and ensure (through our Team Devon links) that local businesses benefit from the available support	Medium term	Recovery Management Team
		b) Team Devon will develop a grant scheme to support projects that look to extend the Tourism season and reinforce local supply chains	Ensure that we promote and support applications from businesses within South Hams	Short term	Recovery Management Team
		c) Team Devon 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 term	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 exploring options for grants of £5,000 to support adaption costs for tourism sector (initially from Kick Start fund)	Promote the scheme to businesses within our area	Short/Medium	Business Forums
		b) Team Devon – implementing a regional certification scheme on opening safely	Promote scheme to local businesses	Short term	Environmental Health
		c) Pop Up Business Schools Delivered		Complete	

- Team Devon is a collaboration of all Devon Councils, working together to develop action plans and specific deliverables, initially in response to Covid-19

South Hams District Council – Draft Recovery Plan September 2020

Action	What are we (or partners) already doing / proposing to do	Proposed way forward for SHDC	Timescales	Responsible Team/Group /Strategy	
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	Short term	Recovery Management Team
			b) Hold sector specific discussions/ surveys to understand local need	Short term	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)	Medium term	Business Forums
		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	Short term	Recovery Management Team
		e) Team Devon 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 term	Recovery Management Team,
Developing our tourism offer	1.6 Encourage a Devon wide approach to tourism.	a) Team Devon are establishing an enhanced business support offer for the Tourism Sector	Promote the support that is available through our re-established Business Forums (see 1.5F)	Medium term	Business Forums
			Devon the South Hams Place narrative	Medium term	Recovery Management team
	1.7 Identify and ensure that key infrastructure is in place in order to encourage tourism	a) Team Devon will develop a sustainable tourism, hospitality and leisure support package which will include accessible tourism, activity, culture and wellness tourism		TBC	
Ensuring adequate Infrastructure	1.8 Lobby for better Broadband to enable diversification of business in South Hams – including increased homeworking	a) Team Devon will work with communities to maximise the Rural Gigabit Voucher Programme and local Mobile Boost Voucher schemes in addition piloting new solutions where poor coverage remains	Monitor at this stage and when launched, consider how we can support applications from within South Hams	Medium term	Recovery Management Team
	1.9 Better bus provision and strategic park and ride facilities to reduce traffic in towns	a) Team Devon 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		

South Hams District Council – Draft Recovery Plan September 2020

Action	What are we (or partners) already doing	Proposed way forward for SHDC	Timescales	Responsible Team/Group /Strategy	
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 term	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)	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 term	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.	Ongoing	Recovery Management Team
		b) Team Devon 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 Explore further the 'Made in Devon' concept and local branding opportunities	Short term	Business Forums
	1.13 Develop a plan to encourage pop up shops		Identify options for supporting this type of business	Medium term	Business Forums
	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	Strategy adopted by April 2021	Housing Strategy Project Team
		b) Formation of a Housing Company has been considered with full due diligence being required on the proposal	Due diligence to be undertaken	Short/Medium	Housing Strategy Project Team

South Hams District Council – Draft Recovery Plan September 2020

Theme 2: Place and Environment

Exec Lead, Cllr Judy Pearce

Action	What are we (or partners) already doing	Proposed way forward	Timescales	Responsible Team/Group /Strategy	
Built Environment	2.1 Raise awareness of Community and Affordable Housing Schemes	a) Housing Strategy being developed which will include Community and Affordable Housing	Strategy to be adopted by Council (see 1.14a)	Short term	Housing Strategy Project Team
			b) Arrange a Member Workshop to specifically raise awareness of support available in delivering Community and Affordable Housing Schemes	Short term	Housing Strategy Project Team
	2.2 Consider 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 Term	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 are 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 term	Recovery Management Team
			b) Ensure that SHDC Officer resource is available to support Towns in any application / bid process	Short term	Recovery Management Team
		c) Team Devon will seek investment to facilitate city/town centre living with an initial investment in development of vacant high street property in 3 pilot locations	Ensure that if considered appropriate, we bid for pilot funding for a South Hams town	Short term	Business Forums
	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 term	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 will facilitate the safe use of public spaces through effective licencing and planning to encourage market traders to bring in activity and animate places	Ensure that our planning and licencing approach support the Team Devon proposals	Short/medium term	Recovery Management Team

South Hams District Council – Draft Recovery Plan September 2020

		b) Team Devon will Lobby MP's re licencing changes	Provide local lobbying of MP's aligned to Team Devon approach	Short term	Leader /Council
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	Short term	Climate Change and Biodiversity Strategy
	2.7 Consider how the Council can protect wildlife corridors		a) Include Nature recovery as part of future JLP review	Medium term	Climate Change and Biodiversity Strategy
			b) Develop a plan to link in to organisations already working within this area – for example RSPB working on Environmental Land Management Scheme	Short term	Climate Change and Biodiversity Strategy
			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	Medium term	Climate Change and Biodiversity Strategy
	2.9 Support and encourage green travel methods for tourists to our costal natural environment. A different type of tourism.	a)Team Devon will take action to support the development of a clean, sustainable economy through: - Development of a sustainable/ green growth toolkit	Ensure that Team Devon plans are reflected in our Climate and Biodiversity action plans	Short term	Climate Change and Biodiversity Strategy
	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	Medium term	Waste Working Group
		b) Engage with Devon County Council to deliver education on littering through schools	Medium term	Waste Working Group	
Active Travel	2.11 Take a lead in encouraging people to maintain the positives from lockdown – less travel, more exercise etc.	a) Team Devon clean and sustainable economy actions - Development of a bespoke business support offer 'Go Green' grants to reduce carbon footprints etc	Raising profile of available grants to South Hams businesses	Medium term	Climate Change and Biodiversity Strategy
	2.12 Influence the development of active travel schemes within the South Hams including development of strategic routes inside hedge routes to connect our communities	a) Team Devon 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 Increase the possibility of schemes being funded within South Hams by actively supporting them	Medium term/ depending on grant scheme funding	Climate Change and Biodiversity Strategy

South Hams District Council – Draft Recovery Plan September 2020

Theme 3: Residents, Communities and Partnerships

Exec Lead Cllr Nicky Hopwood (Partnerships and Communities) and Cllr Jonathan Hawkins (Residents)

Action	What are we (or partners) already doing	Proposed way forward	Timescales	Responsible Team/Group /Strategy	
Local Knowledge and expertise	3.1 Improve awareness of the support available from the Council and partners		a) Undertake mapping of support and partner organisations across South Hams to ensure we have a good understanding of who provides what support and how we can work better together	Medium term	Recovery Management Team
		b) We have maintained the Covid-19 'Support' pages which can be expanded for non-covid-19 support	Build on the Covid-19 support page approach to develop a long term support page	Medium term	Recovery Management Team
			c) Develop briefings / resources for our Town and Parish Council Colleagues on support available	Medium term	Recovery Management Team
	3.2 Improve data sharing in order to improve support to our residents	a) A number of new Data Sharing agreements were agreed through Covid-19 in order to ensure that support could be provided to the most vulnerable	Carry out a review of our privacy notices to ensure that when we capture personal data, we are clear what we will do with it	Ongoing	Data Protection Officer
	3.3 Explore opportunities to share best practice from Covid-19 response	a) Members have been asked to share their experiences with officers so that this can be shared with all Members	Bring together foodbanks for a webinar to understand issues and consider longer term support plans	Short term	Recovery Management Team
Involving our residents	3.4 Ensure that we engage with our residents and partners at the right stage in developing proposals	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	Short term	O&S Consultation and engagement T&F
Supporting Future Resilience	3.5 Develop plans for how we harness and support the successful community response demonstrated through Covid-19	Team Devon are currently developing their response to any local lockdowns. 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 term	Recovery Management Team
			Explore Asset Based Community Development – how we identify the community strengths	Medium / Long term	Localities and Clusters T&F

South Hams District Council – Draft Recovery Plan September 2020

Short Term – By 31 March 2021
 Medium Term – by May 2023
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			Consider developing a resilience network across South Hams to share key messages and support requests	Medium / long term	Localities and Clusters T&F	
			Encourage Town and Parish Councils to update emergency plans including considering details of volunteers	Medium term	Recovery Management Team	
	3.6 Develop the Councils Community Response function in to a longer term solution to support local responses to issues	a) We will continue to maintain a core function that can be ramped up to support any local outbreaks. Currently this is limited to monitoring local issues through the Incident Management Team				
			b) Update the remit of the Localities Task and Finish Group to consider how we can best integrate this into a refreshed longer term function	Immediate	Council	

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South Hams District Council – Draft Recovery Plan September 2020

Theme 4: Service Recovery & Redesign

Exec Lead, Cllr Keith Baldry

Action	What are we (or partners) already doing	Proposed way forward	Timescales	Responsible Team/Group /Strategy	
How will we resource activities included within this plan	4.1 Consider the Accommodation Strategy in light of revised requirements for the future.	Work 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 term	Accommodation Working Group
		We're continuing to ensure we support the health and wellbeing of staff working remotely.	Review policies and procedures to ensure they remain fit for purpose	Ongoing	HR / Business Managers
	4.2 Review Strategic Capacity to deliver our future priorities.	Business Managers have undertaken a review of how we adapted service delivery during the initial Covid-19 response in order to identify any future opportunities.	As Members priorities are developed from each of the themes, we will firm up resourcing and delivery plan.	Short term	Business Managers
			Recognise the impact of Covid-19 on individual service areas and ensure that we take a data driven approach to design responsive services	Ongoing	Business Managers
			Monitor ongoing benefits delivered through the implementation of our Future IT platform and consider where this could enable a reprioritisation of resource	Short /medium	Business Managers & Customer Improvement Manager
4.3 Develop ways for Members to engage with local communities and businesses with a clear route to report back any concerns or ideas	We continue to provide scaled back community cluster support as a route to identify and manage local issues	Consider this following the development of Consultation and Engagement Strategy	Medium term	Consultation and Engagement T&F	
How do we change the ways that we work a who are working together to develop action plans and	4.4 Enable our customers to engage with us easily when required	We have begun implementing a new online platform for customers to engage with us easier (Future IT Programme). New processes will begin rolling out in September 2020.	We will develop a Customer Access Strategy that sets out the future contact channels given the new IT and the work of the Accommodation Working Group	Medium term	Recovery Management Group

South Hams District Council – Draft Recovery Plan September 2020

Short Term – By 31 March 2021
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<p>specific deliverables and interact with the public</p>		<p>An updated Localities Strategy was due to be developed pre-covid-19 but has been delayed</p>	<p>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</p>	<p>See 3.6</p>	<p>See 3.6</p>
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South Hams District Council – Draft Recovery Plan September 2020

Theme 5: Communications and Governance

Exec Lead Cllr Judy Pearce (Governance) and Cllr Nicky Hopwood (Communications)

Action	What are we (or partners) already doing	Proposed way forward	Timescales	Responsible Team/Group /Strategy	
Improving communication through what we have learnt from our response	5.1 Ensure that our external communication is delivering what our customers need to know	a) We temporarily increased the frequency of Member updates and bulletins as well as other newsletters during the pandemic	Review the format of the Member bulletin and Intranet	Short term	Communications Team
			Training for services in order for informative content to be developed	Short term	Communications Team
			Provide content that can be easily shared by members on Social Media	Complete	NA
			Ask our residents and other key stakeholders what they want from the Council – via a survey or other engagement	Medium Term	Consultation & Engagement T&F
		b) We have closer working relationships with other Devon Councils as a result of Covid-19 which means that where possible, messaging is consistent	Continue to actively participate in Team Devon, LRF comms cells and HOTSW LEP groups	Ongoing	Communications
Strengthening our community leadership voice	5.2 Develop ways in which our Members can share best practice as to how they can communicate and engage with residents	a) We have previously delivered Social Media training to Members through induction in May 2019	Arrange further Social Media training for Members (part or fully Member led)	Short term	Communications Team
			b) Include best practice resources on the refreshed Member Intranet	Medium term	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)	Short term	Consultation and Engagement T&F
		A first draft corporate narrative was developed pre-covid19	Agree a SHDC Corporate narrative	Short term	Leader/ Executive
Using newly formed channels into communities to	5.4 Members can take a lead role in capturing local activities that the Council is involved in, taking photos/ videos to enable Comms to promote		Arrange Member training on Social Media including how to use it for community conversations	Short term	Communications

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South Hams District Council – Draft Recovery Plan September 2020

have conversations, consult and engage			Consultation and Engagement Strategy to be developed (See 3.4)	See 3.4	See 3.4
	5.5 Identify local influencers to reach out to residents and communities		As defined by Consultation and Engagement Strategy (See 3.4)	See 3.4	See 3.4
Strengthening our regional voice and messaging	5.6 Play an active part in the Team Devon response and recovery	This is ongoing. Officers and Leaders are already participating in Team Devon planning to ensure that our voice is reflected in final plans.	Continued engagement with HOTSW LEP, best practice sharing, horizon scanning etc	Ongoing	Recovery Management Team
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	Short term	Political Structures Working Group
	5.8 Include Member development opportunities from this action plan in the future programme including - Refresh on Council and Committee process – raising motions to Council etc - Social Media Engagement		Forward Plan of member training and development to be updated	Short term	
Strengthen the decision making process	5.9 Identify ways of understanding member views when developing policy and strategy – for example online polls		Identify best practice from other Local Authorities for consideration by PSWG	Short term	Political Structures Working Group
	5.10 Ensure that the Constitution reflects current ways of working and is easier to access online		Update by Monitoring Officer and PSWG	Medium term	Political Structures / Monitoring Officer
	5.11 Review the Developer Forum Process			Medium term	Development Management
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	Ongoing	Political Structures working Group

South Hams District Council – Draft Recovery Plan September 2020

		We have already begun looking at options for streaming meetings and better linking that stream to the associated papers	Officers will consider the process and technology used for participating in streaming meetings to see if any further improvements can be made or better public participation can be included	Short term	Recovery Management Team	
			Consider, budget permitting, developing a reserve for the replacement of Member IT for the next Council term given the potential for more online meetings	Short term	Council via budget process	
	5.13 Understand the limitations of the Council Chamber for meetings given the likelihood for longer term social distancing	An assessment of the Council Chamber has been undertaken in line with current government guidance. Currently it would not be possible to hold our committee meetings within this space	Consider future accommodation options	Short/Medium term	Accommodation Working Group	
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	Long term	Chief Executive / Leaders	
			Explore opportunities for joint bid submissions to support our future ambitions	Medium term	Recovery Management Team	
	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	Short term	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 term	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

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South Hams District Council – Draft Recovery Plan September 2020

Theme 6: Financial Stability

Exec Lead, Cllr Judy Pearce

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 term	S151
	6.2 Government lobbying for extra funding	This is underway as a joined up Team Devon approach		Short term	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 term	Head of Finance Practice
	6.4 Service Delivery discussions	As set out in 4.2, we continue to identify opportunities to adapt service provision	Consider what services might look like under the 'new normal' including future working practices	Medium term	Recovery Management Team
	6.5 Leisure Provision	Members have agreed support for the immediate provision of leisure facilities	Discuss future options for leisure provision	Short/Medium/Long	Recovery Management Team
	6.6 Review of statutory vs discretionary expenditure		Undertake a review of statutory versus discretionary expenditure, to include corporate priorities	Short/Medium	Recovery Management Team
	6.7 Review of the Council's Capital Programme	Extended Leadership Team have been asked to consider the current capital programme in order to inform in-year budget discussions	Set out proposals for changes to the Councils Capital programme for members to consider	Short term	S151
	6.8 Revise the Medium Term Financial Strategy	Accounts outturn for 2019/20	Revise the Medium Term Financial Strategy by October 2020	Short term	S151
	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	Short term	S151
	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	S151/ Leader

South Hams District Council – Draft Recovery Plan September 2020

Short Term – By 31 March 2021
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	6.11 Press Government for an early decision on factors affecting our 2021/22 Budget		Include - New Homes Bonus Funding - Negative Revenue Support Grant - Rural Services Delivery Grant	Short term	Chief Executive/Leader
	6.12 Build the case for Fair Funding for rural Councils	We work closely with the Rural Services Network to build the case for our fair share of funding	Continue to work with the Rural Services Network to build the case for a fair allocation of funding	Medium Term	S151/Leader
	6.13 Business Rates Review		Submit evidence as part of 'national call for evidence' by September 2020	Short term	S151
	6.14 Asset Management Review		Identify opportunities for further investment and a review of existing portfolio Assets Register	ST/MT/LT	Head of Assets
	6.15 Devolution White Paper		Borrowing Consider the impacts and opportunities of the following from the Devolution White Paper - Future of Local Government - Procurement - Shared Services	Short/Medium	S151
				ST/MT/LT	Chief Executive

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