

## 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	
<b>Ensuring that we support the skills and training needs of local businesses</b>	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	

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## South Hams District Council – Draft Recovery Plan September 2020

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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) Support taxpayers who currently find themselves excluded from meaningful support	Short and Medium Term	Recovery Management Team	
			d) We have a contract with Business Information Point to provide support and advice to existing businesses that are considering establishing in South Hams.	Work with Business Information Point to consider opportunities to increase support offered to businesses within the area	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	

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## South Hams District Council – Draft Recovery Plan September 2020

	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		
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	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 as 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	

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	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
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## 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	
<b>Built Environment</b>	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 <b>commercial development</b> 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 <b>future highstreets</b> : Seek views of retailers on what they consider the future high street experience could be <ul style="list-style-type: none"> <li>Retention of shop windows while accommodation sits behind?</li> <li>Use of shop spaces for workshop / training activity?</li> </ul>	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 <b>high rents</b> in our highstreets		Leader to engage with MP's and Council to respond to any future consultations	Medium term	Leader/ Council

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## South Hams District Council – Draft Recovery Plan September 2020

	2.5 How do we encourage more <b>shared spaces in our highstreets</b> ? 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
		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 <b>increase wildflower spaces</b> 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 <b>trees</b> 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	a) Team Devon will seek government support of £1.83m for a comprehensive and future proofed	Develop an understanding of schemes already underway in the area	Medium term/ depending on	Climate Change and Biodiversity Strategy

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## South Hams District Council – Draft Recovery Plan September 2020

	of strategic routes inside hedge routes to connect our communities	electric vehicle and shared mobility infrastructure network across 58 of Devons communities with a population of over 1,100	Increase the possibility of schemes being funded within South Hams by actively supporting them	grant scheme funding	
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### 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	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	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	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	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.	Short term	Recovery Management Team

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## South Hams District Council – Draft Recovery Plan September 2020

Short Term – By 31 March 2021  
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			Explore Asset Based Community Development – how we identify the community strengths	Medium / Long term	Localities and Clusters T&F	
			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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### 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	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	We will develop a Customer Access Strategy that sets out the future contact channels given the new IT	Medium term	Recovery Management Group

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work a who are working together to develop action plans and specific deliverables and interact with the public		Programme). New processes will begin rolling out in September 2020.	and the work of the Accommodation Working Group		
		An updated Localities Strategy was due to be developed pre-covid-19 but has been delayed	Widen the scope of the Localities Task and Finish to explore how we build on the work of the community clusters formed to support our Covid-19 response, including outreach and services for vulnerable people	See 3.6	See 3.6

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## Theme 5: Communications and Governance

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

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## South Hams District Council – Draft Recovery Plan September 2020

Using newly formed channels into communities to have conversations, consult and engage	5.4 Members can take a lead role in capturing local activities that the Council is involved in, taking photos/ videos to enable Comms to promote		Arrange Member training on Social Media including how to use it for community conversations	Short term	Communications
			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	
			Roll out E-Learning for Members for some of the courses that need a regular refresh – Data Protection / FOI / Information Security / Safeguarding etc	Short term	Democratic Services / HR
Strengthen the decision making process	5.9 Identify ways of understanding member views when developing policy and strategy – for example online polls		Identify best practice from other Local Authorities for consideration by PSWG	Short term	Political Structures Working Group
	5.10 Ensure that the Constitution reflects current ways of working and is easier to access online		Update by Monitoring Officer and PSWG	Medium term	Political Structures / Monitoring Officer
	5.11 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

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		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	Consider utilising 3 day fallow periods before and after a single meeting to open up our rooms without the need for cleaning, together with broadcast streaming to include off-site attendees	Consider future accommodation options	Short/Medium 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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### **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	
<b>Ensure the financial sustainability of the Council</b>	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

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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
			Borrowing	Short/Medium	S151
	6.15 Devolution White Paper		Consider the impacts and opportunities of the following from the Devolution White Paper - Future of Local Government - Procurement - Shared Services	ST/MT/LT	Chief Executive

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