

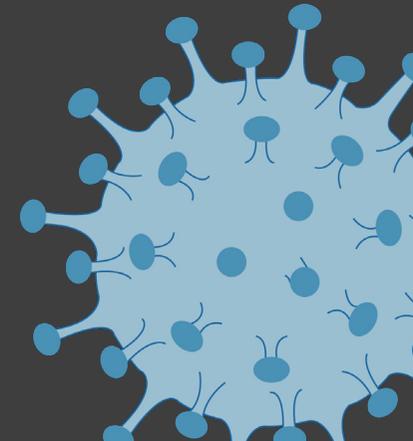
**South Somerset District Council's**

# **Recovery and Renewal Strategy**

**The next chapter in rebuilding from the  
Coronavirus pandemic (COVID19).**

**2021/2023 FINAL VERSION**

**Version 9.0 Updated: 23 MARCH 2021**



# Introduction



## Foreword from Our Council Leader: Val Keitch

During the pandemic I have been extremely proud of our combined response from both our Council and how our communities have rallied round to help those who were vulnerable or in need. This period of lockdown and enforced social distancing has made us take a closer look at what is important; caring for one another, valuing what we have and what others do to support us in our daily lives. We must continue to review our priorities and evolve to ensure that this work remains relevant to enable both the council and our community to recover effectively and create an environment for economic and social prosperity.

We find ourselves in an unprecedented position. The Covid-19 pandemic has been a disruptor to normal life with services stopping, demand for health and care services severely tested, the public sector stretched to capacity and the outlook for the UK economy uncertain. There will be consequences of the coronavirus pandemic that will influence our lives now and in the years to come. This Recovery and Renewal Strategy sets out the action we will take over the next 12 months to 5 years to address the challenges and grasp the opportunities whether they are economic, social or environmental. We shall continue to take opportunities arising to work collectively across all sectors. Collaborating with the South West Local Resilience Forum (LRF) actively engaging with the LRF Recovery Advisory Group, whilst, aligning with the Somerset Multi Agency Recovery Coordination Group (SMARCG) will ensure we are acting consistently. The increased knowledge and information from partners, drawing on others' experiences will help us to deliver coordinated recovery services to the public and business. The voluntary organisations across South

Somerset have been outstanding in their response and the joint working established must be continued to ensure all residents have access to support and advice for their physical, mental and financial wellbeing. We will need to be aware that some communities have suffered particular loss and hardship and may need additional, longer term support to recover from the impacts of the pandemic. There has been wide acknowledgment that the restrictions introduced to minimise transmission of the Coronavirus have significantly reduced climate change emissions. There is now a global discussion about how this could become mainstream; supporting the green economy through helping business to transition away from carbon intensive activities, assisting individuals to work differently and smarter, utilising technology, less commuting and increasing active travel options which prioritise pedestrians and cyclists.

South Somerset's council leader said in May 2019 when addressing the climate change emergency 'When future generations look back at how we

responded to this crisis we want them to be proud of what we have done and to know that we cared, not just for the current generation but for them as well'. In this Recovery Plan our actions are carefully considered to ensure wherever possible they are contributing to carbon reduction by taking opportunities to introduce new ways of working and supporting changes to enable a more sustainable way of living. As the restrictions are gradually eased we will need to be responsive and ready to advise, where necessary, how this can be effected safely such as the reopening of town and village centres, help local businesses to recover and diversify through identifying new opportunities, aid our communities to heal and come together once again and to capture positive lessons learnt from the pandemic to integrate into new daily norms. This Recovery Plan will evidence that we have seized opportunities and addressed the challenges thrust upon us by the pandemic to build a better future.



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# Response to COVID-19

## How have we supported our communities to date?



Established a community distribution and support hub for the most vulnerable in our district  
High streets operating safely



Delivered over 1400 emergency food parcels to our shielded and vulnerable residents, homeless and rough sleeper meals and free school meals from the SSDC Distribution Hub



We got all rough sleepers and homeless in to emergency accommodation and provided support to get them into permanent housing. Support to meet the complex challenges they face continues including food and medicines delivered directly to them, access to physical and mental health assessment and support with COVID-19 vaccinations.



Since March 2020 SSDC has paid out 45m+ in grants to over 2000+ businesses and we continue to reach out to eligible businesses. A discretionary business grant scheme of £5m+ has also been set up and fully distributed



District Country Parks have kept open for residents to take exercise during lockdowns, whilst adhering to social distancing requirements



Covid Wardens: SSDC has employed 2 Wardens shared across the 4 Districts and an additional full time warden for SSDC until May 2021. The roles have had a visible presence on our high streets, country parks and open spaces encouraging people to follow the rules.



Covid Compliance and Enforcement Officer employed for SSDC to November 2021 engaging businesses, providing advice and guidance while flagging the need for enforcement where needed. Made over 500 visits to businesses to date.



Redeployed one third of staff to support health authority vaccination and testing centres. Delivered NHS test and trace isolation payments.



Redeployment/ upskilling of staff to ensure critical services are maintained  
Minimise service disruption – all services able to be operated have continued

# Framing the Strategy

## Why the need for an updated strategy?

Since the start of 2020 and the arrival of the COVID-19 pandemic to the UK and South Somerset we have seen a lot of change, especially in terms of our experiences and learning outcomes to the way we have all responded to the pandemic but also in our planning for recovery. Although the original 2020 South Somerset DC Recovery Strategy is still relevant in terms of our approach, our priorities and our commitment to support our communities, there have been a number of new developments. Our corporate planning and our collective learning, both within the Council and across the Country has evolved and expanded our knowledge and need to align with wider regional issues and partners. This has also offered an opportunity to clarify our Strategy in its intent and ambition as the pandemic has evolved, to ensure it's relevance for our communities and businesses.

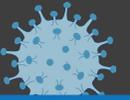
### **This reviewed Recovery and Renewal Strategy will align with other South Somerset District Council Strategies and work plans including:**

- Our reviewed 2021 Corporate Plan (In particular priority project 1: Recover and grow back the economy and community stronger than before COVID-19)
- The Economic Development Recovery Growth Strategy
- The Income Generation and Commercial Strategy
- The Environment Strategy and Climate Change Emergency Action Plan
- The Community of Practice (CoP) workstreams and Action Plans
- South Somerset District Council Digital Strategy

### **The document is also influenced by:**

- Somerset Recovery and Growth Plan
- Somerset Multi Agency Recovery Co-ordination Group Strategy
- The South West Local Resilience Forum Recovery Strategy
- The UK Government Recovery Strategy – Our Plan to rebuild, May 2020
- The 2030 Agenda for sustainable development, adopted by all United Nations Member States in 2015

# Our framework approach to Recovery and Renewal



1

## SSDC: Set up framework for recovery and co-ordination through our community of practice (CoP) workstreams

- Review membership of groups
- Access and align resources
- Identify & communicate with external interested partners

2

## Assess and look forward

- Understand context of recovery
- Identify themes to explore based on learning, knowledge, need and data
- Calculate impact and loss
- Analysis & present assessment
- Collect information
- Select action areas to recover

3

## Develop recovery plan

- Manage delivery of recovery plan (publish plan, monitor delivery)
- Identify transactional activity (Reflect, & learn, review, preparedness, reinstate operations)

4

## Develop a renewal plan

- Review recovery plan (is there a better way?)
- Identify challenges to renewal
- Organise workshop, engagement and renewal summits
- Encourage commitment to deliver renewal
- Establish Recovery board
- Agree transformational initiatives

5

## Continuous improvement

- Scenario plan & exercise
- Performance management review
- Identify lessons
- Case study development
- Act on lessons

# An uncertain future



## What challenges lie ahead for business?



**South Somerset local economy is highly exposed to the impact of COVID-19:** Some South Somerset businesses have closed or temporarily ceased operations.



**Poor digital infrastructure and connectivity** made many of our businesses more vulnerable to the economic shock of Covid, limiting their flexibility to develop on-line alternatives.



**The visitor economy, hospitality, and retail sectors have been hit hardest and earliest:** Loss of visitor nights between April – June led to an estimated loss of £178.8 million to the accommodation sector and 27% of furlough taken up by the accommodation and food industry sector in Somerset (October 20).



**High streets:** The full extent of the challenges for high streets is unknown however we expect to see the need for rapid adaptation for both businesses and physical landscape. It is expected that town centre space will become available, however the future use of this space will determine challenges acquired.



**Need for continued financial support:** Responding to the Somerset business recovery survey, 52% of respondents reported achieving turnovers of 50% or less than normal, with 30.1% of businesses reported have made 0% of their normal profits.



**Creative & cultural industries:** A large number of local creatives have lost at least half of income, few are confident in trading through 2021. Limitations in accessing Government support.



**Need for highly skilled employees:** Although we have seen an increase in unemployment there is still a requirement from businesses who require highly skilled employees.



**Confidence in the future:** Businesses are hugely impacted in the uncertainty of future lockdowns and the challenges that this brings in future planning and strategy creation.

# An uncertain future



## Employment skills

**17%**  
furloughed

17% of the workforce of UK businesses were furloughed (28th December 2020 – to 10th January 2021), an increase from 14% in the previous fortnight.

**5%**  
unemployment

The UK unemployment rate, in the three months to November 2020, was estimated at 5%, 1.2 percentage points higher than a year earlier.

South Somerset claimant count as a proportion of residents is 4.2%.

**4.4%**

Claimant Count 18th February 2021 – 4,205 (up 2,365 from this time last year). As a proportion of residents aged 16-64 – 4.4% (up 2.5% from this time last year) *Please Note: Claimant count figures do NOT provide a direct measure of unemployment and claimant conditionality's were relaxed in response to the COVID-19 crisis.*

**27%**  
of DE adults

27% of DE adults do not use the internet. Those that do primarily do so only on a smart phone - 19% have no other access to the internet. A lack of access to adequate IT will have made it almost impossible to job hunt during the pandemic. As well as making searching and applying for jobs difficult, poor digital literacy will limit employability as even jobs that are primarily unskilled, increasingly require some IT skills.



# An uncertain future



## Investing in communities



### Limited ability to access training and work:

This is particularly the case in light of the COVID-19 crisis.



### Existing local inequalities exacerbated:

There are health, social and economic inequalities found throughout the District even within some seemingly affluent areas we need balanced approaches for all communities.



### High Impact from COVID-19 on industries and supporting voluntary organisations that support vulnerable people:

This has a disproportionate impact on poverty, accessibility and well-being in the community.



Need for high quality public realm, green open spaces and community green infrastructure has been amplified and there is an opportunity for greater social inclusion and encouragement to participate in rebuilding communities.



### Care in our community:

The COVID-19 Pandemic has seen 44 local voluntary community groups start up to support the most vulnerable in need with food parcels, collecting medication and general support.



### Young people in our community:

There has been a substantial increase in social isolation and poor mental health (+80%) over the last year. The scarring in terms of education, employment and wellbeing will be with us for the next decade.



### Children's education:

By the time the pandemic is over, most children across the UK will have missed over half a year in person schooling or more than 5% of their entire time in school. For those whose parents who did not do well at school or without access to books or wifi etc, the pre-existing inequalities have been compounded.



The digital divide has been laid bare and digital exclusion correlates very closely with poverty and other forms of social inequality making basic services and opportunities harder to access and increases social isolation.

# An uncertain future

## Digital Landscape



### Digital adoption

Covid has accelerated digital adoption by orders of magnitude giving rise to the use of new platforms and new behaviours. This presents huge opportunities for South Somerset, and a challenge for SSDC to keep up with citizens' expectations.



### Digital Infrastructure

South Somerset lags behind the national average in superfast broadband and mobile coverage and transfer speeds. Poor digital infrastructure and connectivity creates a competitive disadvantage for our businesses and hampers the recovery and regeneration of our communities and public spaces.



### Demographics

Today approximately 50% of Somerset's population is over 55 and that population is becoming older as people of working age move out, and retirees move in. It is in the 55+ age groups that digital media usage begins to drop off; fewer 55's use mobile devices to go online; fewer have social media accounts; and a higher proportion do not use the internet at all.



### Digital Technologies

We can do more now with digital technology, we can do it better and we can do it more cheaply. Technologies that seemed out of reach are here now or just round the corner, including robotic process automation (RPA) Artificial Intelligence (AI), Cloud Computing and 5G.



### Cyber Security

The increase in online activity that Covid has ushered in brings with it a greater threat from cyber criminals – for businesses, citizens, and for council officers and members.



### Poverty and Digital Exclusion

Digital accessibility in some households is poor and there is a clear correlation between digital exclusion and other forms of social inequalities. We need to reach out to ensure that digitally excluded adults of all ages can access services and information, we need to work with partners to improve access and confidence.

# Recovery and Renewal vision & ambition

## The South Somerset 10 year vision and ambition:

To be a thriving, productive and inclusive Council in 2030 and beyond; a vital part of Somerset and the South West where local businesses, communities and the public sector collectively shape the new normal to promote shared prosperity, happiness and well-being.

## Recovery and Renewal Strategy themes:



**Organisational  
change & workforce  
development**



**Economic  
recovery**



**Place making,  
regeneration &  
infrastructure**



**Community  
recovery**

## Recovery and Renewal objectives:

Each action with our plans will be assessed to make sure it at least meet one of the following criteria:

- Promote decarbonisation and nature recovery
- Good work for All (including job creation)
- Rebuilding more inclusive communities and economy
- SSDC: improving customer access and service
- Robust economic safety net for all
- Promoting health and well-being
- Addressing the causes of inequality
- Increasing digital access
- Support the development and enhance the future prospects of our young people
- Healthy food, healthy activities
- High streets for all

## SSDC Service Design Principles:

The framework that guides the Council when designing services to ensure our services are:

- Efficient
- Consistent
- Inclusive
- Improving customer experience

(Please find the detailed list of the South Somerset District Council Design Principles in Appendix 1).

# Recovery and Renewal vision & ambition

## Recovery and Renewal objectives - our 11 steps:

The Pandemic has created a great need for support across South Somerset economic, social and academic communities. Before starting the recovery phase, it is important to be honest that we (the council and our partners) cannot do everything but are choosing to focus on key areas that show commitment and ambition that might really move us forwards. The plans may change and adapt in Recovery to emerging evidence and lessons learnt from Response. Similarly, new actions may be developed where appropriate.

Detailed plans to meet these objectives will be created as part of the South Somerset District Council Community of Practice workstreams and through its partnership approach at the South Somerset Recovery Board. Progress and identified collaborative working opportunities will be shared with our partners at District, County and Regional level:

1

**promote decarbonisation and nature recovery:** Tackle the climate and ecological emergencies and improve air quality across South Somerset.

2

**Good work for all:** We aim to help all South Somerset residents into good work. We will support our residents with access to training and further learning to help establish pathways into good jobs.

3

**Rebuilding more inclusive communities and economy:** By 2025, all South Somerset residents will have more opportunities to be involved in community life, ensuring they can volunteer and participate in dynamic community networks.

4

**Improving our customer journey (SSDC):** By 2024, we want a two-way relationship with customers to create and deliver the best services as efficiently as possible. We want our customers to be able to access, the right information to help themselves and the right service at the right time.

5

**A robust economic safety net:** For South Somerset to have a strong performing economy achieving higher value jobs, greater inward investment and increased innovation by 2023.

6

**Promoting health and well-being:** South Somerset residents will have access to physical and social health & well-being activities, events and support programmes so that the people of South Somerset feel more positive about their health and well-being as well as supported in places where they live, learn, work and play.

7

**Tackling inequalities:** By 2023, develop a new Community Strategy with our voluntary sector partners to build on the assets and strengths that exist in all South Somerset communities to coherently address the causes and consequences of economic, social and health inequalities.

8

**Increasing digital access:** Every South Somerset resident and business will have good connectivity, basic digital skills and access to a device or support they need to be online by 2026.

9

**Support the development and enhance the future prospects of our young people:** By 2025, all more vulnerable young people can access proactive support and personal development activities. Also in place will be structured opportunities for young people to develop their confidence and skills in leading innovative social action across the District.

10

**Healthy food, healthy activities:** By 2023 a structured local approach and programme of activities are in place to ensure greater and secure access to healthy food, access to active green spaces (including growing spaces) and the promotion of tailored physical activity opportunities.

11

**High streets for all:** Deliver our ambitious Yeovil, Chard and Wincanton regeneration programmes, enhance our public spaces and create new exciting new uses for underused high street buildings in our key market towns.

For more information about the sorts of projects that might be involved in delivering each objective please see appendix 4.

# Recovery and Renewal vision & ambition



## Environmental principles:



All investment to support recovery and future growth should have low or zero carbon emissions, use resources efficiently and aim for environmental net gain.



Employees and residents are supported to protect and enhance their well-being through a cleaner environment and more access to rich and varied nature.



Communities are well connected both digitally, and through an effective network of footpaths, cycle ways, green corridors and public transport.



Future development and existing communities are resilient and adapted to the changing climate and severe weather events.



Biodiversity is protected, restored and created; nature based solutions and recovery networks are considered first and invested in at every opportunity.



Ensure any green recovery solutions are equitable and fair; a green and equitable recovery go hand in hand.



Greater partnership working and collaboration.

## The Recovery and Renewal plan is underpinned by strong recovery principles:

- Targeted recovery, renewal activity and support to where most needed through evidence-based decisions and focussing on agreed priorities and outcomes
- Stabilise and accelerate the recovery for South Somerset people, places and businesses, including the recovery of Council Tax
- Tackle inequalities to work with our most vulnerable and disadvantaged citizens and communities overcome the negative impact of COVID-19
- Join up and work in Partnership to maximise connection with partners (public services, private sector, communities, voluntary sector and citizens) to speed up recovery
- Focus on environmental challenges – use the recovery efforts to accelerate South Somerset's Climate Change ambitions
- Apply our learning from COVID-19 – utilise learning and good practice to improve the Council as an organisation, deepen collaboration and partnership working both with internal services and with other councils, and strengthen place and system-based working, community development and commercialisation across South Somerset

# Recovery and Renewal vision & ambition

## How do the Recovery plans align with our wider strategic workstreams?

Although the process of recovery can be divided into four key areas, it is designed on our corporate priority areas (CoP workstreams), all of which need to be addressed in order to achieve a successful outcome of both our Corporate Plan and our Recovery Strategy.

The Recovery Strategy itself is a priority 1 project of the reviewed corporate plan. The themes and the priority projects will be captured within the Community of Practice Action Plans under the heading of Recovery Plan. The CoP will provide support and report on progress made on the priority projects.

### South Somerset Corporate Plan



Within South Somerset District Council, our 5 Community of Practice workstreams will engage with our communities to identify, design and develop local solutions and establish a 'grass roots' approach to community recovery (e.g. work with our Town & Parish Councils, community groups, faith organisations, Spark, CCS, our increased volunteer responders and other community organisations etc). We will learn from the lessons of COVID 19 and how our communities have adapted, grown and come together to provide sustainable, supportive approaches that we can retain and build on.

# The benefits



## Economy - Economic Recovery

To lead and support ambitious projects for growth and productivity in strong partnership with key stakeholders, achieving higher value jobs, greater inward investment, innovation and skills.



## Healthy, Self-reliant Communities - Community Recovery

The response of local communities, during the pandemic in supporting and helping each other has been inspiring. Sharing insights and working collaboratively, over the coming months, will be critical to forging stronger more cohesive communities that are enabled to promote their own wellbeing. We will work with the statutory agencies and assist voluntary, faith and community organisations to reach and engage more vulnerable people in our District as we enter a recovery phase.



## Protecting Core Services - Organisational change and workforce development

The coronavirus pandemic has thrust upon many organisations a need to work differently. We must consider where it can be of continued benefit for our staff and customers to establish different approaches to how we work. Our income streams have been reduced and we must be innovative in how we adapt to a challenging financial outlook to maintain quality service delivery. We will seek to improve our customer's experience of accessing services and participating in the democratic process whilst ensuring no-one is excluded. We will be guided by our service design principles and corporate priorities. We will embrace the use of technology to make services more responsive and effective.



## Environment - Underpinned by Environmental Principles

Our environmental workstreams will work across all the recovery themes ensuring that green recovery solutions are equitable and fair and meet the council's corporate climate change priorities and the targets set out in the Environment Strategy.



## Places where we live - Place making, regeneration and infrastructure

The council has a strong track record delivering a wide range of projects, many in collaboration with partners, which have brought prosperity, events and heritage to the fore in the District. As we adapt to the challenges post coronavirus, we prioritise projects over the next 18 months that will make a significant contribution to creating sustainable, vibrant and inclusive place to live.

The recovery delivery plan illustrating how each priority action contributes to the overall recovery of South Somerset can be found in appendix 4.

# The challenges and opportunities

The Recovery Strategy and associated Action Plan approach is the step change needed to put us back on a path to a sustainable future. In our work to develop our reviewed Corporate Plan, a number of challenges and opportunities were identified. Some of these have been heightened by the coronavirus pandemic, others will emerge as we recover. Over the next 18 months our endeavors will be focused on responding to the challenges we face and how everyone who lives and works in South Somerset can benefit from any opportunities that arise.



## Impacts on economy

### Challenges:

People – increased unemployment, low skills, low wages, concentrated high deprivation areas, and economic exclusion.

Business & Sectors – Businesses across all sectors have been impacted particularly; hospitality, leisure and retail.

Digital Infrastructure – The past 12 months has exacerbated the need for digital infrastructure for business, education and day to day activities.

### Opportunities:

People - Reskill and upskill individuals to meet the needs of businesses.

Business & Sectors – Encourage start-ups, high growth businesses, increased productivity whilst building on existing economic strengths.

Digital Infrastructure – To accelerate ultrafast connectivity to businesses and communities to kick start a connected recovery

Work the environment CoP workstreams to create a green recovery by investigating, research and taking advantage of opportunities for new green growth industries and jobs.



## Impacts on the community

### Challenges:

Voluntary and charitable organisations funding & fundraising opportunities decreasing

Less affluent communities and groups are disproportionately affected

Effects of unemployment on poverty and social isolation

Risk of eviction from homes

Mental health and well-being issues

The compounding effects of digital exclusion on attainment, social connection and social mobility

### Opportunities:

Greater recognition of the South Somerset volunteer effort during the pandemic

Promoting greater resilience with communities, voluntary, community and faith organisations

Empowering communities to help themselves where possible

Increased recognition of community strengths and challenges

Greater collaboration work across sectors/organisations

Enhancing community safety and confidence

Taking forward the learning from the pandemic to rethink services and their delivery to assist those most in need



## Impacts on the council

### Challenges:

Additional demands – Benefits/ Debt recovery / Homelessness/ ASB / Environmental Health

Office accommodation (social distancing)

Participation in meetings (actual and virtual)

Face to face customer contact and third party visits

Loss of revenue Stretched workforce

Understanding Council BAU and what the new normal will look like?

Need for digital upskilling

### Opportunities:

Capturing changes to working practices as a result of remote working

More staff able to homework, reduces travel and carbon emissions

Virtual meeting: reducing travel and can increase public participation

Digitalisation of services: more access for staff & customers to online methods

Develop a commercial approach to generate income

Agile structure enable redeployment but potential for review to improve further (resource management need)

Experience of agile working throughout the pandemic and the opportunity to integrate the digital strategy

Develop a digital culture



## Impacts on the environment

### Challenges:

Positive impact of free access to nature and greenspaces on community health and driving forward improvements at a community level

Use of social value tool across SSSC procurement; embedding measurable social and environmental value in purchasing operations

The increased take up of 'grow your own' and the sourcing of more localised food produce within our South Somerset communities

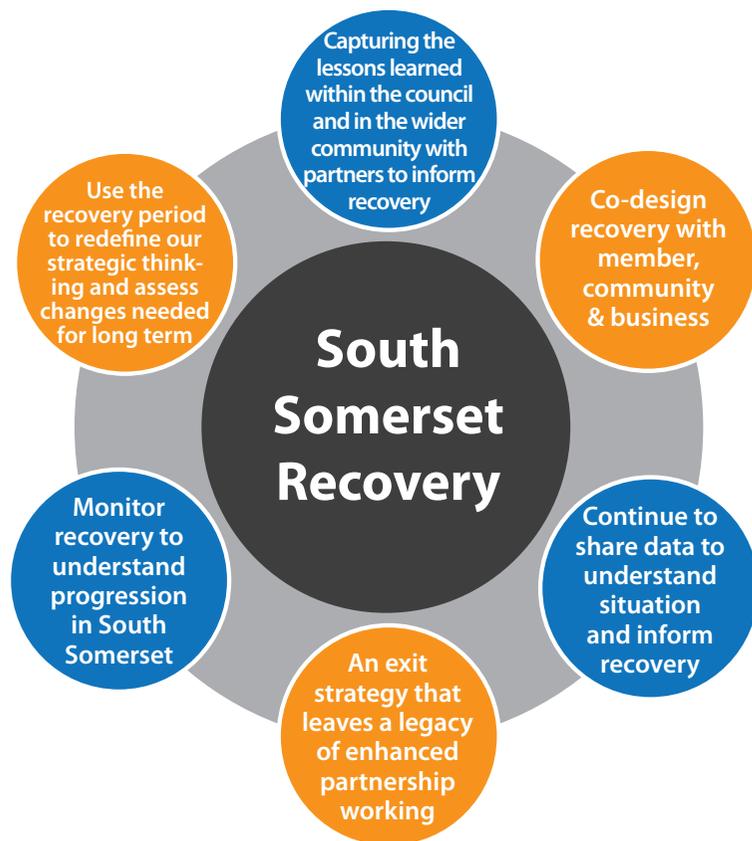
Increased uptake of all green forms of travel (walking, cycling, running, etc)

# How are we working together locally?

We have always been proud of South Somerset, our heritage, our places, our communities and our local businesses who collectively make South Somerset a great place to live, to work and enjoy life. Now, more than ever, we must work collaboratively with all partners and our communities, to listen, to respond and to act.

## Aspirations – the way we want to collaborate to recover together

As we complete our impact assessment, define our objectives and those indicators that will set out what we want to achieve there is a need to set out how we will work collaboratively, both internally and externally to achieve them. We will do this by:



## Somerset Multi-Agency Recovery Co-ordination Group and South West Local Resilience Forum (LRF): to recover together

Recovery is a complex and potentially a long running process that may involve many more agencies and participants than the emergency response phase. South Somerset is committed to working collaboratively and in partnership with our District and County colleagues as part of the Somerset Multi Agency Response Co-ordination Group. We continue to work in partnership, collaborating on workstreams and are committed to aligning our recovery strategy and Action Plan with the key themes of the Multi Agency group and the South West LRF recovery plans, so that we follow a consistent approach whilst still tailoring it in the communities where we live. By doing this we will also:

- Use the 5 R's (Return, Retain, Resist, Radical, Resilient) to define what we want to see as a result of the recovery to our services and provide relevant steer if needed (see Appendix 2)
- Clarify our strategic intention both as an individual Council and as a collective multi agency group
- Add resilience to recovery commitment even when any future cases in COVID, mental health, homelessness, domestic abuse and suicides cause extra pressure on the system

# How are we working together locally?

## Developing a Renewal Action Plan: COVID-19 Local renewal summits, public engagement and workshops

Where the recovery focus is more a short term approach to agreeing and implementing plans to reinstate operations and a return to business and usual after a time of healing, review and reflection, the renewal stage is more about transformational change and innovation towards broader complex, ambitious initiatives that are positive and co-produced strategies that improve People, Places and Processes and builds resilience.

South Somerset District Council knows that this important plan cannot be developed in isolation as so many people have lived through this life changing experience. We collectively have an opportunity to come together across the District, share experiences, best practice, ideas and thoughts that can redesign and improve our District for the better. South Somerset will run a number of different forums, public consultations and workshops to understand further the needs our communities, to expand our recovery and renewal Action Plans and to identify and approach individuals and organisations who can help us deliver this plan.

The aim is to bring together knowledge and influential people to think about longer-term renewal of South Somerset, its places and focus workstream areas (i.e. Environment, community, Economy & regeneration).

A forum to give space to think, discuss, brain storm, negotiate and align priorities together.

### Vision of the summit approach:

- To agree a positive direction of change
- To identify and align multiple relationships and broader partnerships
- To engage local stakeholders needed for renewal
- Capture council and community pandemic learning to feed in to national research and inquiries in to what happened during the pandemic and what the impacts have been for businesses and residents in South Somerset?

### Targeted groups:

- Elected members
- South Somerset District Council workforce (for internal renewal)
- Community agencies and organisations
- Public sector partners – Towns & Parish Councils, County Council (including education, police, fire, Public health etc)
- Businesses and entrepreneurs

### Enabled by:



**Optimism:** Opportunities that have risen from the COVID-19 pandemic



**Ambition:** Aligning the common action, funding, efficiency and opportunities



**Good Practice:** Case studies of good practice from around the country



**Participation:** encourage and confidence that this plan is a South Somerset collective and an Action Plan that will evolve and develop together

# How are we working together locally?



## South Somerset: Recovery and Renewal Board

### We want to work together to shape our recovery and renewal and build a prosperous new future

- Agree a strategic plan with key stakeholders for an integrated and ambitious innovation ecosystem, which will maximise the way that YIC, Bunford Innovation Park, iAero and start-up projects will advance our local economy and key enterprises. Ensuring that the approach to recovery supports workers, businesses and communities that aids recovery towards a productive, inclusive and sustainable economy
- To provide visible and strong leadership during the recovery and renewal phase and build public confidence
- To create and implement a tailored response to address the impact of Covid 19 on South Somerset's economy and communities
- To ensure businesses and workers affected receive the best possible support based on data and evidence
- To make the case to Government for the resources South Somerset needs to recover from COVID-19 and generate future growth
- To mobilise partners and ensure partnership working across the region, in order to make best use of resources across the region



# How are we working together locally?

To support transition there is a need to focus on South Somerset's longer-term recovery from COVID-19. To this end, South Somerset District Council will work with all the leaders of public, private and voluntary sector organisations of South Somerset to form The South Somerset Recovery & Renewal Board.

The South Somerset Recovery & Renewal Boards remit is to oversee, review progress and highlight opportunities within the District wider long term economic, environment and social recovery, developing a call to action to reshape South Somerset as a fairer, more inclusive, greener and resilient District for the future.

The context for this work is extremely challenging. We have seen the disproportionate impact COVID-19 has had on different communities and groups further increasing deep seated inequalities. Our towns are rapidly changing and local economies and high streets have been particularly affected, and there are significant pressures on the services that Somerset's local authorities (including South Somerset District Council) and our partners deliver.

But despite the challenging context, this is also a chance to reimagine our District and define our aspirations and priorities for the recovery effort. A district where we build on the inspiring community spirit displayed by South Somerset residents during these toughest of times, to deliver a cleaner, greener and fairer District, which is more economically resilient and supports thriving neighbourhoods, with improved wellbeing and better access to a strengthened health system. It is also an important opportunity to bring about a culture change in our District so that multiple organisations and sectors pool their expertise, resources and efforts to meet shared goals.

## The South Somerset Recovery & Renewal Board

The South Somerset Recovery and Renewal Board will review and highlight opportunities for collaborative working and action to meet these challenges and will work in partnership with local authorities, health and care bodies, business groups, the voluntary sector, academia, and other bodies. We want to work together to shape our recovery and build a prosperous new future. See Appendix 6 for information on the governance and the role of the South Somerset Recovery and Renewal Board.

## Tasking the Actions for Recovery

To take forward the work on South Somerset recovery, an Action Plan will be established by Council Officers under the CoP workstream themes. Officers and Partnership identified staff (either individually or collectively) will be assigned against these actions to carry out work and report to the South Somerset Recovery Board. The District Council Community of Practice (CoPs) groups will consider ways in which to support organisations across the District to help in the effort to meet the grand challenge. Through the reporting process the Recovery and Renewal Board will oversee and coordinate a range of practical initiatives to help drive forward South Somerset's recovery from COVID-19.



# How will we know that we have been successful?

## Delivering, monitoring and review

This Recovery Strategy together with the delivery plan (appendix 4) will be regularly monitored and reviewed in the light of any changing circumstances. This will ensure the intended outcomes are being delivered and we can adapt to any changes rapidly. There are many external factors, some unknown to us at this time, which will influence this plan over the next 18 months. A lead Director is responsible for overseeing the council's recovery from the Coronavirus pandemic; with monitoring, progress reports on actions and delivery provided by the Community of Practice workstreams.

### Delivery

The Community of Practice (CoP) working groups along with individual project leads will have the overall responsibility for the effective delivery and monitoring of the Recovery Strategy Delivery Plan under the direction of the lead Director for Place and Recovery. The delivery leads for each CoP will liaise closely with and update their respective Portfolio Holders and Sponsors, who will feedback and comment to the CoP.

Any significant concerns or proposed changes to the delivery plan will be reported to the CoP and their delivery leads who will update both their Portfolio Holder and the Director for Place and Recovery. In turn this will be reported to the South Somerset Recovery and Renewal Board, District Executive and wider Council on a regular basis.

In order to monitor progression, the South Somerset District Council will develop a recovery and renewal dashboard of measures to identify the impact of Covid-19 on the 5 corporate themes – Environment; Healthy self-reliant communities (Community recovery); Economy (Economic recovery); Places where we live (Place making, regeneration and infrastructure); and Protecting core services (Organisational change and work place development). Indicators and frequency of monitoring can be found in appendix 5).

### Monitoring

The Senior Leadership Team (SLT) and the District Executive will be responsible for monitoring the effectiveness of the Recovery and Renewal Strategy and for authorising any significant policy or practical changes, which will be reported to Full Council. The South Somerset Recovery and Renewal Board will meet quarterly to receive progress reports on key actions from our partners or from South Somerset Community of Practice workstreams under the direction of the Director of Place and Recovery.

Public consultation and engagement activities to review and shape the on-going recovery plan via workshops, summits and forums.

### Review

The Overview and Scrutiny Committee will receive annual reports on progress and will be invited to scrutinise, comment and recommend as appropriate.

# Monitoring

## Next steps for our strategy?

The actions set out within this plan build on the momentum from the council current Corporate Plan and the subsequent Community of Practice (CoP) work setting activity. Where activity is new, we will work across the Council, and with partners, to follow good business planning and governance processes; this will ensure we use resources effectively and deliver in a co-ordinated and effective manner.

We will continue to review activities across the CoP group and will collaborate with the Change Review Group and People Management Forum to ensure our resources are prioritised in accordance with this plan first and foremost.

As part of our annual business planning cycle, we will ensure we refresh the Council Plan and our Medium Term Financial Plan to ensure that the costs of all the activity in this recovery plan is considered and accounted for. The refresh will also embed any recovery priorities not yet delivered against the Council's existing outcomes and objectives. This means that the refreshed Council Plan will take account of any remaining recovery activity.

To ensure we hold ourselves to account, we will track our progress using a recovery dashboard and metrics showing our performance in delivering the plan. With these we will provide regular updates to our communities and economic recovery board.

Monitoring will be overseen by Director of Place and Recovery.

## Key actions for next steps:

This is the start of a process of fundamental change for South Somerset. It will take time, but we need to start now. By the end of April 2021 we will produce a detailed Action Plan for each priority area for recovery under our Community of Practice work plans. Additional actions will include:

- Establish and run a number of public engagement and consultation workshops, summits and forums to review and shape recovery plans with our CoPs and capture ideas, thoughts and priorities to support the development of a renewal plan.
- Work with Strategy and Commissioning to deliver a performance Recovery and Renewal Dashboard.
- Establish an Economy Recovery and Renewal Advisory Board initially to support the lead officer of the Economy CoP workstream in achieving the priority theme 'Economic recovery' but in time to support other aspects of recovery including communities and environment.
- Lobby government to fully compensate the council for the financial impact of COVID-19
- Continue to modernise the council, looking at how local services can be delivered more effectively with no impact on our more vulnerable residents alongside reviewing our office usage
- Lobby central government and regional organisations, work with partner organisations, invest in development funding to deliver a world class digital infrastructure (fixed and mobile) across South Somerset.

# Appendix

## Appendix 1:

We need to promote the use of our South Somerset District Council Design Principles to encourage services operators and leads to take action in our day to day work to improve our services for customers. These design principles for the council include:



Focus on the customer experience



Fewest number of steps for the customer



Keep customers informed



Digital by default



Resolve issues first time



Collect less and tell us once



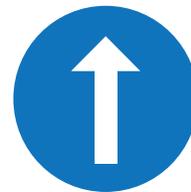
Use our skills and expertise effectively



Efficient working



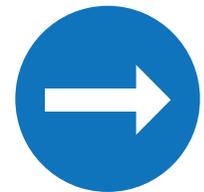
Use technology to help ensure compliance



Real time measures to improve



Support customers to do more

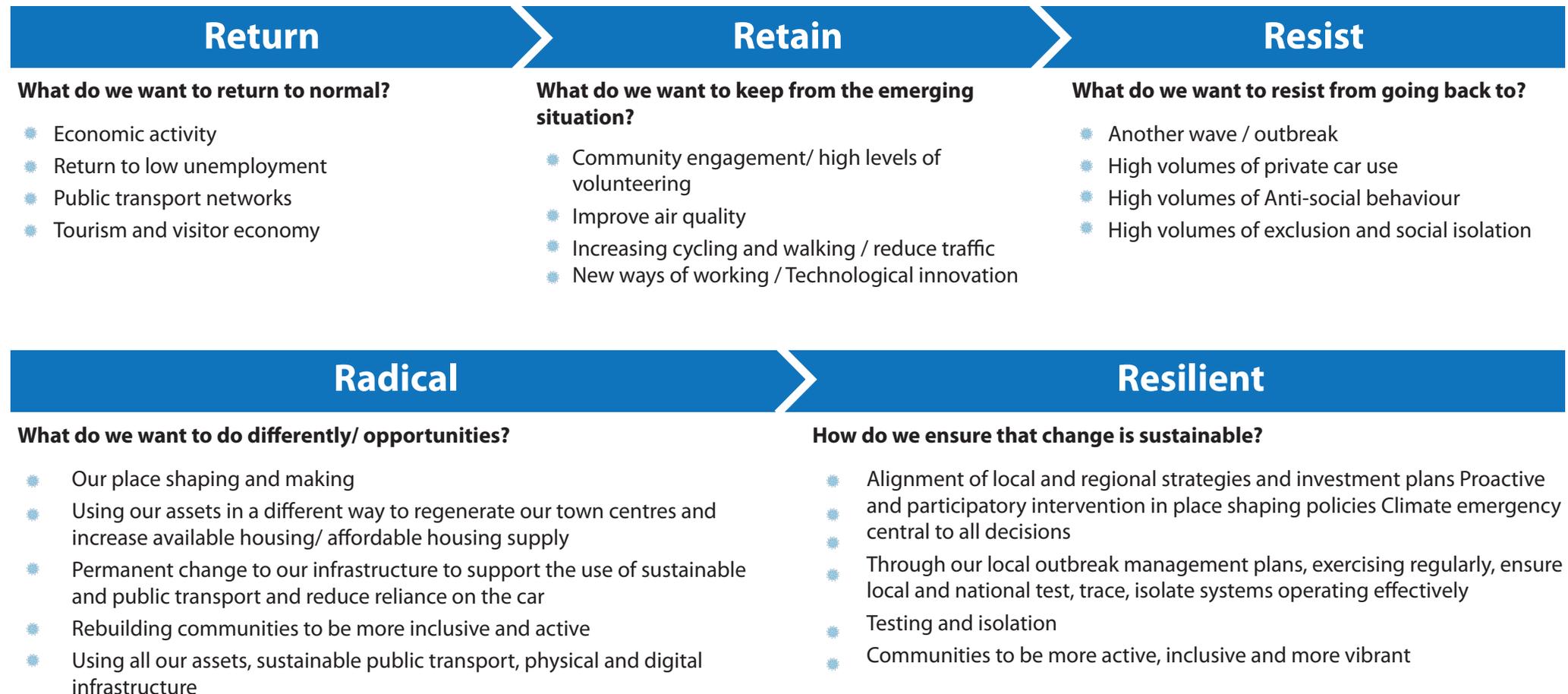


Proactively prevent and shape demand

# Appendix

## Appendix 2: Examples of how we can use the 5 R's recommended from the LRF within our service reviews?

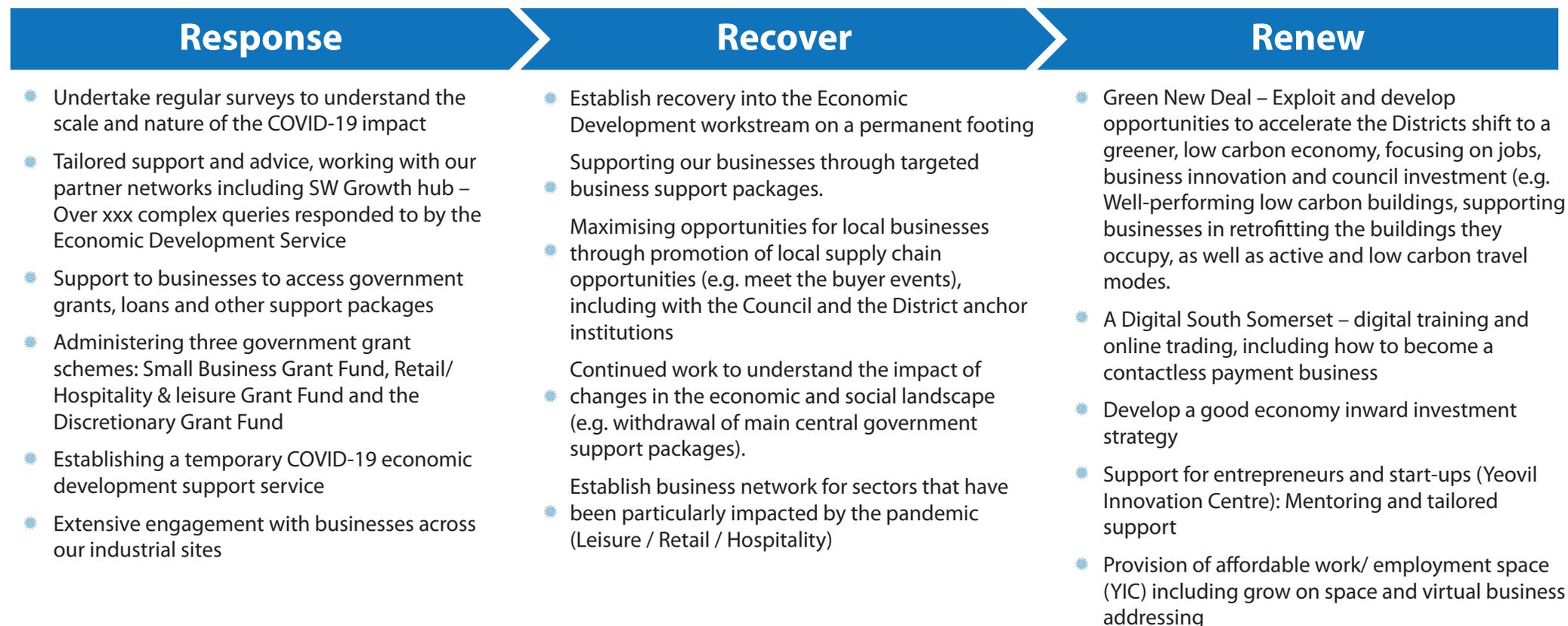
Listed below are some examples of how we can use the 5 R's to review our services when recovering from the Pandemic. An assessment sheet will be provided to services leads to help assist with this assessment.



# Appendix

## Appendix 3: Response, Recover and Renew approach to project planning

An example of an Economic Development themed project covering the journey of the Coronavirus pandemic: 'To build an exemplar local business support model – that provides a holistic range of services to businesses and demonstrates our commitment to a successful, thriving and green business base in South Somerset that supports the whole community'



We will complete this template approach with each project highlighted within the recovery Action Plans. This way we will highlight the work completed for review as well as design in developmental opportunities both for recovery and renew.

# Appendix

## Appendix 4: Summary of the key themes of the Recovery Delivery Plan

The table below illustrates how each priority action contributes to the overall recovery of South Somerset. For each the darker shading represents the main contributions and the lighter shading additional contributions.



### Economy Community of Practice: Recovery Theme: Economic Recovery

We will deliver the Council's Economic Covid-19 Recovery Plan, the Economy Area of Focus and the Somerset Recovery and Growth Plan whilst leading and supporting ambitious projects for growth and productivity in strong partnership with key stakeholders, achieving higher value jobs, greater inward investment, innovation and skills.

SLT Sponsor: Martin Woods

Portfolio Holder: Cllr John Clark

Lead Officer: Peter Paddon / Joe Walsh

Priority Action:	SSDC Lead:	Partners:	Decarbonisation & nature recovery	Good work for all	Rebuilding more inclusive communities and economy	Improve customer access & service	Robust economic safety net	Promo health & well-being	Addresses causes of inequalities	Increasing digital access	Support the development and enhance the future prospects of our young people	Health food, healthy activities	High street for all
To work in partnership to deliver: <ul style="list-style-type: none"> <li>The Council Plan Priority Project 1 (Lead the recovery and revitalisation of our economy and communities to be stronger, more resilient and more vibrant than before Covid-19)</li> <li>The Council's Economic Covid 19 Recovery Plan</li> <li>The Economy Area of Focus</li> <li>The Somerset Recovery and Growth Plan</li> <li>The Heart of the South West's Build Back Better Covid 19 response</li> </ul>			Light	Dark	Light	Light	Dark	Light	Light	Light	Light	Light	Dark
To implement tailored Covid-19 Economic Recovery programmes that suit the needs of local businesses, communities and individuals			Light	Dark	Light	Light	Dark	Light	Light	Light	Light	Light	Light
To lead and support ambitious projects for growth and productivity in strong partnership with key stakeholders, achieving higher value jobs, greater inward investment, innovation and skills			Light	Dark	Light	Light	Dark	Light	Light	Light	Light	Light	Light
To establish employment and skills hubs in 3 towns across South Somerset			Light	Dark	Light	Light	Dark	Light	Light	Light	Light	Light	Dark
To produce a High Streets Recovery Action Plan for our Market Towns including Yeovil, Chard and Wincanton			Light	Light	Light	Light	Light	Light	Light	Light	Light	Light	Dark
To facilitate and deliver projects that enhance digital connectivity for businesses and residents across South Somerset			Light	Light	Light	Dark	Light	Light	Light	Dark	Light	Light	Light

# Appendix



## Appendix 4: Summary of the key themes of the Recovery Delivery Plan

The table below illustrates how each priority action contributes to the overall recovery of South Somerset. For each the darker shading represents the main contributions and the lighter shading additional contributions.



### Healthy, self-reliant Communities Community of Practice: Recovery key theme: Community Recovery

SLT Sponsor: Martin Woods

Portfolio Holder: Cllr Mike Best

Lead Officer: Leigh Rampton

Priority Action:	SSDC Lead:	Partners:	Decarbonisation & nature recovery	Good work for all	Rebuilding more inclusive communities and economy	Improve customer access & service	Robust economic safety net	Promo health & well-being	Addresses causes of inequalities	Increasing digital access	Support the development and enhance the future prospects of our young people	Health food, healthy activities	High street for all
Reanimated & more inclusive communities: Enable the relaunch of our community life and capacity across the district, particularly for groups who have become more marginalised or isolated during the pandemic. e.g. unemployed, disabled, older people and those with health conditions. After young adults, and those impacted mental and physical health (Priority project 1&4)			Light	Dark	Light	Light	Light	Light	Dark	Light	Light	Light	Light
More proactive community support and services: Maximise community collaboration across communities in South Somerset and ensure that local services are taking a proactive and preventative approach to responding to the consequences of the Covid pandemic. (Priority project 4)			Light	Light	Dark	Dark	Light	Light	Dark	Light	Light	Light	Light
Targeted interventions with groups most affected by socio-economic consequences: Reach out and develop new offers with those groups facing new challenges due to the consequences of the Covid pandemic, especially young adults. (priority project 1)			Light	Light	Light	Light	Light	Light	Dark	Light	Dark	Light	Light

# Appendix



## Appendix 4: Summary of the key themes of the Recovery Delivery Plan

The table below illustrates how each priority action contributes to the overall recovery of South Somerset. For each the darker shading represents the main contributions and the lighter shading additional contributions.



**Places where we live Community of Practice: Recovery key theme: Place Making, Regeneration & infrastructure**  
 SLT Sponsor: Martin Woods  
 Portfolio Holder: Val Keitch  
 Lead Officer: Matthew Loughrey-Robinson

Priority Action:	SSDC Role:	Partners:	Decarbonisation & nature recovery	Good work for all	Rebuilding more inclusive communities and economy	Improve customer access & service	Robust economic safety net	Promo health & well-being	Addresses causes of inequalities	Increasing digital access	Support the development and enhance the future prospects of our young people	Health food, healthy activities	High street for all
Recovery plan for private housing			Light	Light	Dark	Light	Light	Light	Light	Light	Light	Light	Light
Recovery plan for affordable housing			Light	Light	Dark	Light	Light	Light	Light	Light	Light	Light	Light
Develop a pro-active approach to tackling homelessness and rough sleepers			Light	Light	Dark	Light	Light	Light	Dark	Light	Light	Light	Light
Plan to accelerate community infrastructure projects related to S106 / CIL			Light	Light	Dark	Light	Light	Dark	Light	Light	Dark	Dark	Light
Establish a design review group to educate and encourage develops to adopt aspirational design codes for South Somerset (Could link to image / identification document of what communities could ask for within new developments (i.e. EV chargers, growing spaces, etc))			Light	Light	Dark	Light	Light	Light	Light	Light	Light	Light	Light

# Appendix



## Appendix 4: Summary of the key themes of the Recovery Delivery Plan

The table below illustrates how each priority action contributes to the overall recovery of South Somerset. For each the darker shading represents the main contributions and the lighter shading additional contributions.



### Protecting Core Services Community of Practice: Recovery Theme: Organisational change & work place development

SLT Sponsor: Nicola Hix

Portfolio Holder: Cllr Tony Lock

Lead Officer: Peter Paddon

Priority Action:	SSDC Lead:	Partners:	Decarbonisation & nature recovery	Good work for all	Rebuilding more inclusive communities and economy	Improve customer access & service	Robust economic safety net	Promo health & well-being	Addresses causes of inequalities	Increasing digital access	Support the development and enhance the future prospects of our young people	Health food, healthy activities	High street for all
<b>Workforce:</b>													
COVID testing for work force & vaccinations for high risk front line staff	Gold / SLT Officers: Digital Change Lead	Somerset County Council NHS	○	○	○	○	○	●	○	○	○	○	○
Workforce re-engagement and on-going redeployment	Gold / SLT Officers: Digital Change Lead	Somerset County Council NHS	○	○	○	○	○	●	○	○	○	○	○
Well-being, welfare & resilience (SSDC Staff and Councillors)	OD & People People Manager Roles Officers: Lead Specialist People, Lead Specialist People, Performance & Change.	Care First	○	○	○	○	○	●	○	○	○	○	○
<b>Service Delivery:</b>													
Service reviews with tiger teams	Officers: Income Generation Manager, Lead Specialist People, Performance & Change.		○	○	○	●	○	○	○	○	○	○	○
Service working practices (Agile):	Working group with all Directorates												
● Workforce flexibility / service capacity etc	Lead Officers: Commercial												
● Home working / resourcing / home assessments	Property, Land & Dev Manager, Lead Specialist People, Performance & Change, Lead Specialist Digital Change, Lead Specialist People.		○	○	○	●	○	○	○	○	○	○	○
● Buddy system / Home Working													

# Appendix



## Protecting Core Services Community of Practice: Recovery Theme: Organisational change & work place development

SLT Sponsor: Nicola Hix

Portfolio Holder: Cllr Tony Lock

Lead Officer: Peter Paddon

Priority Action:	SSDC Lead:	Partners:	Decarbonisation & nature recovery	Good work for all	Rebuilding more inclusive communities and economy	Improve customer access & service	Robust economic safety net	Promo health & well-being	Addresses causes of inequalities	Increasing digital access	Support the development and enhance the future prospects of our young people	Health food, healthy activities	High street for all
<b>Resource management:</b> Horizon scanning and future considerations (pinch points on service delivery)	Organisational Development Officers: Lead Specialist People, Performance & Change.		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital skills and literacy in SSDC work force	Organisational Development / Digital Strategy Officers: Lead Specialist People, Performance & Change. Lead Specialist Digital Change.		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Financial Recovery &amp; Strategy:</b> Review of Financial Strategy Corporate approach to Debt Recovery	SLT / Members Officers: S151 Officer		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Recovering our commercial operations:</b> Review commercial strategy	SLT / Members Officers: Commercial Property, Land & Dev Manager		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integration of recommended transformation next steps	Organisational Development Officers: Lead Specialist - Performance & Change		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Review procurement strategy	Officers: Income Generation Manager. Lead Specialist People, Performance & Change		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Appendix



## Protecting Core Services Community of Practice: Recovery Theme: Organisational change & work place development

SLT Sponsor: Nicola Hix

Portfolio Holder: Cllr Tony Lock

Lead Officer: Peter Paddon

Priority Action:	SSDC Lead:	Partners:	Decarbonisation & nature recovery	Good work for all	Rebuilding more inclusive communities and economy	Improve customer access & service	Robust economic safety net	Promo health & well-being	Addresses causes of inequalities	Increasing digital access	Support the development and enhance the future prospects of our young people	Health food, healthy activities	High street for all
<b>SSDC Estate:</b>													
Future use of our estates/offices	Working group with all Directorates Lead Officers: Commercial Property, Land & Dev Manager		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COVID compliance and cleaning of our estate	Facilities Management Lead Officers: Commercial Property, Land & Dev Manager		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outbreak management and quarantining plan	Facilities Management Lead Officers: Commercial Property, Land & Dev Manager		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Councillors:</b>													
Councillors introduction to the Recovery Strategy and the new normal operating practices at SSDC	Recovery Lead Officers: Lead Specialist Strategic Planning		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility of local democracy including public meetings	Strategic Planning Officers: Commercial Property, Land & Dev Manager		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital skills and literacy for Councillors	Democratic Services Officers: Lead Specialist Strategic Planning, Lead Specialist Digital Change.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Appendix



## Appendix 4: Summary of the key themes of the Recovery Delivery Plan

The table below illustrates how each priority action contributes to the overall recovery of South Somerset. For each the darker shading represents the main contributions and the lighter shading additional contributions.



### Environment Community of Practice: Recovery underpinning principles

SLT Sponsor: Clare Pestell (Director for Income Generation & Commercial Services)

Portfolio Holder: Cllr Sarah Dyke

Lead Officer: Vicky Dawson & Katy Menday

Priority Action:	SSDC Lead:	Partners:	Decarbonisation & nature recovery	Good work for all	Rebuilding more inclusive communities and economy	Improve customer access & service	Robust economic safety net	Promo health & well-being	Addresses causes of inequalities	Increasing digital access	Support the development and enhance the future prospects of our young people	Health food, healthy activities	High street for all
<b>Environment strategy</b> Mobilise finance to support environmental programmes, investigate a low carbon fleet to improve air quality, help drive adaptations as a response to climate change and to also deliver for better health	Delivery, enabling and supporting roles Officers: Vicky Dawson Katy Menday	Opium Power	●	○	○	●	○	○	○	○	○	●	○
<b>Open Space Strategy</b> Accelerate programmes that increase access to greenspaces, support active travel including walking, cycling and wider accessibility. Enhance public spaces for biodiversity, pursue urban greening and engagement for all across greenspaces	Delivery, enabling and supporting roles Officer: Vicky Dawson	Somerset County Council, Local Nature Partnership, developers, nature conservation charities	●	○	●	●	○	●	●	○	●	●	○
<b>Green Energy</b> Invest in commercial infrastructure, scale up programmes to retrofit and improve existing buildings, source renewable energy contracts, create jobs and tackle fuel poverty. Introduce electric transport programmes include electric vehicles and e scooters	Delivery, enabling and supporting roles Officer: Vicky Dawson	DELETTI, Devon Councils, Somerset County Council, Highways England, Zwings, Engie, Salix.	●	●	●	●	○	●	●	○	●	●	○
<b>Natural Environment</b> Support environment champions to roll out nature recovery in their parishes; encourage tree planting, management for pollinators and community eco projects. Use natural greenspaces to roll out a series of family and children's play events supporting wellbeing through access to nature	Delivery, enabling and supporting roles Officer: Katy Menday	Local Nature Partnership, Somerset Environmental Records Centre, Somerset Wildlife Trust, Somerset County Council.	●	○	○	●	○	○	○	○	○	●	○

# Appendix

## Appendix 5: Indicators and performance

Our Recovery & Renewal Strategy sets out a number of priorities and actions that we will look to deliver in the coming months and years. A key approach to measure the effect of our actions and interventions is to use Key Performance Indicators and Metrics. This allows us to set targets, measure progress and Correct our course as required.

In support of the Recovery & Renewal Strategy we have identified a number of metrics that, with ongoing review and effective interventions, will help us keep on track for the delivery of this strategy. These metrics are loosely aligned to the 5 Communities of Practice & key priorities but should be seen as a whole. This is because many of our actions and metrics will impact on more than one area of our strategy so we should view them as a reflection of the whole organisational performance.

We have also identified both internal and external metrics. The internal metrics generally relate to the work that SSDC and our partners will deliver directly, and are a measure of our own effectiveness and efficiency. The external metrics are broader national or regional metrics (e.g. employment rates, economic growth) that set the scene and identify a need. Although these metrics are not under our direct control it is important to include these as they are areas where we can anticipate our strategy – and if successful - may start to have an positive influence in the longer term.

These metrics will develop over time and may change as new challenges and opportunities emerge, but taken as a whole we hope these measures will support our Recovery & Renewal Strategy and delivery plan.

# Appendix

## External Measures:

### Utilisation of SSDC charger Network.

- Number of Charging Session
- Number of unique users

### Facilitated Digital Connectivity

- Average broadband speeds across the district % increase to meet National average
- Broadband connections per premise (No.)
- Additional mobile coverage facilitated per premise (No.)

### Community Wellbeing

- Passport to leisure % of population)
- Nr individuals participating in SSDC hosted events

### Regeneration Programme

- Nr of buildings brought back into use

### Economic activity rate (16-64):

- Employment rate (employee/self-employed)
- Un-employment rate (Inactive and unemployed)

### EV ownership in Somerset / South Somerset

- Nr. DVLA registered electric vehicles

### Achieve Carbon Neutrality by 2030

- Annual % reduction

## Internal measure:

**Digital Behaviours:** - % of total completed customer service requests initiated on-line.  
- Increase in uptake of e-billing.

**Rollout of EV charger Network:**  
- Nr. of chargers on SSDC owned sites.  
- Nr. Chargers used (% utilisation).

**Plastic Waste:** - Nr of Water points at SSDC sites.  
- Nr of businesses in refill 4 free scheme.

**SSDC Response to Climate Emergency**

**Income and Carbon offset from BESS MegaWatt production**

**Environment Strategy Carbon Neutrality targets**

**Delivery of SSDC tree planting scheme:**  
- Nr trees planted against annual target.  
- SQM SSDC land released to tree planting.

**Service Responses:**  
- Process new benefit payment claim (days).  
- Process benefit change of circumstance (days).

**Regeneration Programme Outputs:**  
- Public realm improvement delivered (metres).  
- Investment in physical infrastructure (£).  
- Cycleway created (metres).  
- External investment attracted (£).  
- Nr of Historic buildings preserved.

**Affordable housing:** - % of all completed new builds (covers social housing).

**SME & Local Spend:**  
- % of SSDC spend with local Small Businesses.

**SSDC Viability:** - Increase per annum of 5% net yield across council

**SSDC Capital Investment:** - Positive financial Return on Investment, community benefit or carbon improvement

(For Capital Investment a positive financial return or carbon reduction should be sought, as per each business case proposal approved.)

**SSDC Energy investment:**  
- Income from BESS £  
- MW production from SSDC green supply

**Expansion of nature recovery network:**  
- % of agreed priority areas in active land management against annual plan.

**Green Development:**  
- Delivery of 30% urban canopy over on all new developments.

**Business support:**  
- business grants provided (£).  
- workshops/training provided (hrs).

**Decarbonisation of SSDC Operations:** - % reduction in estate using Carbon calculator.  
- %/NR offsetting.

**Community Wellbeing:**  
- Freedom Leisure etric (outreach).  
- Nr of events hosted e.g., health walks, play days, green spaces days.  
- Nr Careline accounts.

**Community Investments (£):**  
- Community grants made.  
- funds invested in external strategic programmes.

**Social Value:**  
- £ Total forecast committed social value from SSDC supplier contracts.  
- £ Total Actual realised social value from SSDC supplier contracts.

**SSDC outreach and advice (HRS):**  
- energy use and sustainability (CSE).  
- Environment outreach to schools, communities and business (hrs).  
- Employment advice to NEETS, Start-ups and people at risk of redundancy.



## External Measures:

### Sustainability of Businesses

- Birth rate
- Death rate
- 3-year survival rate

### South somerset / national tree canopy

- % urban canopy cover
- % Total canopy cover (12.8%)

### EV chargers

- Nr. New builds Residential
- Nr. New builds Non-residential
- Nr. On-street chargers

### Number of registered homeless in South Somerset (relate to National figures)

## Key:

**5% yield** - Overall net financial improvement through blend of cost savings/efficiency measures, grant income, traded, new and improved services or income generation (For more information please refer to the SSDC commercial strategy)

**BESS** - Battery Energy Storage Sites

**SME** - Small and medium sized enterprise

**CSE** - Centre of Sustainable energy

**NEET** - Not in Education, Employment or Training

**EV** - Electric Vehicles

# Appendix

## Appendix 6: Governance and role of the South Somerset Recovery and Renewal Board

South Somerset District Council Senior Leader Team will ratify the full role and governance of the Board, but provisional # outline arrangements are set out below.



### Primary board:

The Board will oversee and review progress of the Recovery and Renewal Strategy as set out in this document on behalf of the District Executive.

The Board will set priorities where necessary, and it will discuss the Action Plans; and receive reports on progress from the Director of Place and Recovery.

It will propose and monitor activities with key external stakeholders in the private, public and voluntary sector, including community groups, where they are essential to the aims of the strategy.



### Governance:

The Board will be chaired initially by the Portfolio Holder for Economic Development, as also a lead for the Economy CoP, although the chair may change, if appropriate, as other corporate priorities come to the forefront of the boards focus.

At its first meeting the Board will consider terms of reference and governance.



### Membership:

Membership of the Board will include Portfolio Holders whose portfolios are key to the strategy (see earlier in the document the leads for the CoPs), and the Board will be attended by relevant senior officers as appropriate, including the Director of Place and Recovery as a regular member.

External stakeholders can include other local authorities, substantial businesses, health and care bodies, leading education providers, charities and other public and expert agencies concerned for example with innovation and technology, but this list is not exhaustive.

The Board will meet at least quarterly, with additional meetings as required.

The Board will make financial decisions for specific Recovery and Renewal funding or make recommendations for approval by the Leader, District Executive or Full Council in accordance with the Council's delegated authorities, especially where direct Recovery and Renewal funding and resources are required.

Scrutiny of the Board's activities will be agreed with other details in the full report which follows, but recommendations on the agenda of District Executive will come before Scrutiny Committee in the normal way.

# Appendix

## Appendix 7: Time for our District to heal, reflect, mourn and remember

Nationally we have a number of established days of reflection including the 'national day of reflection' held at noon on the 23rd March to mark the first anniversary of Britain going into lockdown and in remembrance of people who have died during the coronavirus pandemic. At 12 noon there will be a minute's silence followed by bells tolling at 12.01pm and the prominent landmarks being lit up across the country at 8pm.

Additionally, around the annual birthday of the NHS there are moments of remembrance for those who have been lost during the pandemic as well as a 'Thankyoutogether' event of national recognition of applause for all of those who have been helping through the pandemic including the vital community connections that continue to support us all today.

The pandemic has been one of the toughest ordeals for businesses, communities and residents of South Somerset to live through in recent history. We need to reflect on the pandemic's deep toll, mourn for those who we have lost and mark the service and sacrifice of all who have helped through the pandemic from the NHS, local government and school to our supermarkets, community organisations and volunteers.

As part of our Action Plan South Somerset District Council would like to organise a number of events and actions that helps us heal, reflect, mourn and remember. These activities may include:



**Memorial service**



**Support, promote and recognise the national memorial days of reflection and thanks**



**Service or public event of recognition and thanks for all of those who have supported communities through the pandemic**



**Physical memorial in South Somerset for those who have lost their lives and to recognise the efforts of so many who gave so much to help response and support others in need.**

Through adversity we have seen strength, as friends, neighbours, businesses, public bodies, voluntary groups and communities have come together to help each other through the nation's worst ordeal since the second world war. While we need to continue to be vigilant against the virus, we will recover. The remarkable NHS vaccination programme is bringing hope of better times to come and we are committed as a council to support our business, communities and residents to recover together.