



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

MONDAY 30TH MAY 2022, AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

SUPPLEMENTARY DOCUMENTATION

The attached papers to follow on the Agenda previously distributed relating to the above mentioned meeting.

7. **Levelling Up Phase 1 Funding - pre-scrutiny (Pages 1 - 8)**

8. **Council Plan (including Recovery and Restoration Plan) - pre-scrutiny (Pages 9 - 60)**

K. DICKS
Chief Executive

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

24th May 2022

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BROMSGROVE DISTRICT COUNCIL

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Levelling Up Funding – Spending Approval

Relevant Portfolio Holder	Cllr Karen May, Leader of the Council and Portfolio Holder for Economic Development, Town Centre and Strategic Partnerships
Portfolio Holder Consulted	Yes
Relevant Head of Service	Peter Carpenter
Wards Affected	All Wards
Non-Key Decision	

1. SUMMARY

This report updates Members on the progress made since reporting in January with the Levelling Up fund and, due to the tight timescales, asks for approval to be delegated to the Head of Planning, Regeneration and Leisure and the Executive Director of Resources to move forward, in accordance with the project plan, to the design and site clearance work for the two schemes. It also sets out the high-level timetable for future approvals and Member considerations.

2. RECOMMENDATIONS

Cabinet is asked to RESOLVE that:

- 1) **progress made to date on the Levelling Up schemes be noted;**
- 2) **authority be delegated to the Head of Planning, Regeneration and Leisure and the Executive Director of Resources to proceed to spend the Levelling Up Fund allocation totalling £2.266m on the required demolition and remediation works at the Windsor Street site and to engage a design and build contractor on the Market Hall site;**
- 3) **the timetable, where further approvals for the Market Hall project will be needed once options have been appraised and schemes designed via the Invitation to Tender, be noted.**

3. Background

- 3.1 In November 2021, the government approved a £14,492,000 grant for Bromsgrove District Council from the Levelling Up Fund (LUF). The grant will support the redevelopment of the former Market Hall site and pre-development works (demolition and remediation) on the Windsor Street site to enable a future site redevelopment. The Windsor Street site was previously owned by the Herefordshire and Worcestershire Fire and Rescue Service (HWFRS) and Worcestershire County Council (WCC) but is now

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owned by the District Council. In addition, Bromsgrove District Council committed £1.610m in match funding, as required by the LUF programme.

- 3.2 The memorandum of understanding signed on the 18th February 2022 between the Council and the Department of Levelling Up Housing and Communities (DLUHC) set out that DLUHC considered the application submitted by the Council for the LUF proposal Old Market Hall Site and Windsor Street Site and agreed to allocate funding up to £14,492,401 across FY2021-22, FY2022-23, FY2023-24 and FY2024-25. The indicative allocation for each year is set out in the following table:

Financial Year	Total (£)
2021-22	1,600,000
2022-23	5,329,041
2023-24	7,563,360
2024-25	0
Total 2020-21 – 2024-25	14,492,401

- 3.3 The funding is provided to form part of the necessary capital investment required for delivery of the LUF proposal for the Old Market Hall Site and the Windsor Street Site. DLUHC expects the Council to use the funding provided for the purposes outlined in the application approved by DLUHC, Department for Transport ('DfT') and HM Treasury ('HMT'), and that evidence will be provided to demonstrate this. Grant funding will be paid in six monthly tranches and based on agreed delivery targets having been met. Assurance on project progress is through formal monitoring and assurance process to DLUHC.
- 3.4 In January 2022, the Cabinet approved the acquisition of the HWFRS site. In March 2022, the WCC site became available for purchase. Its acquisition gave the council 100% control over the site and the future development options. Approval was given in March to move £306,000 of LUF funding being provided by the Council from 2022/23 to 2021/22 in order for the full Windsor Street site to be purchased. The site was purchased before the end of the 2021/22 financial year at a cost of £1.806 million. This has been reflected in the 2021/22 project return that was returned to the Government on the 13th May as part of the DLUHC assurance process.
- 3.5 This paper seeks to update Members on the progress that has been made on the project plan and delivery and advises Members of very specific and tight timescales in which the budget needs to be spent. As a result of that, delegated authority is needed by officers to spend a portion of the levelling up funding on demolition and remediation works at the Windsor Street site. In addition, delegated authority is required to allocate levelling up funding to engage a contractor to design and build the scheme at the Market Hall site.

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Project Plan and Funding Allocation

- 3.6 Members will be aware that the preferred procurement route for the Market Hall site is through a two-stage design & build contract i.e. contractor appointment, not design team appointment. Member will also be aware that the Project Plan for the Market Hall site has the following indicative milestones:
- Project start and finish dates – October 2021 to March 2024
 - Full business case approval – January 2022 to March 2022
 - Concept Design – January 2022 to March 2022
 - Initial building design - March 2022 to May 2022
 - Planning permission secured – May 2022 to September 2022
 - Technical Design – June 2022 to December 2022
 - Publication of the ITT – September 2022 to November 2022
 - Evaluation of tenders – November 2022 to December 2022
 - Awarding of the Construction Contract December 2022
 - Signing of construction contract December 2022 to January 2023
- 3.7 Initially LUF funding was required to be spent by the 31st March 2024 hence the above timetable being indicative and no spending being planned for in 2024/25. However, the timescales for spending the funding have since been extended to 31st March 2025 and will result therefore in the need to reprofile the project plan in due course. All government funding must be spent by the 31st of March 2025.
- 3.8 The LUF funding for works at the Windsor Street site include site acquisition, demolition and remediation. The design of a scheme following demolition and remediation is outside the scope of the LUF scheme.
- 3.9 As set out above, funding has been allocated by DLUHC over the 2021/22 to 2023/24 period and formal monitoring is required in order for 6 monthly release of these funds based on progress by the Council. The following table sets out the funding being made by source. In January 2022 members agreed the overall project proposals for the Levelling Up Scheme in Bromsgrove and the finances associated have been agreed as part of the Councils budget setting process in February 2022. Members are now being asked to consider and approve the allocation of the approved finances.

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Name of Funding Source (organisation)	Financial Year 2021/22	Financial Year 2022/23	Financial Year 2023/24	Total
	TOTAL	TOTAL	TOTAL	
DLUHC	£1,600,000.00	£5,329,040.00	£7,653,360.00	£14,582,400.00
Bromsgrove District Council	£0.00	£805,133.00	£805,133.00	£1,610,266.00
Bromsgrove District Council	£308,000.00	-£308,000.00	£0.00	£0.00
Total	£1,908,000.00	£5,826,173.00	£8,458,493.00	£16,192,666.00

3.10 The total estimated costs for each project are presently (exclusive of VAT)

- Market Hall Site – The total project cost is £12,302,818
- Windsor Street Site – The total project cost is £3,799,850

4. Legal Implications

4.1 Specific legal advice is being commissioned for each project and is budgeted for as set out in project plan.

5. Strategic Purpose Implications

5.1 The site clearance ant Windsor Street will contribute to “keep my place safe and looking good” and the LUF funding for the Former Market Hall site will additionally contribute to “provide good things for me to see, do and visit”.

Relevant Strategic Purpose

5.2 Levelling Up initiatives seeks to support the UK government’s wider commitment to level up all parts of the UK by delivering on the Governments Levelling Up objectives.

Climate Change Implications

5.3 Implications of individual schemes on climate change will be addressed and reviewed when relevant by climate change officers to ensure the correct procedures have been followed to ensure any impacts on climate change are fully understood.

6. Other Implications

Customer / Equalities and Diversity Implications

6.1 None as a direct result of this report. However, individual schemes will need to be assessed.

Operational Implications

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6.2 A Governance Structure, including a Project Board, has been set up and appropriate budgets have been apportioned for the management of the two projects.

7. RISK MANAGEMENT

7.1 The financial monitoring is included in the monitoring regime for this project and is a requirement in the returns to Government.

8. APPENDENCES

Appendix A – Governance Structure

AUTHOR OF REPORT

Name: Pete Carpenter– Interim Financial Services Manager (Deputy S151)
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BROMSGROVE LEVELLING UP FUND PROGRAMME GOVERNANCE

Item 2a

KEY
 ——— direct reporting
 - - - - - engaging / informing

PROGRAMME BOARD
 Chair – Cllr Karen May, Leader of the Council and Portfolio Holder for Economic Development, Town Centre and Strategic Partnerships
 Cllr G Denaro, Deputy Leader and Portfolio Holder for Finance and Governance
 Cllr P Thomas, Portfolio Holder for Planning and Regulatory Services
 Kevin Dicks, BDC CEO
 James Howse, BDC Executive Director Resources
 Ruth Bamford, BDC Head of Planning and Regeneration
 Claire Felton, BDC Head of Legal and Property
 Ian Smith, Area Lead, BEIS/CLGU
 Greater Birmingham and Solihull LEP rep
 Gary Woodman, Worcestershire LEP CEO
 Penny Unwin, Worcestershire CC rep
 Ostap Paparega, Head of NWedR, SRO

Bromsgrove DC Cabinet

Cllr Karen May
 Leader of the Council and Portfolio Holder for Economic Development, Town Centre and Strategic Partnerships

Corporate Management Team
 Chair - Kevin Dicks, CEO

PROGRAMME DELIVERY TEAM
 Ostap Paparega, Head of NWedR, SRO
 Programme Delivery Manager NWedR

DLUHC
 Delivery Manager

One Public Estate (OPE)
 Programme Manager

STAKEHOLDER FORUM
 High Street businesses
 Independent 'Indie' Club
 Resident associations / groups
 Other stakeholders

LUF DELIVERY
 Development management consultancy

Windsor St Feasibility - OPE
 One Creative Ltd team
 Feasibility study, ground investigations report, remediation strategy, RIBA 2 designs, viability appraisals

Windsor Street – LUF
 Site acquisition
 Planning consultant
 Land remediation contractor
 Demolition & site clearance contractor

Former Market Hall - LUF
 Design & Build Contractor
 New development management model consultant
 New Development operator

Windsor Street Development (post March 2024)
 Delivery model
 Design team / planning application
 Contractor / developer

School Drive Development (former Dolphin Centre site)
 Design team / planning application
 Contractor / developer

Input from BDC services (to attend project meetings if and when required):

Planning Legal Finance Property Procurement Comms

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Agenda Item 7

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**Council Plan Addendum 2022/23
Recovery & Restoration Plan 2020/21**

Relevant Portfolio Holder	Councillor Karen May
Portfolio Holder Consulted	Yes
Relevant Head of Service	Kevin Dicks – Chief Executive Officer Deb Poole – Head of Transformation, OD & Digital Services
Report Author	Job Title: Head of Transformation, OD & Digital Services Contact email: d.poole@bromsgroveandredditch.gov.uk Contact Tel: 01527 881256
Wards Affected	N/A
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

The Cabinet RECOMMEND that:-

- 1.1 The Council Plan Addendum 2022/23, as set out in Appendix 1, be approved and included alongside the current BDC Council Plan 2019/23 at Appendix 3;
- 1.2 The Recovery and Restoration Plan 2020/21, as set out in Appendix 2, be agreed and closed.

2. BACKGROUND

- 2.1 The Covid-19 pandemic has required an unprecedented response from the Council. Even though the requirement to respond to the pandemic is reducing in 2022, the impact of Covid will likely be felt for many years. As a consequence of this ongoing impact, a review of the Council Plan 2019/23, attached at Appendix 3, was undertaken in 2021. A workshop was held with the Corporate Management Team and the Cabinet to ensure the Council's strategic purposes and priorities remained relevant in a post Covid world and to consider any new areas of focus brought about by the pandemic.

The findings from the review have been used to form a Council Plan Addendum for the period 2022/23. The attached Council Plan Addendum, at Appendix 1, takes the impact of changes brought about by the pandemic into consideration and is designed to work alongside the already approved BDC Council Plan 2019/23. This report asks Members to approve the Addendum document and to agree to it being included alongside the existing Council Plan.

- 2.2 The current Council Plan 2019/23 was built around five long term strategic purposes which are underpinned by a set of key priorities. These strategic purposes have not changed as a result of the addition of the Addendum document. The strategic purposes in the Council Plan 2019/23 are:

- Run and Grow a Successful Business
- Affordable & Sustainable Homes
- Work & Financial Independence
- Living Independent, Active & Healthy Lives
- Communities which are Safe, Well Maintained & Green

The priorities set out in the Council Plan 2019/23 are:

- Economic Development and Regeneration
- Skills for the Future
- Improving Health and Wellbeing
- A Balanced Housing Market
- Reducing Crime and Disorder
- Financial Stability
- High Quality Services
- Sustainability

2.3 As the Council Plan 2019/23 was developed prior to the Covid pandemic it is appropriate to have reviewed the previous priorities to determine if any have changed as a result of the crisis. By considering what matters to our residents and the impacts of the pandemic, it became clear that the existing priorities underpinned by a set of revised focal points and milestones would continue to be fit for purpose. It is envisaged that the Addendum document will sit alongside the approved Council Plan to provide an enhanced framework for delivery. The Council Plan Addendum priorities are:

- Economic Development and Regeneration
- Housing Growth
- Work and Financial Independence
- Improved Health and Wellbeing
- Community Safety and Anti-Social Behaviour
- Green Thread
- Financial Stability
- Organisational Sustainability
- High Quality Services

Whilst the majority of these priorities can already be found, in a similar form, in the current Council Plan, there is one noticeable change around the Green Thread. Whilst the Green Thread is present throughout the current Council Plan it is now more prominent with its own set of focal points.

The Community Survey, conducted during October 2021, has also provided some more current insight into the things our residents regard as a priority. The data from this survey indicates that residents top five priorities are:

- Waste and Recycling
- Community Safety
- Transport, Travel and Congestion
- Healthy Lifestyles and Wellbeing, inc Mental Health
- Maintenance of the Landscape and Environment

The Council Plan Addendum is designed to provide an intermediary position ahead of a full review of the Councils long term priorities in 2023.

- 2.4 The Recovery and Restoration Plan 2020/21, attached at Appendix 2, was put in place as a response to the pandemic when it began in early 2020. Over the course of the last two years the actions in the plan have been delivered and completed. The details of the completed actions undertaken to deliver the Recovery and Restoration Plan have been included in the attached document. However, it should be noted that the updates to the actions were completed in late 2021 and have not been updated again since. The plan, therefore, provides details of activity up to that point in time.

3.0 FINANCIAL IMPLICATIONS

- 3.1 None

4.0 LEGAL IMPLICATIONS

- 4.1 None.

5. STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purpose

- 5.1 The Council Plan and Council Plan Addendum define the councils strategic purposes and key priorities for the years ahead. It impacts on all aspects of the business of the council and the services provided to our residents.

Climate Change Implications

- 5.2 The green thread has been highlighted as a priority in the Council Plan Addendum and is included throughout the entire Council Plan 2019/23.

6. OTHER IMPLICATIONS

Equalities and Diversity Implications

- 6.1 None

Operational Implications

- 6.2 Whilst the continuation of services to our community remains the focus of the councils activities, it is anticipated that service areas will begin to implement the focal points outlined in the attached Council Plan Addendum 2022/23.

7. RISK MANAGEMENT

- 7.1 None

8. APPENDICES and BACKGROUND PAPERS

Appendix 1 – Council Plan Addendum 2022-2023

Appendix 2 – Completed Recovery and Restoration Plan 2020-2021

Appendix 3 – BDC Council Plan 2019-2023

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr K. May, Leader of the Council Cllr G. Denaro	April 2022
Lead Director / Head of Service	Kevin Dicks – Chief Executive Officer	May 2022
Financial Services	N/A	
Legal Services	N/A	
Policy Team (if equalities implications apply)	N/A	
Climate Change Officer (if climate change implications apply)	N/A	

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Bromsgrove District Council Council Plan Addendum – Priorities 2022/23

Introduction

Bromsgrove District Council is committed to providing residents with effective and efficient services that meet their needs. Since March 2020 and the onset of the Covid19 pandemic, Bromsgrove District Council has worked closely with a wide network of partner agencies to help limit the impact of the virus and to support our residents in all of our communities.

The development of our Covid-19 Recovery and Restoration Plan, approved in 2020, provided a focus on actions to improve for the future beyond Covid19. This plan outlined the major initiatives that the Council would deliver both during the crisis and after it, as our communities begin to recover.

The Covid-19 pandemic has required an unprecedented response from the Council. Even though the requirement to respond to the pandemic may well be ongoing for some time, it is important to look towards recovery and to the long term return to business as usual. Whilst the Council has an approved Council Plan in place it is worth noting that this was completed before the Covid-19 outbreak. This Council Plan addendum takes the potential shift in priorities brought about by the pandemic into consideration and sits alongside the current Council Plan.

By considering what really matters to our residents and the impacts of the pandemic, we have developed nine priorities underpinned by a set of key milestones. This document outlines the Council's plan for the next twelve months. It is designed to provide an intermediary position ahead of a full review of the Council's long term priorities in 2023. This document sits alongside the Bromsgrove District Council Plan 2019 – 2023. The key priorities are:

1. Economic Development and Regeneration
2. Housing Growth
3. Work and Financial Independence
4. Improved Health and Wellbeing
5. Community Safety and Anti-Social Behaviour
6. Green Thread
7. Financial Stability
8. Organisational Sustainability
9. High Quality Services

This high level strategic document recognises that Bromsgrove District Council cannot deliver all of these priorities on its own. It will need considerable support and input from partner organisations if these priorities are to be successfully achieved. It is for this reason that the Council has determined its role in some of these far reaching projects to be categorised as either:

- **Lead** – to be the lead organisation in the delivery of the activity/project that delivers the priority.
- **Participate** – to be involved with partner agencies who will be leading the activity/project that delivers the priority.
- **Influence** – to work collaboratively with other partner agencies to persuade them to take a particular course of action/undertake a particular project.

Bromsgrove District Council Council Plan Addendum – Priorities 2022/23

1. Economic Development and Regeneration

We see the opportunities in digital technology and green industries as key to the future of Bromsgrove. We will use this year to build the basis for future support for, and innovation in, these sectors, and for strengthening our town and digital infrastructure.

1.1 Supporting businesses to start and grow

Progress and learning:

Our businesses have demonstrated resilience and flexibility in Covid-19. We will support businesses started during the pandemic and existing businesses that have identified growth opportunities. We will do this via existing business support packages and including sectoral support and helping business access new business grants where available.

Focal point:

- Start-up of creative and digital businesses

Key milestones:

- Continue with grant programme for start-up businesses
- Deliver the recovery through creativity grants programme (April 22-July 22)

Success measures:

- Take-up of start-up business grants and creativity grants programme

1.2 Regenerating our Town and Local Centres

Progress and learning:

The past two years have emphasised the economic and wellbeing importance of **local** centres. Funding has been secured to support the development of sites in Bromsgrove Town Centre and a strategy will be prepared to ensure all of centres in Bromsgrove District will be vibrant and viable.

Focal point:

Progression towards the redevelopment of the former Market Hall site, Windsor Street site and former Dolphin Centre site. Preparation of a Bromsgrove Centres Strategy.

Key milestones:

- Submit a planning application for the former market hall site (Lead)
- Procure a contractor for the former market hall site redevelopment (Lead)
- Investigate the possibility of remediation and demolition works at Windsor Street (Lead)
- Start the remediation works on Windsor Street (Lead)
- Working with partners in all centres to agree future improvements (Lead)

Bromsgrove District Council Council Plan Addendum – Priorities 2022/23

Success measures:

- Planning application submitted for market hall site by March 2023
- Contractor procured for the former market hall site
- Commencement of remediation works on the Windsor Street site.
- Bromsgrove Centres Strategy agreed by March 2023

1.3 Improved Integrated Transport (Bromsgrove)

Progress and learning:

We know that new innovations can help provide new and more sustainable methods of getting around, helping to provide better satisfaction and efficiency whilst helping to reduce our impact on the environment

Focal point:

Working with Worcestershire County Council and other partners on enabling new, better integrated and more sustainable modes of transport across the district

Key milestones:

- Work with Worcestershire County Council in developing and agreeing a specification for an improved integrated transport network (participate)

Success measures:

- Increased number of sustainable transport projects being progressed or implemented across the district.

Bromsgrove District Council Council Plan Addendum – Priorities 2022/23

2. Housing Growth

During 2022/23 we will accelerate the pace of affordable housing development. Where possible, we will enable the building of market value housing and the creation of additional income for the Council.

Progress and learning:

The Covid-19 experience has shown that the Council is an important player in the local housing sector, but best results happen when we partner with others. It has also shown us that there are solutions for homelessness.

Focal point:

We will develop a clear partnership structure and delivery plan for creative land use and affordable housing. We will find win-win solutions to the tension between housing demand and green belt concerns.

Key milestones:

- Agree a financial and partnership model for housing development (lead)
- Release land for residential development, in line with the Local Plan (lead)
- Produce new draft housing policies as part of the Bromsgrove Plan Review (lead)

Success measures:

- Number of new homes built - total and affordable.
- Increases in Council Tax income.
- Local housing affordability rate.
- Number of homeless approaches.
- Number of threatened with homelessness preventions.
- Number of homeless applicants housed.

Bromsgrove District Council Council Plan Addendum – Priorities 2022/23

3. Work and Financial Independence

In 2022/23, we will find ways to further support, engage and empower our residents to maintain / achieve financial independence.

Progress and learning:

Our Financial Independence Team will continue to help residents to gain financial independence both through short and long-term solutions. This includes advising our residents on how to manage fuel and utility costs, maximise their income, manage their personal finances, and access other specialist agency support.

The Financial Independence Team also provides access to a range of support measures for our residents (including Housing Benefit, Council Tax Support, Discretionary Housing Payments, Council Tax Hardship Payments, the Council's Essential Living Fund and Council Tax Support Scheme).

The Council will procure an energy advice service providing residents with information and advice to support them in managing and reducing their energy costs.

Our Starting Well Service will provide parents and prospective parents with comprehensive information about childcare and early years education and support eligible parents in accessing free childcare to support school readiness and to enable parents to work or return to work.

We also work with our partners to support and increase the financial independence of our residents. We will work with Citizens Advice, ensuring that our residents are advised on how to deal with their financial and other related problems. We will work with Community Safety Partners in the provision of youth support interventions, focusing on the impact of Covid, building confidence, raising aspirations, and improving the life chances of young people at risk from crime and anti-social behaviour.

Focal point:

We will provide quality services that help to empower residents through good financial advice, the effective coordination and signposting of services, and partnership working.

Success measures:

- Number of Financial Independence Team client contacts.
- Number of clients accessing Starting Well service.
- Number of young people with positive outcomes as a result of Enhanced Youth Support intervention.
- Number of eligible children accessing nursery funding across the district.
- Number of households provided with energy advice.
- Number of energy rebate payments.

Bromsgrove District Council Council Plan Addendum – Priorities 2022/23

4. Improved Health and Wellbeing

In 2022/23 we will work with communities to help them identify and develop their strengths. We will look at ways to encourage physical movement into part of people's normal routines. We will look to catalyse an integrated approach to care.

Progress and learning:

Covid-19 helped us see the health and wellbeing importance of community, of activity, and of the health and care system.

Focal points:

- **Community Development:** we will embed an Asset Based Community Development (ABCD) model that builds on the assets that are found in local communities and mobilises individuals, associations, and institutions to come together to realise and develop their strengths. Through grant funding, Community Builders within the voluntary sector will be working with local residents and existing organisations to uncover the key community assets and skills of local residents. They will assess how to build a more cohesive community that will ultimately lead to a less isolated, healthier, and more connected community, particularly as we move towards Covid recovery.
A 'Small Sparks' fund is available to facilitate the recruitment of two Community Connectors, employed through New Starts, to build capacity within the initial areas of Catshill and Rubery, to support local delivery in line with the project aims and objectives.
- **Active travel:** we will work with local people and experts to explore how we might establish a local transport infrastructure that encourages physical movement.
- **Integrated care:** we will work with local public service partners to establish an integrated care model, using a blend of professional and community led support to ensure those who most need support are properly cared for.
- **Leisure Strategy:** we will develop a Leisure Strategy for the district.

Key milestones:

- Work with Worcestershire County Council to explore possible initiatives and funding streams for active travel (participate)
- Progress the district collaborative work around community assets and skills alongside other themes which emerge for Bromsgrove (participate)
- Implement new technology opportunities within the Lifeline service (lead)

Success measures:

- Deliver improved outcomes from the actions in the Leisure Strategy (lead)
- Number of Community Builders in post.

Bromsgrove District Council Council Plan Addendum – Priorities 2022/23

5. Community Safety and Anti-Social Behaviour

Working with Community Safety partners we will implement crime prevention projects and promote community safety services to reduce the hazards and threats that result from the crime, violence and anti-social behaviour. We will also promote and support victim services that are in place to help and encourage recovery from the effects of crime.

Progress and learning:

We know that prevention is better than cure; that the stronger the bonds within and across communities, the lower the crime and nuisance. We also know that the more perspectives that can be brought to a difficult issue like safety the better will be the solutions.

In 2022/23 the outcomes of the trials of CCTV redeployable cameras and the investment from the PCC office to upgrade other cameras should begin to be seen. The redeployable cameras will be embedded into the service with the ability to respond to hot spots of concern and be a tool in reducing crime and disorder across the District.

Covid impacted disproportionately on adolescents. Grant funding was secured to support this cohort in the aftermath of the pandemic through the provision of youth work across the District.

Focal point:

- **Relationships:** we will work to enable stronger networks of relationships within and across communities.
- **Young People:** we will strengthen our youth offer, to prioritise outreach and mentoring approaches, targeting provision directly to young people at risk of perpetrating or becoming a victim of crime alongside supporting mental well-being and personal resilience.

Key milestones:

- Develop a clear and agreed ABCD model (participate)
- Fully deployed youth support model (lead)

Success measures:

- Number of young people engaged through Detached/Outreach youth work
- Levels of crime
- Number of crime risk surveys carried out

Bromsgrove District Council Council Plan Addendum – Priorities 2022/23

6. Green Thread

There will be a renewed focus on innovation as we play our part in the response to climate change and biodiversity challenges. Working with partners across the region, including the LEPs and the Waste Partnership, we will explore the possibilities of new technologies to our fleet but also how new technology can help us deliver greener and more efficient systems internally. We also need to maintain work around waste minimisation and maximising recycling, particularly around recycling quality and the implications of the new Environment Bill.

Progress and learning:

We were able to achieve radical change in response to a pandemic; we can do the same in response to global warming and biodiversity collapse.

Focal point:

- Innovation (lower carbon solutions)
- Travel (less and more sustainable)
- Reducing waste and increasing recycling.

Key milestones:

- To identify alternative fuel requirements for fleet and revise the capital replacement programme for the Council's fleet subject to any budget constraints (lead)
- Respond to Government consultation on secondary legislation on changes for Resources and Waste services (participate)
- Work with the Strategic Waste Partnership to develop a plan to respond to the new requirements of the national Resources and Waste Strategy and Environment Act (participate)
- Development of a Bromsgrove Plan review with revised environmental protection policies (lead)
- Commit to the development of a Climate Change Strategy (lead)

Success measures:

- Have an agreed and funded plan and capital replacement programme for the Council's fleet subject to any budget constraints.
- Have an agreed plan in place to deliver new requirements of national Resources and Waste Strategy and Environment Act
- Introduce vegetable derived diesel into the councils vehicles to reduce carbon emissions subject to any budget constraints.
- Households supported by the Council's energy advice service.

Bromsgrove District Council Council Plan Addendum – Priorities 2022/23

7. Financial Stability

Council resources will continue to be constrained. We will continue to work on ensuring our people, assets and financial resources are focused on the priorities and activities that most effectively deliver wellbeing and progress for our population.

Progress and learning:

When Covid-19 hit, we moved quickly and successfully to reprioritise and redeploy in support of the crisis. We learned that we could change how we do things, and that priorities do change. We also learned that we can be better at understanding how we, and our partners, currently manage and exploit our assets.

Focal point:

We will work to ensure closer alignment between what we should be doing and the resources made available to do it. We will have a better sense of the assets we have and that we need, and how we can best contain unnecessary costs so that resources can be deployed where needed.

Key milestones:

- Robust Budget and Medium Term Financial Plan (lead)
- Asset Management Strategy and Plan (lead)
- Maintained levels of General Fund Balances over medium term.

Success measures:

- Financial performance – actuals consistent with budget.
- Levelling Up Fund Project delivered within budget.

Bromsgrove District Council Council Plan Addendum – Priorities 2022/23

8. Organisational Sustainability

The Council will work to maximise the use of digital infrastructures, including cloud technologies, to enhance its support for customers. We will encourage residents and businesses to access high speed fibre and wireless technologies to deliver growth in the local economy. Ensuring the Council's infrastructure can securely process the increased demand placed on it by the expanding use of Internet of Things devices will be key to its digital success. Any new delivery models, utilising technology, must deliver improved customer service at a lower cost.

Progress and learning:

Covid-19 helped us to see that new delivery models are possible, delivering better customer service at lower cost.

Focal point:

- **Digital First:** we will ensure that all Council services are designed to exploit digital access and delivery
- **Evidence-based design:** we will ensure all service improvement will be driven by good quality customer insight and data
- **Hybrid working:** we will adopt a hybrid working model, to include agile working and bookable office spaces

Key milestones:

- Development of corporate information management system e.g. performance dashboard (lead)
- Corporate wide use of data and information to design improved services (lead)
- Repurpose unnecessary office space (lead)
- Increase remote/mobile working in services through utilisation of new IT (lead)

Success measures:

- Number of customer transactions processed online.
- Number of corporate measures accessible through the dashboard.
- % of staff able to work in an agile way.

Bromsgrove District Council Council Plan Addendum – Priorities 2022/23

9. High Quality Services

Council people are key to its success. We need to recruit, retain and motivate the right employees, with the right knowledge, skills and attitude to deliver excellent services and customer care.

Progress and learning:

During Covid-19, we saw how good quality, flexible and responsive people make all the difference in work and society.

We also saw how personal and community resilience, or the lack of it, can lead to an escalation of public issues.

Focal point:

- **Recruitment:** ensure that our recruitment processes enable us to attract, engage and retain a talented and motivated workforce that is responsive to change.
- **Development:** support our employees to fulfil their potential and ensure that they possess the right skills to meet future needs through access to effective learning and development.
- **Progression:** Undertake succession and workforce planning to predict potential skills gaps, develop and improve the way we work and identify the right people, at the right cost with the right skills both for now and the future.
- **Prevention:** develop a proactive approach to the prevention of vulnerability in the population through improved service delivery.

Key milestones:

- Agree talent and performance plan (lead)
- Achieve minimum level of core management skills in all managers (lead)

Success measures:

- % of Personal Development Reviews undertaken each year.
- % of employees who undertake management training.
- Staff turnover rates in relation to national rates.
- Customer satisfaction with service delivery, measured through the Community Survey.

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Bromsgrove District Council COVID-19 Recovery & Restoration Plan

2020 – 2021

Version 1.5

Run and Grow a Successful Business

Original Council Plan Commitments	Recovery & Restoration Issues and Actions	New or Modified Actions (what we will do...who with/partners)	By When	Owner	Update
<p>Supporting businesses to start and grow within the District</p> <p style="text-align: center;">Page 28</p>	<p>Consult businesses to understand current needs, recovery, and growth plans, working with partners to support business recovery and growth</p> <p>For many strategic purposes, the planning system can play a key role in contributing to recovery and restoration. For all strategic purposes, where relevant, there will be support through the timely determination of planning applications and the implementation, evidence gathering and review of the Local Plan</p>	<p>Arrange discussions with businesses via BEIS to understand position and future needs</p> <p>Further schemes available and due to be launched which will be promoted alongside partners</p>	Ongoing	NWEDR	<p>Demand for support from businesses has mainly been for Covid Business Support Grants (administered by the Business Rates Team). Businesses are beginning to focus on recovery with increasing demand for funding for skills and capital investment.</p>
	<p>Ensure businesses access Government Coronavirus Support Grants</p>	<p>Ensure all appeals are responded to robustly</p>	Completed	DR	<p>Both completed, comms has been consistently sent out each time the scheme has changed and eligibility has changed to support and provide guidance. All appeals are responded to robustly and recorded</p>
	<p>Provide businesses entering Recovery Cycle for Non-Domestic Rates with information relating to support mechanisms</p>	<p>Advise businesses of support available via comms</p>	Ongoing	DR	<p>Both completed, comms has been consistently sent out each time the scheme has changed and eligibility has changed to support and provide guidance. All appeals are responded to robustly and recorded</p>
	<p>Provide businesses with information on recovery support available internally and nationally.</p>	<p>Advise businesses of support available via comms</p>	Weekly/Ongoing	NWEDR	<p>Weekly newsletter sent from NWEDR to local businesses informing of support available throughout the pandemic</p>

	Revisions made to letters that are going out to businesses to explain debt recovery processes.	Work with recovery teams to ensure all businesses are provided with support and advice on debt management.	Aug – Dec 2020	DR	Completed with advice and support provided as appropriate.
	Liaise with internal partners to provide information in relation to business in arrears and delaying payments of liabilities.	Work with other recovery officers across the councils to ensure debt is managed holistically to provide the customer with the correct level of support.	Ongoing	CFor	Implementation of the Tech1 system is ongoing with bedding in. Once it is in place intend to work with Civica housing and Revs and Bens to pull together into dashboard
		Continue to circulate the weekly Business Bulletin and provide further updates from partners as appropriate.	Nov 2020	NWEDR	Weekly newsletter sent from NWedR to local businesses informing of support available throughout the pandemic
	Look to provide incubator units or the like through the investment programme to give businesses spaces to open and operate.	Prepare Master planning / feasibility study for key sites	Aug – March 2021	NWEDR	Design and feasibility work completed for the former Dolphin Centre Site and the former Market Hall Site. The latter forms part of the Councils bid to the Levelling Up Fund
Regenerating our Town Centre	Continue with the regeneration of the Town Centre	Utilise Bird Box as additional space to support local businesses	Ongoing	NWEDR	The Birdbox site continues to be offered as an events/ promotional space for local businesses coordinated through the BDC events team and BDC Centres Manager.

	Provide low cost loans to businesses to encourage growth and attract them to the area	Develop loan policy to enable this option to be available for Businesses	Dec 2020	CFor	A successful Welcome Back event was undertaken on 22 nd May Following consideration by the Exec Director of Resources, the risk profile of this policy is not considered to be acceptable for the Council currently.
Economic development & regeneration	Engage with businesses to understand current needs, recovery & growth plans, working with partners to support business growth.	North Worcestershire Business Advisor appointed by GBSLEP to engage with businesses in North Worcestershire	Ongoing	NWEDR	Demand for support from businesses has mainly been for Covid Business Support Grants (administered by the Business Rates Team). Businesses are beginning to focus on recovery with increasing demand for funding for skills and capital investment. At the end of May 2021 a new Bromsgrove Business Advisor was appointed whose role includes business engagement.
Undertake a comprehensive review of all Council owned assets and assess all opportunities for investment privately	Investigate alternate sources of funding to PWLB to ensure best value borrowing can be achieved to maximise the range of investment opportunities and returns to the council	Ensure that the council is compliant with guidance when accessing these funds.	Ongoing	CFor	Preliminary investigations confirmed that (improved) PWLB terms remain best option currently.

<p>in land and premises within the District with a particular focus on business centre and industrial estates</p>	<p>Identify partners to invest with</p>	<p>Revise the treasury management policy to enable all options to be made available to the council</p>	<p>Mar 2021</p>	<p>CFor</p>	<p>Treasury Management Strategy due an update in 2022/23.</p>
	<p>Review of the councils asset base</p>	<p>Review the property structure to enable an asset review to be undertaken</p>	<p>Mar 2021</p>	<p>CFe</p>	<p>Work is progressing with external advisors and the Director of Resources to develop a clear understanding of the resources required. Work to identify all properties on a comprehensive asset list continues.</p>
	<p>Identify opportunities for strategic investments</p>	<p>Develop an asset management strategy</p>	<p>Mar 2021</p>	<p>CFe</p>	<p>All departments to review and sent over assets list. External advisor assisting with cross matching exercise in readiness for the final accounts.</p>
		<p>Review the property structure to ensure there is the resource to enable strategic investment opportunities to be identified and pursued</p>	<p>Mar 2021</p>	<p>CFe</p>	
<p>Develop an economic development strategy, to include stimulating the growth of low carbon industries</p>	<p>Develop a Local Economic Recovery Framework</p>	<p>Work with the Worcestershire Economic Recovery Group to ensure Bromsgrove's economic recovery needs are addressed in the county wide economic recovery plan.</p>	<p>Nov 2020</p>	<p>NWEDR</p>	<p>Work completed and County Wide Plan produced in September 2020</p>
		<p>Develop and deliver a Bromsgrove Economic Recovery Plan</p>	<p>Nov 2020 and ongoing</p>	<p>NWEDR</p>	<p>Plan produced and agreed at Cabinet in November 2020</p>
	<p>Work up an approach for the council to make investments in the locality to contribute towards economic recovery/implement its Economic Recovery Framework</p>	<p>There are a number of disparate programmes of support to help businesses diversify into the low carbon sector. Propose to work with colleagues to pull these together and promote as a cohesive whole</p>	<p>Oct 2020</p>	<p>NWEDR KM</p>	<p>The ERDF funded programmes are being managed by WCC and are promoted as a suite of support</p>

		Consider holding a local jobs fair, focusing on reskilling, including carbon friendly skills	Dec 2020	NWEDR	<p>There is an annual jobs fair event organised by the local MP Sajid Javid. In 2019, more than 1,000 people and over 70 local, national and international employers attended the event.</p> <p>The newly appointed Bromsgrove Employment and Skills Advisor and the Bromsgrove Business Advisor will work with the local MP's office and key public and private partners to support the next event in spring 2022.</p>
Work with partners to improve digital & physical connectivity (to include broadband, 5G & transport infrastructure)	Ensure that adequate digital infrastructure is in place to support the accelerated adoption of digital technologies by local businesses as a result of Covid-19	<p>Work with the West Midlands 5G Company and the GBSLEP and WLEP on exploring the potential of a 5G testbed in Bromsgrove</p> <p>Work with Superfast Worcestershire on delivering superfast broadband to Bromsgrove homes and businesses</p>	Summer 2021	NWEDR	The national rollout of 5G is underway with large cities being completed first.
Support local businesses to embrace new technologies in order to maximise business growth, particularly in the knowledge & creative industries	Identify local businesses that plan an accelerated adoption of digital technologies	Work with Betaden Tech Accelerator to promote opportunities to learn about innovative technologies being developed in the county	Ongoing	NWEDR	<p>Opportunities are promoted through NWedR's business newsletter, the Growth Hubs advisors and Bromsgrove Business Advisor through direct engagement with local businesses.</p>

		<p>Promote the new Business Recovery Grant, being administered by the Growth Hubs, which is designed to support businesses affected by Covid-19 to access new technology. Grants from £1k-£5k, available for a limited time</p> <p>Promote learning and training opportunities for businesses - courses and workshops delivered by GBSLEP Growth Hub and Worcestershire Business Central</p>	<p>Due to be launched late Sept</p> <p>Ongoing</p>	<p>NWEDR</p> <p>NWEDR</p>	<p>An email / telephone campaign was undertaken to raise awareness and encourage the local businesses to apply for the grant. The fund was significantly oversubscribed.</p> <p>On-going – the Growth Hubs have been delivering peer 2 peer training clubs which NWEDR have promoted through usual channels and when engaging with businesses</p>
Look to stimulate adequate supply of land & premises to enable existing & new businesses to grow	Identify brownfield sites and long term empty premises that could be redeveloped	Continue to work with the Worcestershire LEP Land supply group and private landowners and landlords to identify development opportunities in the district	Ongoing	NWEDR	A feasibility study has been commissioned for the redevelopment of Windsor Street site (town centre brownfield site). The work is funded by the One Public Estate (OPE) programme.
Strengthen the vibrancy & viability of our towns & district centres	Make the town centre a more attractive place/space to do business	Prepare Master planning and Feasibility Study for key town centre sites	Oct 2020	NWEDR	<p>Design and feasibility work completed for the former Dolphin Centre Site and the former Market Hall Site.</p> <p>Work on Bromsgrove 2040 Vision underway which includes the preparation of a</p>

<p>Make the town centre a more attractive place to spend free time (leisure, arts & culture, well-being)</p>	<p>Develop a programming strategy for the Birdbox within the restrictions of Covid-19 regulations and guidance</p>	<p>Oct 2020</p>	<p>NWEDR</p>	<p>masterplan for key town centre sites.</p> <p>Continued restrictions meant this was delayed but will now form part of the Welcome Back Fund</p>
	<p>Prepare the Bromsgrove Town Centre 2040 vision</p>	<p>Feb 2021</p>	<p>NWEDR</p>	<p>Work underway on the Bromsgrove 2040 vision. led by consultants Burrell Foley Fisher with final report to be completed Nov 21. Initial work utilised to support a submission to the Levelling Up Fund bid to MHCLG</p>
	<p>Undertake a refresh of the Centres Strategy, covering the identified town and local Centres in Bromsgrove</p>	<p>Dec 2020</p>	<p>NWEDR</p>	<p>A 1-year strategy has been produced and a further full review of the strategy will be undertaken by the replacement Centres Manager, once in post</p>
	<p>Commission a further car parking review of the Town Centre, linked to work on the vision and Local Plan development</p>	<p>Mar 2021</p>	<p>NWEDR</p>	<p>This is being undertaken by consultants commissioned by NWEDR</p>
	<p>Implement the 5 year Car Park capital infrastructure programme as detailed in the Business Case</p>	<p>From Dec 2020</p>	<p>GR/KH</p>	<p>Agreed by Council Nov 20 and the programme is ongoing</p>

Affordable & Sustainable Housing

Original Council Plan Commitments	Recovery & Restoration Issues and Actions	New or Modified Actions (what we will do...who with/partners)	By When	Owner	Update
<p>Rough Sleepers To continue the legacy of having no rough sleepers in the District</p> <p style="font-size: 2em; font-weight: bold;">Page 35</p>	To review and adapt work to the Housing First Model in partnership with the voluntary sector, the Police and mental health services.	To identify funding from MHCLG grants and complete claims for those helped.	Dec 2020	DA	Housing First model in place with St Pauls Hostel provided for through Rough Sleeper Initiative 3 funding.
	To work with WCC and other District colleagues on the County Next Accommodation Programme Bid.	To implement the programme of activities outlined in the bid	Ongoing	MB	Following discussions with BDHT it was established that there was insufficient need for this type of accommodation for Bromsgrove over and above what could be managed with BDHT and through our Ending Rough Sleeping plan 21/22
	To identify suitable accommodation from within BDHT's housing stock and ensure no-one helped in crisis returns to the streets	To identify funding from MHCLG grants.	Dec 2020	MB	
	Capacity around support of all providers – financial health check to ensure continued support available	To write to agencies concerned to contact the Council with any issues	Oct 2020	MB	Those applicants homeless and at risk of rough sleeping have been provided temp accommodation and Housing Options Officers continue to work with them to obtain suitable housing. Discussions held in partnership meetings.

A balanced housing market	Develop & implement a District Housing Strategy giving consideration to the impact of Covid 19 and how the impact of crisis on the economy will impact on housing supply and demand	<p>To work with new government guidance /legislation issued in response to Covid 19</p> <p>To include the impact of Covid in the strategy and associated actions over the next 12/18 months.</p> <p>Contribute to the countywide housing delivery strategy.</p>	<p>Oct 2020</p> <p>Dec 2020</p> <p>Mar 2021</p>	<p>MB</p> <p>DA</p> <p>DA</p>	<p>Included in the Strategy presented to Cabinet.</p> <p>As above</p> <p>Multi-disciplinary Officer input via workshops</p>
Work with developers to deliver more affordable homes Page 36	Continue work with developers on the impact from the crisis on the economy and consequently housing supply and demand	<p>Continuously monitor and review the impact of Covid 19 and provide influence and support to developers</p> <p>Review impacts of the new planning guidance Building Control will continue to support developers with consistent and timely advice</p>	<p>Sept 2020 & Ongoing</p> <p>Dec 2020 & ongoing Ongoing</p>	<p>MB</p> <p>MB AW</p>	<p>Monitoring is ongoing, however, no contacts or requests for support have been received from developers</p> <p>Timely advice has been provided by Building Control and the feedback from the Agents' Forum was very positive.</p>
Develop a plan for the Burcot Lane site	Include consideration of Covid 19 in Cabinet report	<p>Undertake a revision of financial remodelling.</p> <p>To continuously monitor the milestones that have been reviewed with Homes England.</p>	Ongoing	<p>MB SH CFor</p>	<p>Officers regularly meet with Baily Garner to review ongoing development. Increased costs have occurred due to a lack of materials and workforce. Regularly review development programme, costs and HE milestones. Officers have undertaken a value engineering exercise with Baily Garner and our contractors to reduce costs of the development.</p>

					<p>Officers have also discussed with HE possibility of further grant funding.</p> <p>Financial modelling completed. Review if variations require further remodelling. Delivery programme and milestones agreed with Homes England. Anticipated build by August 2022. Exercise to secure an RP for the affordable units in preparation.</p>
<p>Improve outcomes for tenants in the private rented sector</p> <p>Page 37</p>	<p>To continue to work with private landlords and tenants to support the impact of Covid 19 and work with any new government guidance/legislation.</p>	<p>Develop and implement an action plan for helping private renters avoid eviction, including maximising the use of Discretionary Housing Payments and other financial means available to incentivise landlords to refrain from evictions.</p>	<p>Ongoing</p>	<p>MB SS</p>	<p>A free county wide landlords and lettings agents event was held in June offering expert advice on the latest changes to legislation and explain all the options open to landlords to get the best outcomes for them and their tenants The PSHT continuing to encourage landlords to retain tenancies.</p>
<p>Support people to live & remain in appropriate homes</p>	<p>Work with Worcestershire Partnership Groups, County pathways and other bids to support this priority</p>	<p>Work with the Worcestershire Strategic Housing Partnership to develop and implement actions.</p>	<p>Ongoing</p>	<p>MB</p>	<p>Ongoing via County Wide partnerships</p>
<p>Engage with leaseholders, such as park home residents, to</p>	<p>To pause progression of this in light of other service priorities following Covid 19</p>	<p>Monitor and review capacity to undertake this commitment in future years</p>	<p>April 2021</p>	<p>SS</p>	<p>Work has recommenced with Park Homes including supporting the</p>

understand their needs					grant funding for energy efficiency.
Work with developers to deliver more energy efficient homes	To continue to work with developers to promote upfront investment for long term savings and acknowledging that developers may focus on must-haves and reduce spend on energy efficiency	Monitor post Covid 19 development proposals for new build and influence to achieve this priority	Ongoing	MB	Meeting to be arranged with local developers to understand issues they have with increasing energy efficiency measures.
	Government guidance on improved green credentials	Implement a £610k funding bid submitted to the Getting Building Fund programme for low carbon housing at the Burcot Lane site.	Dec 2020	MB	Grant agreement signed with WLEP
		Consider and bid for new energy grant schemes as they are announced including the Green Homes Grant	Sept 2020 & ongoing	MB	LADS1a currently progressing well but there are issues regarding lack of materials to labour to undertake works increasing costs and making it difficult to reach projections. Regular update provided to BEIS Application for LADS 2 funding has been submitted to carry on with this work.
		Implemented by Building Control and advised upon wherever possible	Ongoing	AW	Building Regulations are subject to change nationally and all changes have been implemented at the local level.

Work & Financial Independence

Original Council Plan Commitments	Recovery & Restoration Issues and Actions	New or Modified Actions (what we will do...who with/partners)	By When	Owner	Update
Page 39	Undertake a skills audit with partners & work together with them to address any gaps	Work with partners to see what the needs are in terms of skills	Nov 2020	NWEDR	<p>Worcestershire LEP Local Skills report published in April 2021 Link: Worcestershire Local Skills Report - Worcestershire LEP (wlep.co.uk)</p> <p>In addition, WCC are in the process of commissioning a digital skills strategy for Worcestershire</p> <p>Proposal to undertake a county wide skills audit to assess employers' needs post-pandemic (short-term and longer term) discussed with WLEP and WCC. Decision on whether to undertake the audit on a county wide basis or North Worcestershire basis to be made in November.</p>
		Work with WCC who are leading on the "Creating our Future Workforce" campaign including the skills show and Careers & Enterprise Company	Nov 2020	NWEDR	
Support schools & HOW College to link students to local employers	A number of schemes have been launched to help address the effect of the economic downturn on Young People – apprenticeship grants, traineeship grants and kick-start (6 month placements)	Work to promote the availability of schemes and, in addition, continue to deliver the 'Opening Doors to Business' initiative with partners.	Nov 2020	NWEDR	Kick-start will be delivered locally by Serco. NWedR have engaged with them and agreed a referral process.

	Understand the partnerships that are already in place	Arrange meetings with high schools and HOW to establish their current links with schools	Nov 2020	NWEDR	<p>'Opening Doors to Business' programme stopped during the pandemic.</p> <p>A pilot project exploring how the programme could be delivered virtually is underway.</p> <p>Most of this activity was paused during the pandemic. The annual skills show was cancelled (March 2021) and whilst schemes such as Opening Doors to Business is still live, schools and businesses are not undertaking visits. 'Virtual visits' are being considered as an alternative approach</p>
Work with businesses to utilise the apprenticeship levy & increase the number of apprenticeships	Ensure that the council maximises the levy by taking on the full cohort of apprentices which can be funded through the levy the council pays. In addition, review if the council wants to utilise other organisations levy payments to further increase this number	<p>Fourth tier managers and HOS to undertake a session to identify how training can be funded from the levy in the future</p> <p>Work with GBSLEP apprenticeships triage service and Worcestershire Apprenticeships to promote apprenticeships opportunities and support available to businesses</p>	<p>Dec 2020</p> <p>Ongoing</p>	<p>BT PSmith</p> <p>NWEDR</p>	<p>The levy is now being used to support training to improve managerial skills across the organisation.</p> <p>Apprenticeships are being promoted through the Growth Hub Advisors, Bromsgrove Business Advisor and through NWedR business newsletter.</p>

Provide support to people to enable them to access employment opportunities in digital & low carbon industries	Promote the support available through the Worcestershire Jobs Match programme and GBSLEP Employment triage programme	Promote the GBSLEP skills hub when launched.	Ongoing	NWEDR	On-going – promotion of support via NWedR Newsletter and social media posts
Support residents to manage their finances, including working with schools on money management Page 41	Promote the work that the FIT team do, as part of this create stronger partnership working with CAB/BDHT. Improve website to include budgeting tips and tools. Get greater awareness to residents. Provide Taxpayers in arrears and failing to maintain CT payments with information in relation to support available	Undertake full service review to ensure posts are in place to deliver support Utilise accessibility project to improve website and improve information available online. Liaise with partners (e.g. CAB) to identify the support and signposting that they can give Develop script of support advice to customer service teams	Dec 2020 Ongoing Ongoing Ongoing	LD LD DR DR	Review completed restructure pending Updating documents to meet the accessibility standards is underway and due for completion at the end of 2021. Completed Completed
Ensure people get the benefits they need	Ensure support for prison leavers / ex-offenders to access the benefits they need as one of the key drivers to reducing re-offending Work with DWP to identify support to jobseekers/ advice re benefits	Liaise with prison to ensure advice and support given to leavers and ex-offenders Arrange quarterly meetings with DWP to understand impact of Covid on benefit take up and unemployment	Ongoing Ongoing	Benefits Team / Comm. Safety Team LD	RBC officer attendance at multi-agency offender management meetings and regular liaison with Prison and Probation Services Ongoing

	<p>Be prepared for potential spike with regards to furloughed workers – unemployment, UC claims, and HB/CTR claims.</p> <p>Optimise spending of DHP budgets to those in need.</p> <p>Liaise with foodbanks on their capacities and demand and investigate whether we can we assist through ELF and Food Vouchers</p> <p>Simplify CTR scheme for 2021/22</p>	<p>Restructure to be implemented to ensure staff resource is sufficient to meet demand</p> <p>Regular meetings with Housing Officers to monitor level of spend</p> <p>Work through County funding support model</p> <p>FIT team to continue to support and provide data of demand</p> <p>CTR scheme to be presented to Cabinet, O&S and Council. Consultation with the community to be undertaken</p>	<p>Oct 2020</p> <p>Ongoing</p> <p>Ongoing</p> <p>March 20201</p>	<p>LD</p> <p>LD</p> <p>LD</p> <p>LD</p>	<p>Review completed, restructure pending</p> <p>Ongoing</p> <p>Ongoing</p> <p>Completed</p> <p>Completed</p>
Supporting young people to gain the skills they need	Support schools & HOW College to link students to local employers	Liaise with high schools and HOW to understand what links are currently in place. Discuss with BEIS as to future link	Dec 2020	NWEDR	Most of this activity was paused during the pandemic. The annual skills show was cancelled (March 2021) and whilst schemes such as Opening Doors to Business is still live, schools and businesses are not undertaking visits. However, 'virtual visits' are now being considered as an alternative approach
Working with businesses to develop skills for the future	Undertake a skills audit with partners & work together with them to address any gaps	Work with North Worcestershire Employment and Skills Board, Skills4Worcestershire, GBSLEP and Worcestershire LEP to commission a skills audit	Feb 2021	NWEDR	Worcestershire LEP Local Skills report published in April 2021 Link: Worcestershire Local Skills Report -

	<p>Develop a single Bromsgrove Business Leaders Group that can focus on skills development within the broader context of other key issues of importance to local businesses.</p> <p>Encourage the sharing and placement of staff in businesses for fixed durations to share and learn new skills</p>	<p>Work with the various business groups in North Worcestershire e.g. Worcestershire ESB, North Worcestershire ESB etc to establish a Business Leaders Group that will focus on skills development in the district alongside other key business issues.</p> <p>As previous column</p>	<p>Oct 2021</p> <p>Oct 2021</p>	<p>NWEDR</p> <p>NWEDR</p>	<p><u>Worcestershire LEP (wlep.co.uk)</u> In addition, WCC are in the process of commissioning a digital skills strategy for Worcestershire</p> <p>Proposal to undertake a county wide skills audit to assess employers' needs post-pandemic (short-term and longer term) with WLEP and WCC. Decision on whether the undertake the audit on a county wide basis or North Worcestershire basis to be made in November</p> <p>On-going</p> <p>On-going. New Bromsgrove Business Advisor now in post to support</p>
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Living Independent, Active & Healthy Lives

Original Council Plan Commitments	Recovery & Restoration Issues and Actions	New or Modified Actions (what we will do...who with/partners)	By When	Owner	Update
Page 44	Support targeted activities for healthy lifestyles	Discuss with Partnership officer the demand / need for activities. Liaise with Sports Development and Everyone Active to enable community activities to take place	End Sept 20 and ongoing	JC	
	To deliver on the Bromsgrove Social Prescribing contract	To consider new funding opportunities from the Govt's proposal to expand the army of social prescribing link workers to support mental wellbeing.	Oct 2020	TD	Social Prescribing referrals commenced May 2021. Work is being delivered in partnership with Onside who also deliver social prescribing within the District arising from funding from an Additional Roles Reimbursement Scheme
	To promote the Lifeline wellbeing checks	To work with communications to promote the benefits of the Lifeline Well Being Checks.	Nov 2020	RN	Social media promotion of the service in each area
	To support targeted virtual activity and creativity sessions for healthy lifestyles	1) long term health condition interventions (respiratory illness COPD, MS, postural stability), 2) disability sessions in partnership with Aztec Upton Warren & Sailing Club, BSLC, 3) Fit for Free guided sessions with outdoor fitness equipment in Bromsgrove, Clent & Alvechurch,	Aug & ongoing	Dev Service	Targeted sessions continue with an on-going switch away from virtual sessions. Active Kitchen holiday hunger projects have rolled out district wide and

		4) Active Kitchen holiday hunger projects			utilised external funds from DFE
Continue to support the Redditch & Bromsgrove Dementia Friendly Communities initiative	Continue to support this work		Ongoing	JW	Support continues via the Bromsgrove Partnership's Ageing Well Group, with the following initiatives taking place: specialised Tia Chi sessions, the development of a Dementia Toolkit by Act on Energy to prevent fuel debt, Age UK H&W Dementia Wellbeing Service and Chandler Court online Dementia Friends Sessions open to all.
Provide targeted activities for older people & support the emerging Bromsgrove Age Friendly Community	Working with Active Herefordshire and Worcestershire Virtual Strong and Steady classes have replaced the face to face delivery.	Funding from the Health Innovation Network has allowed an online Escape Pain class to start for people suffering with Osteoarthritis	Sept 2020	Dev Services	Strong and steady is now live face to face. Escape Pain was run online (two daytime sessions) run over 6 weeks. This ran in Autumn 2020. Walking for Health at Lickey Recreation ground has got started since April 2021
With partners, enable targeted activities & initiatives to support mental well-being	Work with WCC on the legacy of Here2Help to support vulnerable residents post Covid	To promote and support that local communities access the legacy of Here2 Help and link this with the work	Nov 2021	JW	Here2Help is to be retained and developed as an ongoing resource.

		<p>of the Bromsgrove Partnership around the 'Deal Approach'</p> <p>To support the work of Support Bromsgrove and BARN's volunteer Bureau to increase the number of volunteers working with VCS mental wellbeing services.</p>	Ongoing	JW	<p>The Bromsgrove Partnership will use an Asset Based Community Development Approach with funding secured from Public Health.</p> <p>Public Health COMF funding will support the provision of future wellbeing services for those residents affected by Covid</p>
<p>Support improved access to services that reduce social isolation (including Lifeline)</p>	<p>Promote the Lifeline Service locally and through partner agencies including self-installation during the pandemic.</p> <p>Develop and promote a new range of digital equipment and sensors to enhance the service user experience, including devices that will work outside of the home, encouraging independence and peace of mind when going out.</p> <p>Continue to work with WCC and Amica24 installing complex technology enabled care solutions on their behalf in Bromsgrove . Expand the 6 week free scheme to all health and care professionals.</p>	<p>To develop a communications/ marketing plan</p> <p>Monitor conversion rates to establish how many of those, that have the service for free, choose to retain the service and pay for it ongoing. Target is 50% conversion</p> <p>Review opportunities with County and Health colleagues new tele health technologies post Covid</p>	<p>Nov 2020</p> <p>Ongoing</p> <p>June 2021</p>	<p>RN</p> <p>RN</p> <p>RN</p>	<p>Self-installation video created and widely shared.</p> <p>Digital catalogue completed. 6 weeks free scheme conversion in year 20/21 there were 84 units fitted and 80 retained.</p> <p>Ongoing promotion with partner organisation by attending regular meetings i.e. social prescribers, frailty, etc and other regular communications.</p>

	<p>To continue with the Bromsgrove BURT bus and Shopmobility with new Covid safety measures</p> <p>Work with WCC on the legacy of Here2Help to support vulnerable residents post Covid</p>	<p>To review with Members both of these services and whether further funding is available or income generation through charging to invest and develop them as a Council priority Work with Support Bromsgrove to achieve a legacy for the VCS</p>	<p>Dec 2020</p> <p>Dec 2020</p>	<p>JW TD</p> <p>JW</p>	<p>which saw an initial increase in the take up this service, whilst some customers then withdrew from the service once lockdown eased.</p> <p>BARN secured the new BURT contract in May 2021 – both BURT and Shopmobility are still in recovery and plans to complete a Shopmobility survey are underway to review the need in Bromsgrove and whether further investment is required</p> <p>Here2Help is to be retained and developed as an ongoing resource.</p>
<p>Develop a Parks & Open Spaces Strategy (including increased physical activity & cycling)</p>	<p>Provide a clear brief on what the detail of the strategy will be</p>	<p>Develop a phased approach to the work to fine tune the technical documents that would feed into the overall strategy</p>	<p>Mar 2021 (Consultants commissioned)</p>	<p>RB IKF JC</p>	<p>The consultants are soon to meet with members for a consultation workshop The Strategy is progressing with key analysis of data. Consultation with various stakeholders</p>

					is currently taking place. Completion is anticipated March 2022
<p>Enhance sport & cultural opportunities offered by the Council</p>	<p>Work with partners to ensure that provision is accessible and safe for all participants, particularly those from minority and marginalised communities.</p> <p>Deliver the “Tell me what you want” action plan, the consequence of a 2 year £90,000 action research piece that identified projects designed to break down barriers to engagement with arts culture and heritage.</p>	<p>Liaise with partnership group to understand what is needed within the District for minority and marginalised communities.</p> <p>Working with all instructors and venues to provide COVID-19 Secure measures ready for a phased return to face to face delivery from mid Sept 2020</p> <p>Work with Bromsgrove Arts and Culture Consortium partners to deliver the plan.</p>	<p>Ongoing</p> <p>End of March 2021</p>	<p>JC</p> <p>Dev Services</p> <p>Dev Services</p>	<p>All classes are now held again in person and are appropriately COVID secure</p> <p>Two objectives of the Action Plan have been delivered. 1) a new CIO (Charitable incorporated Organisation) has been set up to formally constitute the organisation delivering the Action Plan. 2) External funds £15k secured from GBSLEP and Elmley Foundation to produce the Calling Card and Development Plan for a Heritage Corridor for North Worcestershire (a flag ship action within the TMWYW Plan</p>

Communities which are Safe, Well Maintained & Green

Original Council Plan Commitments	Recovery & Restoration Issues and Actions	New or Modified Actions (what we will do...who with/partners)	By when	Owner	Update
Reducing crime & disorder	To consider the impact on society of Covid 19 and work with partners and service areas to ensure the Community Safety Partnership action plan reflects this.	To review and update the Community Safety Partnership action plan to contribute to the recovery of consequences from Covid 19	March 2021	BH	NW Community Safety Partnership Plan 2021-24 produced and agreed by partners on 9 th June 2021
Work with partners, schools & communities to reduce crime & the fear of crime	<p>Ensure effective Parking Enforcement, via the SLA with Wychavon, covering both on and off street contraventions.</p> <p>Through the Community Safety Respect Schools Programme, continue to work with partners and provide additional support for young people affected by the impact of Covid 19</p>	<p>Currently working with County Highways, Police & Schools. Recruit to post (additional hours) to assist with enforcement around schools.</p> <p>Identify funding opportunities to sustain and continue to deliver the Respect Programme</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>KH</p> <p>NWCSP</p>	<p>Schools Enforcement Officer is in place, evening enforcement agreed with Wychavon DC. Regular meetings held to review requirements.</p> <p>£33k Additional Containment Outbreak Management Fund (COMF) allocation secured to expand Respect programme and other enhanced youth support projects in Bromsgrove</p>
Review services to understand how we can adapt to address the implications of climate change	Currently working with the Energy Savings Trust who are undertaking an initial high level fleet review followed by a more detailed vehicle specific review with Cenex to identify the best low carbon emission vehicles to purchase in the future.	Review the priorities for Climate Change across the district	12 months	GR KH PW	Final report from the E has now been received Findings from this will be presented to the Climate change panel and we are now working with the other Worcestershire Councils to procure consultants who will do a further piece of detailed

					<p>work regarding vehicle and fuel type for each replacement vehicle. Report to go to members later this financial year.</p> <p>Formal inclusion of aims and actions being built into the review of the Council Plan. Heads of Service working with Lead Members and Working Groups to develop priority action plans. Training and awareness raising sessions ongoing for officers and Members.</p>
	<p>Review fleet usage for Waste Collection, Cleansing and Grounds Maintenance to consider opportunities to further reduce our carbon footprint through technology.</p> <p>Service review of domestic waste service to support upcoming legislative changes to services aimed at reducing waste and increasing recycling as part of the circular economy.</p>	<p>Review of technologies and innovation and funding</p> <p>As previous column</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>MA KH PW</p> <p>MA GR</p>	<p>See above. In addition, we undertook a trial of an electric RCV in the early autumn this was not a great success due to breakdown issues. We are working with the other Worcestershire LAs to establish the best vehicle and fuel types moving forward and on the co-ordination of trials.</p> <p>Environment Bill expected to gain Royal Assent in October 21 and Government Consultation response expected late 21/ early 22, and regulations to implement legislation by</p>

	<p>Campaign to increase recycling quality and quantities with residents (domestic waste service) and businesses via our Commercial Waste service.</p>	<p>As previous column</p>	<p>Ongoing</p>	<p>MA GR</p>	<p>autumn 22. Due to these significant changes the review of the service will be delayed until the outcome of the Environment Bill and Regs are known. In addition, we will also be looking closely at opportunities for partnership or shared working.</p> <p>Commercial Recycling growing through combination of PR and proactive selling. Domestic recycling campaign waiting on greater security of staffing as Covid still high risk to service delivery. There will be a Countywide campaign and joint approach to this starting later this financial year.</p>
<p>Improve targeted environmental enforcement</p>	<p>Define Council priorities regarding environmental enforcement, and then review existing arrangements and alternative models available either through partnership with adjacent LA's, or Private Sector as a commercial arrangement.</p> <p>Identify effective responses to environmental crime activity to identify perpetrators and take</p>	<p>Review of council enforcement arrangements, across priority areas.</p> <p>Review environmental enforcement with regard to increased commercial fly</p>	<p>April 2021</p> <p>Oct 2020</p>	<p>MA GR</p> <p>MA GR</p>	<p>Possible alternative for delivery of Env Enforcement is currently being explored with WR</p> <p>New Cameras purchased for policing,</p>

	<p>appropriate enforcement action to reduce/prevent further offences, utilising available ASB tools and powers</p>	<p>tipping in the urban fringe of the district since lockdown was eased</p> <p>Review enforcement arrangements and impact of Covid 19, e.g. on fly tipping, and new resources/new model of working may be required</p>	<p>April 2021</p>	<p>SH GR JW RB</p>	<p>and increased use of signage and dummy cameras. Reduction in incidents seen March – July 2021 across locations covered. Bid for additional cameras to be submitted later this year.</p> <p>Further resource has been allocated to the Planning Services Enforcement function and WRS has been engaged to assist with monitoring as required. Although there is a heavy case load there are currently no environmental crime cases within Planning Services.</p> <p>Internal review undertaken. Ongoing dialogue with Worcestershire Regulatory Services. Support and expertise sourced from Wyre Forest Enforcement Team.</p> <p>Training, support and advice around the use the 2014 ASB Tools & Powers is available via</p>
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					Community Safety and their membership of a national ASB consultancy network which is open to all service area with enforcement responsibilities. Through PCC funding new redeployable CCTV cameras have been purchased and will be a new tool to support the detection of crime.
Understand the different needs of our local areas in order to keep them clean & tidy	Review IT systems in place to help manage demand data and introduce mobile working more effectively to support maintenance operations.	To procure and implement new Environmental Services IT system	Sept 2021	GR KH MG	Procured ABAVUS system now in the process of implementation
Explore the options to reduce residual waste, increase recycling & maximise the efficiency of waste collection services	<p>Campaign to increase recycling quality and quantities with residents (domestic waste service) and businesses via our Commercial Waste service.</p> <p>Provide opportunities around better management of waste and introducing recycling projects including an introduction of recycling options within parks</p>	<p>Restart recycling quality project from Sept 2020 with direct mail to households in targeted areas</p> <p>Work with other Councils across Herefordshire and Worcestershire to develop a programme of work for the shared strategic waste officer and ensure that programme of work meets needs of the district</p>	<p>Ongoing</p> <p>April 2021</p>	<p>MA AM AW</p> <p>GR</p>	<p>See above</p> <p>Work programme developed to respond to Environment Bill consultations, deliver changes required to Waste collection and improve the quality of recycling.</p>

Corporate Priorities

Original Council Plan Commitments	Recovery & Restoration Issues and Actions	New or Modified Actions (what we will do...who with/partners)	By when	Owner	Update
Page 54	Produce & deliver sustainable financial plans	Development of General Fund 4 year plan to ensure financial impact of Covid assessed.	Feb 2021	CFor	This was done in terms of the MTFP being set at both councils and will be updated as part of the 22/23 Budget setting. 'Project Finance and Resources' includes plans to strengthen the Finance Team and financial management arrangements. Restructure of team completed and first phase of recruitment completed (Dec 2021).
		<ul style="list-style-type: none"> • Clarify impact of Covid • Assess prior year underspends • Review Capital Programme • Identify savings plans • Review fees and charges 	Oct 2020		
		Recruit additional technical capacity	Sept 2020		
	Improved commerciality: maximising every opportunity to generate income, including review of fees & charges	Work with managers to better understand budget implications	Sept 2020	CFor	The new ERP system provides the opportunity to analyse financial data more effectively to improve financial management. Fees and charges reviewed each year Have been undertaken. Further training will be delivered in the new year
		Restructure of financial services team	Dec 2020		
		Implementation of new system to better understand income and financial management	Nov 2020		
	Undertake effective contract management	Review of fees and charges	Dec 2020	JS	A skills audit of posts and people has been completed to develop a
		Workshops with budget holders	Sept 2020		
		Continue to work through corporate training and development programme.	Mar 2021		

		Work internally to maximise efficiency and economy of scale.	Mar 2021	CFe	<p>training programme for the teams.</p> <p>Work continues to align contracts with new tech one system and actual spend. Final plea to HOS to ensure all spend is identified within the context of a contract and that the contracts are logged and registered with Carmen. Slow progress to date.</p> <p>We have completed the first part of this process and work closely with local suppliers to ensure that they understand the way to engage with frameworks and tendering process. Carmen working on updating the website to provide clear enabling instructions to businesses. The longer term objective to support a social responsibility policy will require investment and resources.</p>
		Develop comprehensive contracts register and effective contacts management through new finance system	Mar 2021	CFe	
		Targeted and bespoke departmental training and development	Mar 2021	CFe	
		Social responsibility policy with focus on local suppliers			
	Manage our assets to get the best outcomes for our residents	Review use of buildings, facilities and assets	Mar 2021	CMT	Ongoing process to assess the use of assets
		Develop comprehensive assets management strategy in line with the Council Plan	Mar 2021	CFe	Asset register work continues. HoS are to supply a list of managed assets.

Page 56	Make financially viable strategic acquisitions & investments	Review the property structure to ensure there is the resource to enable strategic investment opportunities to be identified and pursued	Ongoing	CFor CFe	The 2022/23 Capital Programme has provisionally been updated to reflect the updated focus on delivering the Levelling Up Fund project (as opposed to progressing other acquisitions / projects in the short term).
	Undertake a self-assessment against CIPFA's new Financial Management Code (CPC)	Undertake the self-assessment online	Feb 2021	CFor	To be completed once new team in place.
	Encourage all levels of the organisation to articulate their role clearly and succinctly in delivering financial sustainability (CPC) Review services currently delivered to determine if they offer VFM, and if not and not legally required then consider discontinuing.	Workshops and training on the new ERP system Restructure in the financial services team Work with members to understand priority services and assess those that are not as a priority against benchmarking to fully understand value for money and associated costs	Sept 2020 Dec 2020 Nov 2020	CFor CFor CFor	Workshops completed, however identified that refreshers are needed. Currently planning content. Restructure completed. Undertaken as part of MTFP setting
Sustainability	Review alternative delivery models. The production of Service Business Plans will begin to outline what a Future Operating Model may look like.	Service Business Plans will be assessed in order to establish an overall council operating model	Nov 2020	SMT CMT	Completed. Business service plans considered and endorsed for all areas by CMT including FOM proposals. Programmed review and updates quarterly to CMT. Corporate FOM debated and endorsed.

	Exploit digital technologies, enabling more automation of services through the implementation of the Digital and Customer Strategy to ensure both technology and process change. (CPC)	Develop a delivery action plan for the Digital Strategy and digital developments outlined in the Service Business Plans Encourage customer use of website for payment and alternative methods of payment	Sept 2020 Ongoing	DP MH PS	This has been delayed due to the additional work needed to ensure the council could work remotely during the pandemic. The change to remote working fulfils part of the new way of working outlined in the strategy. The completion date will now be Jan 2022.
	Invest in leadership development to reinforce culture change and lay foundations for the future. (CPC)	Start the ILM programme later in 2020	Oct 2020	DP BT	Completed. Program is underway.
		Ensure the Apprenticeship Levy is used to cover training costs Ensure the first cohort focuses on 5 th tier level employees.	Ongoing Ongoing	 BT	Completed Completed
	Be consistent in internal communications and explore opportunities for two-way internal communications (CPC)	Implement the learnings from remote working and Covid 19 staff surveys	Oct 2020	DP BT	Surveys undertaken and findings being used to develop an Agile Working Policy.
	Strengthen financial forecasting to underpin the refreshed approach to financial management (CPC)	Workshops and training on the new ERP system Restructure in the financial services team	Dec 2020	CFor	Workshops completed, however identified that refreshers are needed. Currently planning content. Restructure completed.
	Utilise external commercial expertise to ensure delivery of agreed priorities (CPC)	Ongoing support via remote working/virtual meeting	Ongoing	GR DP	Completed
	Review key risks on the Corporate Risk Register	Regular review of the added Covid risk – financial and service	Oct 2020	CFor	Completed. Currently undertaking another review with support from Nicola parry and Zurich.
Review services to understand how we can adapt to climate change	To identify opportunities through departments service plans and develop an action plan	Jan 2021	CMT JW	All Service Plans included future plans to support the Council's green thread.	

Review Resources and Services

					corporate action plan is in the process of being Developed
Prioritise clearly and resource accordingly (CPC)	Review priorities post Covid	Feb 2021	SMT CMT		Cabinet Session undertaken and review of Council Plan in progress.
Ensure that budget manager engagement and ownership is invested in to make self-service a success (CPC)	Workshops and training on the new ERP system Restructure in the financial services team	Oct 20 – Feb 21	CFor		Workshops completed, however identified that refreshers are needed. Currently planning content. Restructure completed.
Workforce planning – employee skills, gap analysis, workforce profile, succession planning etc	Create a workforce strategy in light of the ‘new normal’ after the Covid crisis. To consider the impact of remote/agile working on employee numbers/skills. Develop improved management information for services through a renewed corporate dashboard.	Dec 2020 Apr 2021	DP BT DP BG		Data analysis for the current workforce profile has been completed. The skills matrix continues to be used across the organisation to identify employee skills and gaps. Development is ongoing. Demo’s of the beta site have been carried out to CMT. A data gathering exercise has been completed with Heads of Service/SMT to establish data needs. The new date for completion is November 2022.
Support workforce recovery and transition to ‘new normal’	Determine what ‘new normal’ means and understand what policy changes will be needed to support new ways of working.	Dec 2020	DP BT		Working from home surveys have been carried out with employees and managers to determine how services can work more flexibly in future.

		<ul style="list-style-type: none"> • Deliver a remote working policy • Arrange management training to develop skills for remote working and performance management. • Review working arrangements of whole organisation. • Explore flexible work arrangement. 	May 2021	DP BT	A first draft Agile Working Policy has been developed.
	Capture lessons learned/details from surveys in order to assess impact of remote working.	Analyse data and pass this out to service areas.	Sept 2020	DP BT	Completed
	Review appetite for agile working post-crisis	Services to use the data to determine what their service reviews may look like. To include future operating model, agile working etc	Feb 2021	SMT CMT	Completed
	Review HR&OD Strategy to ensure recognition and reward are encompassed within it.	Link the strategy to business planning cycle, development of 'new normal' and workforce planning	Dec 2020	DP BT	The strategy will be reviewed after the Agile Working Policy is in place as this will impact on the organisations future HR needs. Jan 22
Review the Council Plan	Review the delivery of priorities in light of the impact of the pandemic.	Review during 2021 for the next 3 years to link in with the MTFP	Apr 2021	CMT	Review undertaken with Corporate Plan review in process incorporating Recovery & Restoration actions.
Community Leadership	Explore the development of "Deal" approaches (based on the concepts / principles of the Wigan Deal).	Consider the legacy of the Covid volunteers and how they and the VCS organisations can support the 'Deal' approach in terms of community assets.	Aug/Sept 2020	HoS 4th Tier Managers LSP Managers Policy Team	The Deal Approach has been replaced with Asset Based Community Development (ABCD) approach which will continue through the Bromsgrove Partnership help address growing health inequalities and ensure community leadership.
	Continue to work with the support networks (Support Bromsgrove) and partnerships to	Undertake / co-ordinate work across Council departments and with partner	Nov 2021		The ABCD approach has been strengthened by

	<p>underpin future economic and community recovery (CPC)</p>	<p>organisations to create a better understanding of our most vulnerable and in need residents.</p> <p>Bring together data and information the Council and partners hold about vulnerable residents which can be utilised to target future resources, support, and opportunities to those most in need in our communities. This data to also be used for future planning and response in emergencies e.g. any future waves of the Covid-19 pandemic</p>	<p>Review Nov 2021</p>	<p>4th Tier Managers LSP Managers Policy Team DS</p> <p>JW/DP</p>	<p>working with partners to: (a) appoint community builders who can in turn create and support a network of street connectors; and (b) embed the approach by supporting the delivery of ABCD training.</p> <p>Data relating to vulnerable people is being collated to better understand what services we offer to this group of people in our communities.</p>
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