

**Bromsgrove District Council COVID-19 Recovery & Restoration  
Plan**

**2020 – 2021**

**Version 1.4**

Purpose	Original Council Plan Commitments	Recovery & Restoration Issues and Actions	New or Modified Actions (what we will do...who with/partners)	By When	Owner
<p style="text-align: center;"><b>Run and Grow a Successful Business</b></p>	<p><b>Supporting businesses to start and grow within the District</b></p>	<p>Consult businesses to understand current needs, recovery, and growth plans, working with partners to support business recovery and growth</p>	<p>Arrange discussions with businesses via BEIS to understand position and future needs Further schemes available and due to be launched which will be promoted alongside partners</p>	<p>Ongoing</p>	<p>NWEDR</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>Ensure businesses access Government Coronavirus Support Grants</p>	<p>Ensure all appeals are responded to robustly</p>	<p>Completed</p>	<p>DR</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>	<p>Ongoing</p>	<p>DR</p>
		<p>Provide businesses with information on recovery support available internally and nationally.</p>	<p>Advise businesses of support available via comms</p>	<p>Weekly/Ongoing</p>	<p>NWEDR</p>
		<p>Revisions made to letters that are going out to businesses to explain debt recovery processes.</p>	<p>Work with recovery teams to ensure all businesses are provided with support and advice on debt management.</p>	<p>Aug – Dec 2020</p>	<p>DR</p>
		<p>Liaise with internal partners to provide information in relation to business in arrears and delaying payments of liabilities.</p>	<p>Work with other recovery officers across the councils to ensure debt is managed holistically to provide the customer with the correct level of support.</p>	<p>Ongoing</p>	<p>CFor</p>
				<p>Nov 2020</p>	<p>NWEDR</p>

		Look to provide incubator units or the like through the investment programme to give businesses spaces to open and operate.	Continue to circulate the weekly Business Bulletin and provide further updates from partners as appropriate.  Prepare Master planning / feasibility study for key sites	Aug – March 2021	NWEDR
<b>Regenerating our Town Centre</b>		Continue with the regeneration of the Town Centre	Utilise Bird Box as additional space to support local businesses	Ongoing	NWEDR
		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
<b>Economic development &amp; regeneration</b>		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
<b>Undertake a comprehensive review of all Council owned assets and assess all opportunities for investment privately in land and premises within the District with a particular focus on business centre and industrial estates</b>		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
		Identify partners to invest with	Revise the treasury management policy to enable all options to be made available to the council	Mar 2021	CFor
		Review of the councils asset base	Review the property structure to enable an asset review to be undertaken	Mar 2021	CFe
		Identify opportunities for strategic investments	Develop an asset management strategy	Mar 2021	CFe
			Review the property structure to ensure there is the resource to enable strategic investment opportunities to be identified and pursued	Mar 2021	CFe
<b>Develop an economic development strategy, to include stimulating the growth of low carbon industries</b>		Develop a Local Economic Recovery Framework	Work with the Worcestershire Economic Recovery Group to ensure Bromsgrove's economic recovery needs are addressed in the county wide economic recovery plan.	Nov 2020	NWEDR

		Work up an approach for the council to make investments in the locality to contribute towards economic recovery/implement its Economic Recovery Framework	Develop and deliver a Bromsgrove Economic Recovery Plan	Nov 2020 and ongoing	NWEDR
			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	Oct 2020	NWEDR KM
			Consider holding a local jobs fair, focusing on reskilling, including carbon friendly skills	Dec 2020	NWEDR
	<b>Work with partners to improve digital &amp; physical connectivity (to include broadband, 5G &amp; transport infrastructure)</b>	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	Work with the West Midlands 5G Company and the GBSLEP and WLEP on exploring the potential of a 5G testbed in Bromsgrove	Summer 2021	NWEDR
			Work with Superfast Worcestershire on delivering superfast broadband to Bromsgrove homes and businesses	Ongoing	NWEDR
	<b>Support local businesses to embrace new technologies in order to maximise business growth, particularly in the knowledge &amp; creative industries</b>	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
			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	Due to be launched late Sept	NWEDR
			Promote learning and training opportunities for businesses - courses	Ongoing	NWEDR

			and workshops delivered by GBSLEP Growth Hub and Worcestershire Business Central		
	<b>Look to stimulate adequate supply of land &amp; premises to enable existing &amp; new businesses to grow</b>	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
	<b>Strengthen the vibrancy &amp; viability of our towns &amp; district centres</b>	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
Make the town centre a more attractive place to spend free time (leisure, arts & culture, well-being)		Develop a programming strategy for the Birdbox within the restrictions of Covid-19 regulations and guidance	Oct 2020	NWEDR	
		Prepare the Bromsgrove Town Centre 2040 vision	Feb 2021	NWEDR	
		Undertake a refresh of the Centres Strategy, covering the identified town and local Centres in Bromsgrove	Dec 2020	NWEDR	
		Commission a further car parking review of the Town Centre, linked to work on the vision and Local Plan development	Mar 2021	GR/KH	
		Implement the 5 year Car Park capital infrastructure programme as detailed in the Business Case	From Dec 2020	GR/KH	

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<b>Affordable &amp; Sustainable Homes</b>	<b>Rough Sleepers</b> To continue the legacy of having no rough sleepers in the District	To review and adapt work to the Housing First Model in partnership with the voluntary sector, the Police and mental health services.  To work with WCC and other District colleagues on the County Next Accommodation Programme Bid.  To identify suitable accommodation from within BDHT's housing stock and ensure no-one helped in crisis returns to the streets  Capacity around support of all providers – financial health check to ensure continued support available	To identify funding from MHCLG grants and complete claims for those helped.  To implement the programme of activities outlined in the bid  To identify funding from MHCLG grants.  To write to agencies concerned to contact the Council with any issues	Dec 2020  Ongoing  Dec 2020  Oct 2020	DA  DA  DA  DA
	<b>A balanced housing market</b>	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	To work with new government guidance /legislation issued in response to Covid 19  To include the impact of Covid in the strategy and associated actions over the next 12/18 months.  Contribute to the countywide housing delivery strategy.	Oct 2020  Dec 2020  Mar 2021	DA  DA  DA
	<b>Work with developers to deliver more affordable homes</b>	Continue work with developers on the impact from the crisis on the economy and consequently housing supply and demand	Continuously monitor and review the impact of Covid 19 and provide influence and support to developers  Review impacts of the new planning guidance  Building Control will continue to support developers with consistent and timely advice	Sept 2020 & Ongoing  Dec 2020 & ongoing  Ongoing	DA MB  DA MB  AW

<b>Develop a plan for the Burcot Lane site</b>	Include consideration of Covid 19 in Cabinet report	Undertake a revision of financial remodelling.  To continuously monitor the milestones that have been reviewed with Homes England.	Ongoing	DA SH CFor
<b>Improve outcomes for tenants in the private rented sector</b>	To continue to work with private landlords and tenants to support the impact of Covid 19 and work with any new government guidance/legislation.	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.	Ongoing	DA SS
<b>Support people to live &amp; remain in appropriate homes</b>	Work with Worcestershire Partnership Groups, County pathways and other bids to support this priority	Work with the Worcestershire Strategic Housing Partnership to develop and implement actions.	Ongoing	DA
<b>Engage with leaseholders, such as park home residents, to understand their needs</b>	To pause progression of this in light of other service priorities following Covid 19	Monitor and review capacity to undertake this commitment in future years	April 2021	SS
<b>Work with developers to deliver more energy efficient homes</b>	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  Implement a £610k funding bid submitted to the Getting Building Fund programme for low carbon housing at the Burcot Lane site.  Consider and bid for new energy grant schemes as they are announced including the Green Homes Grant	Ongoing  Dec 2020  Sept 2020 & ongoing	MB  DA MB  MB

		Government guidance on improved green credentials	Implemented by Building Control and advised upon wherever possible	Ongoing	AW
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<b>Work &amp; Financial Independence</b>	<b>Skills for the future</b>	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  Work with WCC who are leading on the “Creating our Future Workforce” campaign including the skills show and Careers & Enterprise Company	Nov 2020  Nov 2020	NWEDR  NWEDR
	<b>Support schools &amp; HOW College to link students to local employers</b>	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)  Understand the partnerships that are already in place	Work to promote the availability of schemes and, in addition, continue to deliver the ‘Opening Doors to Business’ initiative alongside partners  Arrange meetings with high schools and HOW to establish their current links with schools	Nov 2020  Nov 2020	NWEDR  NWEDR
	<b>Work with businesses to utilise the apprenticeship levy &amp; increase the number of apprenticeships</b>	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	Fourth tier managers and HOS to undertake a session to identify how training can be funded from the levy in the future  Work with GBSLEP apprenticeships triage service and Worcestershire Apprenticeships to promote apprenticeships opportunities and support available to businesses	Dec 2020  Ongoing	BT PSmith  NWEDR
	<b>Provide support to people to enable them to access employment opportunities in digital &amp; low carbon industries</b>	Promote the support available through the Worcestershire Jobs Match programme and GBSLEP Employment triage programme	Promote the GBSLEP skills hub when launched.	Ongoing	NWEDR

	<b>Support residents to manage their finances, including working with schools on money management</b>	<p>Promote the work that the FIT team do, as part of this create stronger partnership working with CAB/BDHT.</p> <p>Improve website to include budgeting tips and tools. Get greater awareness to residents.</p> <p>Provide Taxpayers in arrears and failing to maintain CT payments with information in relation to support available</p>	<p>Undertake full service review to ensure posts are in place to deliver support</p> <p>Utilise accessibility project to improve website and improve information available online.</p> <p>Liaise with partners (eg CAB) to identify the support and signposting that they can give</p> <p>Develop script of support advice to customer service teams</p>	<p>Dec 2020</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>LD</p> <p>LD</p> <p>DR</p> <p>DR</p>
	<b>Ensure people get the benefits they need</b>	<p>Ensure support for prison leavers / ex-offenders to access the benefits they need as one of the key drivers to reducing re-offending</p> <p>Work with DWP to identify support to jobseekers/ advice re benefits</p> <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>Liaise with prison to ensure advice and support given to leavers and ex-offenders</p> <p>Arrange quarterly meetings with DWP to understand impact of Covid on benefit take up and unemployment</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>Ongoing</p> <p>Ongoing</p> <p>Oct 2020</p> <p>Ongoing</p> <p>Ongoing</p> <p>Completed</p>	<p>Benefits Team / Comm. Safety Team</p> <p>LD</p> <p>LD</p> <p>LD</p> <p>LD</p> <p>LD</p>

		Simplify CTR scheme for 2021/22	CTR scheme to be presented to Cabinet, O&S and Council. Consultation with the community to be undertaken	March 2021	LD
	<b>Supporting young people to gain the skills they need</b>	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
	<b>Working with businesses to develop skills for the future</b>	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
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.		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.	Oct 2021	NWEDR	
Encourage the sharing and placement of staff in businesses for fixed durations to share and learn new skills		As previous column	Oct 2021	NWEDR	

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<b>Living Independent, Active &amp; Healthy Lives</b>	<b>Improving health &amp; well-being</b>	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	JP
		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
		To promote the Lifeline wellbeing checks	To work with communications to promote the benefits of the Lifeline Well Being Checks.	Nov 2020	RN
		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, 4) Active Kitchen holiday hunger projects	Aug & ongoing	Dev Service
	<b>Continue to support the Redditch &amp; Bromsgrove Dementia Friendly Communities initiative</b>	Continue to support this work		Ongoing	JW
	<b>Provide targeted activities for older people &amp; support the emerging Bromsgrove</b>	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

	<b>Age Friendly Community</b>				
	<b>With partners, enable targeted activities &amp; initiatives to support mental well-being</b>	Work with WCC on the legacy of Here2Help to support vulnerable residents post Covid	<p>To promote and support that local communities access the legacy of Here2 Help and link this with the work 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>	<p>Dec 2020</p> <p>Ongoing</p>	<p>JW</p> <p>JW</p>
	<b>Support improved access to services that reduce social isolation (including Lifeline)</b>	<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 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 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>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</p> <p>Work with Support Bromsgrove to achieve a legacy for the VCS</p>	<p>Nov 2020</p> <p>Ongoing</p> <p>June 2021</p> <p>Dec 2020</p> <p>Dec 2020</p>	<p>RN</p> <p>RN</p> <p>RN</p> <p>JW TD</p> <p>JW</p>

	<b>Develop a Parks &amp; Open Spaces Strategy (including increased physical activity &amp; cycling)</b>	Provide a clear brief on what the detail of the strategy will be	Develop a phased approach to the work to fine tune the technical documents that would feed into the overall strategy	Mar 2021	RB IKF JC
	<b>Enhance sport &amp; cultural opportunities offered by the Council</b>	<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>Completed</p> <p>End of March 2021</p>	<p>JP DM</p> <p>Dev Services</p> <p>Dev Services</p>

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<b>Communities which are Safe, Well Maintained &amp; Green</b>	<b>Reducing crime &amp; disorder</b>	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
	<b>Work with partners, schools &amp; communities to reduce crime &amp; the fear of crime</b>	<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 &amp; 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>
	<b>Review services to understand how we can adapt to address the implications of climate change</b>	<p>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.</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>Campaign to increase recycling quality and quantities with residents (domestic waste service) and businesses via our Commercial Waste service.</p>	<p>Review the priorities for Climate Change across the district</p> <p>Review of technologies and innovation and funding</p> <p>As previous column</p> <p>As previous column</p>	<p>12 months</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>GR KH PW</p> <p>MA KH PW</p> <p>MA KH PW</p> <p>MA KH PW</p>

	<b>Improve targeted environmental enforcement</b>	<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 appropriate enforcement action to reduce/prevent further offences, utilising available ASB tools and powers</p>	<p>Review of council enforcement arrangements, across priority areas.</p> <p>Review environmental enforcement with regard to increased commercial fly tipping in the urban fringe of the district since lockdown was eased</p> <p>Review enforcement arrangements and impact of Covid 19, eg on fly tipping, and new resources/new model of working may be required</p>	<p>April 2021</p> <p>Oct 2020</p> <p>April 2021</p>	<p>MA GR</p> <p>MA GR</p> <p>SH GR JW RB</p>
	<b>Understand the different needs of our local areas in order to keep them clean &amp; tidy</b>	<p>Review IT systems in place to help manage demand data and introduce mobile working more effectively to support maintenance operations.</p>	<p>To procure and implement new Environmental Services IT system</p>	<p>Sept 2021</p>	<p>GR KH MG</p>
	<b>Explore the options to reduce residual waste, increase recycling &amp; maximise the efficiency of waste collection services</b>	<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>



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<b>Corporate Priorities</b>	<b>Financial Sustainability</b>	Produce & deliver sustainable financial plans	Development of General Fund 4 year plan to ensure financial impact of Covid assessed.	Feb 2021	CFor
			<ul style="list-style-type: none"> <li>• Clarify impact of Covid</li> <li>• Assess prior year underspends</li> <li>• Review Capital Programme</li> <li>• Identify savings plans</li> <li>• Review fees and charges</li> </ul>	Oct 2020 Oct 2020 Jan 2021 Nov 2020 Dec 2020	
			Recruit additional technical capacity	Sept 2020	
			Work with managers to better understand budget implications	Sept 2020	
		Restructure of financial services team	Dec 2020		
		Improved commerciality: maximising every opportunity to generate income, including review of fees & charges	Implementation of new system to better understand income and financial management	Nov 2020	CFor
	Review of fees and charges	Dec 2020			
	Workshops with budget holders	Sept 2020			
	Undertake effective contract management	Continue to work through corporate training and development programme. Work internally to maximise efficiency and economy of scale.	Mar 2021	JS	
		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	Mar 2021	CFe
		Manage our assets to get the best outcomes for our residents	Review use of buildings, facilities and assets	Mar 2021	CMT
			Develop comprehensive assets management strategy in line with the Council Plan	Mar 2021	CFe
		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	CFe CFor
		Undertake a self-assessment against CIPFA's new Financial Management Code (CPC)	Undertake the self-assessment online	Feb 2021	CFor
		Encourage all levels of the organisation to articulate their role clearly and succinctly in delivering financial sustainability (CPC)	Workshops and training on the new ERP system	Sept 2020	CFor
		Review services currently delivered to determine if they offer VFM, and if not and not legally required then consider discontinuing.	Restructure in the financial services team	Dec 2020	CFor
			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	Nov 2020	CFor
	<b>Sustainability</b>	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
		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	Sept 2020	DP MH
			Encourage customer use of website for payment and alternative methods of payment	Ongoing	PS

		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
			Ensure the Apprenticeship Levy is used to cover training costs	Ongoing	
			Ensure the first cohort focuses on 5 <sup>th</sup> tier level employees.	Ongoing	BT
		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
		Strengthen financial forecasting to underpin the refreshed approach to financial management (CPC)	Workshops and training on the new ERP system	Dec 2020	CFor
		Restructure in the financial services team			
	Utilise external commercial expertise to ensure delivery of agreed priorities (CPC)	Ongoing support via remote working/virtual meeting	Ongoing	GR DP	
	Review key risks on the Corporate Risk Register	Regular review of the added Covid risk – financial and service	Oct 2020	CFor	
	<b>Review Resources and Services</b>	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
		Prioritise clearly and resource accordingly (CPC)	Review priorities post Covid	Feb 2021	SMT CMT
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	Oct 20 – Feb 21	CFor	
		Restructure in the financial services team			
	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.	Dec 2020	DP BT	
		Develop improved management information for services through a renewed corporate dashboard.	Apr 2021	DP BG	

		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
			<ul style="list-style-type: none"> <li>• Deliver a remote working policy</li> <li>• Arrange management training to develop skills for remote working and performance management.</li> <li>• Review working arrangements of whole organisation.</li> <li>• Explore flexible work arrangement.</li> </ul>	May 2021	DP BT
		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
		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
		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
	<b>Review the Council Plan</b>	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
	<b>Community Leadership</b>	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
		Continue to work with the support networks (Support Bromsgrove) and partnerships to underpin future economic and community recovery (CPC)	Undertake / co-ordinate work across Council departments and with partner organisations to create a better understanding of our most vulnerable and in need residents.	Sept 2020	4th Tier Managers LSP Managers Policy Team DS

			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	Oct 2020	JW
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