

**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>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</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>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	<p>A successful Welcome Back event was undertaken on 22nd May</p> <p>Following consideration by the Exec Director of Resources, the risk profile of this policy is not considered to be acceptable for the Council currently.</p>
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.

in land and premises within the District with a particular focus on business centre and industrial estates	Identify partners to invest with	Revise the treasury management policy to enable all options to be made available to the council	Mar 2021	CFor	Treasury Management Strategy due an update in 2022/23.
	Review of the councils asset base	Review the property structure to enable an asset review to be undertaken	Mar 2021	CFe	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.
	Identify opportunities for strategic investments	Develop an asset management strategy	Mar 2021	CFe	All departments to review and sent over assets list. External advisor assisting with cross matching exercise in readiness for the final accounts.
		Review the property structure to ensure there is the resource to enable strategic investment opportunities to be identified and pursued	Mar 2021	CFe	
Develop an economic development strategy, to include stimulating the growth of low carbon industries	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 completed and County Wide Plan produced in September 2020
		Develop and deliver a Bromsgrove Economic Recovery Plan	Nov 2020 and ongoing	NWEDR	Plan produced and agreed at Cabinet in November 2020
	Work up an approach for the council to make investments in the locality to contribute towards economic recovery/implement its Economic Recovery Framework	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	The ERDF funded programmes are being managed by WCC and are promoted as a suite of support

		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	Opportunities are promoted through NWedR's business newsletter, the Growth Hubs advisors and Bromsgrove Business Advisor through direct engagement with local businesses.

		<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>
<p>Look to stimulate adequate supply of land & premises to enable existing & new businesses to grow</p>	<p>Identify brownfield sites and long term empty premises that could be redeveloped</p>	<p>Continue to work with the Worcestershire LEP Land supply group and private landowners and landlords to identify development opportunities in the district</p>	<p>Ongoing</p>	<p>NWEDR</p>	<p>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.</p>
<p>Strengthen the vibrancy & viability of our towns & district centres</p>	<p>Make the town centre a more attractive place/space to do business</p>	<p>Prepare Master planning and Feasibility Study for key town centre sites</p>	<p>Oct 2020</p>	<p>NWEDR</p>	<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>

	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	masterplan for key town centre sites. Continued restrictions meant this was delayed but will now form part of the Welcome Back Fund
		Prepare the Bromsgrove Town Centre 2040 vision	Feb 2021	NWEDR	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
		Undertake a refresh of the Centres Strategy, covering the identified town and local Centres in Bromsgrove	Dec 2020	NWEDR	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
		Commission a further car parking review of the Town Centre, linked to work on the vision and Local Plan development	Mar 2021	NWEDR	This is being undertaken by consultants commissioned by NWEDR
		Implement the 5 year Car Park capital infrastructure programme as detailed in the Business Case	From Dec 2020	GR/KH	Agreed by Council Nov 20 and the programme is ongoing

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>To review and adapt work to the Housing First Model in partnership with the voluntary sector, the Police and mental health services.</p>	<p>To identify funding from MHCLG grants and complete claims for those helped.</p>	<p>Dec 2020</p>	<p>DA</p>	<p>Housing First model in place with St Pauls Hostel provided for through Rough Sleeper Initiative 3 funding.</p>
	<p>To work with WCC and other District colleagues on the County Next Accommodation Programme Bid.</p>	<p>To implement the programme of activities outlined in the bid</p>	<p>Ongoing</p>	<p>MB</p>	<p>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</p>
	<p>To identify suitable accommodation from within BDHT's housing stock and ensure no-one helped in crisis returns to the streets</p>	<p>To identify funding from MHCLG grants.</p>	<p>Dec 2020</p>	<p>MB</p>	<p>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.</p>
	<p>Capacity around support of all providers – financial health check to ensure continued support available</p>	<p>To write to agencies concerned to contact the Council with any issues</p>	<p>Oct 2020</p>	<p>MB</p>	<p>Discussions held in partnership meetings.</p>

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	To work with new government guidance /legislation issued in response to Covid 19	Oct 2020	MB	Included in the Strategy presented to Cabinet.
		To include the impact of Covid in the strategy and associated actions over the next 12/18 months.	Dec 2020	DA	As above
		Contribute to the countywide housing delivery strategy.	Mar 2021	DA	Multi-disciplinary Officer input via workshops
Work with developers to deliver more affordable homes	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	Sept 2020 & Ongoing	MB	Monitoring is ongoing, however, no contacts or requests for support have been received from developers
		Review impacts of the new planning guidance Building Control will continue to support developers with consistent and timely advice	Dec 2020 & ongoing Ongoing	MB AW	Timely advice has been provided by Building Control and the feedback from the Agents' Forum was very positive.
Develop a plan for the Burcot Lane site	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	MB SH CFor	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>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>
Improve outcomes for tenants in the private rented sector	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	MB SS	<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</p> <p>The PSHT continuing to encourage landlords to retain tenancies.</p>
Support people to live & remain in appropriate homes	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	MB	Ongoing via County Wide partnerships
Engage with leaseholders, such as park home residents, to	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	Work has recommenced with Park Homes including supporting the

understand their needs					grant funding for energy efficiency.
Work with developers to deliver more energy efficient homes	<p>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</p> <p>Government guidance on improved green credentials</p>	<p>Monitor post Covid 19 development proposals for new build and influence to achieve this priority</p> <p>Implement a £610k funding bid submitted to the Getting Building Fund programme for low carbon housing at the Burcot Lane site.</p> <p>Consider and bid for new energy grant schemes as they are announced including the Green Homes Grant</p> <p>Implemented by Building Control and advised upon wherever possible</p>	<p>Ongoing</p> <p>Dec 2020</p> <p>Sept 2020 & ongoing</p> <p>Ongoing</p>	<p>MB</p> <p>MB</p> <p>MB</p> <p>AW</p>	<p>Meeting to be arranged with local developers to understand issues they have with increasing energy efficiency measures.</p> <p>Grant agreement signed with WLEP</p> <p>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.</p> <p>Building Regulations are subject to change nationally and all changes have been implemented at the local level.</p>

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
Skills for the future	Undertake a skills audit with partners & work together with them to address any gaps	<p>Work with partners to see what the needs are in terms of skills</p> <p>Work with WCC who are leading on the “Creating our Future Workforce” campaign including the skills show and Careers & Enterprise Company</p>	<p>Nov 2020</p> <p>Nov 2020</p>	<p>NWEDR</p> <p>NWEDR</p>	<p>Worcestershire LEP Local Skills report published in April 2021 Link: Worcestershire Local Skills Report - Worcestershire LEP (wleplep.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>
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>
<p>Work with businesses to utilise the apprenticeship levy & increase the number of apprenticeships</p>	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	<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 (e.g. 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>	<p>Review completed restructure pending</p> <p>Updating documents to meet the accessibility standards is underway and due for completion at the end of 2021.</p> <p>Completed</p> <p>Completed</p>
Ensure people get the benefits they need	<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>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>Ongoing</p> <p>Ongoing</p>	<p>Benefits Team / Comm. Safety Team</p> <p>LD</p>	<p>RBC officer attendance at multi-agency offender management meetings and regular liaison with Prison and Probation Services</p> <p>Ongoing</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>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	<p>Support schools & HOW College to link students to local employers</p>	<p>Liaise with high schools and HOW to understand what links are currently in place. Discuss with BEIS as to future link</p>	<p>Dec 2020</p>	<p>NWEDR</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. However, 'virtual visits' are now being considered as an alternative approach</p>
Working with businesses to develop skills for the future	<p>Undertake a skills audit with partners & work together with them to address any gaps</p>	<p>Work with North Worcestershire Employment and Skills Board, Skills4Worcestershire, GBSLEP and Worcestershire LEP to commission a skills audit</p>	<p>Feb 2021</p>	<p>NWEDR</p>	<p>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.	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	<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>
	Encourage the sharing and placement of staff in businesses for fixed durations to share and learn new skills	As previous column	Oct 2021	NWEDR	<p>On-going. New Bromsgrove Business Advisor now in post to support</p>

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
Improving health & well-being	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
Enhance sport & cultural opportunities offered by the Council	Work with partners to ensure that provision is accessible and safe for all participants, particularly those from minority and marginalised communities.	Liaise with partnership group to understand what is needed within the District for minority and marginalised communities.	Ongoing	JC	
	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.	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 Work with Bromsgrove Arts and Culture Consortium partners to deliver the plan.	End of March 2021	Dev Services Dev Services	All classes are now held again in person and are appropriately COVID secure 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

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 EST 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>Review of technologies and innovation and funding</p>	Ongoing	<p>MA KH PW</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>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>As previous column</p>	Ongoing	<p>MA GR</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 WRS</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 of 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	
Financial Sustainability Com	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.	
		<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	Oct 2020			
		Work with managers to better understand budget implications	Jan 2021		‘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).	
		Restructure of financial services team	Nov 2020			
			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	The new ERP system provides the opportunity to analyse financial data more effectively to improve financial management.	
		Review of fees and charges	Dec 2020			Fees and charges reviewed each year
		Workshops with budget holders	Sept 2020			Have been undertaken. Further training will be delivered in the new year.
	Undertake effective contract management	Continue to work through corporate training and development programme.	Mar 2021	JS	A skills audit of posts and people has been completed to develop a	

		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.

	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	Ongoing		Completed
		Ensure the first cohort focuses on 5 th tier level employees.	Ongoing	BT	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	Dec 2020	CFor	Workshops completed, however identified that refreshers are needed. Currently planning content. Restructure completed.
		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	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. A	

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.	Dec 2020	DP BT	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.
		Develop improved management information for services through a renewed corporate dashboard.	Apr 2021	DP BG	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 to 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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