

**Redditch Borough Council COVID-19 Recovery & Restoration  
Plan DRAFT**

**2020 – 2021**

**Version 1.3**

Purpose	Original Council Plan Commitments	Recovery & Restoration Issues and Actions	New or Modified Actions (what we will do...who with/partners)	By When	Owner
<b>Run and Grow a Successful Business</b>	<b>Economic development &amp; regeneration</b>	Consult businesses to understand current needs, recovery and growth plans, working with partners to support business recovery and growth	North Worcestershire Business Advisor appointed by GBSLEP to engage with businesses in North Worcestershire	On-going	NWEDR
		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			
		Continue with the regeneration of the Town Centre, including the train station	Prepare a Town Centre Masterplan and Feasibility Study	Nov 2020	NWEDR
		Ensure businesses access Government's Coronavirus Support Grants.	Ensure all appeals are responded to robustly	End Aug 2020	DR
		Provide businesses entering Recovery Cycle for Non-Domestic Rates with information relating to support mechanisms	Advise businesses of support available via comms	Aug – Dec 2020	DR
		Provide businesses with information on recovery support available internally and nationally. Revisions made to letters that are going out to businesses to explain debt recovery processes	Advise businesses of support available via comms	Weekly / On-going	NWEDR
		Liaise with internal partners to provide information in relation to business in arrears and delaying payments of liabilities.	Work with recovery teams to ensure all businesses are provided with support and advice on debt management	Aug – Dec 2020	DR
	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		

			Continue to circulate the weekly Business Bulletin and provide further updates from partners as appropriate.	Nov 2020	NWEDR
		Look to provide incubator units or the like through the investment programme to give businesses spaces to open and operate in	Town Centre Masterplan and Feasibility study to assess the feasibility and viability of creating a Digital Innovation Centre in Redditch as part of the Enterprise & Education Quarter	Jan 2021	NWEDR
		Secure a Town Deal for Redditch as part of the Towns Fund government programme	Submit a Town Investment Plan, which will form the basis of the Town Deal	Jan 2021	NWEDR
	<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 Redditch economic recovery needs are addressed in the county wide economic recovery plan.	Oct 2020	NWEDR
Develop and deliver a Redditch Economic Recovery Strategy			Oct 2020 and ongoing	NWEDR	
There are a number of disparate programmes of support to help businesses diversify into the low carbon sector. Pull these together and promote as a cohesive whole			Oct 2020	NWEDR & Kath Manning	
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 a 5G roll-out programme for Redditch	On-going	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	<p>Work with Betaden Tech Accelerator to promote opportunities to learn about innovative technologies being developed in the county</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>On-going</p> <p>Due to be launched late Sept</p> <p>Ongoing</p>	<p>NWEDR</p> <p>NWEDR</p> <p>NWEDR</p>
<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 borough	On-going	NWEDR
<b>Strengthen the vibrancy &amp; viability of our towns &amp; district centres</b>	<p>Make the town centre a more attractive place/space to do business</p> <p>Make the town centre a more attractive place to spend free time (leisure, arts &amp; culture, well-being)</p>	Prepare a Town Centre Masterplan and Feasibility study	Nov 2020	NWEDR

<b>Undertake a comprehensive review of Council owned assets and assess opportunities for investment privately in land and premises within the Borough 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	Ensuring 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 the property structure to enable asset reviews to be undertaken	Mar 2021	CFe
		Develop asset management strategy	Mar 2021	CFe
<b>Support development at the Redditch Eastern Gateway</b>	Continue to support the development at Redditch Eastern Gateway	Work with developer / businesses / college to ensure opportunities for Redditch	Ongoing	NWEDR
<b>Strengthen the vibrancy &amp; viability of our town &amp; district centres</b>	Work in partnership with the BID to ensure improvements in the Town	Support Revitalise Redditch in collection of BID Levy	Ongoing	NWEDR
<b>Supporting businesses to start and grow within the Borough</b>	Consult businesses to understand current needs, recovery and growth plans, working with partners to support business recovery and growth	North Worcestershire Business Advisor appointed by GBSLEP to engage with businesses in North Worcestershire	Ongoing	NWEDR
<b>Regenerating our Town Centre</b>	Continue with the regeneration of the Town Centre, including the train station	Town Centre regeneration interventions to be included in the Town Investment Plan (Town Deal)	Ongoing	NWEDR
	Consider what support could be provided to businesses to encourage them to the area	Investigate providing low cost loans to businesses to encourage growth and attract them to the area	Ongoing	CFor

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<b>Finding Somewhere To Live</b>	<b>Rough Sleepers</b> To continue the legacy of having no rough sleepers in the Borough	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 completed claims for those helped.	Dec 2020	DA
		To work with WCC and other district colleagues on the submission of a County Next Accommodation Programme Bid.	To identify how needs can be best met to support Redditch rough sleepers and to deliver against the bid	Sept 2020	DA
		To identify suitable accommodation from within RBC's housing stock and ensure no-one helped in crisis returns to streets	Establish impact on the HRA	Mar 2021	DA HK
		Capacity around support of all providers – financial health check to ensure continued support available	Write to agencies concerned and ask them to contact the Council with any issues	Sept 2020	DA AG
	<b>Supporting the delivery of appropriate housing in the Borough</b>	Deliver a Housing Strategy for the Borough to address the housing needs now and in the future 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 Govt 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.	Oct 2020	DA
		Use the Local Plan to drive development and use the Council's Housing Growth Programme to increase affordable housing.	Contribute to the countywide housing delivery strategy.	Mar 2021	DA
			Work with development agents Bailey Garner and review and agree revised timelines.	Ongoing	DA MB
	<b>Deliver the three year Housing Strategic Improvement Plan</b>	As part of the 'Change Programme' the R&M Business Support Team trial of working differently was originally planned to start in March 2020. Due to Covid 19 restrictions the trial is planned to restart in September 2020.	The trial is expected to resume in Sept (Covid situation allowing)	6 months  Mar 2021	IR LP SD HM

			<p>Deliver the Housing, Tenancy &amp; Advisory Service improvement plan including structure, approach and process to housing and neighbourhood management and housing options</p> <p>Consideration of the impact of rent arrears on the HRA due to Covid and identify actions to redress the impact.</p> <p>Development of an effective HRA 30 year financial plan for stock investment and work programme that will keep all RBC properties in good condition and compliant with statutory legislation.</p> <p>Ensure an active asset management regime is in place, that identifies properties which have poor social, economic or environmental performance and either improve them or replace them with properties which are fit for purpose.</p>	<p>Ongoing</p> <p>Apr 2021</p> <p>Apr 2021</p>	<p>JW</p> <p>HK</p> <p>JS</p> <p>JS</p>
	<b>Support people to help prevent homelessness</b>	<p>Look at any newly emerging homelessness prevention initiatives across West Midlands and explore new ways of working locally</p> <p>Develop the proactive Rent Management system.</p> <p>Develop a cross cutting and end to end pre tenancy and tenancy sustainment service across social and private rented sectors</p> <p>Develop strategy to prevent recourse to legal enforcement options for rent arrears except for</p>	<p>Utilise new ways of working to change working practices</p> <p>Procure and implement the new system</p> <p>Identify potential funding from grants</p> <p>Identify funding from grants</p>	<p>Oct 2020</p> <p>Jan 2021</p> <p>Dec 2020</p>	<p>DA</p> <p>HK</p> <p>HK DA</p> <p>HK DA</p>

		the most serious cases where all other interventions have failed		Dec 2020	
	<b>Work with tenants across sectors to understand their needs</b>	To consider the findings from the community survey	To develop actions in response to the survey results	Dec 2020	DA HK
	<b>Work with developers to deliver more homes utilising renewable technologies</b>	<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>Work with the LEP and other national organisations to ensure maximum grant funding for these areas is accessed to make it more affordable for developers to do this</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>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 staffing resources</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Now</p>	<p>DA MB</p> <p>DA MB</p> <p>AW</p>



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<b>Aspiration, 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 WCC who are leading on the "Creating our Future Workforce" campaign including the skills show and Careers & Enterprise Company  Work with partners to see what the needs are in terms of skills	Ongoing  End Nov 2020	NWEDR and Partners  NWEDR
	<b>Supporting young people to gain the skills they need</b>	Support schools & HOW College to link students to local employers (Note a number of schemes have been launched to help address the effect of the economic downturn on Young People – apprenticeship grants, traineeship grants and kickstart (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	Ongoing  End Nov 2020	NWEDR and Partners  NWEDR
	<b>Support schools &amp; HOW College to link students to local employers</b>	Support schools & HOW College to link students to local employers	Work to promote the availability of schemes and, in addition, continue to deliver the 'Opening Doors to Business' initiative alongside partners	Ongoing	NWEDR and Partners
	<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	4 <sup>th</sup> tier and HOS to undertake a session to identify how training can be funded from the levy in the future	End Dec 2020	BT PS (HR)

<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 GBSLEP skills hub, when launched	Ongoing	NWEDR and Partners
<b>Support residents to manage their finances, including working with schools on money management</b>	<p>Development of rent management system and tenancy sustainment team to include money advice and debt relief</p> <p>Promote the work that the FIT team do, as part of this create stronger partnership working with CAB</p> <p>Improve website to include budgeting tips and tools. Get greater awareness to residents.</p> <p>Work with DWP to identify support to jobseekers/ advice re benefits</p> <p>Provide Taxpayers in arrears and failing to maintain CT payments with information in relation to support available</p>	<p>Procurement and implementation of the new system</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 on line</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>Jan 2021</p> <p>Mar 2021</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>HK</p> <p>LD</p> <p>LD</p> <p>LD</p> <p>DR</p>
<b>Ensure people get the benefits they need</b>	<p>Development of rent management system and tenancy sustainment team to include money advice, financial inclusion and debt relief</p> <p>Develop a communications plan so Council tenants are aware of what benefits and support they are entitled to.</p>	<p>Procurement and implementation of the new system</p> <p>Implement the communications plan Liaise with comms to ensure the signposting and social media is up to date</p>	<p>Jan 2021</p> <p>Ongoing</p>	<p>DA HK</p> <p>LD</p>

		Be prepared for potential spike with regards to furloughed workers – unemployment, UC claims, HB/CTR claims.	Arrange quarterly meetings with DWP to understand impact of Covid on benefit take up and unemployment Restructure to be implemented to ensure staff resource is sufficient to meet demand.	Oct 2020	LD
		Optimise spending of DHP budgets to those in need.	Regular meetings with Housing officers to monitor level of spendStaffing	Ongoing	LD
		Liaise with foodbanks on their capacities and demand, can we assist through ELF and Food Vouchers	Partnerships in place to provide food and essential items- funding to be secured from County	Ongoing	LD
		Simplify CTR scheme for 2021/22	Present revised scheme to Exec, O&S & Council	Sep 2020	LD

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<b>Living Independent, Active &amp; Healthy Lives</b>	<b>Improving health &amp; well-being</b>	To promote the Lifeline well-being checks	To work with communications to promote the benefits of the Lifeline Well-Being checks	Nov 2020	RN	
	<b>Continue to support the Redditch &amp; Bromsgrove Dementia Friendly Communities initiative</b>	Continue to support this work		Ongoing	JW	
	<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		To promote and support local communities to access the legacy of Here2Help and link this with the work of the Redditch Partnership around the 'deal' approach.	Dec 2020	JW
		To identify projects to support young people during Covid 19 pandemic through the Redditch Youth Providers Forum research project (£10k funding: Lottery, Worcs CC, Worcs Community Foundation)		Discuss with Partnership officer the demand / need for activities. Liaise with Sports Development and Rubicon to enable community activities to take place	End Oct 2020	Dev Service
				To support the work of Support Redditch and BARN's Volunteer Bureau to increase the number of volunteers working with VCS mental wellbeing services.	Ongoing	JW
<b>Support improved access to services that reduce social isolation (including Lifeline)</b>	Promote the Lifeline service locally and through partner agencies including self-installation during the pandemic.		To develop a communications/marketing plan.	Nov 2020	RN	
	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.		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.	Ongoing	RN	

		<p>Continue to work with WCC and Amica24 installing complex technology enabled care solutions on their behalf in Redditch. Expand the 6 week free scheme to all health and care professionals.</p> <p>To consider the impact of Covid 19 on the Dial A Ride and Shopmobility services</p>	<p>Review opportunities with County and health colleagues on new tele health technologies post Covid</p> <p>To review the sustainability of Redditch Dial A Ride and Shopmobility with income projections and plans to work towards self- financing/ commercially viable services being severely affected by Covid 19</p>	<p>June 2021</p> <p>Dec 2020</p>	<p>RN</p> <p>TD</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	<p>Phased approach to the work to fine tune the technical documents that would feed into the overall strategy.</p> <p>Produce financial breakdown</p>	Mar 2021	RB IKF JC
	<b>Enhance sport &amp; cultural opportunities offered by the Council</b>		Discuss with Partnership officer the demand / need for activities. Liaise with Sports Development and Rubicon to enable community activities to take place	Oct 2020	JC
	<b>Working with partners, including Rubicon Leisure, to increase activity levels in the Borough</b>	<p>To deliver a range of activities to target the insufficiently active :</p> <ol style="list-style-type: none"> <li>1. High and low impact exercise and creativity sessions through <u>referral pathway</u> routes GPs, physios, health stakeholders.</li> <li>2. Funded Positive Activities projects being delivered in partnership with community organisations including Your Ideas, RYCE, YMCA, PAZ (RSA Arrowvale), Whats Your Point, Redditch Self Defence, UP Foundation, Redditch Wheels Project.</li> </ol>		Ongoing	Dev Service

		<p>3. Short Breaks disability projects for disabilities being delivered in partnership with Your Ideas and Redditch Road &amp; Path Cycling Club.</p> <p>4. Sport England funded Active Families programme to encourage children 5-11 and their families to get active.</p> <p>Working with partners to run Active Kitchen to provide food and activity to reduce holiday hunger and tackle the drop in physical activity levels in holiday periods.</p> <p>Support targeted activities for healthy lifestyles</p>			
	<b>Work with partners to address smoking &amp; substance misuse levels in the Borough</b>	Work ongoing through the partnerships		Ongoing	HB

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<b>Communities which are Safe, Well Maintained &amp; Green</b>	<b>Reducing crime &amp; disorder</b>	<p>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.</p> <p>Support targeted initiatives to reduce anti-social behaviour and embed the corporate anti-social behaviour policy into wider service delivery utilising available ASB tools and powers</p>	<p>To review and update the Community Safety Partnership action plan to contribute to the recovery of consequences from Covid 19</p> <p>Establish a procedure to implement the new ASB Policy and to train teams accordingly</p>	<p>Mar 21</p> <p>Oct 20</p>	<p>BH</p> <p>BH / HK</p>
	<b>Work with partners, schools &amp; communities to reduce crime &amp; the fear of crime</b>	<p>Env Services to support Community Safety/Housing etc in addressing issues relating to crime/disorder/ASB by managing the built environment and soft landscaping appropriately.</p> <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>Establish &amp; maintain regular partnership meetings to discuss at risk tenants including police and mental health.</p>	<p>Review capital programme for potential future capital investment for improvements.</p> <p>Continue working with County Highways, Police &amp; Schools.</p> <p>Identify funding opportunities to sustain and continue to deliver the Respect Programme</p> <p>Develop an ASB case management system &amp; improvement performance management. Deliver a structure with smaller patch sizes for Neighbourhood Officers to increase visibility and stake holder on local neighbourhoods.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Jan 2021</p> <p>Dec 2020</p>	<p>GR CW DK</p> <p>GR KH</p> <p>BH</p> <p>HK</p>
	<b>Review services to understand how we can adapt to</b>	<p>To consider the impact of Covid 19 on this commitment</p>	<p>Review the priorities for Climate Change across the Borough</p>	<p>Dec 2020</p>	<p>SH, GR JW</p>

	<b>address the implications of climate change</b>		Review of technologies, innovation and funding	Dec 2020	GR JW
	<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>	Review enforcement arrangements and impact of Covid 19, e.g. on fly tipping, and new resources/new model of working may be required. Review of council enforcement arrangements, across priority areas.	April 2021	SH GR JW RB
	<b>Understand the different needs of our local areas in order to keep them clean &amp; tidy</b>	<p>Fully utilise demand data to understand local/community needs and priorities enabling a continuous review of resource requirements and to develop suitable work programmes.</p> <p>Deliver a structure with smaller patch sizes for Neighbourhood Officers to increase visibility and stake holding on local neighbourhoods.</p> <p>Work with capital and programmes / environment teams to deliver a comprehensive neighbourhood management service with full regard to maintenance services and health and safety</p>	<p>To procure and implement new Environmental Services IT system</p> <p>Additional resources may be required to address ASB reports that do not fit into specific service areas enforcement remit.</p> <p>Implement service charging to maximise the income streams to HRA</p>	<p>Sept 2021</p> <p>Dec 2020</p> <p>Dec 2020</p>	<p>GR CW</p> <p>GR KH MG</p> <p>HK</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, but suspended due to staffing pressures and Lockdown pressures for residents related to Coronavirus.</p>	Restart recycling quality project from Sept 2020 with direct mail to households in targeted areas	Ongoing	MA AM



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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. <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> Work with managers to better understand budget implications Recruit additional technical capacity within the finance team Restructure of financial services team	Feb 2021  Oct 2020 Oct 2020 Jan 2021 Nov2020 Dec2020  Sept 2020  Aug 2020  Dec 2020	CFor
		Improved commerciality: maximising every opportunity to generate income, including review of fees & charges	Ensure that all Housing chargeable work and service charges are billed for.  Review of fees and charges  Maximising income from more commercial services, such as Lifeline, trade waste	Dec 2020	HK IR JS CFor
		Review services currently delivered to determine if they offer VFM, and if not and not legally required then consider discontinuing.	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	CFor
		Undertake effective contract management	Ensure that the Asprey IT asset management system, contract module is	Mar 2021	JS

			fully implemented to ensure 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	Ensure that data validation of the stock condition survey is completed and to inform the 30 year business plan.	Mar 2021	JS
			Determine non-performing stock which may require alternative solutions like demolition or remodelling.	Mar 2021	JS
			Review use of buildings, facilities and assets	Mar 2021	CMT
			Develop comprehensive assets management strategy and in line with the Council Plan	Mar 2021	CFe
			Review resource within property services to enable additional support to be secured to develop an asset management strategy for the future	Mar 2021	CFe

		Make financially viable strategic acquisitions & investments	Assess all opportunities against the financial modelling we have in place	Ongoing	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 Restructure in the financial services team	Feb 2021 Dec 2020	CFor
	<b>Sustainability</b>	Review alternative delivery models.	Will be outlined in Service Business Plans. Assess business plans future models to enable overall council model to be established	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 Strategies. Internal resource.	Oct 2020	DP MH
		Invest in leadership development to reinforce culture change and lay foundations for the future. ILM programme will be started later in 2020 (CPC)	Start the ILM programme later in 2020 Ensure the Apprenticeship Levy is used to cover training costs. Ensure the first cohort focuses on 5 <sup>th</sup> tier level employees.	Oct 2020	DP BT
		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

		Review alternative delivery models	Following development of the business plans assess the new model for the council	Jan 2021	CMT
<b>Review Resources and Services</b>		Review services to understand how we can adapt to climate change	A review of priorities and actions based on service plan proposals.	As above	As above
		Prioritise clearly and resource accordingly (CPC)	Review 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 Restructure in the financial services team	As above	As above
		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.	April 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 arrangements.</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		Feb 2021	SMT	

			Services to use the data to determine what their service reviews may look like. To include the future operating model, agile working etc		CMT
		Review HR&OD Strategy to ensure recognition and reward are encompassed within it.	Link the strategy to the 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	April 2021	CMT
	<b>Community Leadership</b>	Explore the development of "Deal" approaches (based on the concepts / principles of the Wigan Deal).  Continue to work with the support networks (Support Redditch and Support Bromsgrove) and partnerships to underpin future economic and community recovery (CPC)	Consider the legacy of the Covid volunteers and how they and the VCS organisations can support the "Deal" approach in terms of community assets.  Undertake / co-ordinate work across Council departments and with partner organisations to create a better understanding of our most vulnerable and in need residents. 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	Aug/ Sept 2020  Sept 2020	HoS/ 4th Tier Managers/LSP Managers/ Policy Team  4th Tier Managers/LSP Managers/ Policy Team

			<p>future waves of the Covid-19 pandemic.</p> <p>To deliver the three consortium based projects :</p> <ol style="list-style-type: none"> <li>1. Reimagine Redditch Consortium bid to Creative People &amp; Places Arts Council England fund (£1.5m) post covid recovery</li> <li>2. Redditch Youth Providers Forum projects provided through £10k covid recovery fund</li> <li>3. Delivery of consortium based approach to deliver contract with Greater Birmingham and Solihull LEP Cultural Capacity Development Fund (CCDF)</li> </ol>	<p>RYPF: End Oct 20</p> <p>ACE fund tbc</p> <p>CCDF: End of March 2021</p>	<p>Dev Serv</p>
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