

Redditch Borough 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 | |
|--|---|---|-------------------------------------|-------------|---|--|
| Economic development & regeneration | 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 | 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. | |
| | 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 | Consultants AR Urbanism completed a Town centre Masterplan in Jan 2021 focusing on several key regeneration sites. This work was incorporated into the Redditch Town Deal submission | |
| | Ensure businesses access Government's Coronavirus Support Grants. | Ensure all appeals are responded to robustly | End Aug 2020 | DR | Both completed, comms has been consistently sent out each time the scheme has changed and eligibility has changed to support and provide guidance. All appeals are responded to robustly and recorded. | |
| | Provide businesses entering Recovery Cycle for Non-Domestic Rates with information relating to support mechanisms | Advise businesses of support available via comms Advise businesses of support available via comms | Aug – Dec 2020 Weekly / On-going | DR NWEDR | Weekly newsletter sent from NWEDR to local businesses | |

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| | 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 | <p>Work with recovery teams to ensure all businesses are provided with support and advice on debt management</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>Aug – Dec 2020</p> <p>Ongoing</p> | <p>DR</p> <p>CFor</p> | <p>informing of support available throughout the pandemic</p> <p>Completed with advice and support provided as appropriate.</p> <p>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</p> |
| | Liaise with internal partners to provide information in relation to business in arrears and delaying payments of liabilities. | 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 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 | A new Digital Manufacturing and Innovation Centre was assessed through the Town centre Masterplan work by AR Urbanism, proposed on the Police Station Site which has been acquired through Town deal accelerated funding. Public consultation carried out in Nov 2020 as part of the Town Deal and the project included in the submission in Jan 2021. |
| | 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 | Town Investment Plan submitted Jan 2021. £15.6million awarded – June 2021 |
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| 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 Redditch economic recovery needs are addressed in the county wide economic recovery plan. | Oct 2020 | NWEDR | Work completed and County Wide Plan produced in September 2020 |
| | | Develop and deliver a Redditch Economic Recovery Strategy | Oct 2020 and ongoing | NWEDR | Plan produced and approved by Executive in October 2020 |
| | | 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 | 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 | NWedR is working with Redditch Business Leaders to organise a jobs fair. Options were discussed at the 4th October meeting and a new date is to be agreed by the Business Leaders in November. |
| 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 | Work with the West Midlands 5G Company and the GBSLEP and WLEP on a 5G roll-out programme for Redditch | On-going | NWEDR | The Council has designated a Councillor as a Digital Champion to promote Redditch as a location for use of the 5G network. There is a national rollout schedule in place for 5G. The national schedule is underway with larger cities being completed first. |
| Support local businesses to embrace new technologies in order to maximise | 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 | On-going | NWEDR | Opportunities are promoted through NWedR's business newsletter and the Growth Hubs advisors through direct |

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| business growth, particularly in the knowledge & creative industries | | 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 | engagement with local businesses. An email / telephone campaign was undertaken to raise awareness and encourage the local businesses to apply for the grant. The fund was significantly oversubscribed. |
| | | Promote learning and training opportunities for businesses - courses and workshops delivered by GBSLEP Growth Hub and Worcestershire Business Central | Ongoing | NWEDR | 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 |
| Look to stimulate adequate supply of land & premises to enable existing & new businesses to grow | Identify brownfield sites and long term empty premises that could be redeveloped | Continue to work with the Worcestershire LEP Land supply group and private landowners and landlords to identify development opportunities in the borough. | On-going | NWEDR | Work is on-going |
| Strengthen the vibrancy & viability of our towns & district centres | Make the town centre a more attractive place/space to do business | Prepare a Town Centre Masterplan and Feasibility study | Nov 2020 | NWEDR | Masterplan completed Jan 2021 by AR Urbanism showing the regeneration of key sites including improvements to public spaces, commercial office space, Innovation centre and Food and Beverage offer. Public Realm enhancements was a project that was prioritised within the Town Investment Plan. |

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| | Make the town centre a more attractive place to spend free time (leisure, arts & culture, well-being) | | | | Arts Development actively work with partners to enhance the arts and culture offer in the Town Centre e.g. Arts in Redditch Pop Up Galleries and in the summer the NHS Now We're Talking with Arts mental health and wellbeing visual arts project. |
| 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 | 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 | Preliminary Investigations confirmed that (improved) PWLB terms remain best option currently. |
| | 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 the property structure to enable asset reviews to be undertaken | Mar 2021 | CFe | Director of Resources and the Head of Legal, Democratic and Property Services are working to determine level of resources required. External support has been sought in this. |
| | | Develop asset management strategy | Mar 2021 | CFe | Asset list being compiled with support from interim finance officer |
| Support development at the Redditch Eastern Gateway | Continue to support the development at Redditch Eastern Gateway | Work with developer / businesses / college to ensure opportunities for Redditch | Ongoing | NWEDR | Site is progressing well and highways works now complete. The first large employer on site has recently begun a recruitment drive |
| Strengthen the vibrancy & viability of our town & district centres | Work in partnership with the BID to ensure improvements in the Town | Support Revitalise Redditch in collection of BID Levy | Ongoing | NWEDR | Ongoing support provided to the BID in all areas including bid levy collection, communication between stakeholders and overlap on proposed projects. Regular meetings between BID |

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| | | | | | Board Directors and NWEDR Regeneration Manager. |
| Supporting businesses to start and grow within the Borough | 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 | On-going. 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. |
| Regenerating our Town Centre | 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 | Town Centre regeneration, specifically the Railway Station Quarter, is progressing and was one of the prioritised projects that formed part of the Town Deal: Town Investment Plan submission. |
| | 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 | Following consideration by the Exec Director of Resources, the risk profile of this policy is not considered to be acceptable for the Council currently. |

Finding Somewhere to Live

| Original Council Plan Commitments | Recovery & Restoration Issues and Actions | New or Modified Actions (what we will do...who with/partners) | By When | Owner | Update |
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| Rough Sleepers 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 | MB | Expanded Housing First model in place with St Pauls Hostel provided for through Rough Sleeper Initiative 3 funding. |
| | To work with WCC and other district colleagues on the 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 | MB | Undertaken work with MHCLG and Homes England on proposal which was not taken further following advice from them. |
| | 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 | MB HK | Those applicants homeless and at risk of rough sleeping have been provided temp accommodation and Housing Solutions Officers continue to work with them to obtain suitable housing. We continue to accommodate all rough sleepers and there are currently none in the borough |
| | 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 | MB AG | Discussions held in partnership meetings |
| Supporting the delivery of appropriate housing in the Borough | 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 | Oct 2020 | MB | Included in the Strategy presented to Executive. |

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| | <p>Use the Local Plan to drive development and use the Council's Housing Growth Programme to increase affordable housing.</p> | <p>actions over the next 12/18 months.</p> <p>Contribute to the countywide housing delivery strategy.</p> <p>Work with development agents Bailey Garner and review and agree revised timelines.</p> | <p>Mar 2021</p> <p>Ongoing</p> | <p>MB</p> <p>MB</p> | <p>Multi-disciplinary Officer input via workshops.</p> <p>Officers regularly meet with Baily Garner to review ongoing development. Site works have started on Edgeworth Close and Loxley Close now in for planning permission. Work to bring the next package of sites forward to be undertaken</p> |
| <p>Deliver the three-year Housing Strategic Improvement Plan</p> | <p>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.</p> | <p>The trial is expected to resume in Sept (Covid situation allowing)</p> <p>Deliver the Housing, Tenancy & 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</p> | <p>6 months</p> <p>Mar 2021</p> <p>Ongoing</p> <p>Dec 2021</p> | <p>SP LP SD HM</p> <p>JW</p> <p>HK</p> <p>SP</p> | <p>Trail undertake4n and review of BSU included in wider inhouse team review that should be completed by end Jan 2022</p> <p>New structure implemented new staff recruited and service improvement plans are in development.</p> <p>Regular reporting and recruitment of a Housing Revenue Manager. Arrears levels, although increased initially have stabilised and believed to be remaining stable post Covid</p> <p>Work is ongoing with Finance to refresh the plan following receipt of the Stock Condition Survey results</p> |

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| | | <p>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> | 2022 | SP | An Asset Management Strategy is being drafted for Executive Committee in Feb 2022. This has been delayed to ensure finances can match the strategy. |
| Support people to help prevent homelessness | Look at any newly emerging homelessness prevention initiatives across West Midlands and explore new ways of working locally | Utilise new ways of working to change working practices | Oct 2020 | MB | Ongoing through the work and actions of County-wide Partnership |
| | Develop the proactive Rent Management system. | Procure and implement the new system | Jan 2021 | HK | In progress. implemented as part of the wider Housing CX system. |
| | Develop a cross cutting and end to end pre tenancy and tenancy sustainment service across social and private rented sectors | Review the current service | Dec 2020 | HK MB | Will be delivered through a service improvement plan which is due to commence now new structure in place |
| | Develop strategy to prevent recourse to legal enforcement options for rent arrears except for the most serious cases where all other interventions have failed | Identify potential funding from grants | Dec 2020 | MB | Strategy and actions are being developed across Worcestershire Partnership |
| Work with tenants across sectors to understand their needs | To consider the findings from the community survey | To develop actions in response to the survey results | Dec 2020 | HK | Findings are being built into the housing service improvement plans and this includes a focus on future methods of tenant participation. |

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| Work with developers to deliver more homes utilising renewable technologies | <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>Monitor post Covid 19 development proposals for new build and influence to achieve this priority</p> | <p>Ongoing</p> | <p>MB</p> | <p>Meeting to be arranged with local developers to understand issues they have with increasing energy efficiency measures.</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>Consider and bid for new energy grant schemes as they are announced including the Green Homes Grant</p> | <p>Ongoing</p> | <p>MB</p> | <p>LADS1a currently progressing but there are issues regarding lack of materials to labour to undertake works increasing costs and effecting £10k average spend per dwelling. Application for LADS 2 funding has been submitted to carry on with this work.</p> |
| | <p>Government guidance on improved green credentials</p> | <p>by Building Control and advised upon wherever possible staffing resources</p> | <p>Now</p> | <p>AW</p> | <p>Building Regulations are subject to change nationally and all changes have been implemented at the local level.</p> |

Aspiration, Work and 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 |
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| Skills for the future | 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 | Ongoing | NWEDR and Partners | Worcestershire LEP Local Skills report published in April 2021 Link: Worcestershire Local Skills Report - Worcestershire LEP (wlep.co.uk) In addition, <u>WCC are in the process of commissioning a digital skills strategy for Worcestershire</u> |
| | | Work with partners to see what the needs are in terms of skills | End Nov 2020 | NWEDR | 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. |
| Supporting young people to gain the skills they need | 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 | Ongoing | NWEDR and Partners | Most of this activity was paused during the pandemic. The annual skills show was cancelled (March 2021) and whilst 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 |
| | | Arrange meetings with high schools and HOW to establish their current links with schools | End Nov 2020 | NWEDR | |

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| Support schools & HOW College to link students to local employers | 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 | Most of this activity was paused during the pandemic. The annual skills show was cancelled (March 2021) and whilst 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 |
| Work with businesses to utilise the apprenticeship levy & increase the number of apprenticeships | Ensure that the council maximises the levy by taking on the full cohort of apprentices which can be funded through the levy the council pays. In addition, review if the council wants to utilise other organisations levy payments to further increase this number | 4 th 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) | Completed. The levy is now being used to support improving managerial skills across the organisation. |
| 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 GBSLEP skills hub, when launched | Ongoing | NWEDR and Partners | Ongoing promotion through North Worcestershire Business Advisor |
| Support residents to manage their finances, including working with schools on money management | Development of rent management system and tenancy sustainment team to include money advice and debt relief Promote the work that the FIT team do, as part of this create stronger partnership working with CAB | Procurement and implementation of the new system Undertake full-service review to ensure posts are in place to deliver support | Jan 2021 Mar 2021 Ongoing | HK LD LD | Money advice delivered – recruited 2 officers into new structure and development of service commenced Review completed, restructure to follow Underway |

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| | <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>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>Ongoing</p> <p>Ongoing</p> | <p>LD</p> <p>DR</p> | <p>Ongoing</p> <p>This is done as part of the process with advice given as appropriate.</p> |
| Ensure people get the benefits they need | <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>Be prepared for potential spike with regards to furloughed workers – unemployment, UC claims, HB/CTR claims.</p> <p>Optimise spending of DHP budgets to those in need.</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>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.</p> <p>Regular meetings with Housing officers to monitor level of spend/staffing.</p> | <p>Jan 2021</p> <p>Ongoing</p> <p>Oct 2020</p> <p>Ongoing</p> | <p>HK</p> <p>LD</p> <p>LD</p> <p>LD</p> | <p>As above</p> <p>Completed</p> <p>Monitoring the situation, will respond as appropriate</p> <p>Ongoing</p> |

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| | 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 | Completed |
| | Simplify CTR scheme for 2021/22 | Present revised scheme to Exec, O&S & Council | Sep 2020 | LD | Completed and the new CTR banded scheme was implemented in April 2021 |

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 |
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| Improving health & well-being | To promote the Lifeline well-being checks | To work with communications to promote the benefits of the Lifeline Well-Being checks | Nov 2020 | RN | Social media promotion of the service which saw an initial increase in the take up this service, whilst some customers then withdrew from the service once lockdown eased. |
| Continue to support the Redditch & Bromsgrove Dementia Friendly Communities initiative | Continue to support this work | | Ongoing | JW | Work has been ongoing. |
| With partners, enable targeted activities & initiatives to support mental well-being | <p>Work with WCC on the legacy of Here2Help to support vulnerable residents post Covid</p> <p>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)</p> | <p>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.</p> <p>Discuss with Partnership officer the demand / need for activities. Liaise with Sports Development and Rubicon to enable community activities to take place</p> <p>To support the work of Support Redditch and BARN's Volunteer Bureau to increase the number of</p> | <p>Dec 2020</p> <p>End Oct 2020</p> <p>Ongoing</p> | <p>JW</p> <p>Dev Service</p> <p>JW</p> | <p>Here2Help is to be retained and developed as an ongoing resource.</p> <p>The Redditch Partnership will use an Asset Based Community Development Approach with funding secured from Public Health.</p> <p>Targeted sessions continue with an on-going switch away from virtual sessions.</p> <p>Public Health COMF funding will support the provision of future well-being services for those residents affected by Covid</p> |

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| | | volunteers working with VCS mental wellbeing services. | | | |
| Support improved access to services that reduce social isolation (including Lifeline) | Promote the Lifeline service locally and through partner agencies including self-installation during the pandemic. 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. | To develop a communications/marketing plan. 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. | Nov 2020 Ongoing | RN RN | Self-installation video created and widely shared. Digital catalogue completed. 6 weeks free scheme conversion in yr 20/21 there were 84 units fitted and 80 retained. |
| | 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. | Review opportunities with County and health colleagues on new tele health technologies post Covid | 2021 | RN | Ongoing promotion with partner organisation by attending regular meetings i.e. social prescribers, frailty, etc and other regular communications. |
| | To consider the impact of Covid 19 on the Dial A Ride and Shopmobility services | 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 | Dec 2020 | TD | Still in recovery however services now fully open and customer usage increasing – it was agreed we would review the services in 2022 regarding increasing income and considering alternative options for Shopmobility |
| Develop a Parks & Open Spaces Strategy (including increased physical activity & cycling) | Provide a clear brief on what the detail of the strategy will be. | Phased approach to the work to fine tune the technical documents that would feed into the overall strategy. Produce financial breakdown | Mar 2021 Should this be 2022 | RB IKF JC | The consultants are soon to submit interim findings. The Strategy is progressing with key analysis of data. Consultation with various stakeholders is |

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| | | | | | currently taking place. Completion is anticipated March 2022. |
| Enhance sport & cultural opportunities offered by the Council | | 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 | Creative People and Places application for £850k submitted in partnership with a consortium of local organisations. Interview (short listing) secured. Awaiting outcome, |
| Working with partners, including Rubicon Leisure, to increase activity levels in the Borough | To deliver a range of activities to target the insufficiently active : 1. High and low impact exercise and creativity sessions through <u>referral pathway</u> routes GPs, physios, health stakeholders. | | Ongoing | JC | <p>Exercise classes returned in May with restrictions in place. With minimal restrictions now in place we can increase capacity again. Mixed attendance levels across the board which will take a lot of time to market in order to increase participation again.</p> <ul style="list-style-type: none"> • Activity Referral: 1 Altered images Bromsgrove 2 The Abbey Stadium Redditch • Strong and Steady 5 x sessions Bromsgrove 2 x sessions Redditch • Walking for Health • Lickey End Rec • The Abbey Stadium Track Also training more volunteers to increase delivery on 1/9 • Weekly VIRTUAL MS exercise class • Weekly LIVE COPD exercise class. Plus one virtual session • Long Covid Recovery |

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| | <p>2. Funded Positive Activities projects being delivered in partnership with community organisations including Your Ideas, RYCE, YMCA, PAZ (RSA Arrowvale), What's Your Point, Redditch Self Defence, UP Foundation, Redditch Wheels Project.</p> <p>3. Short Breaks disability projects for disabilities being delivered in partnership with Your Ideas and Redditch Road & 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>5. Working with partners to run Active Kitchen to provide food and activity to reduce holiday</p> | | | | <ul style="list-style-type: none"> • Working with British lung Foundation on provision of programme to help people recover. • Yogi Buggi • R&B – to increase connectivity for moms • Working with Public Health towards a women's exercise group to help immigrants integrate into community • ESCAPE-pain <p>Positive Activities projects being delivered by community organisations face to face as normal under NYA guidance. Funding has been extended until March 2023. Awaiting contract variation to be sent through</p> <p>Restarted climbing project in Bromsgrove open to Bromsgrove and Redditch residents. Looking to restart further provision in spring 2022.</p> <p>Programme started in October. Your Ideas, Redditch Hockey Club and Bodyshot Boxing engaged in the process and delivering sessions.</p> <p>Active Kitchen is now widened to look at provision for a much wider catchment. Holiday Activities &</p> |
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| | <p>hunger and tackle the drop in physical activity levels in holiday periods.</p> <p>Support targeted activities for healthy lifestyles</p> | | | | <p>Food Programme funded by Ready Steady Worcs. Full summer programme was delivered by partners.</p> <p>October Half Term delivery was funded by “Covid 19 Half Term Grant” through RSW where £8550 supported local community groups and organisations deliver trips, events, activities and food. Successful with Winter / Christmas HAF funding application worth £77K across Bromsgrove and Redditch where local community groups, organisations and schools are providing trips, events and activities with food for free school meal children to access during December.</p> |
| <p>Work with partners to address smoking & substance misuse levels in the Borough</p> | <p>Work ongoing through the partnerships</p> | | <p>Ongoing</p> | <p>HB</p> | <p>Delivery is ongoing through the WCC commission services provider Crounston.</p> |

Communities which are Safe, Well Maintained & Green

| Original Council Plan Commitments | Recovery & Restoration Issues and Actions | New or Modified Actions (what we will do...who with/partners) | By when | Owner | Update |
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| Reducing crime & disorder | <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> | <p>NW Community Safety Partnership Plan 2021-24 produced and agreed by partners on 9th June 2021</p> <p>Additional training and support for use of ASB Tools & Powers available via an ASB consultancy network funded by Comm Safety Team. Further training and support to be provided now the new N&T team are in place.</p> <p>HK: Also developed PEG process for ASB which feeds into monthly partnership meetings – ASB training and development being delivered to all officers</p> |
| Work with partners, schools & communities to reduce crime & the fear of crime | <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>Review capital programme for potential future capital investment for improvements.</p> | <p>Ongoing</p> | <p>GR CW DK</p> | <p>A £25K capital hedge and shrub removal project was undertaken earlier this year.</p> <p>ENV Services is supporting Comm Safety in the delivery of the Safer Streets project which is enabled by external capital funding.</p> <p>£430k Safer Streets 2 – Community Safety funding from the Home Office will provide significant capital investment in Woodrow to</p> |

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| | Ensure effective Parking Enforcement, via the SLA with Wychavon, covering both On and Off-Street contraventions. | Continue working with County Highways, Police & Schools. | Ongoing | GR KH | improve physical and environmental issues facilitating crime, disorder and ASB Continue to work closely with Wychavon to ensure effective enforcement is carried out within the borough. |
| | 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 | Identify funding opportunities to sustain and continue to deliver the Respect Programme | Jan 2021 | BH | £83k Additional Containment Outbreak Management Fund (COMF) allocation secured to expand Respect programme and other enhanced youth support projects in Redditch |
| | Establish & maintain regular partnership meetings to discuss at risk tenants including police and mental health. | Develop an ASB case management system & improvement performance management. Deliver a structure with smaller patch sizes for Neighbourhood Officers to increase visibility and stake holder on local neighbourhoods. | Dec 2020 | HK | In progress as part of the new structure and associated service improvement plans. A PEG process has been developed for ASB which feeds into monthly partnership meetings |
| Review services to understand how we can adapt to address the implications of climate change | To consider the impact of Covid 19 on this commitment | Review the priorities for Climate Change across the Borough | Dec 2020 | SH, GR JW | 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. |
| | | Review of technologies, innovation and funding | Dec 2020 | GR JW | |

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| Improve targeted environmental enforcement | 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. | 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 | Internal review undertaken. Ongoing dialogue with Worcs Regulatory Services. Support and expertise sourced from Wyre Forest Enforcement Team. |
| | 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. | | | GR JW | Training, support and advice around the use of the 2014 ASB Tools & Powers is available via Community Safety and their membership of a national ASB consultancy network which is open to all service area with enforcement responsibilities. Possible alternative for delivery of Env Enforcement is currently being explored with WRS |
| | | | | RB | 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. |
| Understand the different needs of our local areas in | Fully utilise demand data to understand local/community needs and priorities enabling a continuous | To procure and implement new Environmental Services IT system | Sept 2021 | GR CW | The new Abavus system is currently being developed with an anticipated go live date of November 2021 for Bulky |

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| <p>order to keep them clean & tidy</p> | <p>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>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>Dec 2020</p> <p>Dec 2020</p> | <p>JW HK</p> <p>HK</p> | <p>collections, Place work will go live in Dec 21/Jan22 and Waste is planned for go live in Mar/Apr 22</p> <p>In progress as part of the new structure and associated service improvement plans.</p> <p>Working with Simon Parry and our new Neighbourhood and Tenancy Manager to deliver the comprehensive neighbourhood management services and on health and safety aspect.</p> |
| <p>Explore the options to reduce residual waste, increase recycling & maximise the efficiency of waste collection services</p> | <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> | <p>Restart recycling quality project from Sept 2020 with direct mail to households in targeted areas</p> | <p>Ongoing</p> | <p>MA AM</p> | <p>Domestic recycling campaign waiting on greater security of staffing as Covid still high risk to service delivery.</p> <p>We have been actively involved with the Environment Bill consultations, which will introduce significant changes to Waste collection, and will link future education and messaging with that once the government response and regulations come out later this year.</p> <p>There will be a Countywide campaign and joint approach to this starting later this financial year.</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 |
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| Financial Sustainability | Produce & deliver sustainable financial plans | Development of General Fund 4-year plan to ensure financial impact of Covid assessed. | Feb 2021 | CFor | This was done in terms of the MTFP being set at both councils and will be updated as part of the 22/23 Budget setting. 'Project Finance and Resources' includes plans to strengthen the Finance Team and financial management arrangements. Restructure of team completed and first phase of recruitment completed (Dec 2021). |
| | | <ul style="list-style-type: none"> • Clarify impact of Covid • Assess prior year underspends • Review Capital Programme • Identify savings plans • Review fees and charges | Oct 2020 Oct 2020 Jan 2021 Nov2020 Dec2020 | | |
| | | Work with managers to better understand budget implications | Sept 2020 | | |
| | | Recruit additional technical capacity within the finance team | Aug 2020 | | |
| | | Restructure of financial services team | Dec 2020 | | |
| | 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. | Dec 2020 | HK IR JS | This has been delayed to 2022 – due to Civica Cx Project Plan needing to be changed in light of COVID–recruitment to Charging Officer post will not take place now until 2022 A review of the Policy and processes for recharges is being undertaken. Similarly, the Leaseholder Policy has been drafted with associated processes and |

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| | Review services currently delivered to determine if they offer VFM, and if not and not legally required then consider discontinuing. | <p>Review of fees and charges</p> <p>Maximising income from more commercial services, such as Lifeline, trade waste</p> <p>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</p> | Sept 2020 | CFor | documentation being completed |
| | | | | CFor | Fees and charges reviewed each year |
| | Undertake effective contract management | Ensure that the Asprey IT asset management system, contract module is fully implemented to ensure effective contract management | Mar 2021 | SP | Undertaken as part of MTFP setting |
| | | Continue to work through corporate training and development programme. Work internally to maximise efficiency and economy of scale. | Mar 2021 | SP | Estate pro the Stock Condition Database has been implemented. Further modules covering Asbestos, Servicing and Inspection and Planned Contracts are scheduled for implementation too. |
| | | Develop comprehensive contracts register and effective contacts management through new finance system | Mar 2021 | CFe | A skills audit of posts and people has been completed to develop a training programme for the teams. |
| | | Targeted and bespoke departmental training and development | Mar 2021 | CFe | 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 |

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| | | Social responsibility policy with focus on local suppliers | Mar 2021 | CFe | Carmen. Slow progress to date. 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 |
| | 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 | SP | This forms part of the ongoing discussions to review the 30-year business plan. |
| | | Determine non-performing stock which may require alternative solutions like demolition or remodelling. | Mar 2021 | SP | Modelling of the effectiveness and performance of stock is ongoing |
| | | 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 | Asset register work continues. HOS to supply list of managed assets. |
| | Review resource within property services to enable additional support to | Mar 2021 | CFe | Interim Finance Officer working to align lists in | |

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| | | be secured to develop an asset management strategy for the future | | | readiness for final accounting process |
| | Make financially viable strategic acquisitions & investments | Assess all opportunities against the financial modelling we have in place | Ongoing | CFor | Focus has shifted to delivering the circa £15m Towns Fund programme. 22/23 Capital Budget to be updated accordingly. |
| | 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) | Workshops and training on the new ERP system Restructure in the financial services team | Feb 2021 Dec 2020 | CFor | Workshops completed, however identified that refreshers are needed. Currently planning content. Restructure completed. |
| Sustainability | 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 | 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 Strategies. | Oct 2020 | DP MH | The action plan has been delayed due to the work needed to implement remote working 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. |

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| | 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 th tier level employees. | Oct 2020 | DP BT | Completed Completed Completed |
| | Utilise external commercial expertise to ensure delivery of agreed priorities (CPC) | Ongoing support via remote working/virtual meeting | Ongoing | GR DP | Completed |
| | Review key risks on the Corporate Risk Register | Regular review of the added Covid risk – financial and service | Oct 2020 | CFor | Completed. Currently undertaking another review with support from Nicola Parry and Zurich. |
| | Review alternative delivery models | Following development of the business plans assess the new model for the council | Jan 2021 | CMT | This is being considered as part of the FOM along with input from CMT. |
| Review Resources and Services | 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 | This is being considered as part of the FOM along with input from CMT. |
| | Prioritise clearly and resource accordingly (CPC) | Review post Covid | Feb 2021 | SMT CMT | Executive 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 | March 2022 | CFor | Initial training delivered to budget managers. Further training required. Recruitment to finance team underway. |
| | 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. |

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| | | Develop improved management information for services through a renewed corporate dashboard. | July 2022 | 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 to establish data needs. The new date for completion is November 2022. |
| | Support workforce recovery and transition to 'new normal' | <p>Determine what 'new normal' means and understand what policy changes will be needed to support new ways of working.</p> <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 arrangements. | <p>Dec 2020</p> <p>May 2021</p> | <p>DP BT</p> <p>DP BT</p> | <p>Working from home surveys have been carried out with employees and managers to determine how services can work more flexibly in future.</p> <p>A first draft Agile Working Policy has been developed for consideration by CMT. A project and implementation action plan is being developed.</p> |
| | 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 the 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 the 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 |

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| | | | | | 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 | April 2021 | CMT | Completed Review undertaken with Executive. Council Plan review in progress. |
| 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/L SP Managers/ Policy Team | The Deal Approach has been replaced with Asset Based Community Development (ABCD) approach which will continue to help address growing health inequalities and ensure community leadership. |
| | Continue to work with the support networks (Support Redditch and 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. 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. | Sept 2020 | 4th Tier Managers/L SP Managers/ Policy Team | The ABCD approach has been strengthened by 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. Data relating to vulnerable people is being collated to better understand what services we offer to this group of people in our communities. |
| | | To deliver the three consortium based projects : 1. Reimagine Redditch Consortium bid to Creative People & Places | RYPF: End Oct 20 | JC | The Reimagine Redditch bid to ACE Creative People |

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| | | <p>Arts Council England fund (£1.5m) post covid recovery</p> <p>2. Redditch Youth Providers Forum projects provided through £10k covid recovery fund</p> <p>3. Delivery of consortium based approach to deliver contract with Greater Birmingham and Solihull LEP Cultural Capacity Development Fund (CCDF)</p> | <p>ACE fund tbc</p> <p>CCDF: End of March 2021</p> | | <p>and Places was successful in being invited to interview with ACE in late October. We will now need to wait until December to hear if we have been successful with our bid for Redditch.</p> |
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