

Recovery

Remove

Rehabilitation

Reforms

Reenergise

Reset

Reshape

Resolve

Working towards recovery – July 2020

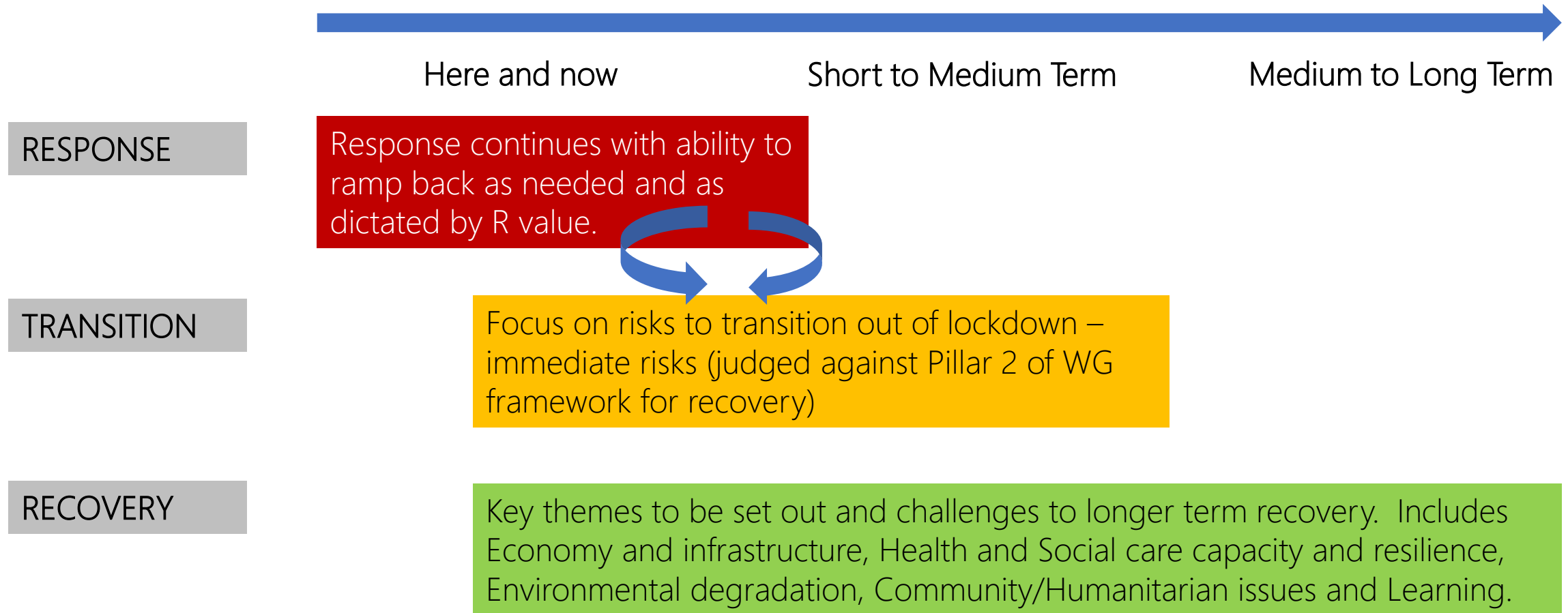
Cabinet Report Recommendations

1. It is recommended that Cabinet note the contents of this report and Appendix A.
2. It is recommended that Cabinet approves the approach to the development of the Council's Recovery Strategy and receives further updates in due course.
3. It is recommended that Cabinet refers this report to Scrutiny Committee (Corporate Performance & Resources) for its consideration and views on the approach being adopted to developing a Recovery Strategy.
4. It is recommended that this report be sent to all elected members, Town & Community Councils and members of the Public Services Board for their information.

Reasons for Recommendations

1. To provide an update to Cabinet on the work being undertaken to develop the Council's Recovery Strategy.
2. To enable work to progress on the Recovery Strategy and to provide Cabinet with updates in due course.
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4. To provide an update to stakeholders.

From Response to Recovery



Response

Our crisis response objectives have focussed on:

- **Care for our most vulnerable residents** by ensuring the continuity of priority services (e.g. social care, food, childcare hwbs, homelessness)
- **Maintain and manage our public spaces** in general accordance with WG advice and objectives and having regard to local circumstances (e.g. waste services)
- **Ensure lockdown measures were in place**, again, in line with WG advice and objectives and that such measures were regularly reviewed and enforced (e.g. parks, resorts, enforcement, tannoy)
- **Support our workforce to work flexibly and safely**, from their place of work or home (e.g. PPE, guidance, working from home)
- **Support our partners** in their work (e.g. UHB, PSB, WLGA)
- **Help keep businesses sustainable**, by offering advice and guidance and administering financial assistance and support (e.g. grants)
- **Keep the Council running** (finance, governance, decision making)
- **Keep people informed**

Governance & Decision Making during COVID

- **Emergency Powers** process – in consultation with senior politicians with decisions published
- Regular **communications** with elected members
- Some **virtual meetings** (licensing sub-committee, school admission/exclusion appeals)
- **Cabinet & Scrutiny Committee** (Corporate Performance & Resources) – July
- **March 23rd Cabinet Report** contains full details



- **'Gold' command structure** – extended Corporate Management Team



There has been a whole lot of learning from our response



Current situation analysis – key findings

What has continued?

- Most in some form, with obvious notable exceptions in Learning & Skills and Social Services

What has stopped?

- Some could be significant as some focus around early intervention and prevention
- Any face-to-face services largely suspended (particularly acute in social services and Learning & Skills)
- Receptions
- Impact on capital programme of initial suspended works
- Some finance in-bound call-handling (benefits, NNDR) and impact on collection rates



Current situation
analysis – key
findings

What have you done **differently**?

- Digital working – processes, video conferencing, data sharing etc.
- Teaching/LSA staff working in different ways (e.g. digitally) and changing emphasis of part of role to more focus on well-being
- Digital learning: schools, libraries, Adult Education
- Sharing data & information – across/outside the organisation
- Staff doing different roles, taking on different responsibilities
- Online assessment processes replace paper, face-to-face and telephone
- New services – PPE, Crisis Support, Grants etc.
- Repurposed colleagues
- Red tape down & risk taking and experimentation up
- Driven through projects (e.g. Your Choice) at pace
- Move to different models – e.g. day services, online play
- Whatsapp runs the council



Current situation
analysis – key
findings

What have you **learned** from the response?

- Digital investment is required
- Homeworking works but needs work – flexibility for staff, setup at home (e.g. space), kit, etiquette
- F2F contact is missed in some scenarios – by staff and customers
- F2F contact could be blended with digital offerings, rather than going back to F2F only
- We cannot underestimate the impact ICT availability had
- Need for training (especially in new areas – e.g. using video-conferencing)
- Need to join up decisions across the LA to understand impact of decisions on other departments
- Potential for digital exclusion – especially socio-economically disadvantaged and elderly
- People adapt very quickly (staff and service users)
- Office accommodation could be rationalised in the future
- Communications and engagement with public and service users needed in design of services
- Internal communication methods have changed. Staffnet+ seen as important
- The working practices of now aren't what they will be, and not what they were
- Policies need to be amended – e.g. home-working, meeting protocols



Current situation
analysis – key
findings

Morale & Staff Well-being

- Mixed morale within and across teams
- Work-based impacts of move to homeworking, ICT connectivity, connectedness with colleagues
- Caring responsibilities significant for many
- Flexibility in working patterns cited as positive
- Impact of pay up-lift (both positively and negatively)
- Concerns about returning to offices too soon
- Survey highlighted as being a welcomed temperature check



Current situation
analysis – key
findings

What **demands and issues** are emerging?

- Need to profile/data to target interventions/services – the landscape has changed significantly
- Using technology to truly collaborate, not just message
- Increased Anti-Social Behaviour/Domestic Abuse
- Social distancing arrangements – in workplaces and the public realm
- Personal Protective Equipment for staff
- Availability of materials/equipment due to supply chains stalling
- Flexible working – expectations and working practices
- Supporting the mental well-being of our residents and staff
- Initial reduction in demand is now picking up again in many areas
- There will be a further increase in demand at some point – e.g. courts begin operating again, government announcements
- Increased staffing is going to be needed to safely undertake some functions
- Office accommodation needs to be prioritised for those essential 'F2F' services
- Repurposed staff and demands in 'home' departments

A focus on engagement & well-being

Taking people with us

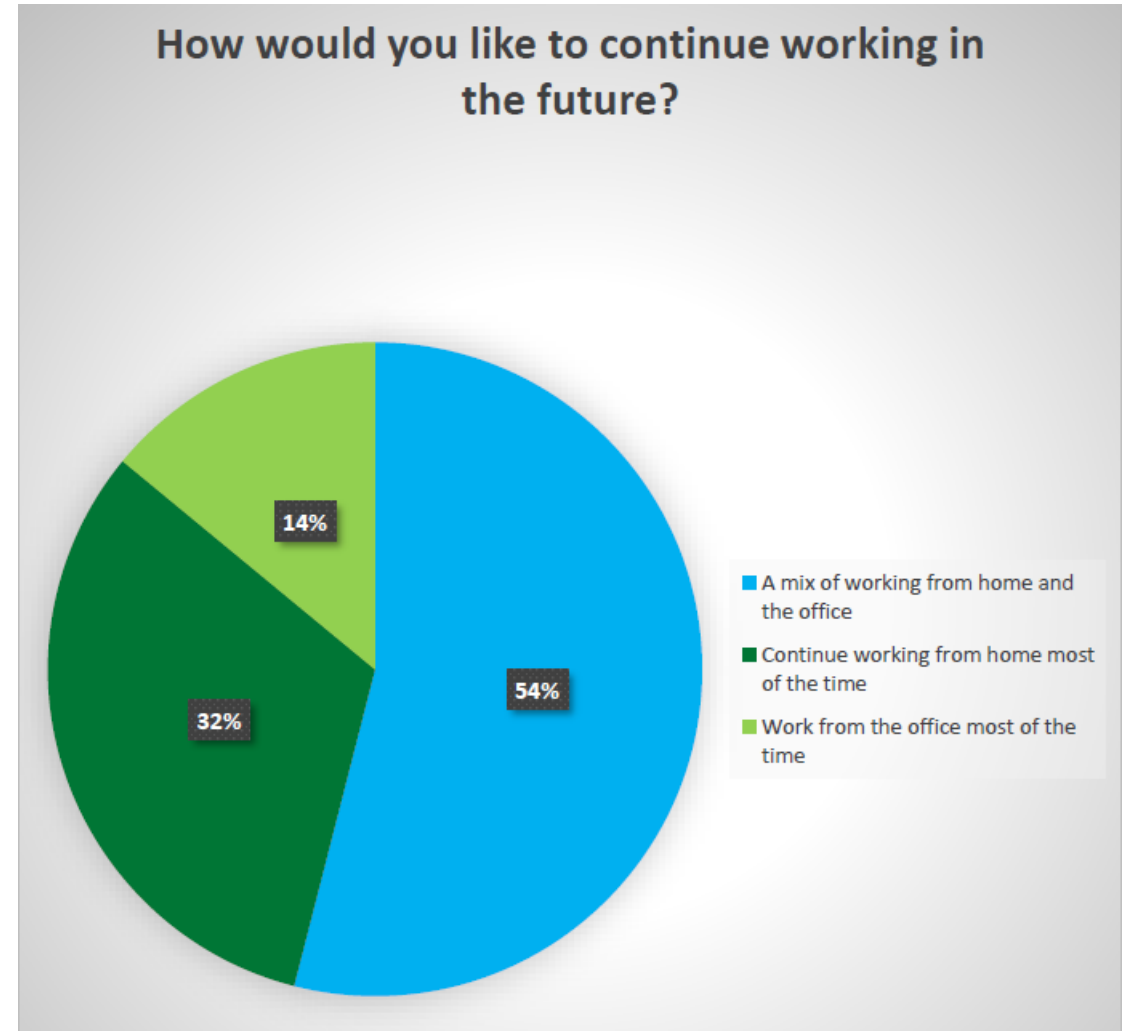


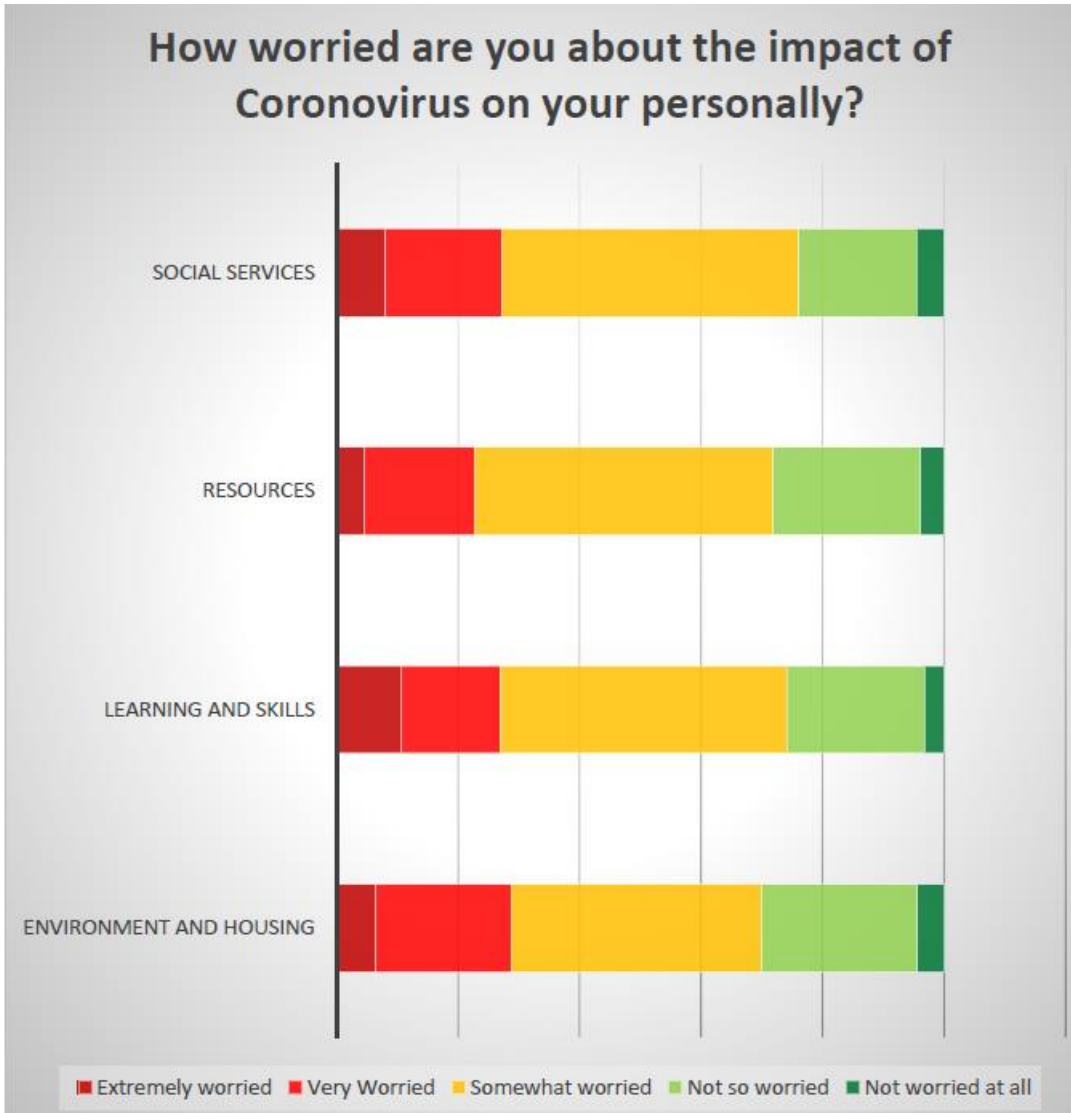
- health and wellbeing
- senior leadership
- line manager support
- communication
- working conditions



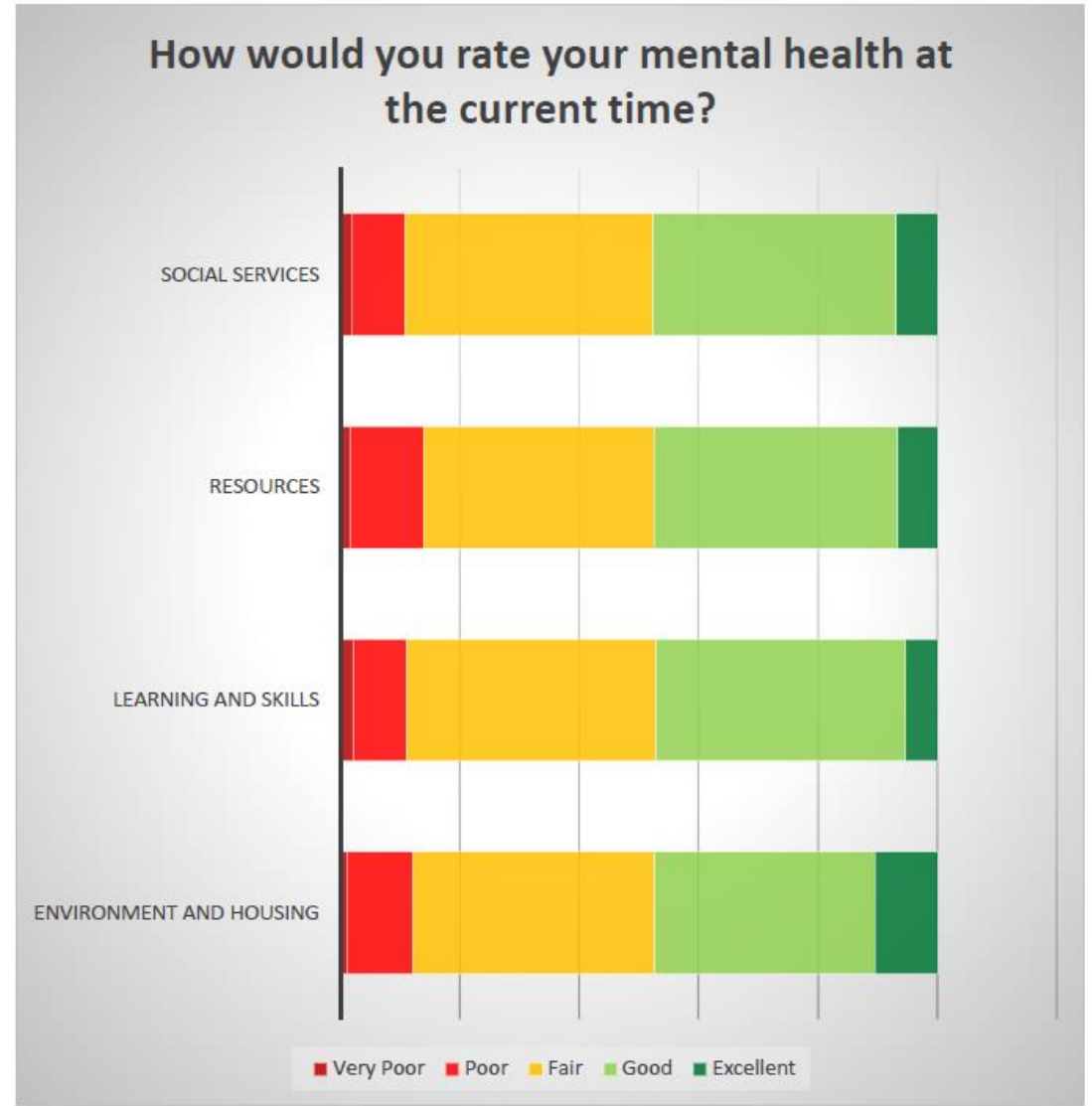
- There were **1126** responses to the survey, an overall response rate of 44% of the current workforce.
- **70%** of the total responders are currently working from home.
- The June Workforce Data suggests that around **48%** of our workforce are currently working from home in some capacity.

A changing approach to working –
a response will be needed in
management, policy and practice



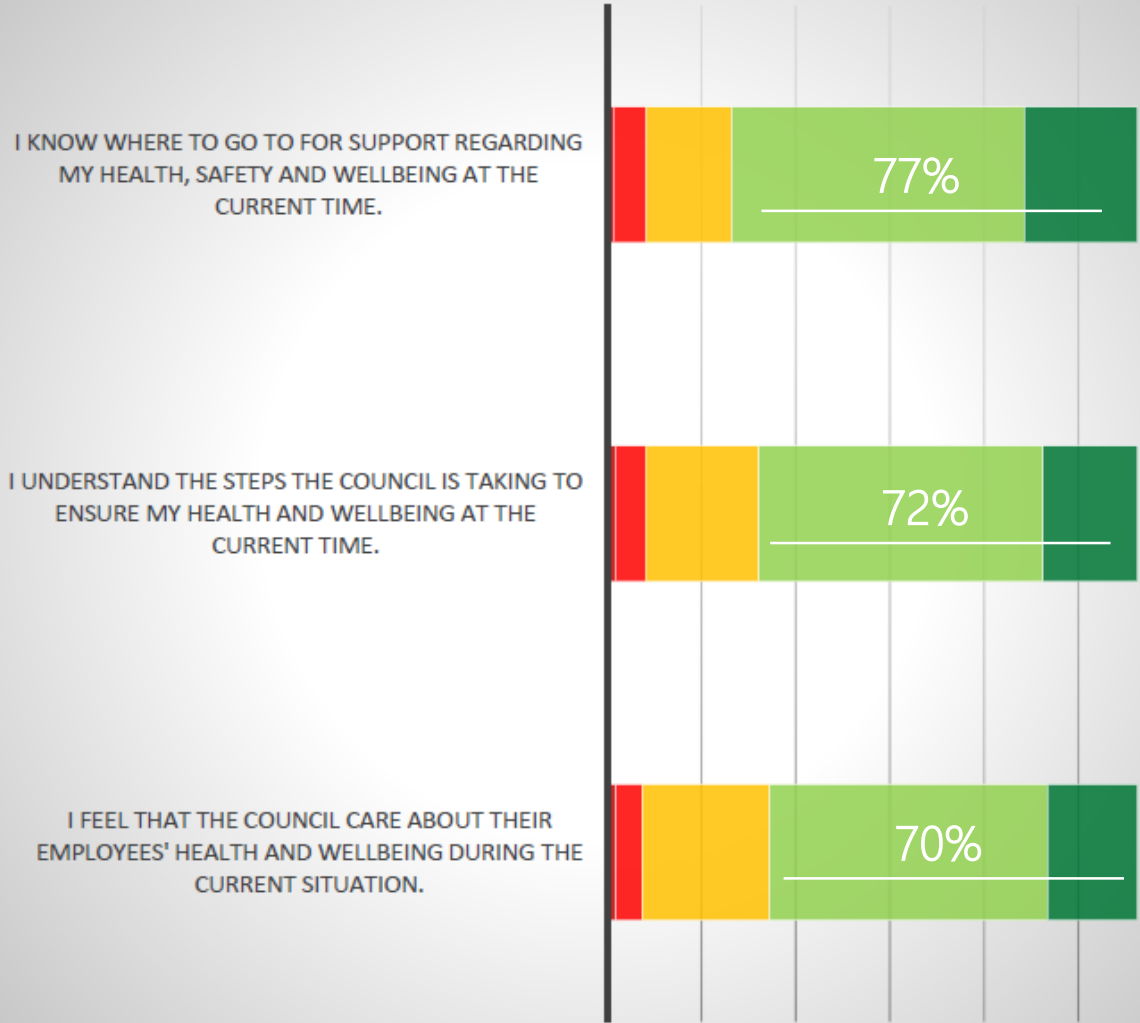


70% "somewhat worried"
(ONS, 69%)



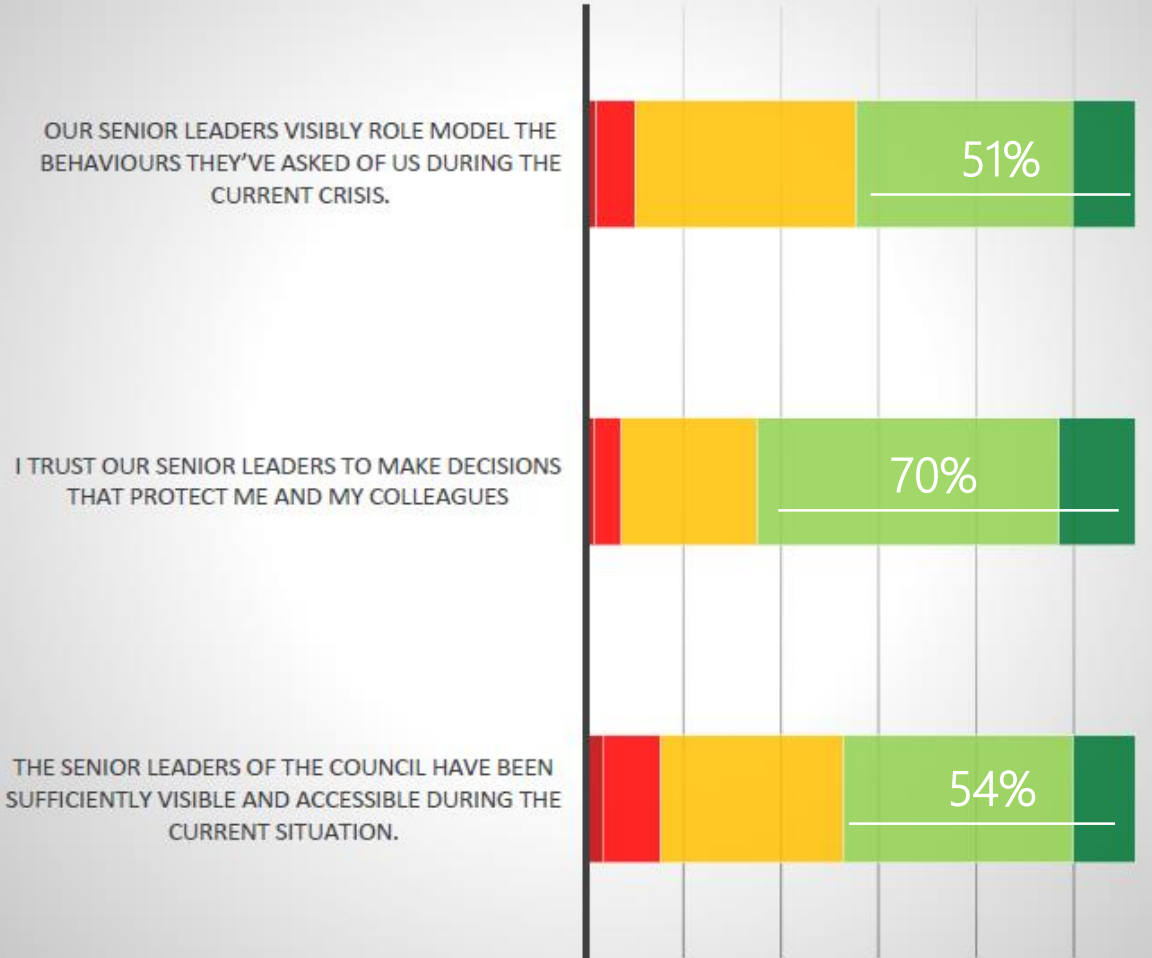
47% good or excellent, 11% very poor /poor
(ONS 44% adults' well-being impacted)

Your Health and Wellbeing



■ Strongly Disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly Agree

Senior Leaders (incl. Directors and Heads of Service)



■ Strongly Disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly Agree

Communication



- 65% indicate they have had opportunity to engage in 2 way communication
- 84% know where to find information regarding the pandemic
- 70% believe communication has been helpful and reassuring
- 80% of staff feel that have been kept up do date and well informed



Neges gan y Rheolwr Gyfarwyddwr
Message from the Managing Director

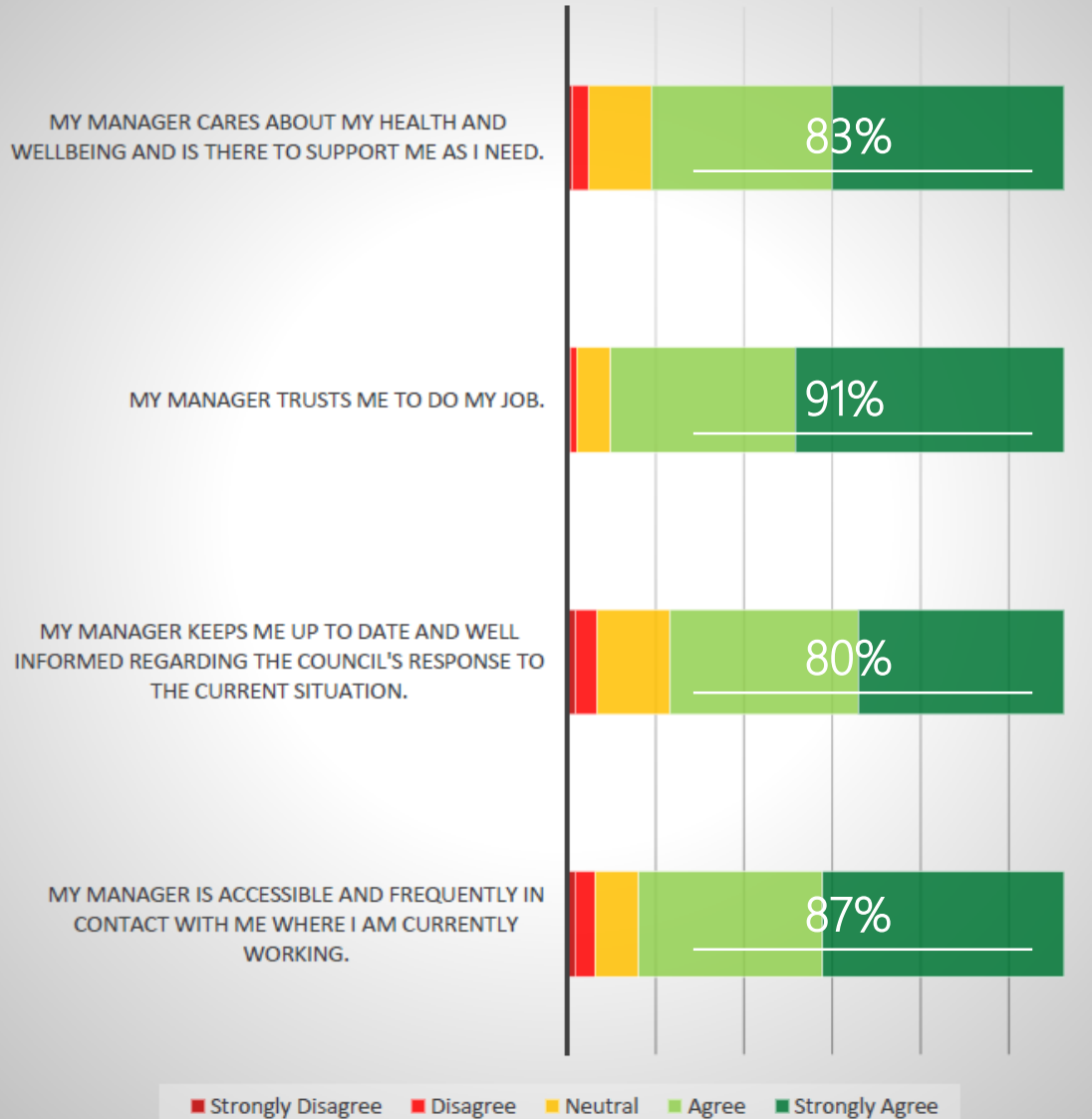


Coronavirus: Advice for all employees

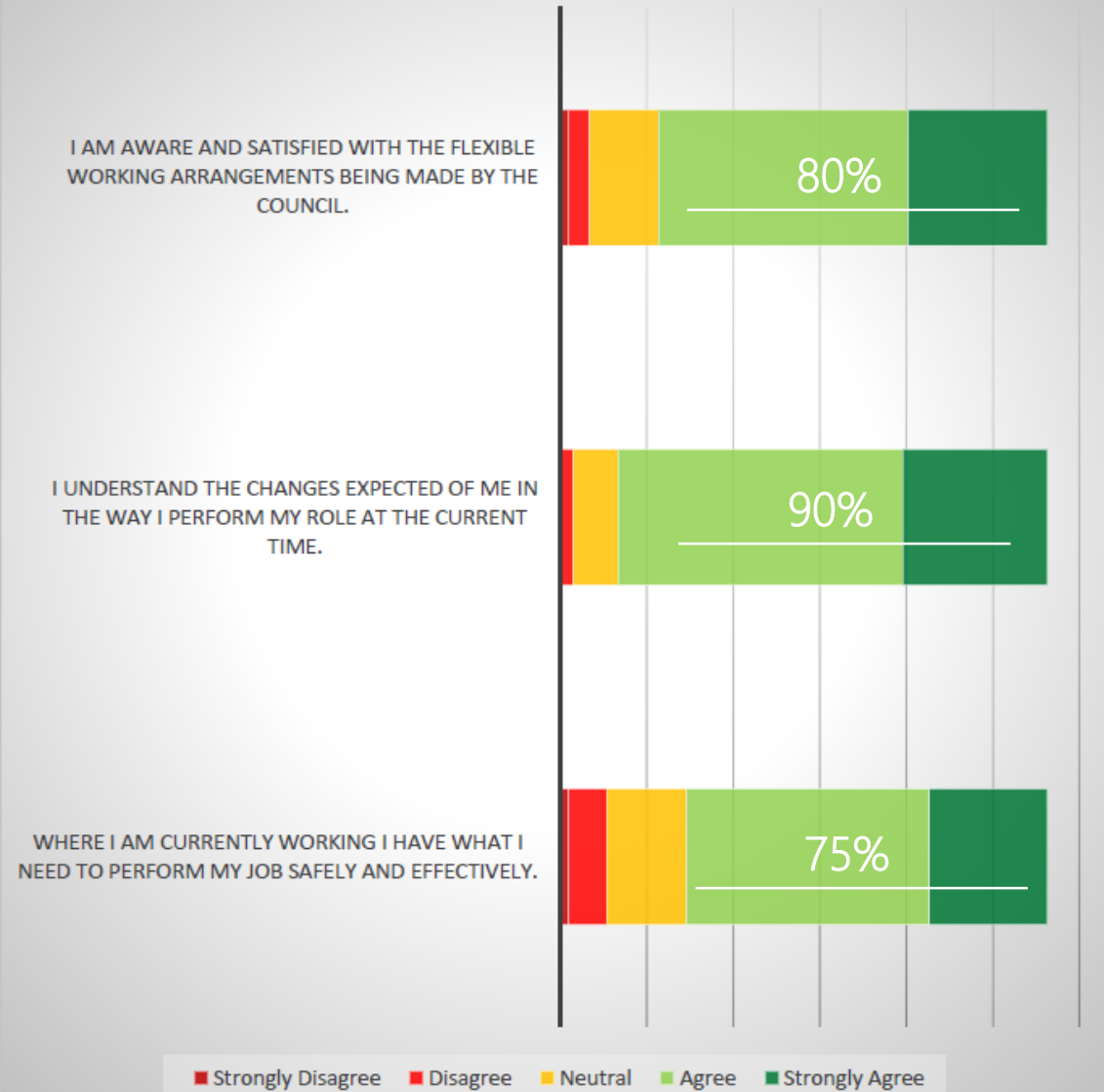
Latest Update 08/07/2020

The Council continues to follow the advice provided by Public Health Wales (PHW); this advice is updated on a regular basis and employees will be advised of any changes as they happen.

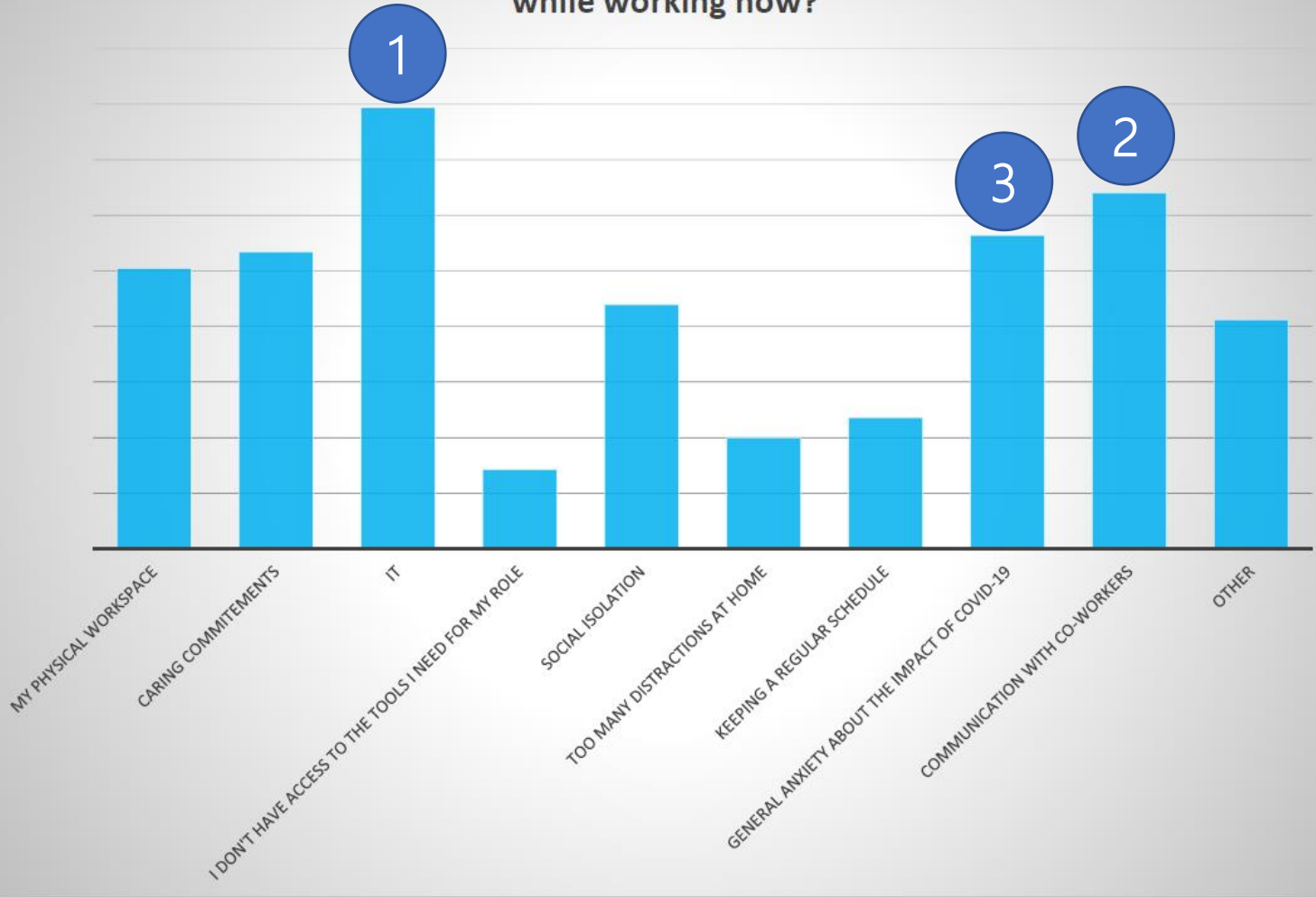
Line Manager



Working Conditions



What are the TOP TWO biggest challenges you are currently facing while working now?



Next Steps

- Directorate & qualitative analysis
- Synthesise with workforce data
- Develop workforce planning, engagement & well-being recovery plan further
- Continued emphasis on regular communications
- Actions delivered locally & corporately

As we transition from response to recovery, now is the time to think about the challenges ahead and how to meet them

Transition

This transition phase is characterised by the WG's easing of lockdown restrictions, will be iterative and will be carefully monitored in parallel with more strategic planning for recovery.

Our transition objectives:

- Ensure that we continue to **manage and mitigate risks** to the longer term recovery and the easing of lockdown restrictions.
- **Continue with our response objectives**, within the context of responding to changes in lockdown arrangements, as necessary and appropriate. As an organisation we are on 'stand by' to refocus on our response should scientific evidence around the R value and WG advice demand it.
- Consider how the **changes introduced in crisis response offer opportunities** for long-term, sustainable change both of our organisation and the communities we serve.
- **Prepare and plan our services** and public spaces for the easing of lockdown with the health and safety of residents, businesses and visitors at the centre of that planning.
- **Support the well-being of our staff**, elected members and residents, as the impact of covid 19 continues.
- **Communicate and engage** with people and partner organisations in the design of our recovery.

Managing Transition

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Directorate Recovery Teams

- Learning & Skills
- Social Services
- Environment & Housing
- Managing Director & Resources
- Regeneration & Planning

Corporate Recovery Teams

- Workplace Social Distancing
- Workforce Planning, Wellbeing & Engagement
- Public Area Re-opening
- Business Support
- Crisis Recovery & Support
- Finance & Audit
- School Recovery
- Governance
- ICT
- Communications

Transition Update – Current Areas of Focus

The primary concerns guiding decisions are the well-being and safety of residents and visitors to the Vale of Glamorgan and the Council's staff and elected members, in line with the latest Government advice.

Schools	Non-Essential Retail	Parks & Resorts
<ul style="list-style-type: none">• Supporting check-in & catch-up• Distance learning• Announcement for September reopening	<ul style="list-style-type: none">• Town centres• Social distancing• Hospitality reopening	<ul style="list-style-type: none">• Car parking• Social distancing• Enforcement
		

Recovery Update

Recovery – Principles

- This is not 'recovery' to a previous state for all services.
- The recovery process will take significant time and be influenced by a number of significant issues, and will not necessarily be linear.
- This as an opportunity unlike any other to fundamentally think about the way in which the Council operates and to transform.
- There is a great deal of uncertainty but also opportunity.

Recovery

CMT & Heads of Service have worked to consider different time-horizons and scenarios for their services.

High-level themes emerged around issues relating to:

- Health & Social Care
- Community & Humanitarian
- Learning Continuity
- Public Realm & Public Spaces
- Business, Economy & Infrastructure
- Environmental

These are all cross-cutting and will require effective involvement, engagement & communication, understanding our partners' issues, working together, a focus on the longer-term and seeking to understand and prevent the root-causes of issues.



Long term



Prevention



Integration



Collaboration



Involvement

Getting REAL



Strong Communities with a Bright Future

Our new Corporate Plan 2020-2025 – Connecting with Recovery

To work with and for our communities	To support learning, employment and sustainable economic growth	To support people at home and in their community	To respect, enhance and enjoy our environment
<ul style="list-style-type: none">• Resilient, innovative & responsive to the needs of our customers.• Involvement, communication & engagement.• Our resources.	<ul style="list-style-type: none">• A well-educated and skilled population• Encouraging people's ambitions.• Ensuring that individuals and communities are able to prosper and achieve their best.	<ul style="list-style-type: none">• Working in partnership to maximise people's physical and mental well-being.• Ensure people are safe at home and in the community.• Ensures people have the necessary advice, care and support.	<ul style="list-style-type: none">• Ambitious standards.• Understanding how our environment contributes to individual, community and global well-being.• Committed to protecting and enhancing our environment.

Strong Communities with a Bright Future

These themes define our work. How we define our work will define us.

To work with and for our communities	To support learning, employment and sustainable economic growth	To support people at home and in their community	To respect, enhance and enjoy our environment
<ul style="list-style-type: none">• Resilient, innovative & responsive to the needs of our customers.• Involvement, communication & engagement.• Our resources.	<ul style="list-style-type: none">• Learning Continuity• Business, Economy & Infrastructure	<ul style="list-style-type: none">• Health & Social Care• Community & Humanitarian	<ul style="list-style-type: none">• Public Realm & Public Spaces• Environmental

Initial Thoughts – CMT & Heads of Service

	Threats	Opportunities
<p>To support learning, employment and sustainable economic growth (Learning continuity; Business, economy & infrastructure)</p>	<ul style="list-style-type: none">• Length of time pupils are not in school full-time• Distance learning – and impact on particular groups (e.g. ALN)• Impact of social distancing regulations on business• Recession & unemployment (especially in key industry sectors, e.g. aviation)	<ul style="list-style-type: none">• Distance learning• Supporting innovative businesses• Capital programme investment – and a Covid-review step• Focus on green jobs and green infrastructure

Initial Thoughts – CMT & Heads of Service

	Threats	Opportunities
<p>To support people at home and in their community (Health & Social Care; Community & Humanitarian)</p>	<ul style="list-style-type: none">• Workforce availability• Reduction in preventative/early intervention services during crisis• Impact of recession• Community tensions• High numbers of vulnerable/shielded service users• Delivering human, front-facing services whilst physically distanced• Mental and physical health problems associated with Covid	<ul style="list-style-type: none">• Sustaining homelessness reduction• Discussion on health/social-care interface• Harnessing the support that exists in the community to reduce dependence• Increased control for service users over their care and support plans

Initial Thoughts – CMT & Heads of Service

	Threats	Opportunities
To respect, enhance and enjoy our environment (Public Realm & Public Spaces; Environmental)	<ul style="list-style-type: none">• Managing public spaces• Social distancing regulations	<ul style="list-style-type: none">• Embracing active travel• Increased home working• Increased interest in climate change agenda

Initial Thoughts

	Threats	Opportunities
<p>To work with and for our communities</p> <ul style="list-style-type: none">• Resilient, innovative & responsive to the needs of our customers.• Involvement, communication & engagement.• Our resources.	<ul style="list-style-type: none">• Recession – reduction in council income• Availability of staff• Staff morale/well-being• Responding to different public feelings on covid-19.• Returning to 'business as usual'• Finding new ways of working consistent with good governance	<ul style="list-style-type: none">• Sustaining new ways of working• Considering what needs to be done in an office• Digital transformation – customer and employees• New ways to engage and communicate online• Consideration of pay for key worker groups• Valuing front-line staff and engaging them• Working with volunteers• Cross-directorate working, building on the really good work to date• New governance approaches

How it'll fit together

Well-being Objective

- What we want to achieve
- Relevant recovery themes

What we want

Threats

Opportunities

Recovery Themes

- Developing strategic actions

- What more information/data do we need?
- What can we influence here?
- What can we do to mitigate threats?
- What actions can we take to seize opportunities?



Strategic Actions

- Strategic actions will form the basis of the Recovery Strategy
- These actions can then be 'localised' in directorate plans & cross-cutting corporate workstream plans

Next Steps

- Identifying actions to seize opportunities and mitigate threats
- Documenting a recovery strategy aligned with the Corporate Plan
- Developing detailed recovery plans within directorates and across corporate recovery workstreams
- Reporting to Cabinet & Scrutiny Committee

Working towards recovery – July 2020

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