

THE VALE OF GLAMORGAN COUNCIL

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE:
21ST OCTOBER, 2020

REFERENCE FROM CABINET: 21ST SEPTEMBER, 2020

“C334 CORONAVIRUS RECOVERY STRATEGY (L) (SCRUTINY - ALL)

The Leader and Cabinet Member for Performance and Resources presented the report the purpose of which was to seek Cabinet approval for the Coronavirus Recovery Strategy (attached at Appendix A to the report).

The Strategy was structured around the three phases to the Council’s management of the pandemic: response, transition and recovery.

Reflecting on the learning from the response had identified a series of recovery themes which had been aligned with the Council’s Well-being Objectives drawn from the Corporate Plan 2020-25.

Informed by a Community Impact Assessment, Economic Impact Assessment and the reflective learning from staff, partners and Members, a number of strategic recovery priorities had been identified. These priorities provided the strategic direction for services to develop recovery plans and would inform the Council’s Annual Delivery Plan 2021/22.

The report provided a commentary to the structure and content of the Coronavirus Recovery Strategy and sought endorsement for the Strategy and the approach to developing and delivering it.

It was recommended that the report be referred to all Scrutiny Committees for awareness and the identification of any specific areas of activity that could be reflected in future work programmes. The Leader noted that some Scrutiny Committees had already received presentations and others were due to shortly. The report also recommended sharing with partners of the Vale of Glamorgan Public Services Board and all Town and Community Councils for their awareness and to ensure continued integration and coordination of activity in the interest of our residents’ well-being.

The Deputy Leader and Cabinet Member for Education and Regeneration advised she had been present at Learning and Culture Scrutiny Committee where education outcomes within the Strategy had been discussed and gave her thanks to all teams concerned for their effort during and since lockdown to ensure schools were open.

The Cabinet Member for Social Care and Health advised the Strategy had also been discussed at Health Living and Social Care Scrutiny Committee which he had attended, having a focus on Social Services’ response during the pandemic. With

cases rising again, it was important to note that the Strategy included the ability to return to a response phase to manage any further issues that may arise. The Cabinet Member also thanked staff within Social Services and from other Service Areas for their response to the pandemic and continued delivery of services.

The Managing Director advised that some time had been spent within the response phase since the first lockdown in March 2020 and noted it would be vital looking forward and put recovery actions in place where possible whilst dealing with issues that still fall within the response phase as COVID-19 had not gone away. Scrutiny Committees would have an opportunity to have an input into how the Council would move forward into the recovery phase.

This was a matter for Executive decision.

Cabinet, having considered the report and all the issues and implications contained therein

RESOLVED –

- (1) T H A T the contents of the report and the Coronavirus Recovery Strategy (Appendix A) be noted.
- (2) T H A T the Coronavirus Recovery Strategy (Appendix A) and the proposals contained in the report relating to its delivery be endorsed.
- (3) T H A T the report and the Coronavirus Recovery Strategy (Appendix A) be referred to all Scrutiny Committees for their consideration in identifying any particular area(s) of focus for the Committees' forward work programmes.
- (4) T H A T the report and the Coronavirus Recovery Strategy be shared with members of the Vale of Glamorgan Public Services Board and all Town and Community Councils.
- (5) T H A T Cabinet receive further updates on the progress made against the priorities contained in the Coronavirus Recovery Strategy in due course.

Reasons for decisions

- (1) To provide Cabinet with an overview of the work undertaken in response, transition and recovery from the Coronavirus pandemic.
- (2) To provide a framework for action to be taken in recovering from the pandemic.
- (3) To provide Committees with an overview of the work undertaken in response, transition and recovery from the Coronavirus pandemic and to allow the identification of any particular area(s) of focus for scrutiny activity.
- (4) To provide these organisations with an update on the work being progressed by the Council.

(5) To provide Cabinet with updates and enable oversight of progress made in delivering the Coronavirus Recovery Strategy.”

Attached as Appendix – Report to Cabinet – 21st September, 2020

Meeting of:	Cabinet
Date of Meeting:	Monday, 21 September 2020
Relevant Scrutiny Committee:	All Scrutiny Committees
Report Title:	Coronavirus Recovery Strategy
Purpose of Report:	To seek Cabinet approval for the Coronavirus Recovery Strategy.
Report Owner:	Leader of the Council
Responsible Officer:	Rob Thomas, Managing Director
Elected Member and Officer Consultation:	Strategic Leadership Team All Heads of Service/Operational Managers
Policy Framework:	This is a matter for Executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> • This report provides Cabinet with the Council's Coronavirus Recovery Strategy (Appendix A). • The Strategy is structured around the three phases to the Council's management of the pandemic: response, transition and recovery. • Reflecting on the learning from response has identified a series of recovery themes which have been aligned with the Council's Well-being Objectives drawn from the Corporate Plan 2020-25. • Informed by a Community Impact Assessment, Economic Impact Assessment and the reflective learning from staff, partners and members, a number of strategic recovery priorities have been identified. These priorities provide the strategic direction for services to develop recovery plans and will inform the Council's Annual Delivery Plan 2021/22. • The report provides a commentary to the structure and content of the Coronavirus Recovery Strategy and seeks endorsement for the Strategy and approach to developing and delivering it. • The report recommends referring to all Scrutiny Committees for awareness and the identification of any specific areas of activity that can be reflected in future work programmes. The report also recommends sharing with partners of the Vale of Glamorgan Public Services Board and all Town & Community Councils for their awareness and to ensure continued integration and coordination of activity in the interest of our residents' well-being. 	

Recommendations

1. It is recommended that Cabinet note the contents of this report and the Coronavirus Recovery Strategy (Appendix A).
2. It is recommended that Cabinet endorse the Coronavirus Recovery Strategy (Appendix A) and the proposals contained in this report relating to its delivery.
3. It is recommended that Cabinet refers this report and the Coronavirus Recovery Strategy (Appendix A) to all Scrutiny Committees for their consideration in identifying any particular area(s) of focus for the Committees' forward work programme.
4. It is recommended that this report and the Coronavirus Recovery Strategy be shared with members of the Vale of Glamorgan Public Services Board and all Town & Community Councils.
5. It is recommended that Cabinet receive further updates on the progress made against the priorities contained in the Coronavirus Recovery Strategy in due course.

Reasons for Recommendations

1. To provide Cabinet with an overview of the work undertaken in response, transition and recovery from the Coronavirus pandemic.
2. To provide a framework for action to be taken in recovering from the pandemic.
3. To provide Committees with an overview of the work undertaken in response, transition and recovery from the Coronavirus pandemic and to allow the identification of any particular area(s) of focus for scrutiny activity.
4. To provide these organisations with an update on the work being progressed by the Council.
5. To provide Cabinet with updates and enable oversight of progress made in delivering the Coronavirus Recovery Strategy.

1. Background

- 1.1 This report was drafted 14th September 2020. Due to the fast-developing situation, the report is accurate as at the date of drafting. Any developments of note that arise following publication of the report will be reported to Cabinet at the meeting of the 21st September 2020.
- 1.2 This report provides Cabinet with an update on the work undertaken to develop the Coronavirus Recovery Strategy (Appendix A) and seeks endorsement for the Strategy and its delivery.
- 1.3 Reports have previously been produced on the Council's response to the Coronavirus pandemic. Links to these reports can be found in the Background Papers to this report and focused on the initial service response, emergency planning mechanisms enacted and associated governance arrangements The framework for the development of the Coronavirus Recovery Strategy was

approved by Cabinet at its meeting of 13th July 2020 (minute C304 refers) and at that meeting the Council's ongoing response, transition and recovery work was discussed in detail.

- 1.4 This report presents the Coronavirus Recovery Strategy and sets out arrangements for its delivery.

2. Key Issues for Consideration

Response, Transition & Recovery

- 2.1 The Coronavirus Recovery Strategy is contained in Appendix A. The Strategy is structured around the Council's three phase approach to the management of the pandemic.
- 2.2 The initial activity within services was on the Council's response to the coronavirus. The aim of the response phase is to reduce the transmission of coronavirus whilst continuing to operate critical services for those who need them. Given the breadth of services operated by the Council and their ability to be impacted by regulations and restrictions in different ways, this phase will continue for different lengths of time.
- 2.3 In the short to medium term, services have begun to move out of response and into the transition phase. The management of the transition phase focuses on moving out of 'lockdown' in line with the easing of restrictions as set out by Welsh Government whilst recognising that services cannot operate 'as usual'. It is always possible that changes made to the way in which services work will be reversed (should transmission rates increase to unacceptable levels) and this would see a movement back to the response phase. At all times the focus of actions taken in transition are in the context of the overall Welsh Government framework for recovery which sets out a series of tests/considerations for changes being made.
- 2.4 Since Cabinet's consideration of the most recent report in July 2020, recovery work has commenced in parallel with the transition phase for services. This phase involves the longer-term consideration of how the Council will work in the future. This involves giving thought to the learning from the pandemic and the pressures and demands arising from it.

Recovery Strategy

- 2.5 As noted above, the Recovery Strategy is structured by Response, Transition and Recovery framework.

Response

- 2.6 The strategy describes the objectives the Council pursued during the initial response phase to the pandemic and the arrangements for governance and decision making.

- 2.7** Within this section of the strategy, the output from a reflective learning exercise is presented for members' awareness. All Chief Officers worked with their management teams to identify the learning from the response phase to identify how services and staff had adapted and identified the demands and pressures that emerged. This has identified a series of 'recovery themes' which are reflected in the recovery section of the Strategy.
- 2.8** All staff were invited to share their experiences to inform the Recovery Strategy. A section is included within the document which illustrates the findings from the staff survey which invited comment regarding health & well-being, senior leadership, line management support, communication and working conditions.
- 2.9** Taken together, this information has provided the important learning for how any future 'response' activity could be pursued and has informed the development of the transition and recovery phases.

Transition

- 2.10** The transition section of the Recovery Strategy describes how the objectives of the organisation have moved to reflect the easing of lockdown and changes in expectations and duties for the Council. This section illustrates the way in which directorates are responding and the establishment of cross-directorate working groups to progress the learning identified from response. Examples are provided of the transition work reflecting the changes in Welsh Government policy around schools, non-essential retail and in public spaces.

Recovery

- 2.11** The recovery section sets out the principles by which the Strategy has been developed, in recognition of the significant work required, that it is an opportunity unlike any other to deliver change and within the context of a great deal of uncertainty.
- 2.12** The report to Cabinet in July 2020 describes in detail the alignment of the recovery themes described above with the Council's Well-being Objectives drawn from the Corporate Plan 2020-25. It is intended that in making this alignment, the Recovery Strategy will be consistent with the core business of the Council and embedded firmly in the work of all directorates.
- 2.13** The Strategy provides information on 'how it fits together'. This illustrates how the recovery themes map with the well-being objectives and that a series of strategic recovery priorities will be pursued by the Council to take advantage of opportunities and minimise threats associated with the Coronavirus. It is proposed that these priorities be addressed through directorate and corporate recovery group recovery plans for the remainder of the current year. In 2021/22, these priorities will be used to inform the Annual Delivery Plan and executed via service plans.
- 2.14** Within the recovery section, links are provided to two pieces of analysis work which has been undertaken by the Council. Cabinet will note that the data included within these impact assessments is ever-changing. The information

contained is accurate as at the dates stated in the reports and will be updated as new data is verified and becomes available.

- 2.15** The Community Impact Assessment provides a significant body of research and data drawn together from UK, Welsh and local sources to provide insight into the impacts Coronavirus has (and will continue to have) on the communities within the Vale of Glamorgan. The content is structured within the context of each of the four well-being objectives, with an emphasis on the particular impacts for people in protected characteristic groups within our communities. This assessment will be updated as more information becomes available and provides an important source of understanding equality impacts and will be used to inform proposals for any service changes.
- 2.16** As well as the social impacts on our communities, the pandemic has had unprecedented economic impact. The Economic Impact Assessment provides a range of macro and micro economic data on issues such as employment, production and welfare claims. A dashboard provides summary data, to supplement the full analysis. As with the Community Impact Assessment, this data will be regularly updated to provide an evidence base to draw upon when developing proposals and taking decisions.
- 2.17** The Strategy provides information regarding a range of threats and opportunities for each well-being objective that have been identified from the engagement with staff and partners described above. These have been used to identify the strategic recovery priorities for the Council to take action on. The strategic recovery priorities provide the direction for services to take action within directorates (and across directorates) in the coming months.
- 2.18** Pursuing the strategic recovery priorities will require services to consider the views of residents, businesses, staff and elected members. Decisions will need to be taken in light of the resources available to the Council and demands for services. The pandemic has identified opportunities to work differently and some of these changes will be amplified (A) in the future, whilst some are specifically associated with response/transition and can be ended (E). With changes being delivered at pace, reflection will be given to activities that were already unfit for purpose and have stopped during the pandemic and which can now be 'let go' (L). Equally there are activities that were temporarily paused and can now restart (R). This is described in the Strategy as a model for informing decision making, with the acronym 'REAL'.
- 2.19** The importance of involving, engaging and consulting with our residents, staff and partners will be critical in delivering the strategic recovery priorities. Throughout the autumn and winter an engagement and consultation programme will commence to maximise the potential for people to be involved and engaged, as the development and delivery of the recovery plans commences. It is intended to involve, engage and consult on specific service changes as well as wider strategic issues such as the Council's revenue budget for 2021/22.
- 2.20** It is recommended that following Cabinet's consideration of the Coronavirus Recovery Strategy, it is referred to all Scrutiny Committees. This will enable all Committees to be aware of the work being undertaken and to identify any particular area(s) of focus for scrutiny work in the coming months. It is also

recommended the report be shared with members of the Vale of Glamorgan Public Services Board and all Town & Community Councils for their awareness, so that integrated decisions and on-going dialogue can continue.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1** The Coronavirus Recovery Strategy has been framed within the Council's Well-being Objectives drawn from the Corporate Plan 2020-25. This alignment demonstrates how in progressing the strategic recovery priorities, the actions taken will contribute to the four well-being objectives.
- 3.2** The Strategy identifies that pursuing the strategic recovery priorities 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.

4. Resources and Legal Considerations

Financial

- 4.1** The Coronavirus Recovery Strategy contains a strategic recovery priority to "tackle the financial impact that coronavirus will continue to have on the council's finances". The impact on the Council's medium to longer term financial position is unknown at present. Whilst the Welsh Government's hardship fund for Local Authorities has provided a source of funding to offset reductions in income and increased expenditure, this will not last into the longer-term. As such, consideration will be given to the financial position and availability of funding in the preparation of the Council's revenue and capital budgets during the autumn. Within directorates, recovery plans will consider the local implications of increased expenditure/reductions in income, with Cabinet receiving regular reports monitoring the financial position.

Employment

- 4.2** The Coronavirus Recovery Strategy contains a strategic recovery priority to "provide well-being and other forms of support for our colleagues to assist them at work and at home as we recover from Covid-19 and work in different ways". This reflects the findings from the staff well-being survey which has informed the Strategy document. This priority will be progressed through the directorate recovery plans and specifically the work of the corporate recovery group considering workforce planning and engagement arrangements.

Legal (Including Equalities)

- 4.3** There are no direct legal implications associated with this report. The Council's recovery work will be influenced strongly by relevant legislation, in particular relating to the easing/reintroduction of lockdown.

- 4.4** The Coronavirus Recovery Strategy contains links to an economic impact assessment and community impact assessment. These assessments identify that particular groups within the community will be impacted by the pandemic in different ways.
- 4.5** The Strategy has been informed by the content of the economic impact assessment and community impact assessment and the priorities contained within it have been developed to mitigate and manage any negative effects the pandemic has had on the communities of the Vale of Glamorgan, with a particular emphasis on people within protected characteristics groups. As changes are made to specific services, equality impact assessments will be undertaken to further understand the impact from an equalities perspective.

5. Background Papers

[COVID-19/Coronavirus - Working Towards Recovery, Cabinet 13th July 2020](#)

COVID 19 / Coronavirus - Service Implications and Business Continuity Update, General Information Report, 28 April 2020

[COVID 19 - Service Implications and Business Continuity, Cabinet, 23 March 2020](#)

[Coronavirus Preparations - Officer Delegations & Working Practices, Cabinet, 23 March 2020](#)

Recovery

Remove

Remobilisation

Reforms

Reenergise

Reset

Reshape

Resolve

Coronavirus Recovery Strategy

Introduction

The Coronavirus pandemic has brought unprecedented challenges for the Council in supporting our residents, businesses and visitors as well as maintaining a functioning organisation. This document sets out the framework through which the Council has managed the response to Coronavirus, the transition out of response and forms the strategy for the recovery phase.

The changes introduced as a result of the pandemic have challenged us to think differently and to reflect on how we should work to achieve our vision of Strong Communities with a Bright Future. We are grateful for the immense contribution, dedication and hard work of the Council's staff and elected members, and to our communities for the support they have shown in these tumultuous times.

Our Recovery Strategy contains a series of strategic principles. These will guide and shape our work in the coming months and years. We will seize opportunities that have presented themselves and use them wisely to reshape our work. This will be done in partnership with our public, private and third sector partners and importantly our residents. The future may remain uncertain, but the focus of our work is very clear.

Neil Moore

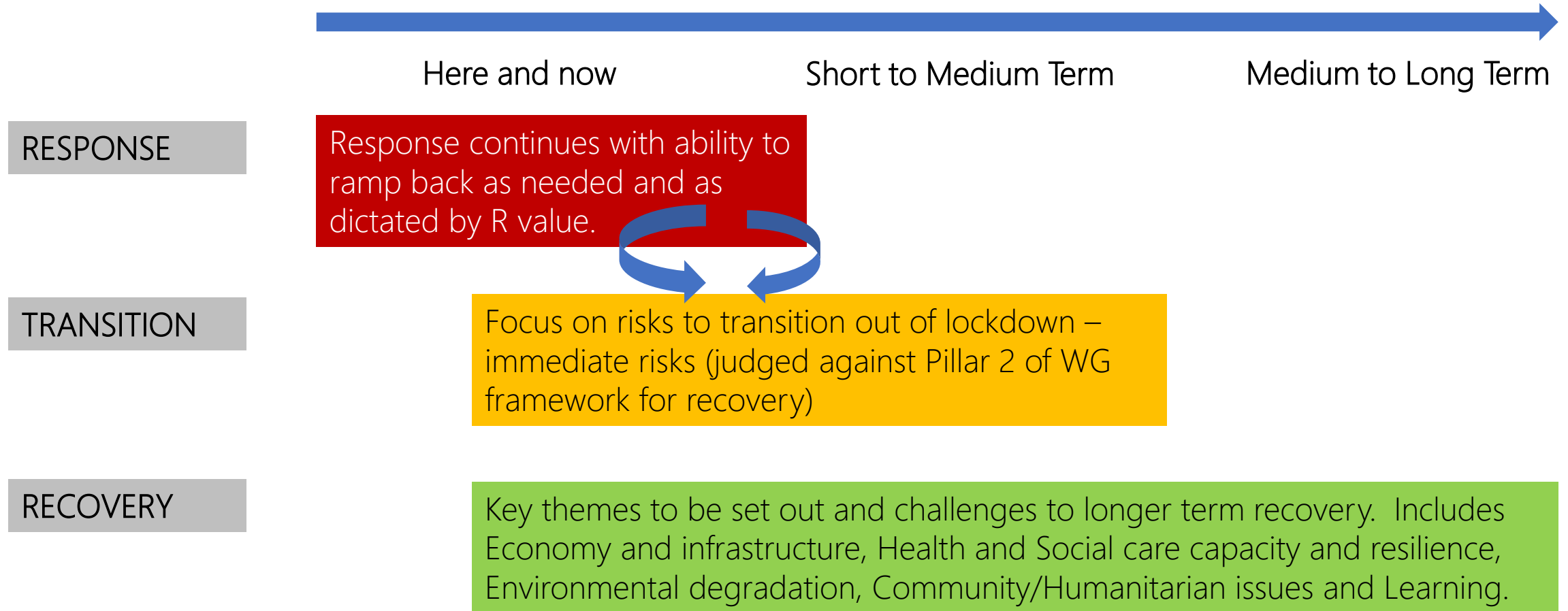
Leader of the Council

Rob Thomas

Managing Director

From Response to Recovery

The Recovery Strategy provides the structure within which the Council will focus activities in the medium to long term. The three phases of the Council's management of the pandemic are illustrated below.



Response

Our crisis response objectives 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 meeting frequently to manage response, transition and recovery.

There has been a whole lot of learning from our response



Reflective learning has informed the Recovery Strategy, following engagement with senior managers and staff. The following describes some of the things we have learnt.



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

All staff were invited to share their thoughts in a survey looking at various aspects of engagement & well-being

Taking people with us

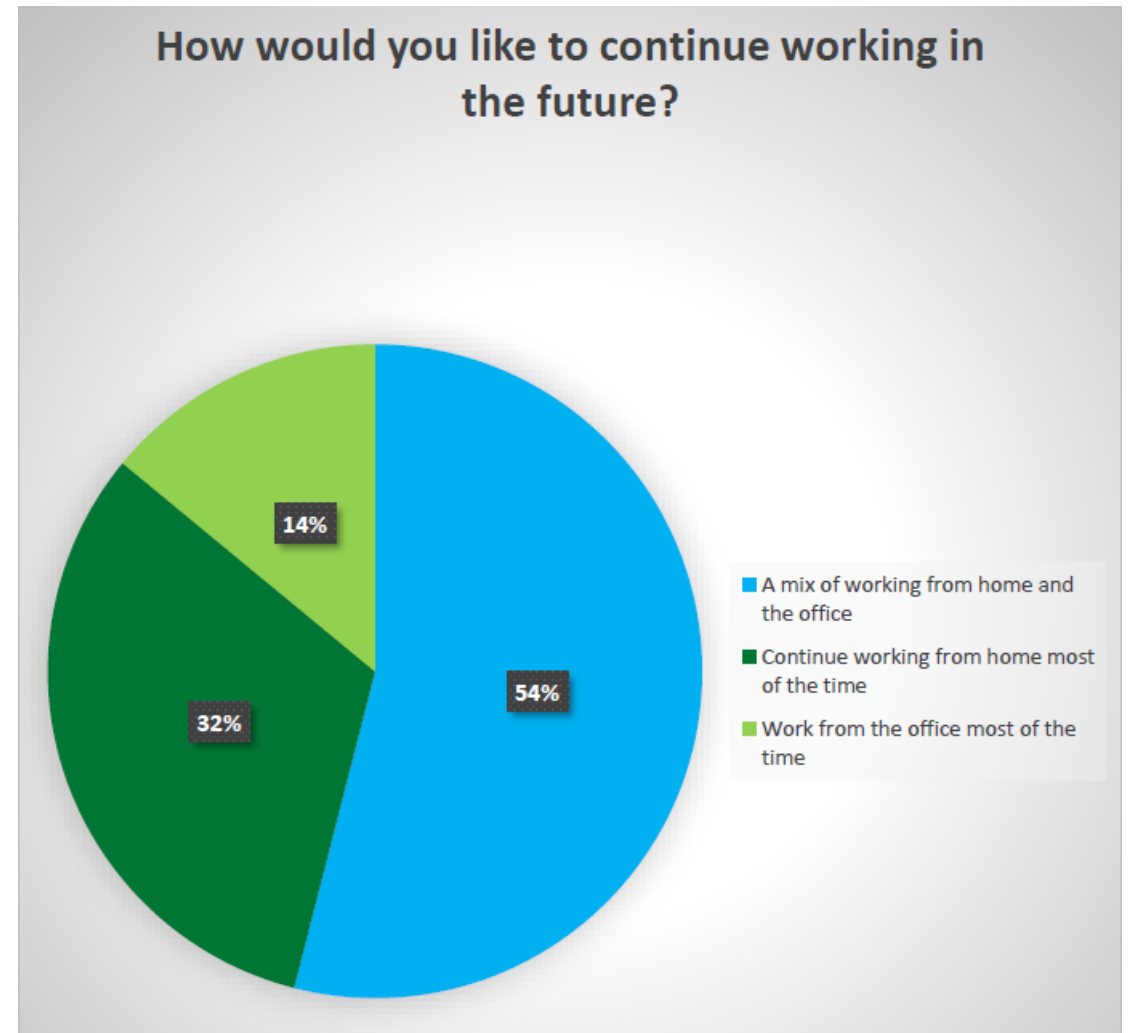


- health and wellbeing
- senior leadership
- line manager support
- communication
- working conditions

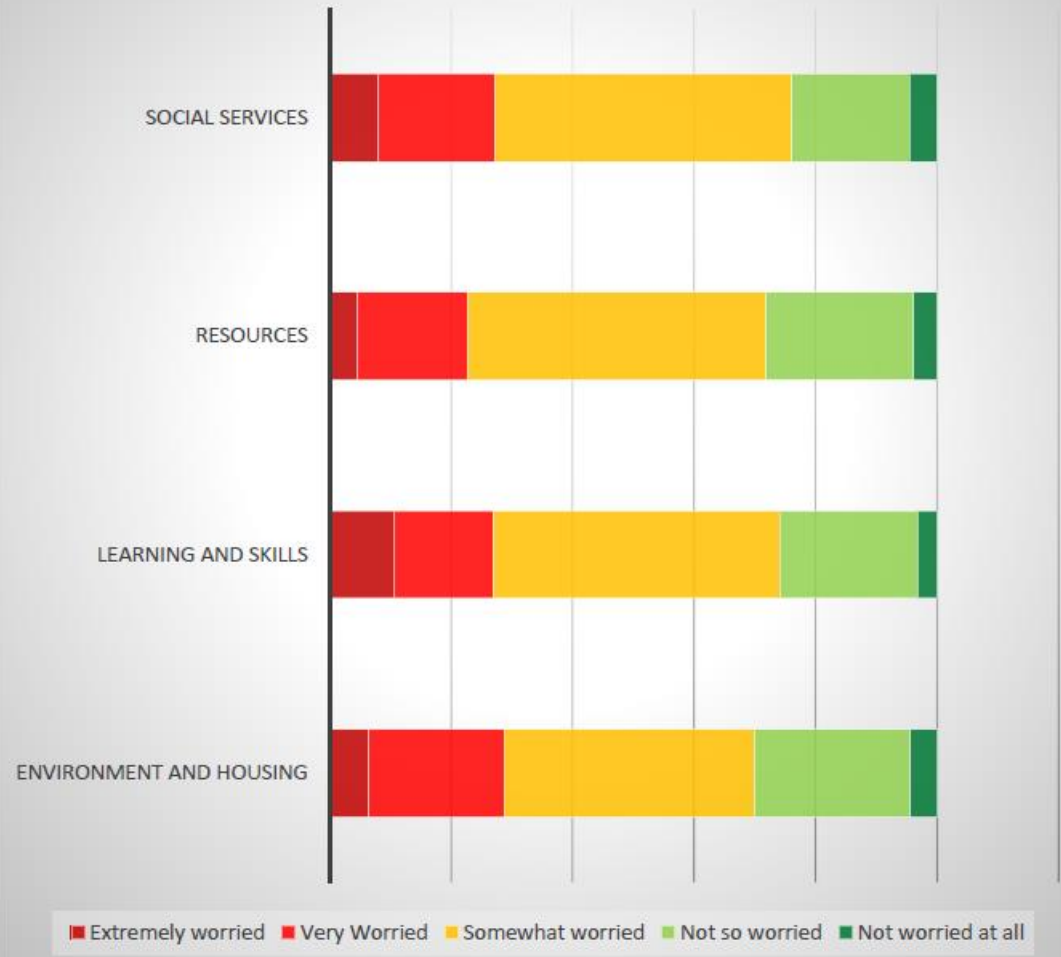


- There were **1126** responses to the survey, an overall response rate of 44% of the current workforce.
- **70%** of the total responders are currently working from home.
- The June Workforce Data suggests that around **48%** of our workforce are currently working from home in some capacity.

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

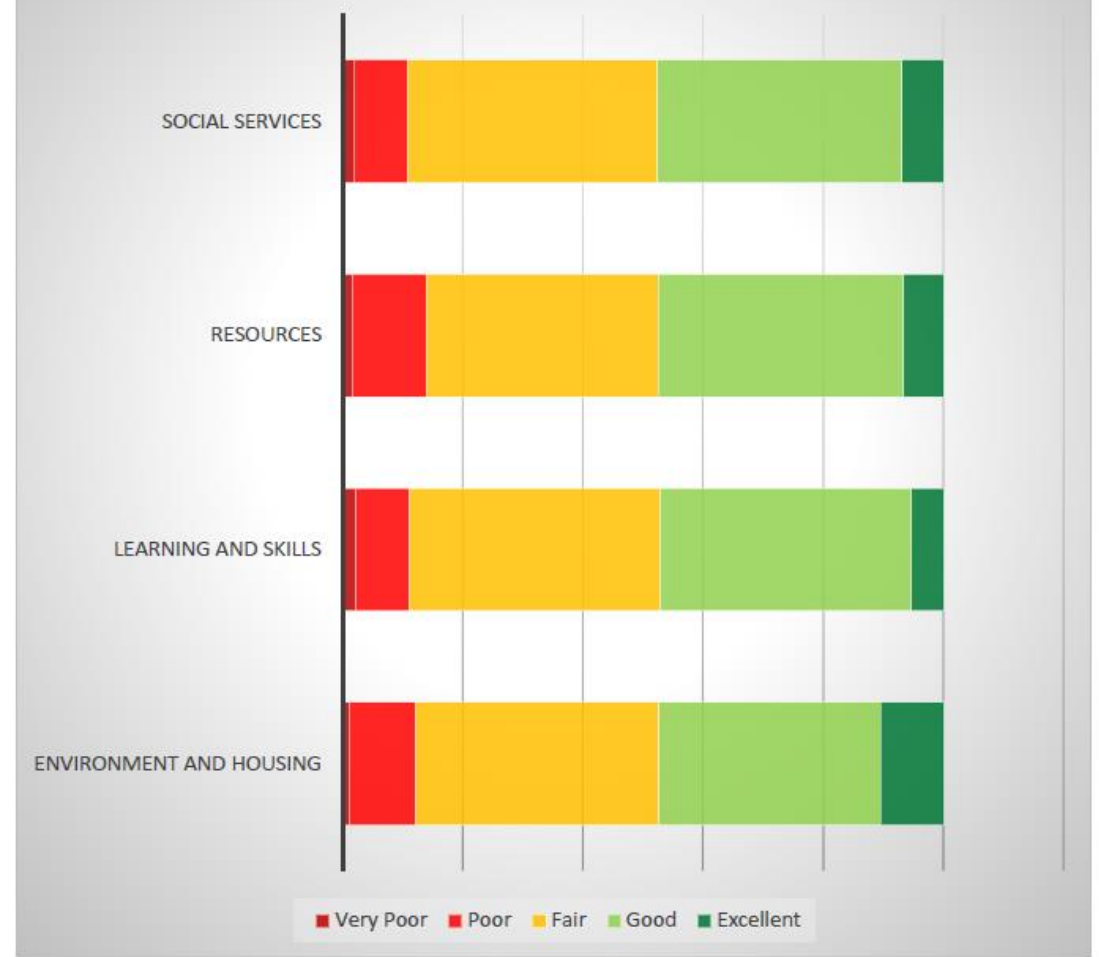


How worried are you about the impact of Coronavirus on your personally?



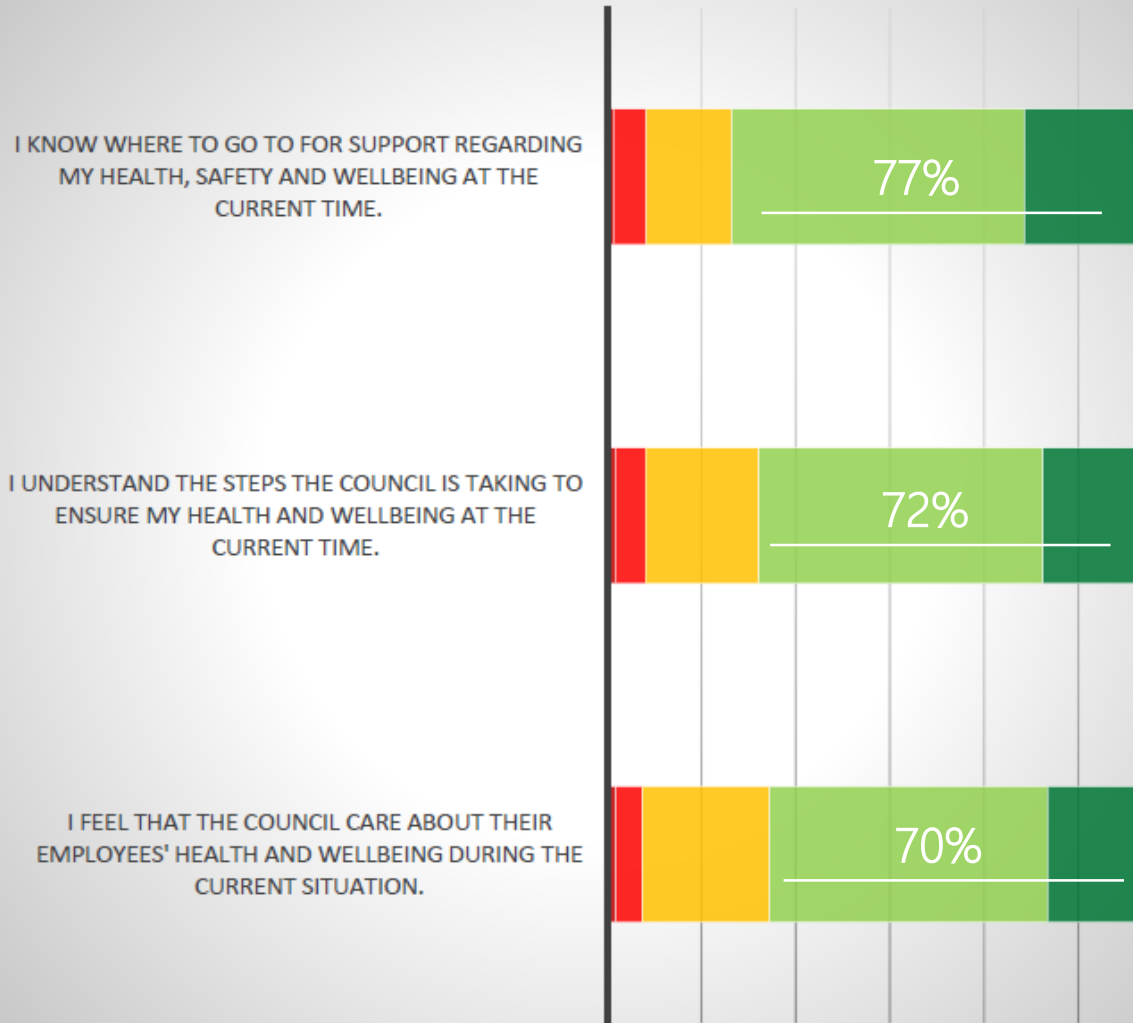
70% "somewhat worried"
(ONS, 69%)

How would you rate your mental health at the current time?



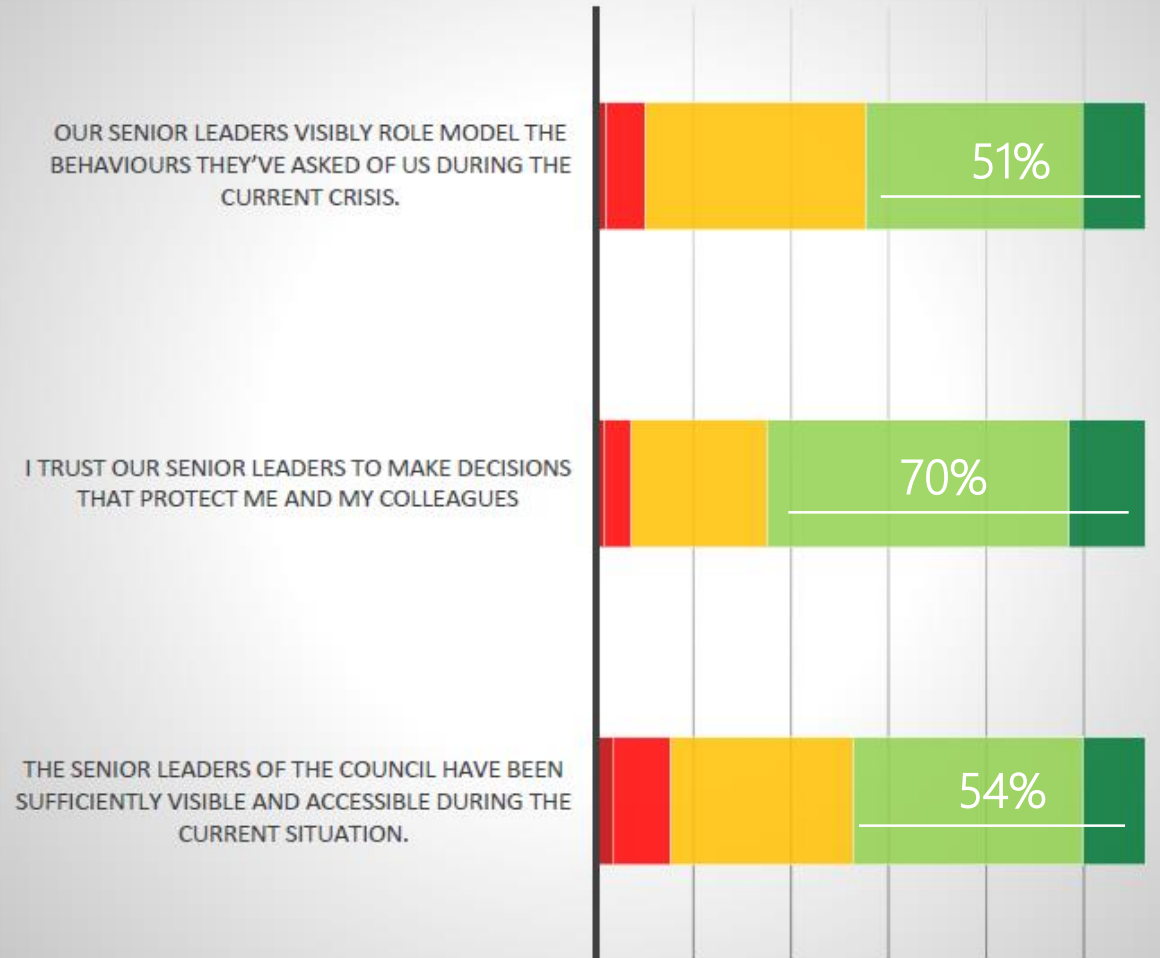
47% good or excellent, 11% very poor /poor
(ONS 44% adults' well-being impacted)

Your Health and Wellbeing



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

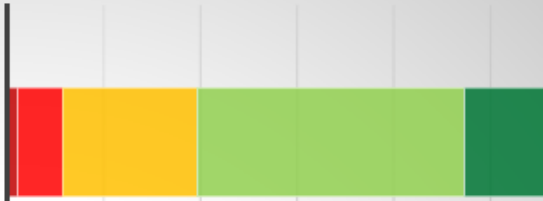
Senior Leaders (incl. Directors and Heads of Service)



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

Communication

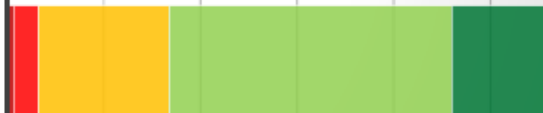
I FEEL THAT I HAVE HAD ENOUGH OPPORTUNITY TO ENGAGE IN TWO-WAY COMMUNICATION, IN ORDER TO OBTAIN INFORMATION, ASK QUESTIONS AND SEEK CLARIFICATION AS REQUIRED.



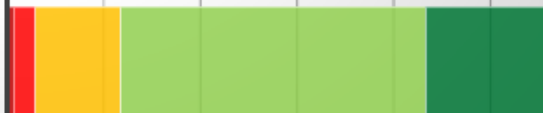
I KNOW WHERE TO FIND UP TO DATE INFORMATION REGARDING THE CURRENT SITUATION.



THE COMMUNICATIONS I HAVE RECEIVED HAVE BEEN HELPFUL AND REASSURING.



I AM KEPT UP TO DATE AND FEEL WELL INFORMED REGARDING THE COUNCIL'S RESPONSE TO THE CURRENT SITUATION.



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

- 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

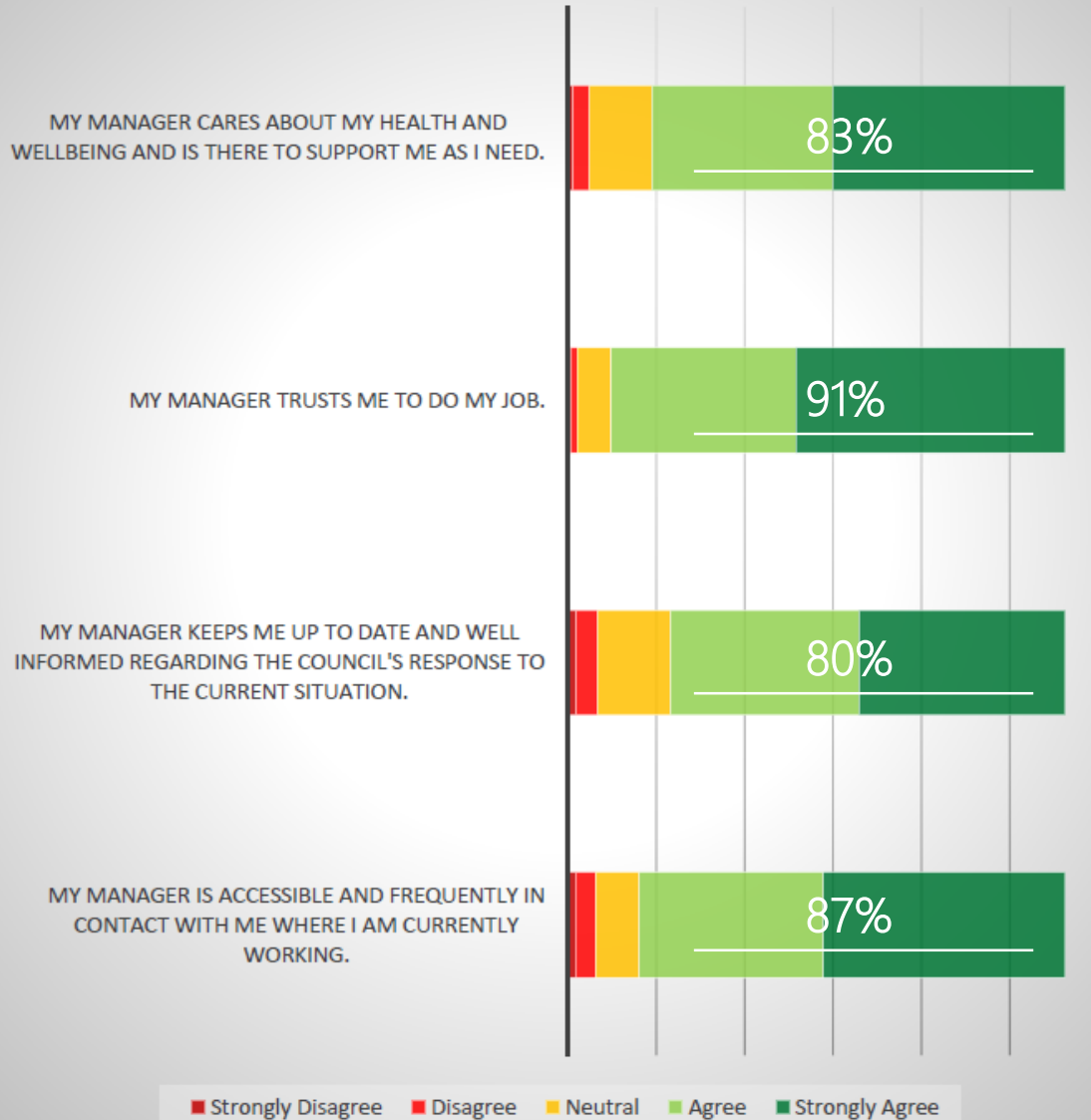


Coronavirus: Advice for all employees

Latest Update 08/07/2020

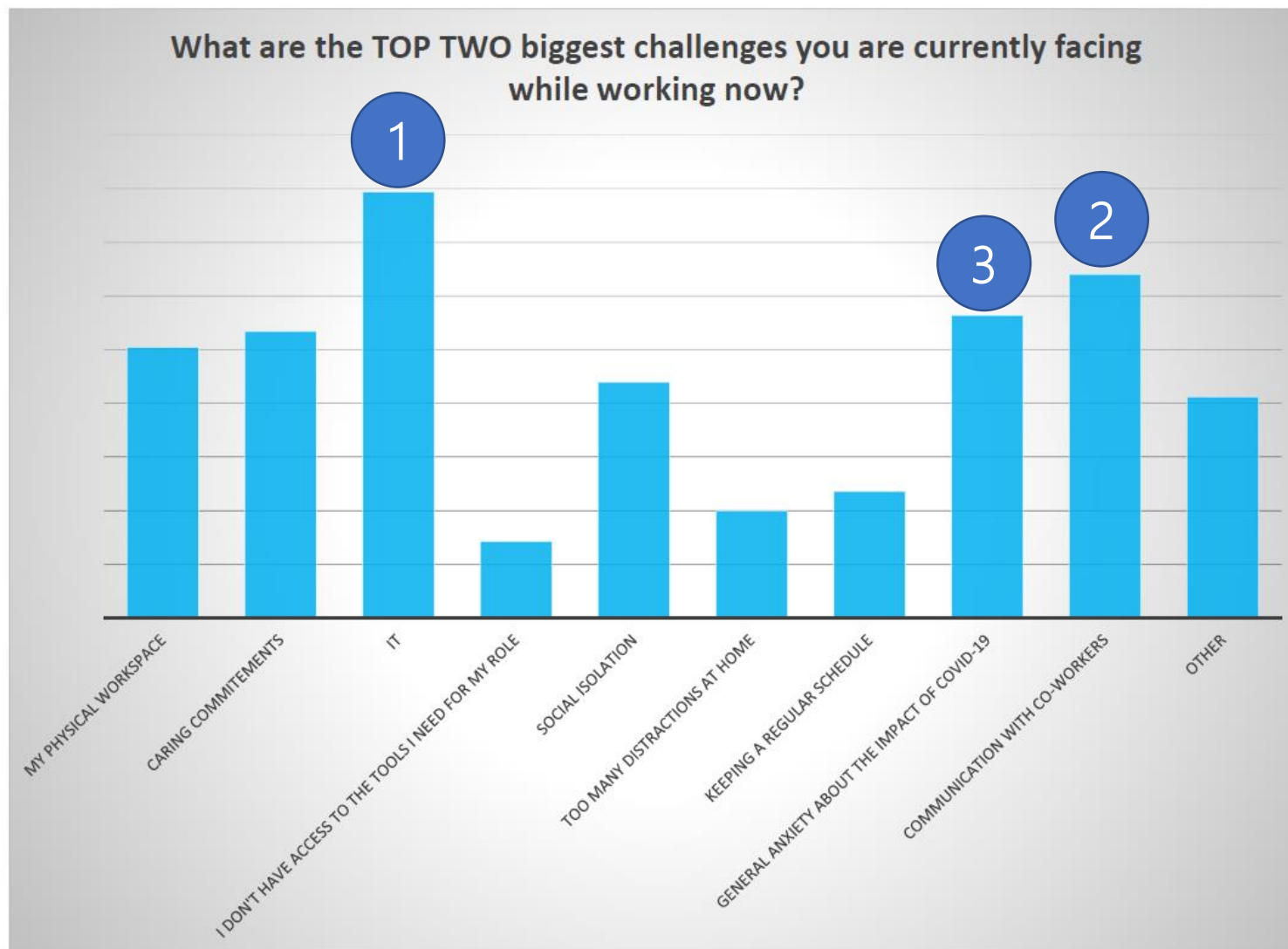
The Council continues to follow the advice provided by Public Health Wales (PHW); this advice is updated on a regular basis and employees will be advised of any changes as they happen.

Line Manager



Working Conditions





The survey data will be used across the Council and within directorates as part of workforce planning activities. This will include:

- Further qualitative analysis
- Synthesising the survey data with workforce data
- Developing the workforce planning, engagement & well-being recovery plan further
- Continued emphasis on regular communications
- Actions being 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

- 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.

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 Examples

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• September reopening	<ul style="list-style-type: none">• Town centres• Social distancing• Hospitality licences	<ul style="list-style-type: none">• Car parking• Social distancing• Enforcement
		

Recovery Strategy

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 Themes

Cross-cutting recovery themes have been identified through engagement with colleagues across the Council and from discussions with partners:

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

These all 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.



Strong Communities with a Bright Future

Our Corporate Plan 2020-2025 Well-being Objectives

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

Our new Corporate Plan 2020-2025 – Connecting with Recovery Themes

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

How it fits together



RECOVERY STRATEGY

For each of our four Well-being Objectives

- What we want to achieve in the Corporate Plan
 - Alignment of the recovery themes
 - Analysis of threats and opportunities posed by coronavirus identified from reflective learning & research
 - Informed by the Economic Analysis & Community Impact Assessment reports for the Vale
 - Identification of strategic recovery priorities
- Delivered by actions in Directorate Recovery Plans and Corporate Recovery Group Plans
- For 2021/22 actions will be taken forward in the Annual Delivery Plan and Service Plans

Insight – Informing Recovery



Coronavirus has had a significant impact on our communities.

The Community Impact Assessment draws together data and research from UK, Welsh and local sources to provide insight into these impacts. Information is provided within the context of our well-being objectives, with an emphasis on the particular impacts for groups within our communities.

[Community Impact Assessment](#)

Insight – Informing Recovery

As well as the social impacts on our communities, the pandemic has had unprecedented economic impact.

The Economic Impact Assessment provides a range of macro and micro economic data on issues such as employment, production and welfare claims.

A dashboard provides summary data, to supplement the full analysis.



Economic Impact Assessment

[Dashboard Analysis](#)

[Full Analysis](#)

To support learning, employment & sustainable economic growth

	Threats	Opportunities
Recovery themes: Learning continuity and Business, economy & infrastructure	<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

From engagement with staff and partners, a range of threats and opportunities for each well-being objective and recovery themes have been identified. These have been used to identify the strategic recovery priorities for the Council to take action on.



To support learning, employment & sustainable economic growth

The pandemic has led to significant upheaval for all learners, particularly those with specific needs. The immediate priorities reflect the need to safely re-open learning environments and providing targeted support to those who need it. With unprecedented economic challenges ahead, the Council will seek to support business and employment in the Vale, with a focus on ensuring the economic and environmental recovery of businesses in the area.

Strategic Recovery Priorities

We will:

1. Work with schools and other learning settings to re-open safely and support learners.
2. Address issues arising from the impact of school closures for pupils, in particular those with specific needs (e.g. Additional Learning Needs).
3. Support businesses to trade in a safe, environmentally sustainable and financially viable manner.
4. Take action to promote a 'green' recovery and re-focus the capital programme to support economic growth.
5. Work with key businesses to support employment and skills development.

To support people at home and in their community

	Threats	Opportunities
Recovery themes: Health & Social Care and Community & Humanitarian	<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



To support people at home and in their community

Inequalities have been brought into stark relief as a result of the coronavirus. The immediate response around homelessness, community cohesion and care have provided unique opportunities to try different ways of working and focusing on reducing inequality. Our recovery priorities reflect the ambition to tackle these issues in the longer term. Whilst some services were temporarily suspended during the initial response phase, work will also commence to bring these back and to address issues that have arisen as a result.

Strategic Recovery Priorities

6. Work with partners to sustain the reduction in homelessness achieved during the crisis.
7. Develop more integrated models of care that provide increased choice and reduce dependence.
8. Support residents whose physical or mental health has been negatively impacted by coronavirus.
9. Work with partners and the community to address issues of social cohesion.
10. Work with people to address issues arising from the temporary suspension of preventative, early intervention and support services by safely restarting or putting in place new service models.

To respect, enhance and enjoy our environment

	Threats	Opportunities
Recovery themes: Public Realm & Public Spaces and 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



To respect, enhance and enjoy our environment

Lockdown saw an enhancement of environmental conditions across the UK and significant changes to the way people travel, exercise and work. To ensure these gains are not lost, the Council will take immediate steps to focus work on the climate change agenda, supporting sustainable long-term changes to travel arrangements and continue to support our communities to reduce waste. The challenges associated with social distancing will be a feature of our lives for some time and enabling people to access public spaces safely is a key priority.

Strategic Recovery Priorities

11. Work with partners to provide safe and accessible public spaces, including leisure centres, sports and park facilities.
12. Re-establish work in response to the Council's declaration of a climate emergency, including the delivery of a green infrastructure strategy.
13. Progress the active travel agenda to encourage and support sustainable changes to people's travel patterns.
14. Work with our communities to reenergise and refocus our commitment to reduce, reuse and recycle.

To work with and for our communities

Threats

- 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

Opportunities

- 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



To work with and for our communities

As an organisation, the Council has supported colleagues to work in very different ways. The commitment and dedication of the workforce has been key to the Council's response. Action will now be taken to ensure people are supported in the longer-term to deliver excellent service to our communities and new ways of working are sustainable for individuals and the organisation. The pandemic saw unprecedented community action complementing the work of the Council and is a priority to build upon. The financial impact of Covid-19 is significant and will require careful management to prioritise key services for the future. There is now an opportunity to redesign our services and this will be done in partnership with our communities.

Strategic Recovery Priorities

15. Provide well-being and other forms of support for our colleagues to assist them at work and at home as we recover from Covid-19 and work in different ways.
16. Tackle the financial impact that coronavirus will continue to have on the council's finances.
17. Redefine the Council's approach to digital service delivery.
18. Harness the power of volunteering and working with third sector partners and community groups to build a legacy for Vale Heroes.
19. Involve, engage and consult our residents and other stakeholders in redesigning services.

Shaping our Directorate & Corporate Recovery Group Plans

When taking action we will consider:

- Views of residents, businesses, staff & members
- The resources available to us
- Demand for our services



Involvement, Engagement & Consultation

- The importance of involving, engaging and consulting with our residents, staff and partners will be critical in delivering our strategic recovery priorities.
- We have committed to “involve, engage and consult our residents and other stakeholders in redesigning services”. We will do this throughout the autumn and winter in a variety of ways, including social media, inviting correspondence and if possible, face-to-face.
- To maximise the potential for people to be involved and engaged, we will ask for views as we are developing and delivering our recovery plans, on a wide range of services and how they could change. We will do this on specific service changes as well as wider strategic issues.
- We will continue to work with our partners across the region and Wales to understand how our work impacts on them, and take collective action where we can.
- The Community Impact Assessment work we have undertaken has shown some of the impacts on our communities caused by the pandemic so far. We will continue to work with our communities across the Vale to understand their experiences and how our work can help alleviate any negative impacts. We will consider different needs as part of delivering service changes, for example, through equality impact assessments.
- The engagement of our workforce is a key priority, also. We have committed to “provide well-being and other forms of support for our colleagues to assist them at work and at home as we recover from Covid-19 and work in different ways”. We will do this by continuing our two-way conversations to learn what is needed and respond accordingly.

Recovery

Remove



Remediation

Reforms

Reenergise

Reset

Reshape

Resolve