

Recovery

Remove

Remobilisation

Reforms

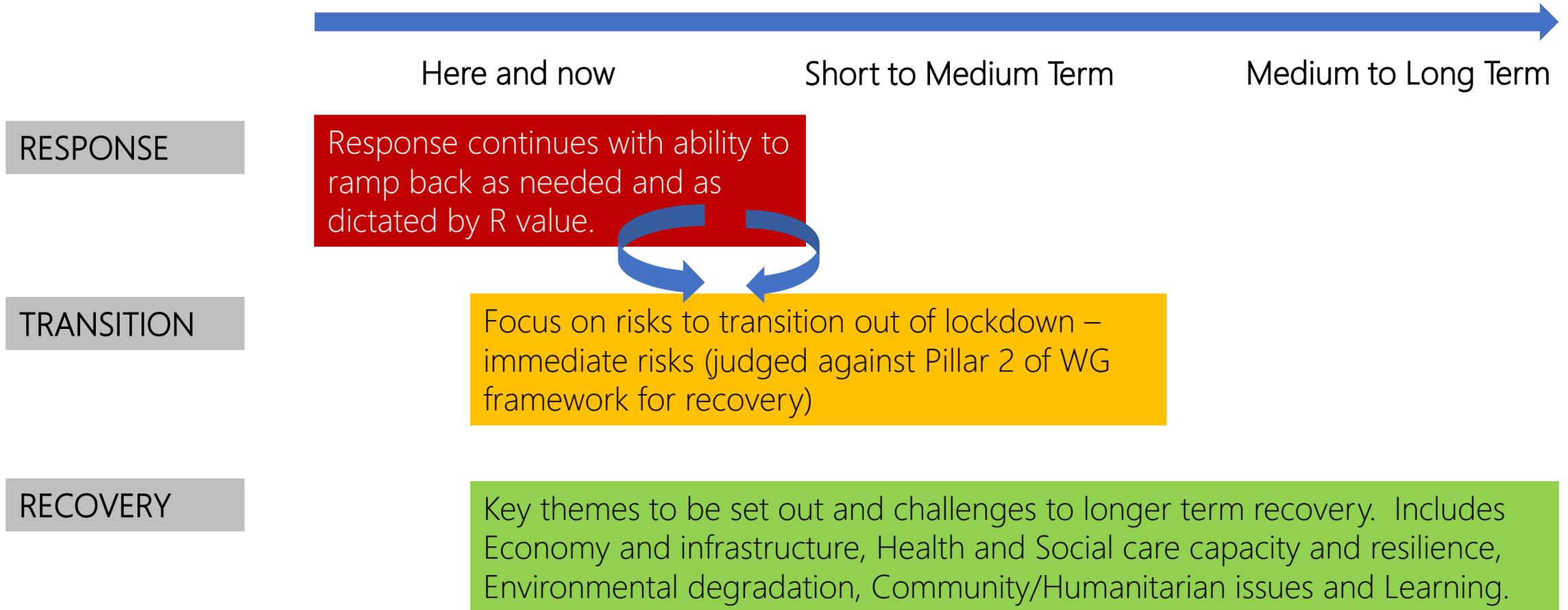
Reenergise

Reset

Reshape

Resolve

From Response to Recovery



Response

Our crisis response objectives have focussed on:

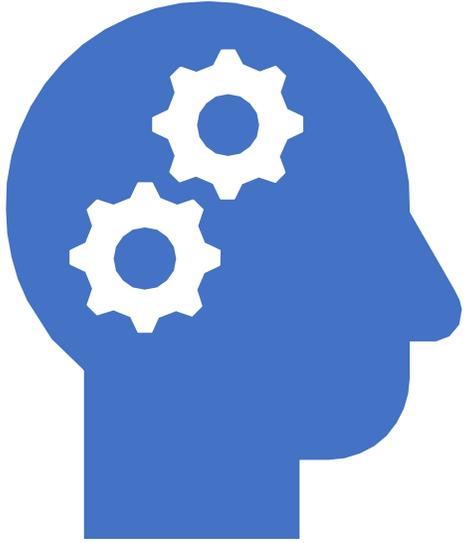
- **Care for our most vulnerable residents** by ensuring the continuity of priority services (e.g. social care, food, childcare hwbs, homelessness)
- **Maintain and manage our public spaces** in general accordance with WG advice and objectives and having regard to local circumstances (e.g. waste services)
- **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 lot of learning from our response

- What has **continued**?
- What has **stopped**?
- What have you done **differently**?
- What have you **learned** from the response?
- How is **staff morale and well-being**?
- What **demands and issues** are emerging?

Neighbourhood Services and Transport

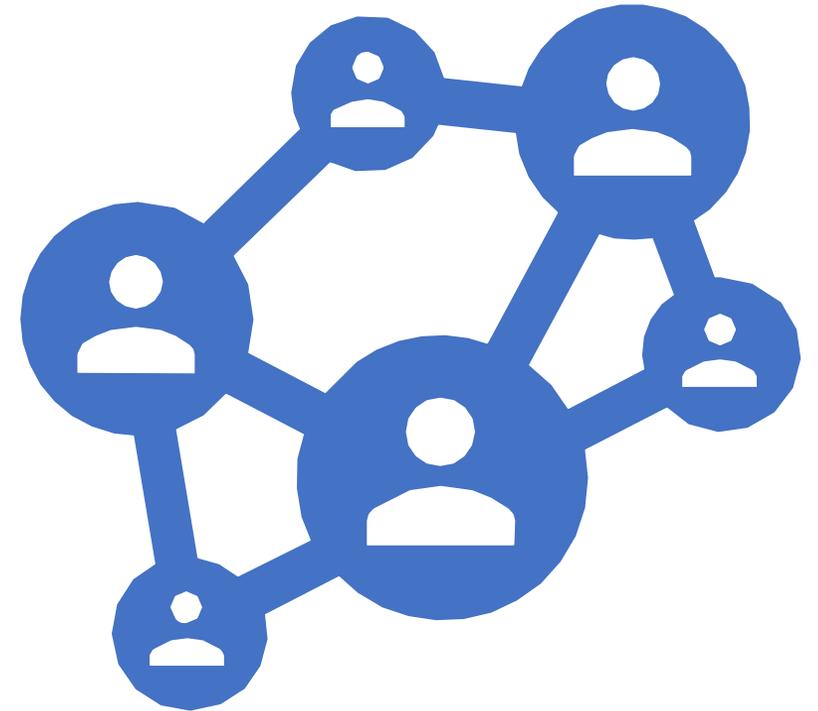
- **Waste Management** – collections continued throughout pandemic. Green collections suspended for a few weeks. Black bag restrictions. HWRCs appointment system.
- **Garage** – continued to operate throughout.
- **Passenger Transport** – School transport resumed in September for all eligible pupils with a partial service offered in July. Bus services being ramped up as the economy opens back up. Greenlinks initially repurposed now back to carrying passengers.
- **Engineering** – road inspections and repairs as well as resurfacing continued throughout. Capital Projects on site and Transport Studies continuing. Car Parks open after initial closure.
- **Parks and Cleansing** – Parks open. Toilets open with additional cleaning. Additional staff litter collecting and managing resorts due to pressures.
- **Enforcement** – Civil Parking and Environmental Enforcement fully operational and issuing tickets. Recruitment of additional staff. Antisocial behaviour issues.
- **Alps reception** open although some items such as waste bags now online.
- **General** – move towards flexible working arrangements. Mix for staff of in office and at home or on site.

A focus on engagement & well-being

Taking people with us

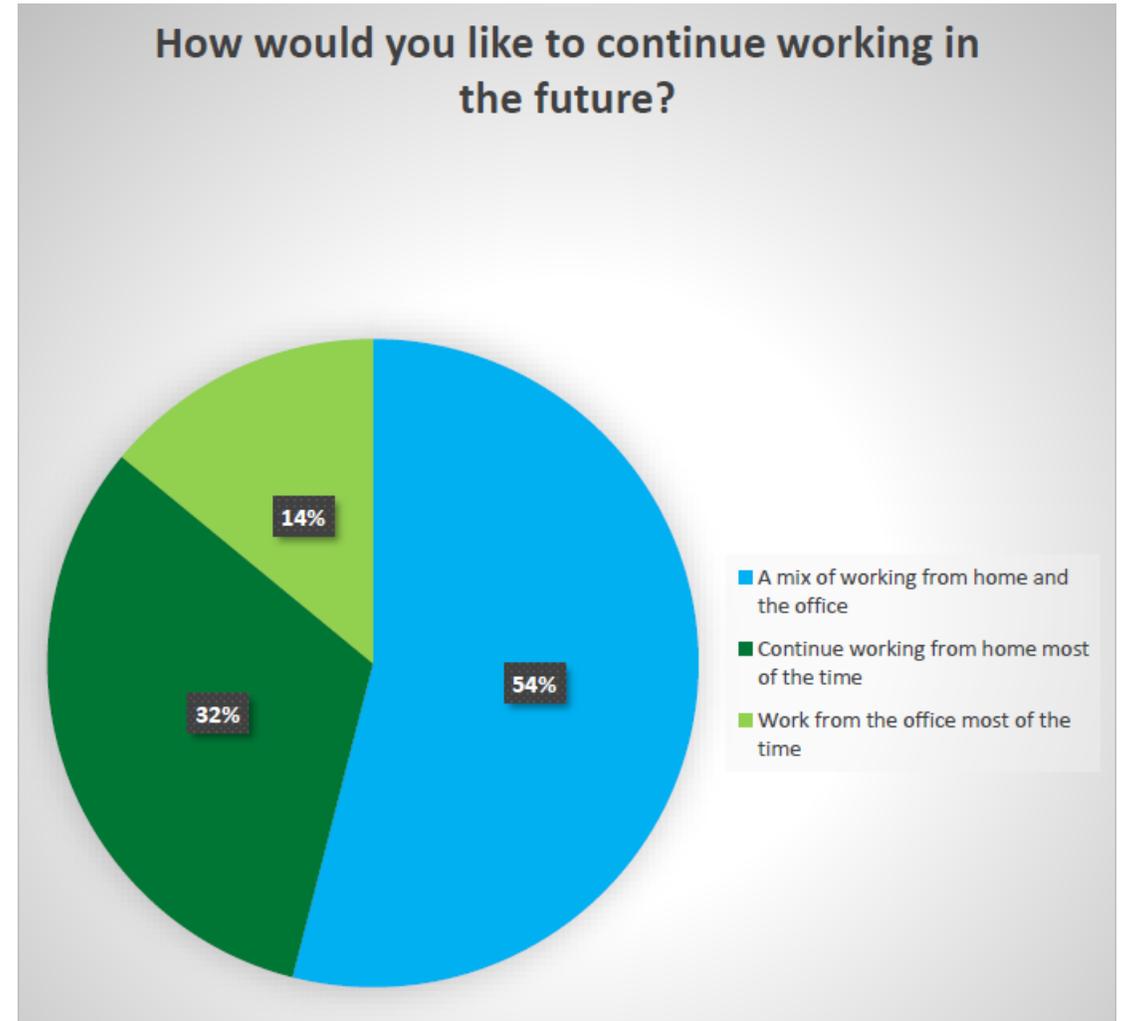


- health and wellbeing
- senior leadership
- line manager support
- communication
- working conditions

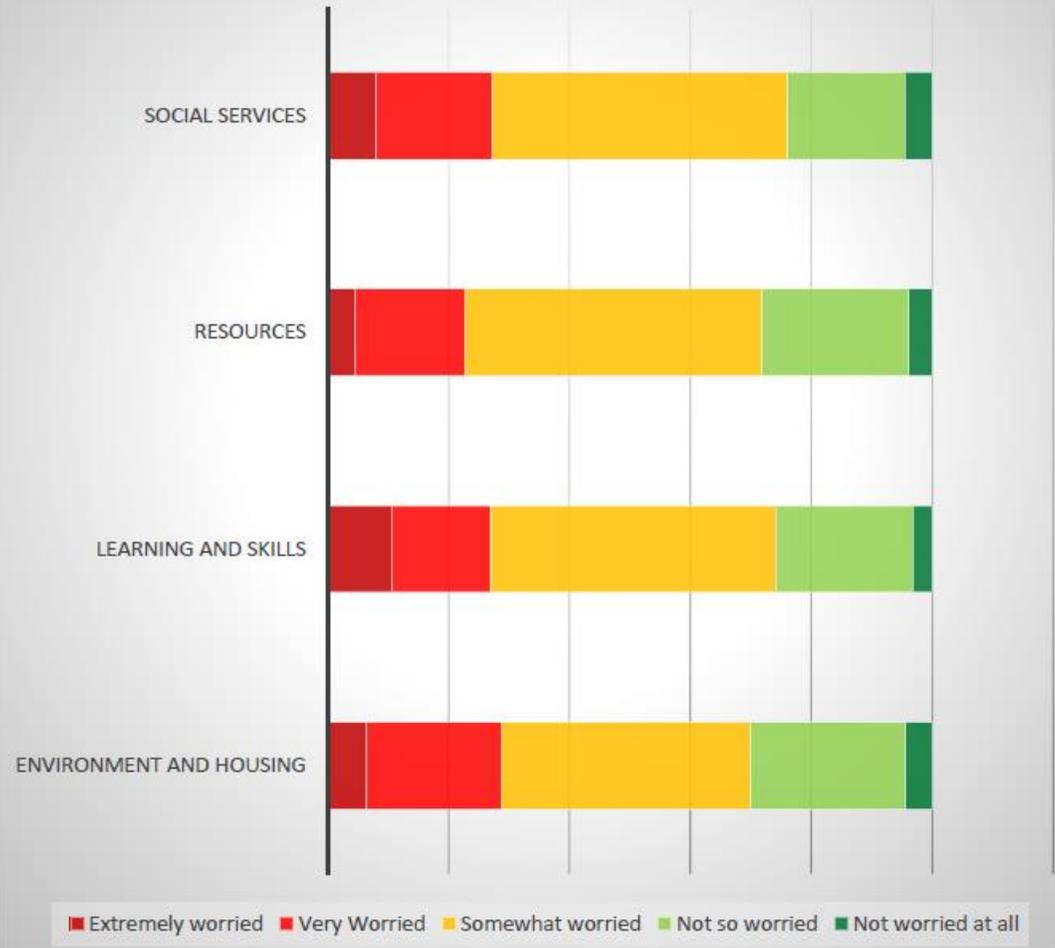


- There were **1126** responses to the survey, an overall response rate of 44% of the current workforce.
- **70%** of the total responders are currently working from home.
- The June Workforce Data suggests that around **48%** of our workforce are currently working from home in some capacity.

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

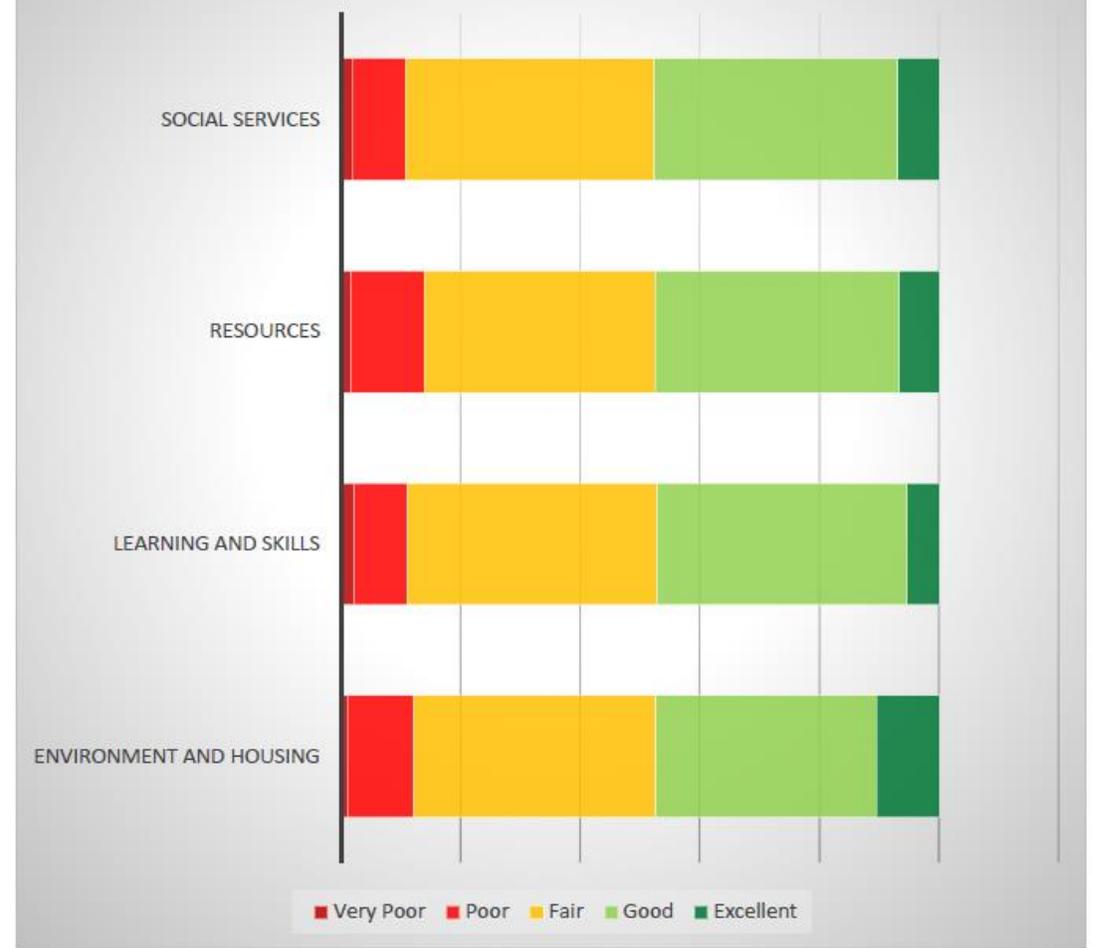


How worried are you about the impact of Coronavirus on your personally?



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

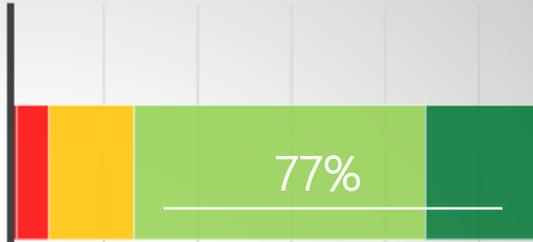
How would you rate your mental health at the current time?



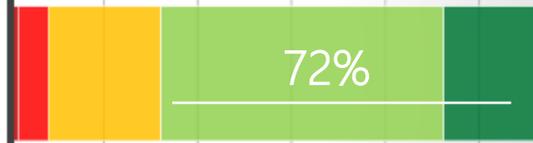
47% good or excellent, 11% very poor /poor
(ONS 44% adults' well-being impacted)

Your Health and Wellbeing

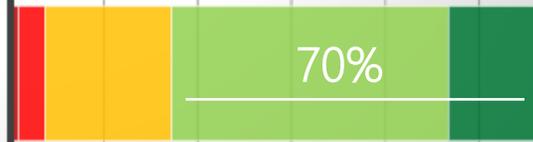
I KNOW WHERE TO GO TO FOR SUPPORT REGARDING MY HEALTH, SAFETY AND WELLBEING AT THE CURRENT TIME.



I UNDERSTAND THE STEPS THE COUNCIL IS TAKING TO ENSURE MY HEALTH AND WELLBEING AT THE CURRENT TIME.



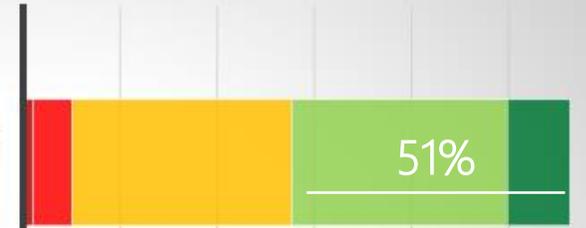
I FEEL THAT THE COUNCIL CARE ABOUT THEIR EMPLOYEES' HEALTH AND WELLBEING DURING THE CURRENT SITUATION.



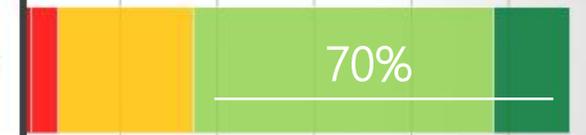
Strongly Disagree Disagree Neutral Agree Strongly Agree

Senior Leaders (incl. Directors and Heads of Service)

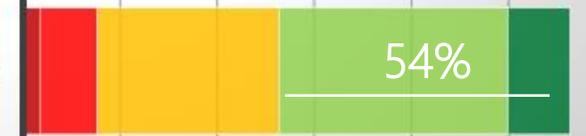
OUR SENIOR LEADERS VISIBLY ROLE MODEL THE BEHAVIOURS THEY'VE ASKED OF US DURING THE CURRENT CRISIS.



I TRUST OUR SENIOR LEADERS TO MAKE DECISIONS THAT PROTECT ME AND MY COLLEAGUES

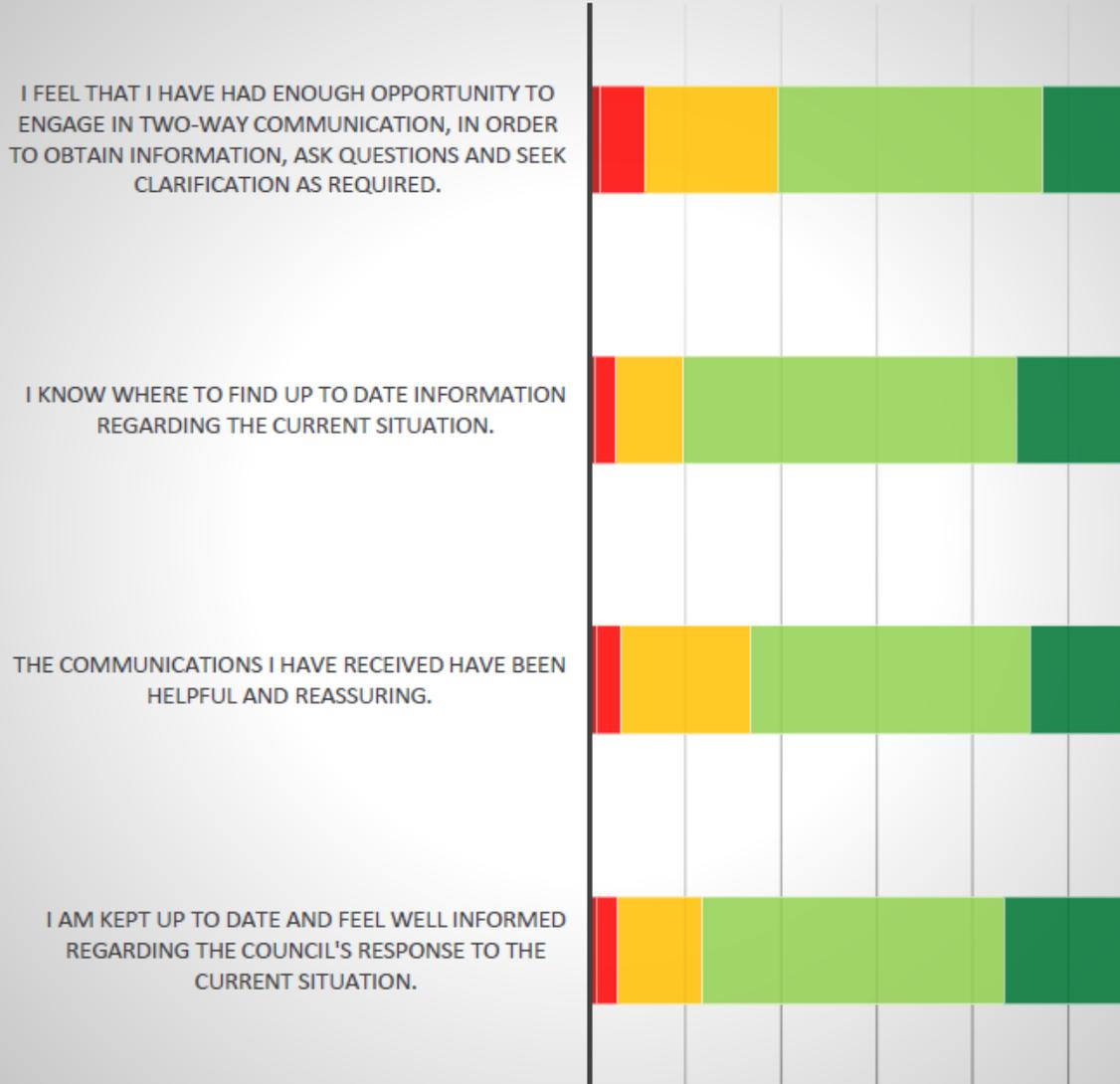


THE SENIOR LEADERS OF THE COUNCIL HAVE BEEN SUFFICIENTLY VISIBLE AND ACCESSIBLE DURING THE CURRENT SITUATION.



Strongly Disagree Disagree Neutral Agree Strongly Agree

Communication



■ 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

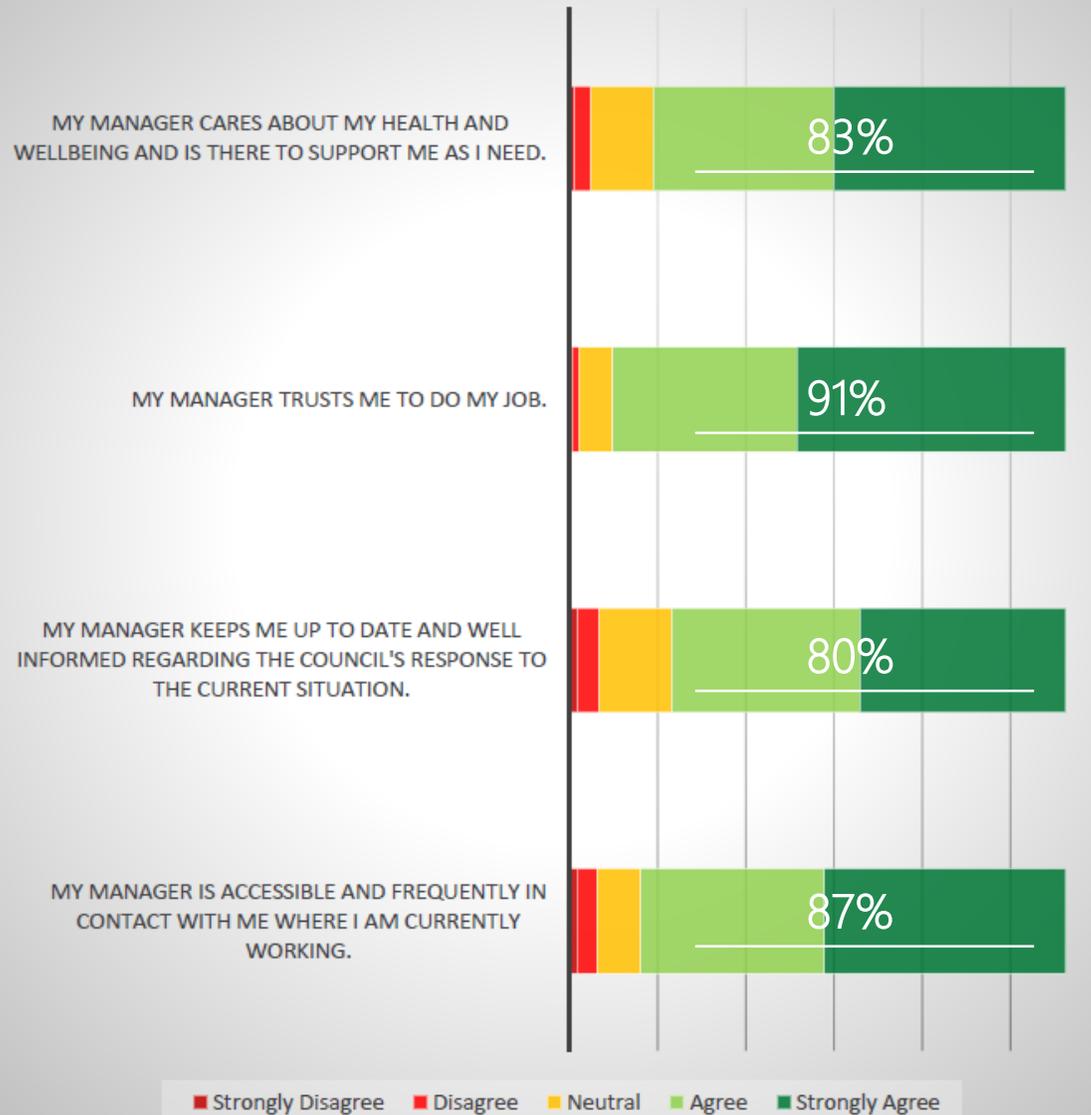


Coronavirus: Advice for all employees

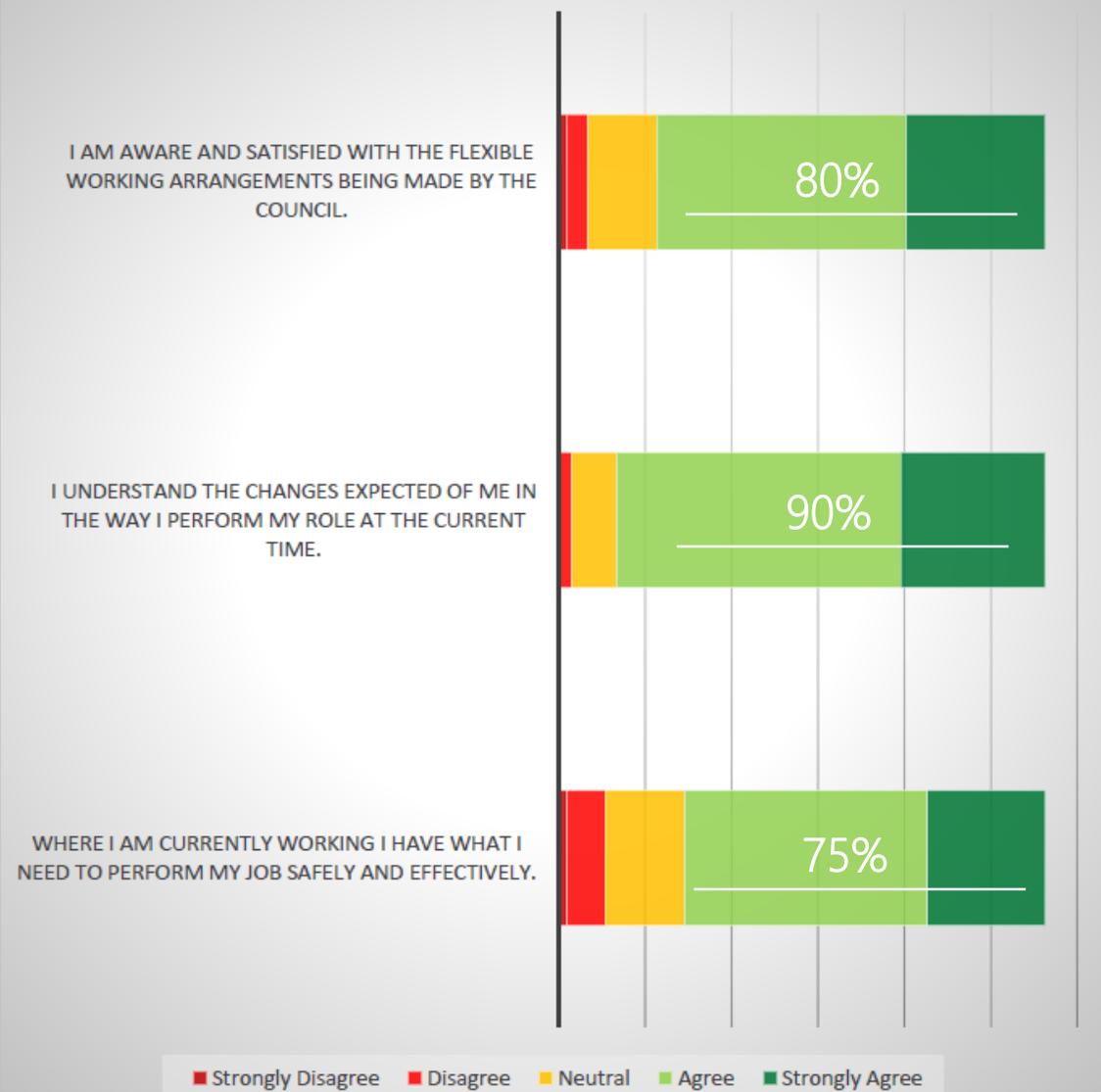
Latest Update 08/07/2020

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



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

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

High-level themes have 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.



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 |

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

- CMT Gold continues to meet weekly (and can be ramped up if required)
- Recovery Strategy reported to Cabinet (September) and all Scrutiny Committees (October). This will include an economic assessment and community impact assessment for the Vale of Glamorgan.
- Directorates and Corporate Recovery Teams will create local plans and start delivery
- Annual Delivery Plan for 2021/22 will encapsulate Recovery actions

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