

Recovery

Remember

Remobilisation

Reforms

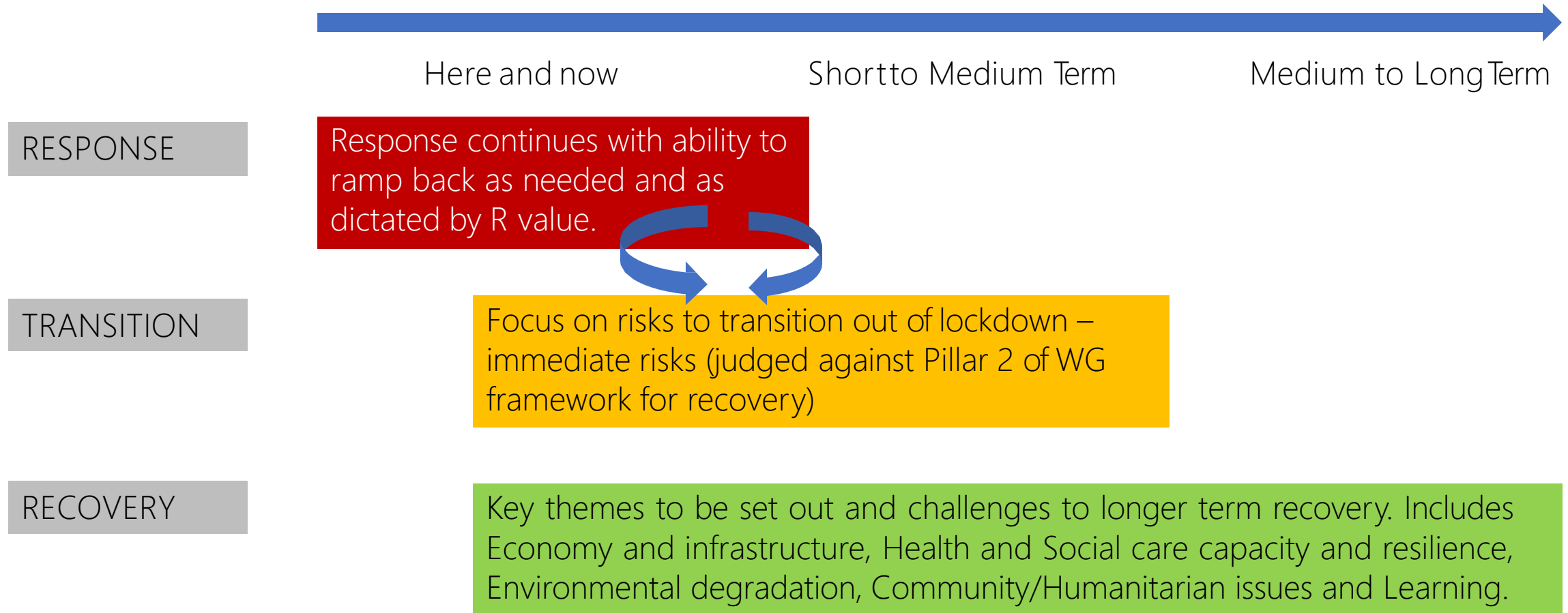
Reenergise

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?

Social Services Directorate

- Necessary mov to operating from home
- ICT equipment and reliable connectivity
- Repurposing of staff to most critical areas
- Online communication platforms for supervision / meetings (Teams, Zoom etc)
- Support to the teams and management through change
- Shielding staff
- Reflection - learning from our experiences
- Proactive Service user engagement

Children & Young People Services

- Family Risk Management Plan to assess risk and vulnerability
- Family support arrangements - face to face / virtual
- Regular management contact to support discussion and decision making
- Managing placement demand
- Vulnerable children tactical group
- Financial support to care leavers
- Payments to foster carers
- Office return for duty function
- Virtual Court hearings
- Bookable office space
- Meeting room assessments
- Family contact arrangements

Adult Services

- Care Management (Social work and Occupational therapy)& contingency planning
- Support to the Crisis Support Team
- Telecare installations
- Closure of Day Service & alternative provision
- Implementation of Discharge guidance
- Changes to service models (VCRS and IDS)and practice (agile working, virtual case management)
- Suspension of respite (unless emergency)
- Moving VCRS to Ty Jenner (creating bed space at Barry Hospital)
- Liaison with third sector
- Managing integrated services with health colleagues

Leisure Services

- Leisure Centres – Initial furlough period followed by reopening strategy.
- Community Centres – Reopening on a needs basis with strong emphasis on health and well-being activities. Support being provided to Voluntary Management Committees.
- Sport and Play – Summer schemes operated for vulnerable groups. Other work continuing with emphasis on planning, developing partnerships, providing support to clubs and performance data.
- Performance Team – provided support to waste, parks and other services. Have also taken opportunities to reevaluate process in terms of effectiveness and efficiency.
- General – move towards flexible working arrangements and provided assistance/ personnel to other services.

Resource Management and Safeguarding

- Supporting Care homes & Domiciliary care providers
- Outbreak Management
- PPE, supply, distribution and guidance
- Testing
- Residential Care
- Suspension of DOLS assessments
- Commissioning & Providing Isolation beds
- Adults Safeguarding
- Care Capacity Modelling
- Carers

A focus on engagement & well-being

Taking people with us

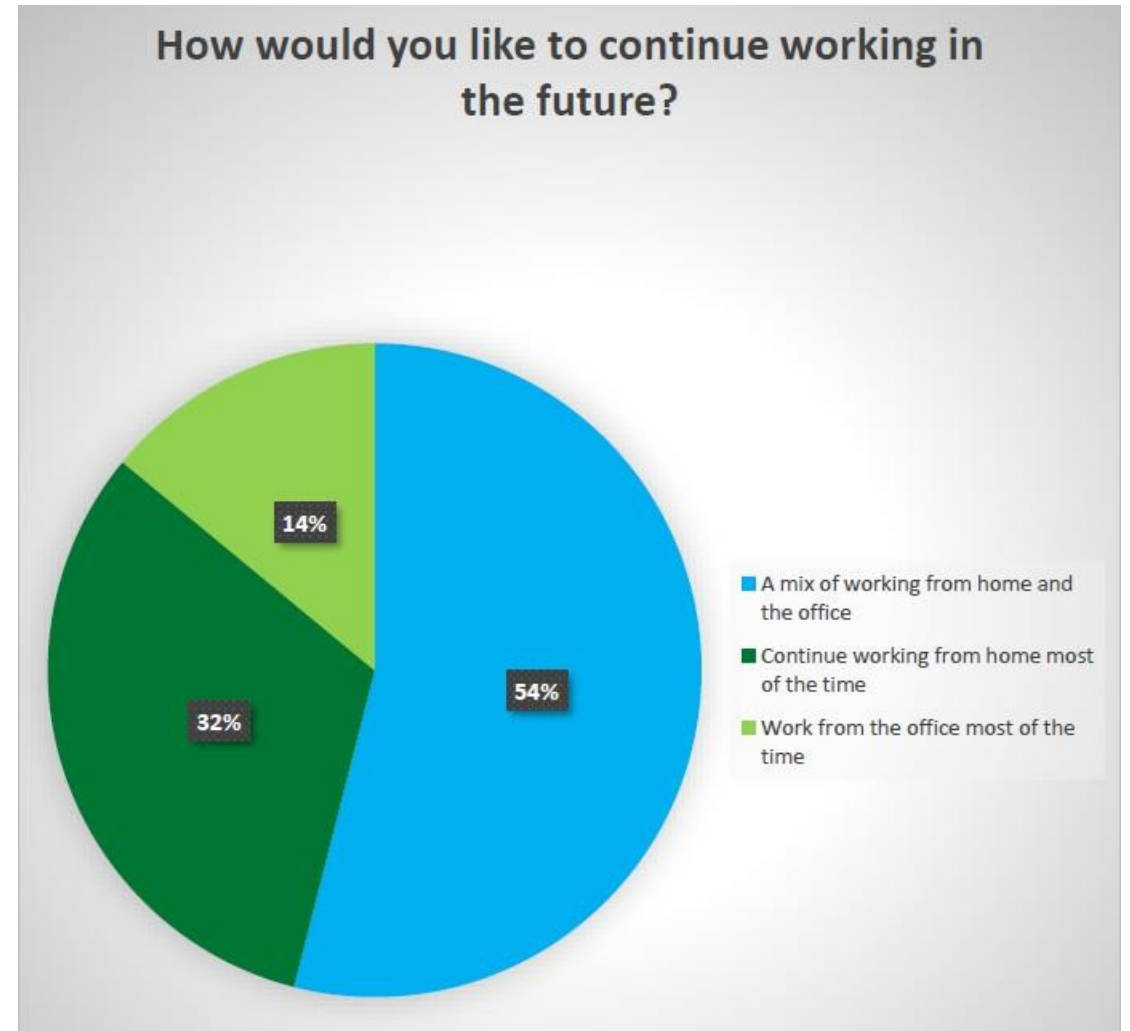


- health and wellbeing
- senior leadership
- line manager support
- communication
- working conditions

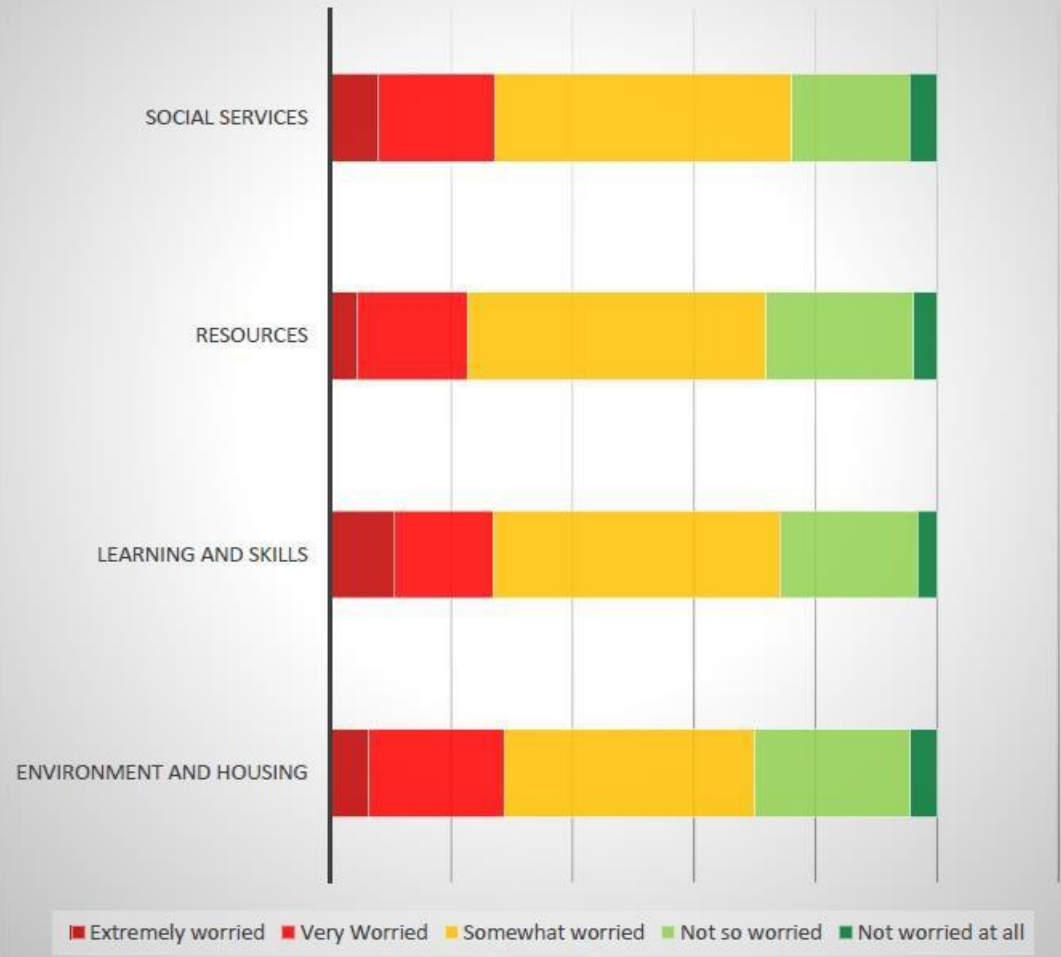


- There were 1126 responses to the survey, an overall response rate of 44% of the current workforce.
- 70% of the total responders are currently working from home.
- The June Workforce Data suggests that around 48% of our workforce are currently working from home in some capacity.

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

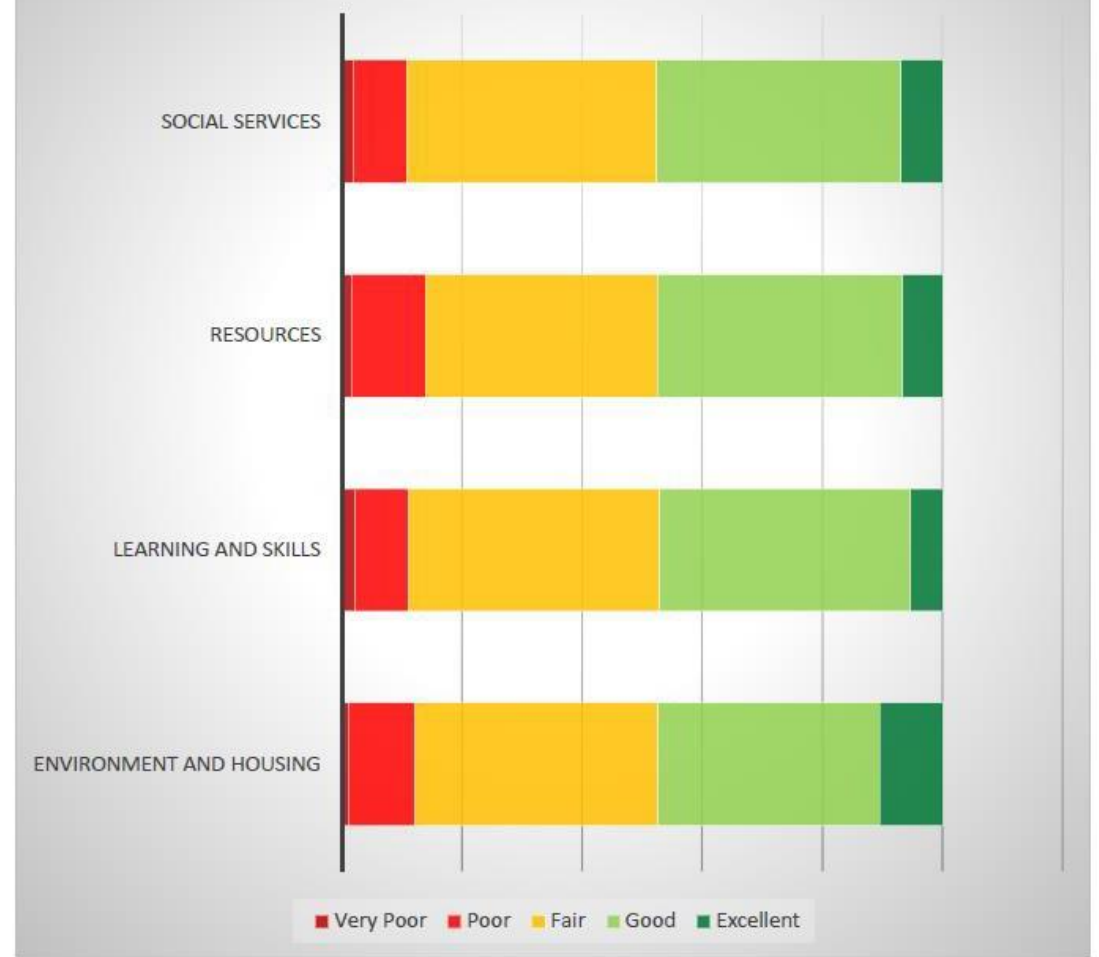


How worried are you about the impact of Coronavirus on your personally?



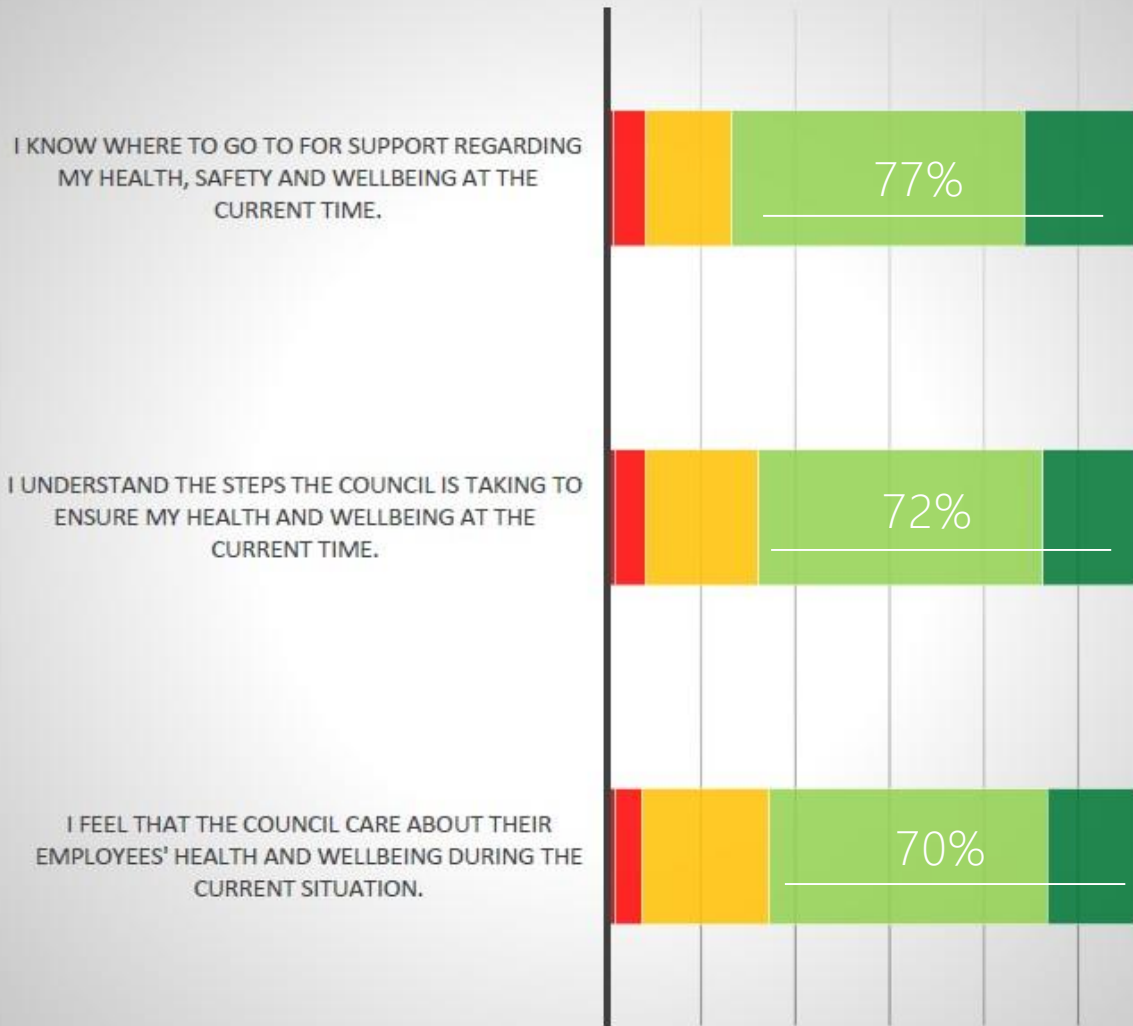
70% "somewhat worried"
(ONS, 69%)

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



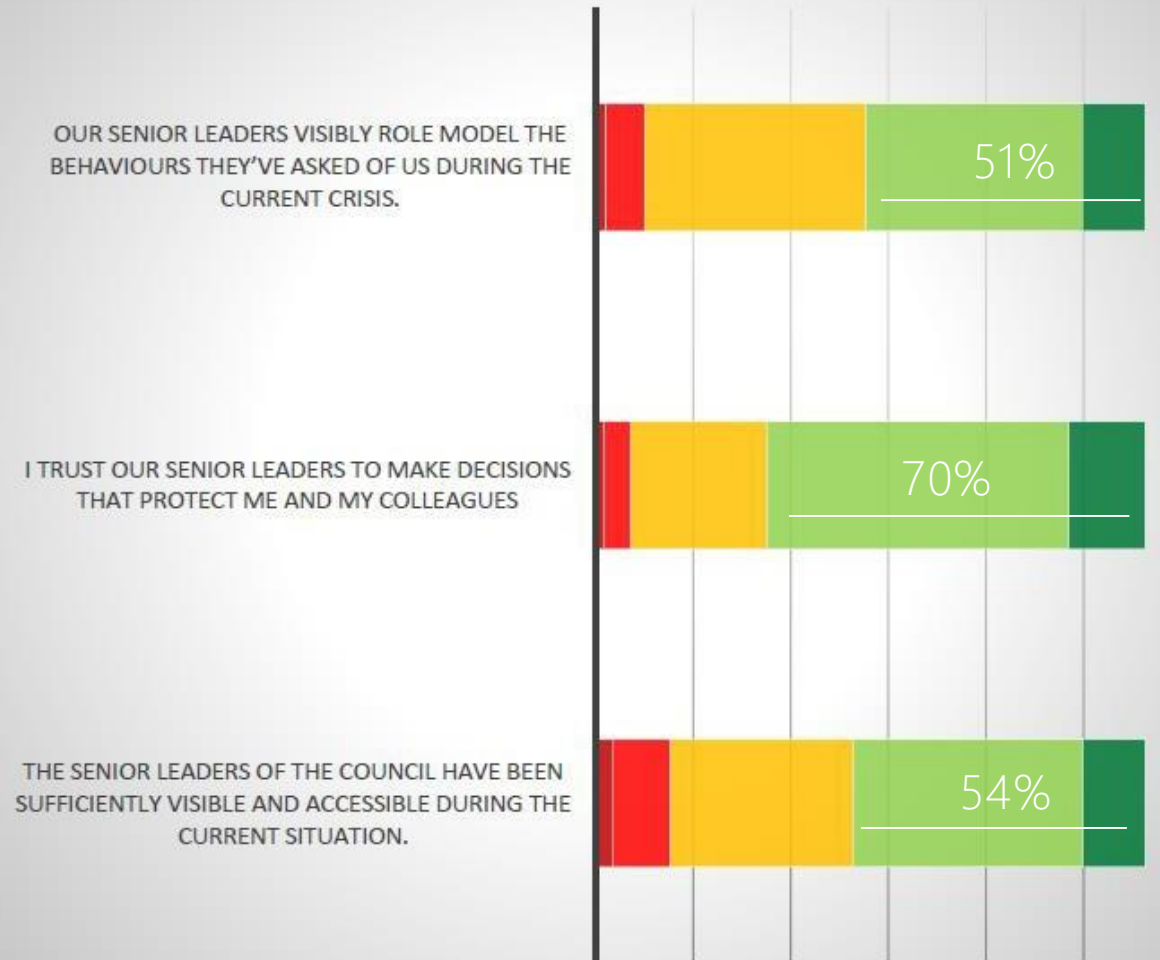
47% good or excellent, 11% very poor /poor
(ONS 44% adults' well-being impacted)

Your Health and Wellbeing



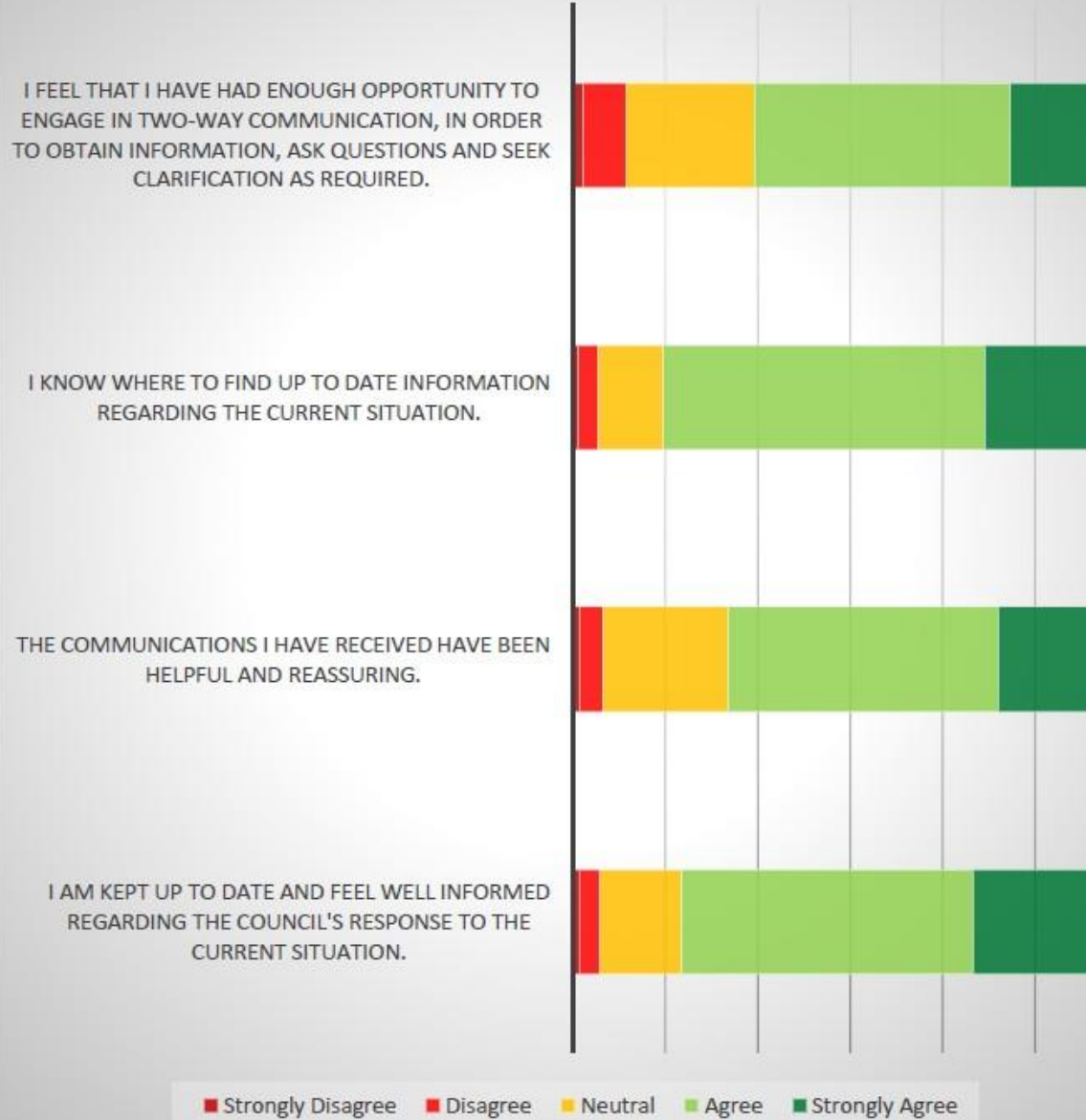
■ Strongly Disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly Agree

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

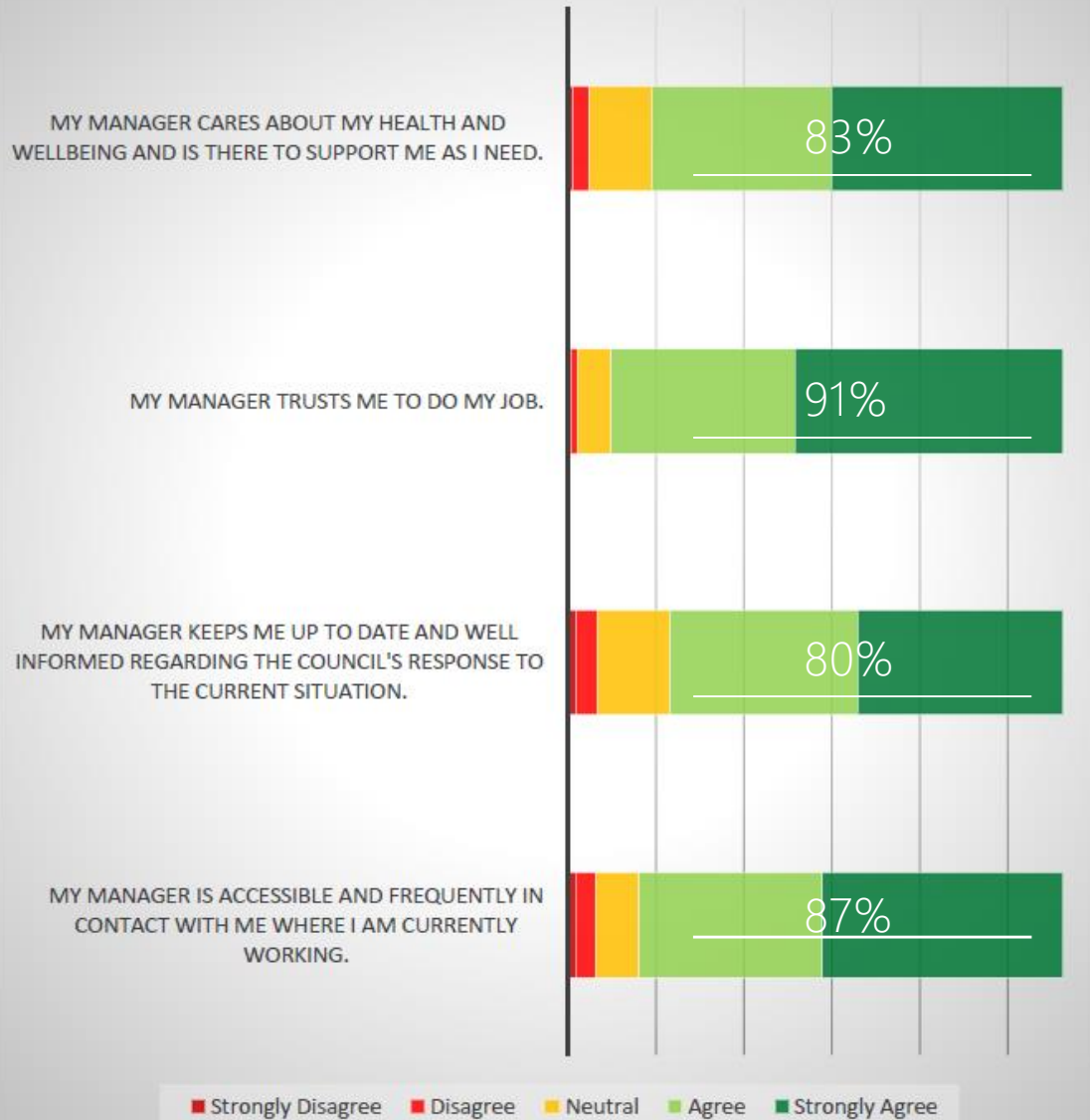


Coronavirus: Advice for all employees

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



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

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

What we want

- Relevant recovery themes

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

Recovery

Remember

Remobilisation

Reforms

Reenergise

Reset

Reshape

Resolve