



CABINET - 30TH SEPTEMBER 2020

SUBJECT: A STRATEGIC FRAMEWORK FOR RECOVERY

REPORT BY: CHIEF EXECUTIVE

1. PURPOSE OF THE REPORT

- 1.1 To agree a Strategic Framework for Recovery that will support the Council and the wider County Borough to recover whilst continuing to support the Wellbeing Objectives set out in the Corporate Plan 2018-23.

2. SUMMARY

- 2.1 The Covid 19 pandemic has provided an unprecedented set of challenges to Council's and the communities they serve since March 2020. During this time the Council's strategic focus has been to "protect people and place".
- 2.2 Cabinet received a report in June 2020 that provided an update on the significant work that had been undertaken by the Council and its staff to support these strategic aims. The same report was received by full Council on the 10th September 2020.
- 2.3 The events of late August and early September have revealed that the pandemic is still "live" and the growth in cases within the County Borough proves categorically that we remain with the response phase. Such occurrences can lead to re-prioritisation of resources and disruption to routine work schedules as staff concentrate on an immediate emergency response. However, prior to these recent events, the council has been beginning to plan for and move to recovery. It is therefore important that a Framework for managing the recovery across Caerphilly is in place to guide next steps and a new strategic focus is adopted.
- 2.4 This report sets out a strategic aim for our Recovery together with a set of underlying principles and values through which our recovery work will be guided.

3. RECOMMENDATIONS

- 3.1 That Cabinet Agree:
- a) The Strategic Recovery Framework for Caerphilly

4. REASONS FOR THE RECOMMENDATIONS

The Strategic Recovery Framework provides the overarching framework through which the Council and its communities can work together to bring about a successful recovery.

5. THE REPORT

5.1 The Council has previously agreed six Wellbeing Objectives within its Corporate Plan 2018-2023. These are as follows:

- **Well-being Objective 1** – Improve education opportunities for all
- **Well-being Objective 2** – Enabling employment
- **Well-being Objective 3** – Address the supply, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's health and well-being
- **Well-being Objective 4** – Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment
- **Well-being Objective 5** – Creating a County Borough that supports a Healthy Lifestyle in accordance with the Sustainable Development Principle within the Well-being of Future Generations (Wales) Act 2015
- **Well-being Objective 6** – Support citizens to remain independent and improve their well-being

5.2 These well-being objectives were set using intelligence and data from the Well-being Assessment that was carried out to inform the Public Service Board's Well-being Plan. This exercise captured directly the concerns of residents at the time and the areas that they would like to see improved over the medium to long term. Progress towards these well-being objectives will continue to be a focus for the organisation moving forward.

5.3 The recovery of the organisation and the wider county borough will be organised and delivered through the Framework set out within this report. This Recovery Framework must be considered as an addendum to the delivery of the Corporate Plan, and is intended to provide an initial focus and a means of building momentum as the Council and the Community seek to recover from the significant impact of the COVID-19 pandemic.

5.4 The Council is proposing two overarching Strategic Recovery Aims:

Recovery Aim 1 - Reassure our communities and steady our economy to enable us to create together, a positive and vibrant future

Recovery Aim 2 - Reshape the organisation to proactively respond to social, economic and environmental needs

5.5 In order to support these two strategic Aims, the Council's immediate work programme will be based on the following Strategic Principles:

Strategic Principle 1 – Service Reintroduction

Reintroduce services around the needs of individuals and communities in accordance with Covid19 regulations and other legislative requirements. It should be

noted that some of the services listed below when reintroduced may not function in the same way that they had done prior to lockdown.

The projects and programmes that will support the Service Reintroduction Principle are as follows:

- Returning all learners to School (Primary, Secondary and Preschool Settings)
- Recommencing Social Services Day Opportunities
- Increasing Respite Care for adults and children with a disability
- Recommencing Housing Non-Emergency Repairs
- Recommending Planning Enforcement
- Return to Full Decision-Making and Scrutiny
- Reopening Libraries
- Reopening Leisure Centres
- Youth Service Provision
- Catering
- Building Cleaning
- Transport (Public/Social Services/Education, SEN and EOTAS)

Strategic Principle 2 – Future Wave Preparation

Prepare for further waves of the virus and reduce the impact on people and place as much as possible.

The projects and programmes that will support the Future Wave Preparation Principle are as follows:

- Reflections on COVID Response
- Wave 2 Service Planning
- Supporting Strategic Coordinating Group (LRF)
- Supporting Gwent Test, Trace and Protect Service

Strategic Principle 3 – Supporting Businesses

Provide support to assist business stability and growth

The projects and programmes that will support the Supporting Businesses Principle are as follows:

- Economic Recovery Framework
- WG Economic Resilience Fund

Strategic Principle 4 – Caerphilly Cares

Wrap support around individuals and communities, to enable them to help themselves prosper and grow.

The projects and programmes that will support the Caerphilly Cares Principle are as follows:

- Buddy Scheme
- Caerphilly Cares Branding and Concept Promotion
- Corporate Volunteering Policy

Strategic Principle 5 – Service Transformation

Reframe Council services based upon COVID learning and embed change through the TeamCaerphilly - Better together principles and transformation plans.

The projects and programmes that will support the Service Transformation Principle are as follows:

- Corporate Review - Walk in Services
- Corporate Review - Remote Contact
- Corporate Review - Front Line Service Delivery
- Corporate Review - Support Services
- Corporate Review - Flexible Working
- Corporate Review – Sustainable Financial Planning
- Corporate Review - Workforce Development
- Corporate Review - Corporate Volunteering
- Corporate Review - Information Insight and Intelligence
- Corporate Review - Decision-Making
- Future approach to Handling Cash

- 5.6 The Values embedded within the TeamCaerphilly Transformation programme will be extended to this Strategic Recovery Framework. Every stakeholder involved in supporting the recovery effort will aim to be:

Innovative	-	Empowered, to develop innovative and creative responses to challenges faced within a safe culture of mutual respect.
United & Connected	-	We share a vision that serves the common good; we will actively collaborate & engage in healthy communication. We will celebrate our success together.
Trusted	-	We will act credibly, reliably and will foster, support and maintain positive relationships.
Resilient	-	We will work together maximising our collective strengths to rise to the challenges we face and adapt to any adverse conditions.
Open and Transparent		We will communicate with each other openly, share information, listen and appreciate other perspectives, gives prompt feedback and learn from our mistakes.

- 5.7 The diagram attached at Appendix 1 sets out graphically the Strategic Recovery Framework.

- 5.8 The detail set out within 5.5 provides the overarching work through which the Council and its communities can aim to bring about a successful recovery. It should be noted, however, that this Recovery work will be delivered alongside existing services, which are all at risk, should a second or future wave of COVID-19 give rise to further building or service closures, movement restrictions or reductions in available

resources.

5.9 Ordinarily, a Framework of this nature would include a timeframe for delivery and a set of success measures. With Caerphilly in a local lockdown and signs of a second wave continuing to develop, it is likely that response rather than recovery will continue to be the Council's primary focus over the short term. This Strategic Recovery Framework will need to be refreshed and developed further over time as additional detail becomes available.

5.10 It will be important that the Strategic Recovery Framework for Caerphilly complements and aligns to the wider recovery work and arrangements across our regional partners. At present, the Council's own Recovery Group which reports to Corporate Management Team (CMT), the Gwent Recovery Coordinating Group and Regional Partnership Board which both include CMT representation, provide that alignment. These arrangements may need to be adjusted over time and will be kept under review.

6. ASSUMPTIONS

6.1 None.

7. LINKS TO RELEVANT COUNCIL POLICIES

7.1 Caerphilly's Wellbeing Objectives 2018 to 2023. This Framework is designed to support the delivery of all six stated wellbeing objectives:

- **Well-being Objective 1** – Improve education opportunities for all
- **Well-being Objective 2** – Enabling employment
- **Well-being Objective 3** – Address the supply, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's health and well-being
- **Well-being Objective 4** – Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment
- **Well-being Objective 5** – Creating a County Borough that supports a Healthy Lifestyle in accordance with the Sustainable Development Principle within the Well-being of Future Generations (Wales) Act 2015
- **Well-being Objective 6** – Support citizens to remain independent and improve their well-being

8. WELL-BEING OF FUTURE GENERATIONS

8.1 The Well-Being of Future Generation (Wales) Act 2015 is about improving the social, economic, environmental and cultural wellbeing of Wales. It requires public bodies to think more about the long-term, working with people and communities, looking to prevent problems and take a more joined up approach. This will create a Wales that we all want to live in, now and in the future. The Act puts in place seven well-being goals:

- A prosperous Wales.

- A resilient Wales.
- A healthier Wales.
- A more equal Wales.
- A Wales of cohesive communities.
- A Wales of vibrant culture and thriving Welsh Language.
- A globally responsible Wales.

8.2 The Act sets out the sustainable development principle against which all public bodies in Wales should assess their decision-making. The aim of the legislation is to ensure the well-being of future generations through maximising the contribution public bodies make towards the well-being goals. In using the sustainable development principle, it is incumbent that the Council considers the whole of the population it serves and considers the effect of its actions on future generations. The principle, also known as the five ways of working is assessed below:

- **Long Term** – This is an opportunity to drive the recovery of the Council and the community of Caerphilly and to provide a foundation upon which the county borough can thrive over the long term.
- **Prevention** – One of the Frameworks’ Strategic Aims is to “Reshape the organisation to proactively respond to social, economic and environmental needs”. In essence, this Framework seeks to drive activity that will enable the organisation, and its partners to better meet the specific needs of our Communities.
- **Integration** – The five strategic principles set out in 5.5 demonstrate how a range of disparate workstreams can be aligned to further the Council’s strategic recovery aims. TeamCaerphilly review work is being combined with COVID response activity, Health Surveillance, the development of Community Capacity and support for the Business Community all feature.
- **Collaboration** – The Council will work collaboratively with the full range of stakeholders and partners that can help drive our collective recovery and support our communities at times of need. The work set out within the Framework includes partners such as the Welsh Government, Public Health Wales, Gwent Policy, Neighbouring Local Authorities, Volunteering Wales and GAVO.
- **Involvement** – This Framework, alongside the TeamCaerphilly transformation programme, is intended to be inclusive actively encouraging residents, businesses, elected members, staff and volunteers to get involved in driving the recovery and ongoing success of the County Borough.

9. EQUALITIES IMPLICATIONS

9.1 At this stage there are no Equality implications identified and arising from the adoption of this Framework.

10. FINANCIAL IMPLICATIONS

10.1 The economic impact of COVID will be significant upon our communities. Welsh Government have committed to providing COVID support funding to Councils to cushion the impact of the pandemic over the current financial year.

- 10.2 The costs of supporting service delivery and the ongoing recovery will be kept under close monitoring and review and will be incorporated into our budget setting process for 2021/22.
- 10.3 This Framework provides a lens through which the recovery effort of the Council and some of its partners can be focused in order to mitigate on the Community as much as possible.

11. PERSONNEL IMPLICATIONS

- 11.1 Significant staff and financial resources are required to continue with the Council response to the pandemic. Both factors are reviewed and prioritised accordingly with resource and operational plans.

12. CONSULTATIONS

- 12.1 The draft report was distributed as detailed below. All comments received have been reflected in this version of the report.

13. STATUTORY POWER

13. Local Government Acts 1972 and 2000 and Local Government (Wales) Measure 2011.

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Stephen Harris, Interim Head of Business Improvement Services & Acting S151 Officer
Lynne Donovan, Head of People Services
Leadership Team

Appendix: Strategic Recovery Framework

Strategic Recovery Framework

Recovery Aim

1

Reassure our communities and steady our economy to enable us to create together, a positive and vibrant future.

Recovery Aim

2

Reshape the organisation to proactively respond to social, economic and environmental needs.

Strategic Principle

01

SERVICE REINTRODUCTION

Reintroduce services around the needs of individuals and communities in accordance with Covid19 regulations and other legislative requirements.

Strategic Principle

02

FUTURE WAVE PREPARATION

Prepare for a second wave of the virus and reduce the impact on people and places as much as possible.

Strategic Principle

03

SUPPORTING BUSINESSES

Provide support to assist business stability and growth.

Strategic Principle

04

CAERPHILLY CARES

Wrap support around individuals and communities, to enable them to help themselves prosper and grow.



Strategic Principle

05

SERVICE TRANSFORMATION

Reframe Council services based upon COVID learning and embed change through the TeamCaerphilly - Better together principles and transformation plans.

Our Values:

Innovative



Trusted



United & Connected



Resilient



Open & Transparent



Fframwaith Adfer Strategol

Nod Adfer

1

Tawelu meddwl ein cymunedau a sadio ein heconomi i'n galluogi i greu dyfodol cadarnhaol a bywiog gyda'n gilydd.

Nod Adfer

2

Ail-lunio'r sefydliad i ymateb yn rhagweithiol i anghenion cymdeithasol, economaidd ac amgylcheddol.

Egwyddor Strategol

01

AILGYFLWYNO GWASANAETHAU

Ailgyflwyno gwasanaethau i ddiwallu anghenion unigolion a chymunedau yn unol â rheoliadau COVID-19 a gofynion deddfwriaethol eraill.

Egwyddor Strategol

02

PARATOI AT AIL DON YN Y DYFODOL

Paratoi at ail don o'r feirws a lleihau'r effaith ar bobl a lleoedd cymaint â phosibl.

Egwyddor Strategol

03

CEFNOGI BUSNESAU

Darparu cefnogaeth i gynorthwyo sefydlogrwydd a thwf busnes.

Egwyddor Strategol

04

GOFALU AM GAERFFILI

Cymorth cofleidiol ar gyfer unigolion a chymunedau i'w galluogi i helpu eu hunain i ffynnu a thyfu.



Egwyddor Strategol

05

TRAWSNEWID GWASANAETHAU

Ail-fframio gwasanaethau'r Cyngor yn seiliedig ar yr hyn a ddysgwyd oherwydd COVID-19 ac ymgorffori newid drwy egwyddorion a chynlluniau trawsnewid 'Tîm Caerffili - Yn Well gyda'n Gilydd'.

Ein
Gwerthoedd:

Arloesol



Dibynadwy



Unedig a Chysylltiedig



Gwydn



Agored a Thryloyw

