

# Public Document Pack

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**Date: 24th July 2020**

Dear Sir/Madam,

A digital meeting of the **Cabinet** will be held via Microsoft Teams on **Thursday, 30th July, 2020 at 10.30 am** to consider the matters contained in the following agenda. You are welcome to use Welsh at the meeting, a minimum notice period of 3 working days is required should you wish to do so..

This meeting will be recorded and made available to view via the Council's website, except for discussions involving confidential or exempt items. Therefore the images/audio of those individuals present and/or speaking at Cabinet will be publicly available to all via the recording on the Council website at [www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Chrissy', enclosed in a large, loopy oval.

**Christina Harrhy**  
CHIEF EXECUTIVE

## AGENDA

- |   | Pages                             |  |
|---|-----------------------------------|--|
| 1 | To receive apologies for absence. |  |
| 2 | Declarations of Interest.         |  |

Councillors and Officers are reminded of their personal responsibility to declare any personal and/or prejudicial interest(s) in respect of any item of business on the agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers

A greener place Man gwyrddach



To note the Cabinet Forward Work Programme.

3 Cabinet Forward Work Programme. 1 - 2

To receive and consider the following reports on which executive decisions are required: -

4 Gwent Contact Tracing Service. 3 - 34

5 Community Response - Community Connection - Buddy Scheme. 35 - 48

6 Education Other Than At School (EOTAS) Strategy. 49 - 78

7 Learning Catch Up. 79 - 84

**Circulation:**

Councillors C.J. Cuss, N. George, C.J. Gordon, Mrs B. A. Jones, P.A. Marsden, S. Morgan, L. Phipps and Mrs E. Stenner

And Appropriate Officers

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Cabinet Date	Title	Key Issues	Author	Cabinet Member
30/07/20 10:30	EOTAS Strategy	To agree a Strategy for the delivery of Education Other Than At School (EOTAS) for Caerphilly	Cole, Keri;	Cllr. Jones, Barbara;
30/07/20 10:30	Gwent Contact Tracing Service	To consider and approve proposals for the creation of a Gwent Contact Tracing Service in partnership with the other Gwent Local Authorities and Aneurin Bevan Health Board.	Hartshorn, Robert;	Cllr. George, Nigel;
30/07/20 10:30	Learning Catch Up	To seek Cabinet approval to equip all pupils in Years 10 and 11 with core text books and revision guides for English or Welsh, Maths and Science to enable learners to make sustained progress as well as mitigating against any potential impact on learning of future disruptions.	Edmunds, Richard (Ed)	Cllr. Jones, Barbara;
30/07/20 11:30	Community response- community connection - buddy scheme	To provide members with an update on the COVID Community Connection scheme and proposals to move to a mixed model of support in partnership with our communities.	Street, Dave; Richards, Sue;	Cllr. Stenner, Eluned;
09/09/20 10:30	UK Resettlement Scheme (UKRS)	To provide an update on the authority's participation in the UK's Vulnerable Persons Resettlement Scheme. and how the resettlement programme is being reformed post 2020	Peters, Kathryn;	Cllr. Stenner, Eluned;
09/09/20 10:30	Leaseholder Management Charges	To seek Cabinet approval to increase leaseholder service charges to recover actual costs and avoid ongoing subsidisation by the Housing Revenue Account	Couzens, Shaun;	Cllr. Phipps, Lisa;
09/09/20 10:30	CCR Housing Investment Fund	To update Cabinet on the Cardiff Capital Region (CCR) Housing Investment Fund (HIF) programme aimed at unlocking housing sites that are currently stalled due to a viability gap.	Kyte, Rhian;	Cllr. Stenner, Eluned; Cllr. Phipps, Lisa;
09/09/20 10:30	Proposal for amending the Council's approach to handling cash	To put in place the necessary mechanisms to enable cash to be collected in the short term as well as making a number of proposals for changing the Council's approach to handling cash over the medium to long term	Harris, Stephen R;	Cllr. Stenner, Eluned; Cllr. Jones, Barbara;

30/09/20 10:30 Agile/Flexible Working	To propose a flexible working model for the council	Edmunds, Richard (Ed)	Cllr. Gordon, Colin J;
30/09/20 10:30 Economic Recovery Framework	To outline the action being taken to support aid recovery of the local economy in the short, medium and long term to the COVID 19 crisis.	Kyte, Rhian;	Cllr. Morgan, Sean;
30/09/20 10:30 Covid Recovery Framework	To propose the principles of the council's recovery plans to covid	Harrhy, Christina;	Cllr. Marsden, Philippa;



## CABINET - 30TH JULY 2020

**SUBJECT: GWENT CONTACT TRACING SERVICE**

**REPORT BY: INTERIM CORPORATE DIRECTOR, COMMUNITIES**

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### **1. PURPOSE OF REPORT**

- 1.1 To provide an update on the Gwent Contact Tracing Service and to seek seek Cabinet approval on the operational delivery structure, governance and finance arrangements for the service.

### **2. SUMMARY**

- 2.1 Welsh Government's Test, Trace, Protect strategy forms a central part of their Covid-19 recovery plan. Community contact tracing is a key element of the strategy and Welsh Government have asked Local Authorities and Health Boards jointly to put in place contact tracing services in their regions.
- 2.2 Contact tracing has been undertaken in Gwent since the beginning of June by redeployed staff within the 5 Local Authorities and Aneurin Bevan University Health Board (ABUHB). Welsh Government have now confirmed funding arrangements for contact tracing and this report sets out proposals for the next phase for the Gwent Contact Tracing Service moving from a redeployed workforce to a fully employed model to ensure that there is capacity for successful delivery.

### **3. RECOMMENDATIONS**

- 3.1 It is recommended that Cabinet approves the operational delivery structure, governance, and finance for the Gwent Contact Tracing Service as detailed in the report and draft Business Case at Appendix 1 subject to an agreed Memorandum of Understanding.
- 3.2 It is recommended that Cabinet authorises the Interim Corporate Director for Communities to agree any amendments to the draft Business Case subject to consultation with the Cabinet Member for Environment and Neighbourhood Services, Legal Services, and the Section 151 Officer.
- 3.3 It is recommended that Cabinet authorises the Interim Corporate Director for Communities to enter into a Memorandum of Understanding regarding the Gwent Contact Tracing Service subject to consultation with the Cabinet Member for Environment and Neighbourhood Services, Legal Services, and the Section 151 Officer.
- 3.4 It is recommended that Cabinet note that the Leader and Chief Executive are the Council's representatives at G10 and that deputies are Cabinet Member and Corporate Director respectively.

#### **4. REASONS FOR RECOMMENDATION**

- 4.1 In order to support the delivery of Test Trace Protect in response to the Covid-19 pandemic.

#### **5. THE REPORT**

- 5.1 The recital of the background to the Covid-19 pandemic does not need rehearsing in this report. Needless to say the Council's response has been organisation wide and it continues to evolve.
- 5.2 Environmental Health services have roles and responsibilities for working with Health partners (both local health boards and Public Health Wales) in dealing with infectious disease. In the main, their work revolves around food and water borne diseases such as Salmonella, Campylobacter, E. coli, Shigella and other infections such as Hepatitis and measles outbreaks etc. The strategic structures and relationships are already in place to deal with the Covid-19 pandemic. However, these structures and relationships need to be significantly enhanced in size and scale given the magnitude of the response potentially required.
- 5.3 On 13th May WG published their Test, Trace and Protect overarching plan which is supported by the Public Health Wales (PHW) Public Health Protection Response Plan which gives more operational detail on the national-regional-local response. These plans clearly outline that Local Authorities are needed to set up, in partnership with the local health boards, local tracing teams. The main purpose of these teams is to "find, prioritise, act and report". Contact tracing is carried out on receipt of a confirmed Covid-19 diagnosis - a positive test result. The purpose is to contact someone who has tested positive to confirm that they must isolate for 7 days and that their household also needs to isolate for 14 days; the contact tracer will also ask the case to share information about their recent contacts. These contacts are traced and informed that they must isolate for 14 days; during this time daily contact will be established to monitor they develop any symptoms. If they do they are asked to get tested and enter the system as a new case if positive, and so on.
- 5.4 A sub-group of the Local Resilience Forum's Strategic Coordinating Group (SCG), which has led on the Gwent response to the pandemic emergency, was set up in May to coordinate this work. This group is chaired by the Head of Public Protection, Community and Leisure Services (Caerphilly) and contains representatives from Aneurin Bevan University Health Board (ABUHB) and the 5 Local Authorities: Blaenau Gwent, Caerphilly, Monmouthshire, Newport, and Torfaen. The group has also been supported by the Shared Resource Service (SRS) for IT and systems development. The group has worked effectively together to establish the service.
- 5.5 Contact tracing has been undertaken in Gwent since the beginning of June. There are 160 whole time equivalent staff redeployed (across all six organisations) to support the Gwent Contact Tracing Service. The service operates 7 days a week and local contact tracing teams are supported by local authority Environmental Health Officers across the region and by Clinical Leads, Consultants in Health Protection, and Consultants in Communicable Disease from ABUHB and Public Health Wales. The contact tracing teams are supported by Environmental Health Officers (EHOs); the EHOs deal with the more sensitive and high risk cases, such as cases associated with closed settings such as care homes, schools and factories, especially where clusters and localised outbreaks have developed. EHOs from each of the five local authorities share the regional out of hours response to support the contact tracing team and to deal with matters that require escalation and further investigation or control measures.
- 5.6 Training has been delivered to 295 individuals across all partner organisations. An interim data system was developed by Shared Resource Services (SRS) and used for two weeks whilst the national Case Records Management System was developed. From 15 June 2020, the Gwent service has used the national system for all COVID-19 contact tracing activity.

From 01 June to 15 July 2020 109 cases eligible to be contact traced have been referred into the service, 108 have been successfully contacted generating 316 contacts. The system operates on the basis that a local authority team will be responsible for tracing and contacting cases associated with their local authority; however, depending on demand the teams will be flexed to support the wider Gwent response as required.

- 5.7 Whilst in normal times this would be considered an immature service it is already in the place where it needs to evolve and move onto the next stage. The first stage was an interim model based on redeployment, the creation and stabilisation of the national system whilst learning as a partnership how the service worked, how data and intelligence needed to flow to establish what was needed to manage an effective service over the rest of the financial year. As the lockdown is eased services are being reintroduced and the redeployed staff will be required to return to their substantive roles.
- 5.8 By reviewing system and process included in the service delivery model the partners are now ready to formalise the service. The Service is explained fully in the draft business case at Appendix 1. This outlines the:
- Proposed governance and operational delivery model
  - Purpose
  - Strategic aims and objectives
  - Principles on how the partnership will work effectively together
  - Workforce plan
  - Finance model
  - High level measures
- 5.9 A partnership model for the Service is proposed. Each organisation will have clear roles and responsibilities as outlined in the Business Case and will be formalised through a Memorandum of Understanding. The Business Case contains the Terms of Reference of the various tiers of the Service. The Strategic Board will be the G10 which is a voluntary collective of public sector organisations across the Gwent region with a common interest to provide a strategic leadership forum for public services to achieve better outcomes for the people of Gwent. The Leader and Chief Executive are the Council's representatives. The following organisations are represented at G10:
- Newport City Council
  - Monmouthshire County Borough Council
  - Torfaen County Borough Council
  - Blaenau Gwent County Borough Council
  - Caerphilly County Borough Council
  - Gwent Police
  - Police and Crime Commissioner for Gwent
  - Natural Resources Wales
  - South Wales Fire and Rescue Service
  - Aneurin Bevan University Health Board
- 5.10 It is proposed that Scrutiny of the Service will be undertaken through each organisations substantive Scrutiny arrangements as appropriate. It is proposed that ABUHB be the banker i.e. to receive the funding from Welsh Government and through the method outlined in the MoU to reimburse each organisation expenditure incurred and to be responsible for monitoring expenditure against budget and produce regular reports to the Leadership Group and G10 as appropriate.
- 5.11 It is proposed that Torfaen county borough council become the host and lead organisation for the Programme Management Office (PMO) which will support and ensure the effective delivery of the Service. The PMO will be responsible for:

- Administration and support of the Regional Board, Regional Oversight Group and other task and finish groups
- Liaison with partner organisations which have specific lead roles within The Service
- Quality assurance and performance review for the service
- Communications strategy and implementation including stakeholder management
- Risk monitoring and management
- Training strategy, keeping training materials relevant and in line with latest Standard Operating Procedures and national guidance or changes to the Case Records Management system
- Strategic HR oversight, monitoring and supporting implementation of organisation specific workforce plans

5.12 Caerphilly county borough council will be responsible for supporting the regional arrangements and for leading, managing and recruiting its own Contact Tracing Team which when fully staffed will consist of 106.55 whole time equivalents (WTE) as shown in the table below:

<b>Local Contract Tracing Teams</b>	<b>Gwent WTE</b>	<b>Caerphilly WTE</b>
Clinical Leads (ABUHB Staff)	15	4.59
Team Managers	6	1.84
Contact Tracers	53	16.23
Contact Advisors	259	79.30
Business Co-ordinators	15	4.59
<b>TOTAL</b>	<b>348</b>	<b>106.55</b>

5.13 The next phase will be to recruit and train the staff needed to ensure that the Service is effective and efficient. A workforce development plan has been created which will remain a dynamic document to ensure there is flexibility to meet the needs of the Service. It is recognised the Service must be very responsive should community transmission increase and be able to be scaled up quickly and effectively to ensure continual successful and effective contact tracing.

#### 5.14 **Conclusion**

A great deal has been achieved to establish the Gwent Contact Tracing Service in a short period of time. This report sets out proposals for the next phase of the service and demonstrates the central role local authorities have in responding to the Covid-19 pandemic. As we move out of lockdown contact tracing is integral to managing and providing intelligence and data on cases and outbreaks within our communities.

## 6. **ASSUMPTIONS**

6.1 Assumptions have been made regarding the workforce requirements for the service. Workforce modelling has informed the nature, number, and timing of the staffing requirements of the service which has also been the subject of discussions with Welsh Government.



## **7. LINKS TO RELEVANT COUNCIL POLICIES**

### **7.1 Corporate Plan 2018-2023**

It will not be possible to achieve the Objectives contained within the Corporate Plan unless the Covid-19 outbreak can be controlled. More specifically Objective 5 is directly relevant:-  
Creating a county borough that supports a healthy lifestyle in accordance with the sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015.

## **8. WELL-BEING OF FUTURE GENERATIONS**

8.1 Contact tracing is a central element of Welsh Government's Test Trace Protect strategy and as such contributes towards all of the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015.

8.2 The Well-being of Future Generations (Wales) Act 2015 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. The principle is also known as the five ways of working and the following are relevant in relation to this report:

PREVENTION – Contact tracing is intended to prevent spread of infection.

INTEGRATION – Community contact tracing will make a contribution across the Well-being Goals within the Well-being of Future Generation (Wales) Act 2015.

COLLABORATION – The proposed contact tracing service in Gwent is as partnership between the 5 local authorities in Gwent and the Aneurin Bevan University Health Board under the auspices of the Welsh Government Test Trace Protect Strategy and structures including input from Public Health Wales.

## **9. EQUALITIES IMPLICATIONS**

9.1 An EIA screening has been completed in accordance with the Council's Strategic Equality Plan and supplementary guidance. No potential for unlawful discrimination and/or low level or minor negative impact has been identified; therefore a full EIA has not been carried out.

9.2 It is recognised that the contact tracing operating framework will need to ensure appropriate communications exist. For some individuals in Gwent conventional approaches may be less effective. This could be due to pre-existing health problems, language barriers, lack of access to technology, challenges in adhering to prevention guidance or other factors, such as legal and residential status. It will be necessary to modify and adapt methods of communication to account for the differing needs of contacts especially in stressful and difficult situations.

9.3 To mitigate against these risks and protect population health whilst also safeguarding against worsening inequalities among Gwent residents, a protocol has been developed linking testing and tracing teams with networks in the community who given their knowledge and links with these groups can assist with engagement and facilitate these groups with case-finding, testing and contact tracing. The Case Records Management system has access to the "The Big Word" which is a translation service that may be used to engage with individuals whose first language is not English. This service has been used successfully in Gwent.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 Appendix 5 of the draft Business Case contains a draft high level finance model built to support the Service. In their letter dated 6th July Welsh Government indicated to the partnership that £9.6m would be available to support the service up until 31st March 2021. Welsh Government has also allocated £200,000 additional to the £9.6m to cover capital costs for IT equipment, and for necessary IT licenses which it is estimated will cost £15,000 for the additional Caerphilly staff.
- 10.2 As stated above it is proposed that ABUHB will receive the funding from Welsh Government and organisations reimbursed thoroughly monthly claims with evidence of expenditure. This is a tried and tested model and is already in place with the Regional Partnership Board and the social care Integrated Care Fund.

## **11. PERSONNEL IMPLICATIONS**

- 11.1 There are personnel implications arising through the recruitment of staff into the Caerphilly contact tracing team as detailed in the report; the positions still require formal evaluation before they can be recruited.
- 11.2 Whilst staff will return to their substantive roles at the end of the temporary redeployment arrangement, they may be called upon again should another spike in cases occur.

## **12. CONSULTATIONS**

- 12.1 This report has been sent to the Consultees listed below and all comments received are reflected in this report.

## **13. STATUTORY POWER**

- 13.1 The Public Health (Control of Disease) Act 1984 places a statutory obligation on Local Authorities to investigate notifications of infectious diseases in their locality. Local Authorities are also required to appoint a Proper Officer (CCDC) for this purpose. Covid is an infectious notifiable disease.
- 13.2 The Local Government Act 2000 gives Local Authorities the power of well-being – the power to do anything to promote economic, social and environmental well-being.
- 13.3 The Local Government Act 1972 a local authority has the power to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.
- 13.4 The Health Protection (Coronavirus Restrictions) (No.2) (Wales) Regulations 2020.
- 13.5 The Health Protection (Coronavirus International Travel) (Wales) (Amendment) Regulations 2020

## **14. URGENCY**

- 14.1 As explained above, current contact tracing activity in Gwent is being undertaken by staff redeployed from other Local Authority services. These initial arrangements were put in place for the months of June, July, and August. As the lockdown is eased services are being reintroduced and those redeployed staff will be required to return to their substantive roles.

This decision is urgent because it is necessary to agree operational delivery structure, governance and finance arrangements for the service to allow recruitment of staff into the Gwent Contact Tracing Service. It is essential that the service is properly resourced so that it is able to respond to any increase in Covid 19 cases. In accordance with the Council's Constitution the Mayor has agreed that the decision proposed is reasonable and has agreed that the decision should be treated as exempt from Call In. The decision will be reported to the next available meeting of the Council together with the reasons for urgency.

Author: Rob Hartshorn, Head of Public Protection, Community & Leisure Services

Consultees: Cllr Nigel George, Cabinet Member for Environment and Neighbourhood Services  
Cllr. D.T. Davies – Chair of Environment & Sustainability Scrutiny Committee  
Cllr. A. Hussey - Vice Chair of Environment & Sustainability Scrutiny  
Corporate Management Team  
Mark S. Williams – Interim Corporate Director, Communities  
Rob Tranter, Head of Legal Services/Monitoring Officer  
Lisa Lane, Head of Democratic Services and Deputy Monitoring Officer  
Steve Harris, Interim Head of Business Improvement Services & S.151 Officer  
Lynne Donovan, Head of People Services  
Ceri Edwards Environmental Health Manager  
Anwen Cullinane, Senior Policy Officer (Equalities & Welsh Language)  
Ruth Betty, Customer Services Hub Manager  
Shaunna Morgan, Principal Human Resources Officer  
David Roberts, Principal Group Accountant  
Liz Lucas, Head of Customer and Digital Services

Background Papers: *Test Trace Protect*, Welsh Government

Appendices:  
Appendix 1 Draft Gwent Contact Tracing Service Business case

## TEST, TRACE AND PROTECT IN GWENT

### THE CREATION OF THE GWENT CONTACT TRACING SERVICE

#### BUSINESS CASE V.7

Version	Produced/Updated by	Date	Released to
v.1	Rachel Jowitt	10.06.20	Contact Tracing Sub Group
v.2	Rachel Jowitt	15.06.20	Rob Hartshorn, Mezz Bowley, Eryl Powell for comment
V.3	Rachel Jowitt	19.06.20	Contact Tracing Main Sub Group
v.4	Rachel Jowitt	22.06.20	G10
V.5	Rachel Jowitt	01.07.20	Leadership Group
v.6	Rachel Jowitt / Dan Westwood	15.07.20	Leadership Group
v.7	Rachel Jowitt	16.07.20	Welsh Government & Leadership Group

#### The National Agenda

On 13<sup>th</sup> May Welsh Government (WG) published their Test, Trace and Protect overarching plan which is supported by the Public Health Wales (PHW) Public Health Protection Response Plan. These plans clearly outline that Local Health Boards and Local Authorities are central in the strategy to set up regional and local contact tracing structures in our efforts to get out and stay out of lockdown. The overall purpose of the plan and the creation of a new service is to “find, prioritise, act and report”. As evidenced elsewhere around the world a successful and effective contact tracing service can make a significant contribution to the R rate, the resilience and sustainability of our vital services needed to support those in need, to aide economic recovery and to allow our residents to realise a new freedom in these uncertain times. Its importance therefore cannot be overestimated or exaggerated. In a nutshell as local partners we cannot afford to get this wrong.

This document outlines the way forward for the creation, governance and operation of the service across the Aneurin Bevan University Health Board area – for ease of reference called the Gwent Contact Tracing Service (GCTS).

#### Where are we now / Current Model (July 2020)

Gwent is contact tracing and has been since the beginning of June. A sub-group of the Strategic Coordinating Group (SCG) which has led on the Gwent response to the declaration of the pandemic emergency was set up in May to coordinate this work. This group is chaired by Rob Hartshorn (Caerphilly) and contains representatives from Aneurin Bevan

University Health Board (ABUHB) and the 5 Local Authorities (Blaenau Gwent (BG), Caerphilly (CCBC), Monmouthshire (MCC), Newport (NCC) and Torfaen (TCBC). The group has also been supported by the Shared Resource Service (SRS) for IT and systems development. The group worked effectively together to set this service up in the first 4-6 weeks.

A draft Operational Plan was agreed by the Group on 11<sup>th</sup> May which was submitted to WG to evidence the work that had been done. This gave confidence that all workstreams were being considered and that there was a clear way forward to meet WG expectations that contact tracing would begin by the end of May/beginning of June.

For 2 weeks an interim system specifically developed (over a weekend) by the SRS was used by partners (excluding BG) to contact trace locally whilst a national system was being developed and implemented. This system worked well and gave confidence that we had the skills and structures in place to successfully contact trace in Gwent.

There are currently over 135 FTE (head count of 160) successfully redeployed, trained and contact tracing in Gwent. The service is able to be covered 8am- 8pm 7 days a week. Redeployments have come from across the 6 partner organisations but all partners agree that this is not a sustainable model for the long term as organisations return to business as usual and services resumed. This interim solution is intended to be in place for 3 months (up until 31<sup>st</sup> August) whilst the longer term strategy outlined in this Business Case is developed, agreed and implemented.

In the interim period each organisation is making its own arrangements to staff up to a level as advised by the Operational Plan approved in May. It is recognised that the numbers proposed in that document were based on the initial PHW plan and did not take into account the staffing requirements of the IT system that has now been introduced. The table used for the initial set up is at Appendix 1.

For the local teams Clinical leads have been identified by ABUHB and deployed to Local Authority (LA) level and are working as part of an integrated team with tracers/advisors/ administrators/ project managers being sourced from within LAs. ABUHB also has a temporary central project management team leading on communications, testing, outbreak management etc.

As the project has evolved it has become clear that the staffing and resource need is greater than that originally envisaged. At the local level key posts from the flow of work to ensure successful contact tracing were missing. Resourcing of an effective regional oversight technical group was also absent. Finally the resourcing and support for the overall governance, programme management, due diligence and support for the lead organisation was not included in the initial recommendations on how the service should be developed. In a nutshell Gwent is building a multi-million pound new service in a matter of weeks. At its peak it will be an operation of over 400+ employed staff fully supported by an integrated team from the partner organisations to make this a success.

As stated above we cannot afford to get this wrong. This service must be appropriately resourced to meet demands. It must be appropriately governed to ensure aims are met and that public money is being used to best effect. And most importantly it must deliver against its purpose:- **Find, Act, Prioritise and Report; Stay at Home; Save Lives.**

## **BUILDING A GWENT CONTACT TRACING SERVICE**

### **PURPOSE OF THE SERVICE**

**Find, Act, Prioritise and Report; Stay at Home; Save Lives**

### **OUR COLLECTIVE AIM**

To protect our residents through breaking the chains of transmission of Covid-19 in our communities and places of work.

### **OBJECTIVES OF THE GCTS SERVICE**

#### **Outward Facing**

1. To **deliver** the national Test, Trace and Protect strategy
2. To **quickly** identify positive/symptomatic cases
3. To **sensitively** work with our residents to self-isolate and share details of their contacts
4. To **effectively** reach at risk contacts and advise appropriately
5. To **supportively** keep in touch with our at risk residents to **protect** the wider population
6. To **openly** communicate with our residents, to **reassure**, to **explain** their part in this endeavour and **instil confidence** in the Covid response strategy to seek their continued **support** and **commitment**

#### **Internal**

7. To create an **effective** and **efficient** GCTS
8. To have a **strong** partnership across the 6 Gwent organisations that **focuses** on **outcomes** and **purpose**
9. To be **supportive** and **equality** focused employers
10. To have **robust** governance arrangements in place
11. To be **adaptable** and **responsive**

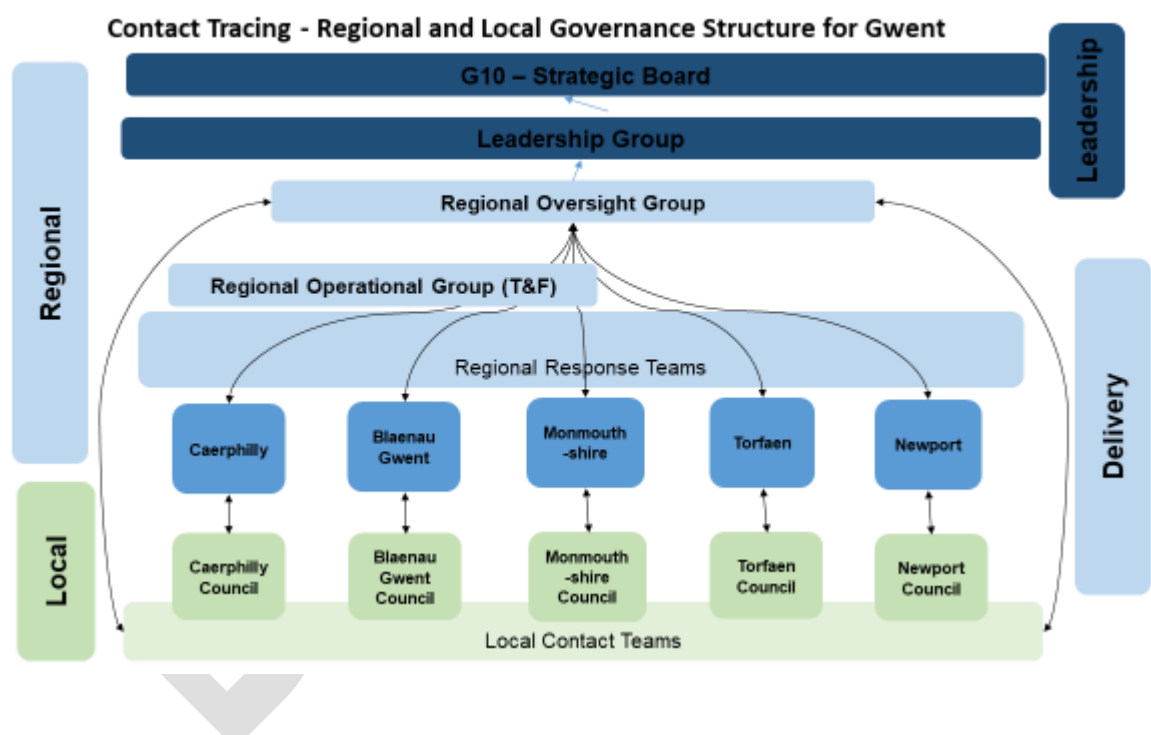
### **PRINCIPLES OF THE SERVICE**

1. Honesty: - essential to instil resident confidence in the performance of the service to ensure continued support for the stay at home: save lives strategy
2. Openness:- transparency on performance, reach, effectiveness with residents, stakeholders and between organisations.

3. Solution focused:- recognition that there will be problems but all committed to ensuring success
4. Working together:- has to be a true partnership, with all committed to the purpose and aims
5. Clarity:- on roles, responsibilities, outcomes and contribution needed from each partner
6. Subsidiarity:- the right work is done at the right level
7. Resourced:- both from a funding (WG) and in kind contribution from partner organisations
8. Mutual aid:- if clusters emerge that partners deploy their resources (where appropriate) to ensure the service can continue to meets its aim and purpose
9. Flexibility:- appreciating that things will evolve, change and also that the service will in/decrease as demand fluctuates

## GOVERNANCE

The GCTS will have the following governance framework:



## ROLES AND RESPONSIBILITIES

### G10 – Strategic Board

- Ensuring The Service is delivering against its stated purpose, aims and objectives
- Ensuring The Service is delivered against its stated principles
- Representing the interests of their respective organisations
- Strategic oversight of the establishment of The Service
- Agreeing the financial framework of The Service noting that commitment of additional resources (financial, human etc.) will be referred back to organisations (where

arrangements have not been made to delegate these functions to the partnership by the constituent bodies)

- Ensuring effective governance, leadership and management of The Service
- Ensuring the effective planning and delivery of The Service
- Scrutinising the performance of The Service
- Ensuring effective decommissioning of and exit strategy for The Service
- Ensuring The Service is operating in alignment with and complimenting wider Covid-19 strategies
- Promoting the interests of The Service to national partners, particularly Welsh Government and Public Health Wales.

The proposed Terms of Reference for the Board are at Appendix 2.

The **Leadership Group** will be responsible for:

- Supporting the Board achieve its aims and purpose
- Supporting the Lead Organisation with recruitment and oversight of the Regional Coordinator
- Ensure their organisations participate fully in the partnership
- Monitor and scrutinise the implementation of the Action Plan
- Monitor and ensure all risks are mitigated and addressed

The proposed Terms of Reference for the LG are at Appendix 3.

The **Lead Organisation** will be responsible for

- the hosting and management of the **Programme Management Office**
- Ensuring appropriate governance and effectiveness of the PMO and the wider service is reported to the Contact Tracing Regional Board

The **Programme Management Office** will be responsible for:

- Administration and support of the Regional Board, Regional Oversight Group and other task and finish groups
- Liaison with partner organisations which have specific lead roles within The Service
- Quality assurance and performance review for the service
- Communications strategy and implementation including stakeholder management
- Risk monitoring and management
- Training strategy, keeping training materials relevant and in line with latest SOPs and national guidance/ changes to CRM
- Strategic HR oversight, monitoring and supporting implementation of organisation specific workforce plans

#### **ABUHB Partnership Role**

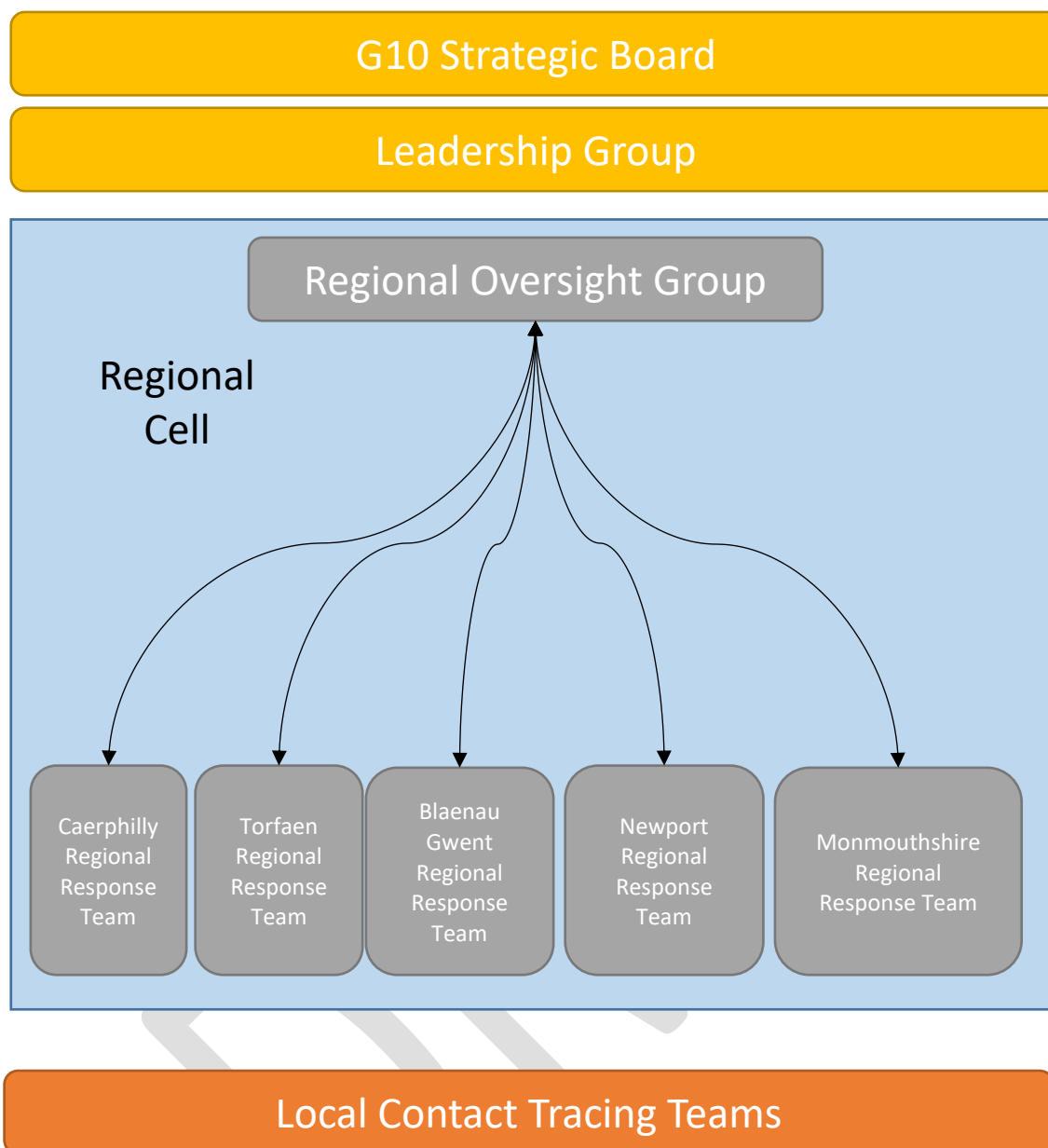
- Provision of clinical leads into local contact tracing teams



- Public Health Wales interface
- Ensuring effectiveness of testing service and its relationship to contact tracing
- Lead finance function for the service
- Specific PMO functions:
  - Data modelling, analytics and predictive forecasting
  - Population surveillance

### **Regional Cell**

- Working pro-actively with settings (such as care homes, schools, large employers) identified as presenting specific risks and respond to small clusters and outbreaks within the region.
- Use surveillance outputs to identify hotspots/clusters with high transmission rates (including sub-population groups) and mobilise local teams accordingly, as well as contribute data to the national dashboard
- The Regional cell comprises of the Regional Oversight Group and Regional Response Teams. This group has support the Regional Operational Group and Data Cell. Additionally, the Cell has a dedicated programme office separate from the Gwent TTP Programme.



### Regional Oversight Group

- To support the operation of the Regional Cell
- To guide the work of the Local Contact Tracing Teams
- To provide intelligence from the Local Contact Tracing Teams to inform the GCTS response and strategy
- To escalate issues from local risk registers

- Act as the Regional Outbreak Control Team (as per The Communicable Disease Outbreak Plan for Wales)

### **Regional Response Teams**

- Act as the Local Outbreak Control Team (as per The Communicable Disease Outbreak Plan for Wales) on a LA specific basis

### **Regional Data Cell:**

Regional Data Cell is responsible for collation, analysis and reporting of data related to the TTP Programme. With the requirements for monitoring and analysis of end to end data the key functions within the data cell are:

- Supporting local Contact Tracing teams with workforce demand and capacity intelligence
- Cleanse data received from the national system Case Record Management (CRM) system to identify suitability and allocation of cases for tracing
  - Only appropriate people are directed to the local hubs for contact tracing, by removing care home residents, hospital inpatients with no recent community contacts, deceased.
  - All demographic information is correct to avoid any information governance breaches.
  - identifies and provides additional information, including escalating issues to the clinical leads at an early stage
  - Respond to CRM Regional queue inbox
- Validate CRM data
  - Quality assuring data is essential for accurate reporting. The data captured on the CRM system is checked for completeness, accuracy, and any inconsistencies will be validated with the local teams.
- Collate data for stakeholder reporting (linked to communications and performance function in PMO)
  - This data collection and reporting uses both manual collated data from local teams and access to data from within the National CRM.
- Surveillance
  - To monitor and understand information which is being collected locally with input at national level to provide surveillance and epidemiological data to the Regional Cell.

### **Regional Operational Group**

To prioritise and begin bringing forward and implementing the best operational protocols to manage the relevant day to day internal and inter-regional work.

#### **ABUHB & Lead Organisation**

- Sit on national boards representing the service

Every Partner

- Employ their local contact tracing teams and maintain staffing levels as agreed by the modelling and predictions
- Provide robust and timely data
- Sign up to and work in the partnership in line with the principles identified above
- Participate fully at the Regional Oversight Group

## WORKFORCE

The GCTS at its peak (winter 2020/21) is estimated to have approximately 400 people (whole time equivalents). This is based on the following assumptions:

- The staffing costs are based on the service operating hours of 7 days per week, 12 hours per day for 39 weeks.
- The calculations to determine the number of the Contact Tracer and Contact Advisor roles has been calculated based on sampling capacity of 12,600 people per week across Gwent (Public Health Wales, 2020a) and a positivity rate of 10% (July – August 2020) and 15% (September 2020 - March 2021). Public Health Wales, 2020b), as outlined in Public Health Wales (2020a; 2020b).
- Recruitment of staff is assumed as 50% for July - August, 75% for September and 100% in post from October 2020.
- The Contact Tracer role has been estimated based on the assumption that each telephone call will last 60 minutes duration.
- The Contact Advisor role has been estimated based on the assumption that each telephone call will last approximately 5 minutes per contact, provided over an average of 7 days, with 30% opting for text follow-up.
  - 10% positivity rate assumes an average of 5 contacts per case.
  - 15% positivity rate assumes an average of 9 contacts per case.

In the interim phase (up until 31<sup>st</sup> August 2020) the partners will look where possible, to resource the Local Contact Tracing Teams and the Regional Cell from existing resources.

The HR Sub-Group has worked together to develop a regional Workforce Development Plan supported by individual plans for each organisation. This is at Appendix 4. The GCTS is based on a distributed partnership model whereby each organisation has a role to play whilst operating within the same principles and working to the same outcomes. Each organisation, through adoption of this business case and a developing Memorandum of Understanding, will be responsible for the recruitment and management of the identified staff in this business case to ensure successful contact tracing in Gwent.

Through the development of the workforce plans each organisation is clear on its timescales and abilities to scale up to meet increasing demand as per the proposed model outlined above (50%, 75% and 100%). The PMO working with the HR Sub-Group and ROG will advise, from looking at data and demand, when the next stage of workforce growth needs to

commence. Scaling up will only occur if there is a demand rather than following the model of growth.

One of the key principles for managing the workforce will be mutual aid which will be necessary for cluster or outbreak management. However that is only a sustainable model when pressures are only felt in one or two of the LA teams. Scaling up, being flexible and responsive from an HR function will be integral to the success of the GCTS and will be led by the evidence and data emerging from the data cell and the ROG.

Each organisation also has a pool of experienced and trained staff. Whilst they will be returning to their substantive posts in due course there is an expectation that organisations will utilise this capacity flexibly to manage demand and peaks.

Workforce needs are being modelled across an 84 hour week. Overall 36 or 24 hour contracts will be required but completely recognising the flexible and part-time policies of each organisation. The organisation specific plans outline their terms and conditions to ensure that good employment practices are being followed.

### **Lead Organisation/ Programme Management Office**

It is proposed that within the Programme Management Office there will be the following posts:

- Head of Service
- Programme Manager
- Project Officer x 2
- Data/Risk Manager (working closely with Data Cell and commissioning performance management reports)
- CRM System/Training Support
- Training Coordinator
- Quality Assurance
- Communications Officer
- Administration Support x 2

### **Regional Cell**

- Programme Manager
- Cluster Leads
- Programme Support Officer
- Infection Control Nurse
- Environmental Health Officer
- Specialist in Health Protection
- Consultant in Public Health
- Data manager/Analyst
- Administration Support
- Contact Tracers
- Contact Advisors

## Local Contact Tracing Teams

- Clinical Leads (ABUHB)
- Team Managers
- Contact Tracers
- Contact Advisors
- Business Co-ordinators

## IT & DATA SYSTEMS

### Interim Position

The SCG in Gwent took a decision in May that an interim solution was needed to be able to commence a pilot of test, trace and protect for the region. The region had to quickly build two key areas of capability:

- the first was a way of contacting citizens. Each Local Authority added to their own existing telephony solutions to enable calls to be made to positively tested citizens.
  - the second was a way of managing citizen data that was collected during the call. The five Local Authorities and ABUHB implemented a common data management system based on Microsoft Forms and Microsoft Teams and delivered it to over 200 staff across the region once.

### The National Position

The National system replaced the interim system, going live on June 8<sup>th</sup> initially with a week of dual running whilst any issues were resolved. From June 15<sup>th</sup> Gwent were then using only the National system. The National system integrates the two interim capabilities into one solution.

The National system is based on a Microsoft Dynamics Customer Relationship Management (CRM) platform and has a telephony solution integrated into it called Solgari. This means that all contact advisor and contact tracer activity can be performed from within the one screen.

The system is entirely cloud based which means staff can continue to use their corporate equipment and logins to access the system from wherever they need to work.

## FINANCIAL MODEL

An initial service financial model was submitted to Welsh Government on 15<sup>th</sup> June 2020. This outlined the proposed costs of the model from 1<sup>st</sup> July 2020 to 31<sup>st</sup> March 2021.

ABUHB are to be the lead finance organisation for the GCTS.

On 29<sup>th</sup> June 2020 the G10 agreed the following principles for the financial case:

- All costs must be covered, including non-pay
- All costs incurred to date must be covered by WG

- Service will only operate in the envelope of the funding provided
  - Funding award from WG does not mean spend up to grant level but deliver a proportionate and efficient service
  - Finance build will need to be amended to reflect the need for non-pay and additional IT costs that may be needed
  - WG need to give flexibility for managing the funding award
- It is proposed, through the MoU that funding will be allocated against the budget build in Appendix 5. Each organisation has costed up, based on their T&Cs and payscales the operation they must fulfil as part of this business case (and is in line with the workforce plans identified above). The funding will be held by ABUHB and organisations will submit claims with proof of expenditure monthly to ABUHB for reimbursement.

ABUHB will be expected to produce monthly finance reports of expenditure against profile to the PMO and LG identifying any risks as appropriate.

Appendix 5 shows the latest finance model projections. This is currently showing a need for £10.2m against a budget allocation of £9.6m (which must also cover expenditure between Apr-Jun). However this is assuming expenditure from 1<sup>st</sup> July 2020. Currently expenditure is not as forecast as organisations are still operating on a redeployment basis, and the Regional Cell and PMO have not yet been formed. Therefore there will be an underspend in July and August to balance the budget need until year end.

A finance working group has been established which is finalising a budget build based on each organisations' workforce plans and pay/T&Cs. The group is also collating the costs incurred before Jul 2020.

The finance model also excludes the £200k allocated by WG to support local IT capital costs.

## MEASURES OF SUCCESS

The best measure of success is the ongoing monitoring of the R rate and transmission in the community. SCG has asked for this information and PHW have advised that this cannot be calculated at a regional level. The lower the number the more positive the situation. This is one service where low numbers of staff and not needing to pull on the bank/reserve will be a sign of success. As the CRM system is still developing with further functionality expected in future weeks/months it is proposed that the Data Cell and Head of Service with the partners develops a suite of measures which will include:

- % of positive test cases traced each day
- % of positive cases engaging fully with the service
- % of contacts successfully reached
- % of contact engaging fully with the service i.e. successfully contacted over the 14 day period
- Early identification of and response to clusters

It is anticipated that WG may develop a national suite of measures and therefore it is proposed a dashboard be developed to present to the LG and Board in due course.

## LEGAL STATUS

All of the organisations have statutory duties under Public Health legislation to respond to notifiable diseases. Whilst there is not specific legislation placing duties on either the Health Board of the Local Authorities to create a Contact Tracing Service there is absolute recognition that Covid-19 is a global pandemic emergency and the organisations are best placed to develop the necessary trace and protect systems to meet the aims of the national Test, Trace and Protect strategy. However it is also important that the organisations are not acting ultra vires and therefore:

For LAs the key provisions which underpin the creation of this service are:

- The Public Health (Control of Disease) Act 1984 places a statutory obligation on LAs to investigate notifications of infectious diseases in their locality. LAs are also required to appoint a Proper Officer (CCDC) for this purpose. Covid is an infectious notifiable disease.
- The LG Act 2000 gives us the power of well-being – so power to do anything to promote economic, social and environmental well-being. A global pandemic and creating a service to protect public health and the economy is seen as an appropriate use of this power.
- The LG Act 1972 a local authority shall have power to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.
- The Health Protection (Coronavirus Restrictions) (No.2) (Wales) Regulations 2020.
- The Health Protection (Coronavirus International Travel) (Wales) (Amendment) Regulations 2020

For ABUHB:-

- The Health Protection (Coronavirus Restrictions) (No.2) (Wales) Regulations 2020.
- The Health Protection (Coronavirus International Travel) (Wales) (Amendment) Regulations 2020

## CONCLUSION

This business case outlines the key elements of the creation of the service: aims, principles, governance, operational management, workforce, finance and the legal basis for its operation.

The partners are committed to delivering an effective and impactful contact tracing service in line with this business case and aims to support the regions' and Wales' aspirations to save lives, protect the NHS and protect the economy.



DRAFT

Appendix 1

**Staffing Numbers from SOP May 2020**

<b>Local authority area</b>	<b>Population</b>	<b>Contact Tracing Lead</b>	<b>Contact Tracers</b>	<b>Contact Advisors</b>
Blaenau Gwent	69,713	2	6-8	20-24
Caerphilly	181,019	6	18-24	60-72
Monmouthshire	94,142	3	9-12	30-36
Newport	153,302	4-5	12-20	40-60
Torfaen	93,049	3	9-12	30-36
<b>TOTAL</b>	<b>591,225</b>	<b>19</b>	<b>57-76</b>	<b>190-228</b>

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## APPENDIX 2

### G10 GWENT CONTACT TRACING STRATEGIC BOARD

#### TERMS OF REFERENCE

The Gwent Contact Tracing Strategic Board is a key partnership body; established to lead and guide the service established in the face of the Covid-19 pandemic.

The G10 is a partnership of the 10 organisations that all sit on the local PSBs and work together to promote well-being and improvement in Gwent. The G10 is exploring with WG the creation of a Gwent-wide PSB. Rather than create another governance layer or new Board for the GCTS the utilisation of this group will test the Gwent PSB hypothesis and demonstrate the organisation's commitment for partnership working and ensuring effective and efficient governance of the service.

The Gwent Contract Tracing Service (herein referred to as The Service) operates in the Gwent area (covering the areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen) sitting within the footprint of the Aneurin Bevan University Health Board area.

The G10 is responsible for bringing together the 6 partner organisations:

Aneurin Bevan University Health Board (ABUHB)  
Blaenau Gwent County Borough Council (BGCBC)  
Caerphilly County Borough Council (CCBC)  
Monmouthshire County Council (MCC)  
Newport City Council (NCC)  
Torfaen County Borough Council (TCBC)

with the collective aim of protecting our residents through breaking the chains of transmission of Covid-19 in our communities and places of work.

Other organisations also sit on G10:  
South Wales Fire and Rescue (Chief Fire Officer and Chair)  
Gwent Police (Chief Constable)  
Police and Crime Commissioner  
Natural Resources Wales

#### **Purpose of the Service**

Find, Act, Prioritise and Report; Stay at Home; Save Lives

#### **Purpose of the Board/G10**

The Board is the key leadership body to oversee The Service

The Board, operating on behalf of their respective organisations, will be responsible for:

- Ensuring The Service is delivering against its stated purpose, aims and objectives

- Ensuring The Service is delivered against its stated principles
- Representing the interests of their respective organisations
- Strategic oversight of the establishment of The Service
- Agreeing the financial framework of The Service noting that commitment of additional resources (financial, human etc.) will be referred back to organisations (where arrangements have not been made to delegate these functions to the partnership by the constituent bodies)
- Ensuring effective governance, leadership and management of The Service
- Ensuring the effective planning and delivery of The Service
- Scrutinising the performance of The Service
- Ensuring effective decommissioning of and exit strategy for The Service
- Ensuring The Service is operating in alignment with and complimenting wider Covid-19 strategies
- Promoting the interests of The Service to national partners, particularly Welsh Government and Public Health Wales.

### **Delegation Framework**

Any delegated functions will be set out in an agreed Memorandum of Understanding and a Scheme of Delegation for the GCTSB

### **Governance**

The Board is supported through the establishment of a Programme Implementation Governance Structure.

- Leadership Group
- A Programme Management Office
- A Regional Oversight Group

### **5. Chair of the Strategic Board**

The Chair of the G10 is determined on a rotational basis.

### **6. Deputies**

The principle of deputies is supported.

Only formally nominated deputies for each voting member will be entitled to vote, when representing their organisation in the absence of the voting member.

For the Local Authority Cabinet Members, this would be another Executive Member and for the Health Board either another Independent Member or Executive Member of the Health Board.

## **Quorum and Decision Taking**

The Board will have a quorum of 6 members and must include either the Chair or Vice Chair. However, wherever possible, decisions will be made on a consensus basis. In the event that consensus cannot be reached, decisions will be taken on a majority vote, with the Chair having the casting vote. The Vice Chair, in the Chair's absence will have the casting vote.

## **External Scrutiny**

The external scrutiny will be via the current Local Authority Scrutiny Committees and appropriate Health Board committees.

## **Secretariat**

Business, project, managerial, secretariat and administrative support for the Board will be provided or arranged by the Programme Management Office. All papers will be circulated one week ahead of scheduled meeting, with any later papers needing Chair approval for late circulation or tabling at the meeting – in exceptional circumstances only.

## **Reporting**

The Board will receive reports from the Leadership Group and the Head of Gwent Contact Tracing Service. These reports will provide an assurance function with regard to the effective and efficient delivery of The Service.

The Board will focus on Key Strategic Decisions. All operational and managerial decisions will be delegated to the Leadership Group, which will engage with all relevant Strategic Partnerships and Service Delivery Teams to deliver the agreed programme.

## **Frequency and operation of meetings**

From August 2020, the Board will meet monthly (if needed), with the Leadership Group meeting weekly, to ensure agreed actions are progressed prior to formal decision making.

## **Review of Terms of Reference**

The Terms of Reference will be reviewed 3 months into operation

## APPENDIX 3

### GWENT CONTACT TRACING LEADERSHIP GROUP

#### TERMS OF REFERENCE

The Gwent Contact Tracing Leadership Group is a key partnership body. It is established to lead and guide the service established in the face of the Covid-19 pandemic and specifically to support the G10/Strategic Board in achieving its aims and terms of reference.

The Gwent Contract Tracing Service (herein referred to as The Service) operates in the Gwent area (covering the areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen) sitting within the footprint of the Aneurin Bevan University Health Board area.

The Leadership Group is responsible for bringing together the 6 partner organisations:

Aneurin Bevan University Health Board (ABUHB)  
Blaenau Gwent County Borough Council (BGCBC)  
Caerphilly County Borough Council (CCBC)  
Monmouthshire County Council (MCC)  
Newport City Council (NCC)  
Torfaen County Borough Council (TCBC)

with the collective aim of protecting our residents through breaking the chains of transmission of Covid-19 in our communities and places of work.

#### **Purpose of the Service**

Find, Act, Prioritise and Report; Stay at Home; Save Lives

#### **Purpose of the Leadership Group**

To represent their organisations, ensure the partnership is working effectively and support the Strategic Board through appropriate escalation and due diligence with regards to the governance framework and delegations outlined in the Memorandum of Understanding.

The Leadership Group, operating on behalf of their respective organisations, will be responsible for:

- Ensuring The Service is delivering against its stated purpose, aims and objectives
- Ensuring The Service is delivered against its stated principles
- Representing the interests of their respective organisations
- Strategic oversight of the establishment of The Service

- Agreeing the financial framework of The Service noting that commitment of additional resources (financial, human etc.) will be referred back to organisations (where arrangements have not been made to delegate these functions to the partnership by the constituent bodies)
- Ensuring effective governance, leadership and management of The Service
- Ensuring the effective planning and delivery of The Service
- Scrutinising the performance of The Service
- Ensuring effective decommissioning of and exit strategy for The Service
- Ensuring The Service is operating in alignment with and complimenting wider Covid-19 strategies
- Promoting the interests of The Service to national partners, particularly Welsh Government and Public Health Wales.
- Supporting the Lead Organisation with the recruitment and performance management of the Head of Service and the Programme Management Office.
- Monitoring the implementation of The Service’s action plan
- Owning The Service’s risk register and ensuring their organisations take the appropriate actions to mitigate and reduce risks
- Ensuring the organisations are working effectively in partnership

### **Delegation Framework**

Any delegated functions will be set out in an agreed Memorandum of Understanding and a Scheme of Delegation for the GCTSB

### **Contact Tracing Leadership Group Membership**

#### Local Authorities – Five Members

Chief Officers/Directors or Heads of Public Protection

#### Aneurin Bevan University Health Board –5 members

TBC

#### Sub-Group Chairs (if not represented above)

HR

Finance

Data/Systems

Communications

Also, any nominated additional lead strategic and operational representatives from the Health Board e.g. Chief Operating Officer, Consultants in Public Health etc

## **Chair of the Leadership Group**

The Chair and Vice Chair will be appointed from within the Leadership Group.

## **Deputies**

The principle of deputies is supported for each organisation represented.

## **Secretariat**

Business, project, managerial, secretariat and administrative support for the Leadership Group will be provided or arranged by the Programme Management Office.

## **Reporting**

The Board will receive reports from the Leadership Group and the Head of Gwent Contact Tracing Service. These reports will provide an assurance function with regard to the effective and efficient delivery of The Service.

The Leadership Group will focus on strategic and managerial decisions. All operational decisions around the technical implementation of The Service will be delegated to the Regional Oversight Group.

## **Frequency and operation of meetings**

Leadership Officer Group are and will meet weekly (if appropriate), to ensure agreed actions are progressed prior to formal decision making.

## **Review of Terms of Reference**

The Terms of Reference will be reviewed 3 months into operation



## Appendix 4

### Gwent HR Workforce Development Plan

Local Contract Tracing Teams	WTE		Local Authority Area	Population	% Share	
			Blaenau Gwent	69,713	11.79%	
Clinical Leads (NHS Band 7)	6		Caerphilly	181,019	30.62%	
Team Managers (LA Scale pt 40/NHS Band 7)	7.4		Monmouthshire	94,142	15.92%	
Contact Tracers (LA Grade 7/NHS Band 5)	68.8		Newport	153,302	25.93%	
Contact Advisors (LA Grade 5/NHS Band 3)	279.5		Torfaen	93,049	15.74%	
Business Co-ordinators (LA Grade 7)	15.3		ABUHB			
IT Support	0.2					
			<b>TOTAL</b>	<b>591,225</b>	<b>100.00%</b>	
<b>TOTAL</b>	<b>377</b>					
<b>Torfaen</b>	<b>Total WTE</b>	<b>WTE July (50%)</b>	<b>WTE Aug (50%)</b>	<b>WTE Sept (75%)</b>	<b>WTE Oct onwards (100%)</b>	
Team Managers (LA Scale pt 40)	1.0	0.5	0.5	0.8	1.0	
Contact Tracers (LA Grade 7)	8.3	4.2	4.2	6.3	8.3	
Contact Advisors (LA Grade 5)	40.8	20.4	20.4	30.6	40.8	
Business Co-ordinators (LA Grade 7)	2.4	1.2	1.2	1.8	2.4	
<b>TOTAL</b>	<b>52.5</b>	<b>26.2</b>	<b>26.2</b>	<b>39.3</b>	<b>52.5</b>	
<b>BLAENAU GWENT</b>	<b>Total WTE</b>	<b>WTE July (50%)</b>	<b>WTE Aug (50%)</b>	<b>WTE Sept (75%)</b>	<b>WTE Oct onwards (100%)</b>	
Team Managers (LA Scale pt 40)	1.0	0.5	0.5	0.8	1.0	
Contact Tracers (LA Grade 7)	6.2	3.1	3.1	4.7	6.2	

Contact Advisors (LA Grade 5)	30.5	15.3	15.3	22.9	30.5	
Business Co-ordinators (LA Grade 7)	2.0	1.0	1.0	1.5	2.0	
IT Support	0.2	0.2	0.2	0.2	0.2	
<b>TOTAL</b>	<b>40.0</b>	<b>20.1</b>	<b>20.1</b>	<b>30.0</b>	<b>40.0</b>	
<b>CAERPHILLY</b>	<b>Total WTE</b>	<b>WTE July (50%)</b>	<b>WTE Aug (50%)</b>	<b>WTE Sept (75%)</b>	<b>WTE Oct onwards (100%)</b>	
Team Managers (LA Scale pt 40)	1.8	0.9	0.9	1.4	1.8	
Contact Tracers (LA Grade 7)	16.2	8.1	8.1	12.2	16.2	
Contact Advisors (LA Grade 5)	79.3	39.6	39.6	59.5	79.3	
Business Co-ordinators (LA Grade 7)	4.6	2.3	2.3	3.4	4.6	
<b>TOTAL</b>	<b>102.0</b>	<b>51.0</b>	<b>51.0</b>	<b>76.5</b>	<b>102.0</b>	
<b>Monmouthshire</b>	<b>Total WTE</b>	<b>WTE July (50%)</b>	<b>WTE Aug (50%)</b>	<b>WTE Sept (75%)</b>	<b>WTE Oct onwards (100%)</b>	
Team Managers (LA Scale pt 40)	1.0	0.5	0.5	0.8	1.0	
Contact Tracers (LA Grade 7)	8.4	4.2	4.2	6.3	8.4	
Contact Advisors (LA Grade 5)	41.2	20.6	20.6	30.9	41.2	
Business Co-ordinators (LA Grade 7)	2.4	1.2	1.2	1.8	2.4	
<b>TOTAL</b>	<b>53.1</b>	<b>26.5</b>	<b>26.5</b>	<b>39.8</b>	<b>53.1</b>	
<b>Newport</b>	<b>Total WTE</b>	<b>WTE July (50%)</b>	<b>WTE Aug (50%)</b>	<b>WTE Sept (75%)</b>	<b>WTE Oct onwards (100%)</b>	
Team Managers (LA Scale pt 40)	1.6	0.8	0.8	1.2	1.6	
Contact Tracers (LA Grade 7)	13.7	6.9	6.9	10.3	13.7	

Contact Advisors (LA Grade 5)	67.2	33.6	33.6	50.4	67.2	
Business Co-ordinators (LA Grade 7)	3.9	1.9	1.9	2.9	3.9	
<b>TOTAL</b>	<b>86.3</b>	<b>43.2</b>	<b>43.2</b>	<b>64.8</b>	<b>86.3</b>	
<b>ABUHB</b>	<b>Total WTE</b>	<b>WTE July (50%)</b>	<b>WTE Aug (50%)</b>	<b>WTE Sept (75%)</b>	<b>WTE Oct onwards (100%)</b>	
Team Manager (NHS Band 7)	1.0	0.5	0.5	0.7	1.0	
Clinical Leads (NHS Band 7)	6.0	6.0	6.0	6.0	6.0	
Contact Tracers (NHS Band 5)	16.0	8.0	8.0	12.0	16.0	
Contact Advisors (NHS Band 3)	20.5	10.3	10.3	15.4	20.5	
<b>TOTAL</b>	<b>43.5</b>	<b>24.8</b>	<b>24.8</b>	<b>34.1</b>	<b>43.5</b>	
<b>Recruitment</b>						
All agreed on 6 hour shift pattern, 8am - 2pm & 2pm - 8pm, 7 days per week.						
Each LA and HB have developed a recruitment plan which enables them to flex up and down as per demand for service						
Each employer will recruit on temporary basis/fixed term basis, full/part-time including some offering 24 hour contract						
Each employer will use own Terms and Conditions						

Appendix 5

Description	Organisation	WTE	Gross monthly cost Mid-point £	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
				£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>Programme Management Office</b>																	
Head of Gwent Contact Tracing Service (NHS Band8C)	LA	1.00	8,801				4,400	4,400	6,601	8,801	8,801	8,801	8,801	8,801	8,801		68,206
Programme Manager (NHS 8A)	LA	1.00	6,139				3,069	3,069	4,604	6,139	6,139	6,139	6,139	6,139	6,139		47,576
Project Officer (NHS Band 6)	LA	2.00	4,471				4,471	4,471	6,707	8,942	8,942	8,942	8,942	8,942	8,942		69,301
Data/Risk Manager (Reporting and Risk Mgt) (NHS Band 6)	LA	1.00	4,471				2,236	2,236	3,354	4,471	4,471	4,471	4,471	4,471	4,471		34,653
CRM System/Training support (NHS Band 6)	LA	2.00	4,471				4,471	4,471	6,707	8,943	8,943	8,943	8,943	8,943	8,943		69,307
Administration support (NHS Band 3)	LA	2.00	2,504				2,504	2,504	3,756	5,009	5,009	5,009	5,009	5,009	5,009		38,816
Contact Tracing Training Co-ordinator (NHS Band 5)	LA	1.00	3,591				1,796	1,796	2,693	3,591	3,591	3,591	3,591	3,591	3,591		27,830
Quality Assurance Co-ordinator (NHS Band 5)	LA	1.00	3,591				1,796	1,796	2,693	3,591	3,591	3,591	3,591	3,591	3,591		27,830
Communications Officer (NHS Band 5)	LA	1.00	3,591				1,796	1,796	2,693	3,591	3,591	3,591	3,591	3,591	3,591		27,830
<b>Regional Contact Tracing Cell</b>																	
Programme Manager (NHS Band8A) ??	Health	1.00	6,139				3,069	3,069	4,604	6,139	6,139	6,139	6,139	6,139	6,139		47,576
Cluster Leads (NHS Band 7)	Health	5.00	5,272				13,179	13,179	19,769	26,359	26,359	26,359	26,359	26,359	26,359		204,280
Programme Support Officer (NHS Band 6)	Health	2.00	4,471				4,471	4,471	6,707	8,943	8,943	8,943	8,943	8,943	8,943		69,307
Project Manager (NHS Band 7)	Health	1.00	5,272				2,636	2,636	3,954	5,272	5,272	5,272	5,272	5,272	5,272		40,856
Infection Control Nurse (NHS Band 5)	Health	1.00	3,591				1,796	1,796	2,693	3,591	3,591	3,591	3,591	3,591	3,591		27,830
Environmental Health Officer (LA Grade 9)	LA	5.00	4,253				10,632	10,632	15,948	21,264	21,264	21,264	21,264	21,264	21,264		164,794
Specialist in Health Protection (NHS Band 9)	Health	2.54	12,600				0	0	32,024	32,024	32,024	32,024	32,024	32,024	32,024		192,143
Consultant in Public Health (NHS)	Health	2.54	12,600				32,024	32,024	32,024	32,024	32,024	32,024	32,024	32,024	32,024		288,215
Data manager/Analyst (NHS Band 6)	Health	5.08	4,471				11,357	11,357	17,036	22,715	22,715	22,715	22,715	22,715	22,715		176,040
Administration Support (NHS Band 3)	Health	2.00	2,504				2,504	2,504	3,756	5,009	5,009	5,009	5,009	5,009	5,009		38,816
Contact Tracers (NHS Band 5)	Health	10.00	3,591				17,955	17,955	26,933	35,910	35,910	35,910	35,910	35,910	35,910		278,303
Contact Advisors (NHS Band 3)	Health	12.00	2,504				15,026	15,026	22,538	30,051	30,051	30,051	30,051	30,051	30,051		232,895
<b>Local Contract Tracing Teams</b>																	
Clinical Leads (NHS Band 7)	Health	10.00	5,272	0	0	0	26,359	26,359	39,538	52,718	52,718	52,718	52,718	52,718	52,718		408,561
Team Managers (LA Scale pt 40)	LA	7.40	5,364	0	0	0	19,846	19,846	29,769	39,692	39,692	39,692	39,692	39,692	39,692		307,616
Contact Tracers (LA Grade 7)	LA	53.00	3,393	0	0	0	89,912	89,912	134,868	179,825	179,825	179,825	179,825	179,825	179,825		1,393,641
Contact Advisors (LA Grade 5)	LA	259.00	2,660	0	0	0	344,459	344,459	516,689	688,918	688,918	688,918	688,918	688,918	688,918		5,339,118
Business Co-ordinators (LA Grade 7)	LA	15.30	3,393	0	0	0	25,956	25,956	38,934	51,912	51,912	51,912	51,912	51,912	51,912		402,315
IT support. (assume LA Grade 7)	LA	0.20	3,393				339	339	509	679	679	679	679	679	679		5,259
<b>Finance Support</b>																	
	Health	1.00	4,671				2,336	4,671	4,671	4,671	4,671	4,671	4,671	4,671	4,671		39,705
<b>ICT Staffing</b>																	
Project Manager (NHS Band 7)	split 6 ways	1.00	4,671					4,671	4,671	4,671	4,671	4,671	4,671	4,671	4,671		37,369
Network Engineer (NHS Band 5)	split 6 ways	1.00	3,182				3,182	3,182	3,182	3,182	3,182	3,182	3,182	3,182	3,182		28,637
																	0
HR Support	TBC	1.00	4,671				2,336	4,671	4,671	4,671	4,671	4,671	4,671	4,671	4,671		39,705
																	0
<b>TOTAL FORECAST WORKFORCE COSTS</b>		<b>410.06</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>655,913</b>	<b>665,255</b>	<b>973,273</b>	<b>1,313,315</b>	<b>1,313,315</b>	<b>1,313,315</b>	<b>1,313,315</b>	<b>1,313,315</b>	<b>1,313,315</b>	<b>0</b>	<b>10,174,330</b>
<b>NON PAY COSTS</b>																	
Translation/Printing/TTP Promotion costs							6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000		54,000
Regional cell and PMO non pay costs							2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000		18,000
Accommodation costs?																	0
Additional IT costs?																	0
<b>TOTAL FORECAST NON PAY COSTS</b>							<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>0</b>	<b>72,000</b>
<b>TOTAL FORECAST COSTS</b>							<b>663,913</b>	<b>673,255</b>	<b>981,273</b>	<b>1,321,315</b>	<b>1,321,315</b>	<b>1,321,315</b>	<b>1,321,315</b>	<b>1,321,315</b>	<b>1,321,315</b>	<b>0</b>	<b>10,246,330</b>



## CABINET- 30TH JULY 2020

**SUBJECT: COMMUNITY RESPONSE- COMMUNITY CONNECTION- BUDDY SCHEME**

**REPORT BY: CORPORATE DIRECTOR- SOCIAL SERVICES AND HOUSING**

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### **1. PURPOSE OF REPORT**

- 1.1 To update Cabinet on the community response buddy scheme including current activity and planned step-down/transition.

### **2. SUMMARY**

- 2.1 This report summarises the buddy scheme to date by briefly setting out some of the headlines and operational statistics. It explains the plans for transition of the current model and makes some recommendations for decision.

### **3. RECOMMENDATIONS**

- 3.1 That Cabinet:
1. Note the information contained in this report
  2. Agree to allocate £130,262 of funding from Social Services earmarked reserves, as outlined in the financial implication 10.1 to 10.6 of this report. This budget would cover the proposed appointments for a period of 2-years.
  3. Agree to establish a precursor for Corporate Volunteering, building on the goodwill evidenced in Appendix 1, by supporting staff to continue in the buddy role by adding a category to the Leave of Absence Policy of up to 2 days per annum in hours, pro rata. The expectation being that this would be matched with an equivalent period of their own time. Evaluate the results after 6 months by surveying the staff and managers involved with a view to establishing a wider Corporate Volunteering Scheme.
  4. Note that a further report will be presented relating to the Corporate Review on Corporate Volunteering.

### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 To effectively plan for step-down/transition of the buddy scheme.

## 5. THE REPORT

- 5.1 The buddy scheme began on the 16.3.20 with a need to deliver a community response to support the following group to remain self-isolated:
- Over 70 and/or with an underlying vulnerability related to a health condition.\*
  - With no other support network or close family
- 5.2 That same week 385 staff responded to an initial e mail asking for volunteers to support this group; to provide support with shopping, prescription pick-up, keeping in touch etc. This initial staff volunteer cohort included school based staff and Elected Members. Volunteers were categorised by postcode area so that they could help as close to their own community as possible.
- 5.3 A dedicated COVID vulnerable telephone line was set up and 76,620 letters were sent out to all households informing that if people met the criteria above they could request support. At the same time 50,000 'Good Neighbour' cards were distributed among the community and to Elected Members, AMs and MPs.
- 5.4 The Corporate Policy Unit has managed the system with assistance from across all Council services. Services that had effectively shut down mainstream activity offered staff to the Buddy scheme as part of the normal working week.
- 5.5 Guidance to buddies is well-developed and has been issued by e mail, SMS and through a dedicated web page.
- 5.6 At peak 1560 Vulnerable People (VP's) were registered on the scheme, as at 30.6.20 the figure is 1157, see current activity below which has gradually reduced the numbers. The COVID telephone line has been listed on the COVID webpages and has been promoted on social media and in the general advice leaflet that went to all NHS shielded households\*\*. Housing have also conducted reassurance calls to all vulnerable Caerphilly Homes tenants, this added a few more referrals. Referrals now tend to come from client support bodies e.g. Social Services, Housing, and Supporting People providers. We expect that 'Test, Trace and Protect' may increase referrals slightly as the government advice will be for anyone self-isolating that cannot access food/medicine to contact their local authority or the third sector. However, this will be a different demographic, more likely to be socially-connected and therefore probably able to access support without intervention.

### 5.7 **Other Activity**

**Welsh Government Food Parcels-** For NHS extremely clinically vulnerable people\*\* a weekly home delivered food parcel has been available from WG, if no other support network exists. 296 people on the NHS shielded list, resident within Caerphilly county borough, have requested a weekly food parcel and this system is also administered by the Council with a daily upload to the Welsh Government system. The shielding period will end on the 16<sup>th</sup> of August, this group will be encouraged to shop for themselves and priority online shopping slots will remain available to them.

**Pharmacy Deliveries-** To alleviate the long wait times for Buddies and communities we have offered enhanced DBS checked Council drivers to supplement pharmacy delivery arrangements. 7 local pharmacies have taken up the offer of support.

**Community Response Partners-** In the first week a group of partners was convened to share information during this period including: Adult Services, GAVO, Integrated Well-being Networks, 50+ Forum, Parent Network, Families First, Flying Start, Supporting People,

Housing, Age Cymru, Emergency Planning etc. Information on community support resources has been created and circulated within the group including businesses offering food delivery services, details of local COVID mutual groups, third sector support services etc. This information is kept up to date and is also shared on the main COVID webpage.

Foodbanks- Foodbanks came under pressure as volunteers self-isolated and donations dried up. A temporary system has been put in place by Community Regeneration to support provision with vouchers, donations and delivery. A triage system is in place to connect the individual to a local voucher distributor. Foodbank volunteers prepare parcels, with Community Regeneration staff coordinating and delivering parcels. Stock is replenished and managed from Llancaiach Fawr by securing food donations, and monetary donations from the private sector and community group. Over 2000 people have received foodbank support.

#### 5.8 **Current Activity**

The level of support offered on the buddy scheme by Council staff is not sustainable as services have started to resume, however there is still a need within communities, albeit the medium term aim is to encourage personal resilience among VPs. It is difficult to anticipate what the balance between demand and resources will look like, however plans need to be put in place for staff returning to normal duties over the coming months. This will equally apply to other community response type activity e.g. free school meals delivery and foodbank delivery. To estimate and plan for demand needs in the buddy scheme we have gathered data in two ways:

- A survey of all buddies to ask how the role has been for them and whether they have any interest in continuing to volunteer in the role. 150 responses have been received and are summarised as Appendix 1.
- Reassurance calls to all VPs have been made to ask how they are and what level of support they think they might need until lockdown eases for this group. See Appendix 2.

#### 5.9 **Step-down proposals**

It is proposed that the management of the buddy scheme transfers to the Council's Community Regeneration Team, as soon as practicable, this will allow

- Easier identification of vulnerable people in communities
- Better engagement
- Identification of new service needs in communities
- The opportunity to build on and expand the COVID mutual aid groups
- Mobilisation of community assets in empowered co-production
- Support the Resilient Communities strand of the Public Service Board's (PSB) work

To support this a Volunteer Coordinator role will need to be established for a 24 month period that will sit within the Community Regeneration Team. GAVO have indicated that they would be willing to commit a proportion of their WG/WCVA COVID funding to part fund this role for the remainder of the financial year..

The Communities First Legacy funding covers 8 areas, broadly coterminous with council housing estates, the geographical spread of activity would need to increase to borough wide. The Community Regeneration Manager has assessed that the team have enough administrative capacity to run the scheme, working with GAVO and the Volunteer Coordinator, but would need additional in-house engagement capacity. The Grade 7 Community Engagement Officers would need to be increased by 1 more staff member on a

24-month contract, in line with the GAVO Volunteer Coordinator role. The Community Regeneration Team would work with the existing mutual aid groups building on a pilot transfer of VP's to the Risca/Pontymister COVID mutual aid group. Working with GAVO meets the PSB theme for Volunteering on which they lead.

The data gathering for VP's is indicating that 29% are in the green category as no longer needing support. Their records have been suspended in case circumstances change or there is a second wave of coronavirus that puts full lockdown back in place. 35% of people are categorised as red due to multiple health needs or mobility issues; social isolation and digital exclusion contribute to this categorisation. The remaining amber category 36% may be able to increase their resilience fairly quickly with the right level of tapered step-down community-based support. This could be support to access food and medicine by deliveries, help to gain confidence to shop for themselves, and accessing other community services as restrictions ease.

The Community Regeneration Team would, working with the GAVO Volunteer Coordinator, take over the management of the system to develop a mixed model of volunteer support as outlined in 10.1 to 10.6 below. A mixed system would provide greater resilience and ability to flex with demand and would, at the same time, allow staff to return to services as they come back online. The Community Regeneration Team would be able to offer the best model of support to VP's by working closely with communities.

#### 5.10 COVID Community Volunteers

We are working with GAVO to agree a role description for the public who have signed up to help in the COVID effort with the Volunteering Wales website. Our recommendation is to recruit Community COVID Volunteers from this cohort in conjunction with GAVO, providing training on:

- Social distancing
- Data protection
- Safeguarding level 1
- Shopping and handling cash
- Prescription pick-up
- Dementia awareness
- The guidance already developed for the buddy scheme

#### 5.11 Staff Volunteering

One of the aims of the Team Caerphilly: Better Together strategy is to implement a Corporate Volunteering Scheme. The Buddy survey has indicated that **95.4%** of the 150 staff who responded (out of 590 buddies) would definitely, or likely, want to continue volunteering in a similar capacity in the future. The staff involved have gained a definite sense of pride and worth- see Appendix 1.

As a precursor for Corporate Volunteering, building on the goodwill evidenced in Appendix 1, it is proposed that staff are supported to continue in the buddy role by adding a category to the Leave of Absence Policy of up to 2 days per annum in hours, pro rata. The expectation being that this would be matched with an equivalent period of their own time. The results will be evaluated after 6 months by surveying the staff and managers involved with a view to establishing a wider Corporate Volunteering Scheme.

By allowing staff to continue in the Buddy role with, potentially, a little encouragement through paid time off in supporting older and vulnerable people will undoubtedly help combat longer term loneliness and isolation beyond the COVID period as well as provide resilience in the Buddy Scheme.



The oft quoted research is that highly lonely people suffer the health equivalent of smoking 15 cigarettes a day, and that highly lonely people are twice as likely to develop Alzheimers. Maintaining a buddy-type befriending scheme would be a preventative service at the same time as allowing staff to feel involved in their communities and the Team Caerphilly effort. **Corporate Volunteering is also a PSB strand with links to external partners including ABUHB's 'Ffrind i mi' project.**

It should be noted that there are 99 school-based staff that are currently volunteering as Buddies as part of the original cohort of staff volunteers. Any decision to allow school staff to continue on the scheme within normal working hours would be a matter for school governors.

#### 5.12 Service Support

Some services may be able to continue to allow staff to continue in a support role for a few hours a week while step-down/ transition to more usual working takes place.

#### 5.13 Community Mutual Aid Groups

There are 15 of these with varying levels of activity across the county borough. Those in the Risca/Pontymister, Phillipstown, Graig-yr-Rhacca and Lansbury Park areas are the most active. There are less VPs registered here as the community has mobilised to support people.

The Community Regeneration Team are very keen that community groups should be encouraged and supported to pick up the effort, and where the groups have flourished it is because they have often been supported by the Community Regeneration Team e.g. Risca, Lansbury Park and Graig-yr-Rhacca. As an example, the Risca/Pontymister group have 7 administrators and around 100 active volunteers supporting 143 individuals with the type of buddy support the local authority staffing cohort is providing. We have begun a dialogue with them to transfer some of the VP's in the NP11 postcode area over to community-based support and are beginning the work with some of the other more organised groups.

#### 5.14 Suggested timeline

By mid-July:

- Agree the Volunteer Coordinator Role with GAVO- pending Cabinet decision for appointment
- Begin recruitment of COVID Community Volunteers
- Work with the Risca/Pontymister COVID group as a pilot for transfer to community groups
- Agree a precursor Corporate Volunteering scheme for staff who wish to continue as a buddy- pending Cabinet decision

By mid-August

- Recruit/redeploy an additional Community Engagement Officer in Community Regeneration- pending Cabinet decision
- Complete transfer of the scheme to the management of Community Regeneration- Community Regeneration will manage the support to vulnerable people working closely with the GAVO Volunteering Manager

#### 5.15 **Conclusion**

The buddy scheme has been highly successful at protecting the at risk cohorts, both the clinically vulnerable\* and the extremely clinically vulnerable\*\*. Staff involved have gained a real sense of purpose and of being part of Team Caerphilly. The feedback from the VP's has been overwhelmingly thankful and positive and has helped demonstrate a high level of goodwill toward the support the Council has offered as part of the Community Response. However, it is not sustainable in the long-term and services are moving back to normal activity, some at greater speed than others. Unlike other Councils we did not rely entirely on

the voluntary sector options to provide this support, but because of this the service was far quicker to set up, more comprehensive and offered a good level of security that no-one should be left at home unsupported. The step-down model should be a mixture of voluntary/community sector support and staff support, with an opportunity to kick-start Corporate Volunteering as a preventative service against loneliness and isolation.

The crisis has provided an opportunity to harness, support and expand the community resilience demonstrated in many communities across the borough. It provides opportunities for meaningful dialogue with communities and at the same time has allowed staff to directly support vulnerable people and feel involved in the effort. Both facets support Team Caerphilly: Better Together.

The legacy and learning will also be important in the context of the Team Caerphilly Transformation Strategy and other strategic and partnership aims, including working better with and empowering communities and developing proud and trusted staff.

Although this scheme is being established initially to offer support to the most vulnerable in our communities, linked to the COVID crisis, it is hoped that the infrastructure, once in place will enable the Council to further build on the volunteering opportunities within our Communities.

## **6. ASSUMPTIONS**

- 6.1 The assumptions made are that the level of need will taper as lockdown eases, however, we cannot assume that it will remain on the current course. Test, Trace and Protect during the winter period may bring an increased need. The assumption is that the community and voluntary sector can pick up on the role. Both GAVO and the Community Regeneration Team are keen to support this as much as possible.

While buddies have positively indicated that they have gained much out of being part of the scheme and want to continue, if they had the time, we cannot guarantee that they will do so.

## **7. LINKS TO RELEVANT COUNCIL POLICIES**

### **7.1 Corporate Plan 2018-2023**

It will not be possible to achieve the Objectives contained within the Corporate Plan unless the Covid-19 outbreak can be controlled.

## **8. WELL-BEING OF FUTURE GENERATIONS**

- 8.1 The COVID Community Response supports the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2015:

- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities

- 8.2 The Well-being of Future Generations (Wales) Act 2015 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. The principle is

also known as the five ways of working and the following are relevant in relation to this report:

**PREVENTION** – Helping vulnerable people and actual or potential COVID cases to stay at home is intended to prevent spread of infection. Planning sustainable services to prevent vulnerable residents being without support if a second wave of coronavirus happens.

**COLLABORATION** – Working with the community and voluntary sector will support the Team Caerphilly: Better Together ethos and in particular the objective to work better with communities. Test, Trace and Protect will be delivered by joint working with ABUHB and Public Health Wales. GAVO are a key partner in the PSB and supporting volunteering and Corporate Volunteering are strands of both the Transformation Strategy and the Well-being Plan.

**INVOLVEMENT**- Working with the local community COVID/Facebook groups on the response involves them in community well-being.

**LONG-TERM**- Supporting Corporate Volunteering as a befriending service would be a key preventative measure for loneliness and isolation for older and vulnerable people in communities. Making stronger links through the efforts of the Community Regeneration Team between vulnerable people and the communities they live in also supports longer-term well-being.

## **9. EQUALITIES IMPLICATIONS**

- 9.1 Social exclusion is more prevalent in older people and other groups vulnerable for health or disability reasons. The Community Response Buddy scheme has been a reaction to a public health crisis. The step-down service must be carefully planned so that the currently supported group remain connected within their communities and are helped to build up their personal resilience.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 GAVO have indicated that they would be willing to commit a proportion of their WG/WCVA COVID funding to the cost of a Volunteer Coordinator role. The salary level of the role is £24,175- £26,822 plus on costs (max £32,554). GAVO have indicated that they could commit £20k to the post for the remainder of 2020/21 (subject to GAVO board mid July). Extending the post to 24 months (from 1.9.20) to support corporate community volunteering would be a total cost of £64,108, with a contribution of £44,108 from the Council from the start of the financial year 2021/2022.
- 10.2 There could be a need to DBS check Community COVID volunteers, depending on the role they undertake. GAVO could administer this system and have indicated that they could contribute to some of the costs but that their funding would not be able to cover all. A basic DBS check with admin fee is £29. A £4000 budget to contribute would be sufficient to cover the volunteer cohort.
- 10.3 Transferring the scheme to Community Regeneration, a more natural home than Policy, would require some additional capacity to reflect that the geographical coverage would be greater than the Legacy areas. An Engagement Officer at Grade 7 is suggested at a cost of £36,077 including on costs for 2020-21.

- 10.4 Volunteer expenses will need to be covered by the step-down/transition Buddy scheme. A small budget should be available for mileage costs etc. The Community Regeneration Team already run such a system of foodbank volunteers. The suggestion is a £10k budget to be managed by Community Regeneration.
- 10.5 There is an indirect financial implication on allowing staff 2 days pa during the working week to continue in the buddy role as a precursor Corporate Volunteering Scheme. However, it is not possible to quantify this as take-up will be a matter for individual staff.
- 10.6 The total direct cost to deliver on all the recommendations in the report to the Council would be £130,262. This will allow the two appointments for a 2-year period, with the associated budgets.

## 11. PERSONNEL IMPLICATIONS

- 11.1 The Community Regeneration Team have indicated that they have the capacity to take over the Buddy Scheme, subject to additional engagement capacity as set out above. The Team have the requisite skills and the administrative capacity to run the scheme. A GAVO Volunteer Coordinator should be based in and work closely with the Team.
- 11.2 A precursor Corporate Volunteering Scheme should be properly evaluated after 6 months and a further report which will capture these findings will be provided and framed within the Corporate Volunteering corporate review.

## 12. CONSULTATIONS

- 12.1 This report has been sent to the Consultees listed below and all comments received are reflected in this report.
- 12.2 The Head of People Services has advised that it does not seem fair to consider paid time to be given to employees who volunteer for the buddy scheme only, as many employees volunteer in other areas. If the Council wishes to consider giving employees paid time for volunteering, it would be more sensible to develop a corporate policy and include such a recommendation for consideration at that time. **The proposals detailed within this report considers these comments and offers an appropriate way forward.**

## 13. STATUTORY POWER

- 13.1 None

Author: Sue Richards, Head of Education Planning and Strategy

Consultees: Christina Harrhy, Chief Executive  
 Dave Street, Corporate Director Social Services and Housing  
 Ed Edmunds, Corporate Director of Education and Corporate Services  
 Mark S Williams, Interim Corporate Director Public Services  
 Cllr Eluned Stenner, Cabinet Member for Finance, Performance and Planning.  
 Rhian Kyte, Head of Regeneration and Planning  
 Rob Tranter, Head of Legal Services/Monitoring Officer  
 Steve Harris, Interim Head of Business Improvement Services & S.151 Officer

Lynne Donovan, Head of People Services  
Tina McMahon, Community Regeneration Manager  
Anwen Cullinane, Senior Policy Officer (Equalities, Welsh Language and  
Consultation)  
Trade Unions

Background Papers: None

\* Clinically Vulnerable People: <https://www.gov.uk/government/publications/staying-alert-and-safe-social-distancing/staying-alert-and-safe-social-distancing#clinically-vulnerable-people>

\*\* Clinically Extremely Vulnerable: <https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19#who-is-clinically-extremely-vulnerable>

Appendices

Appendix 1 Buddy Survey Summary

Appendix 2 Vulnerable Persons Data Assessment

## Appendix 1 Buddy Survey Summary

150 responses out of approx. 590 buddies. 385 original volunteers have been supplemented by staff, either 'offered' by their managers, or formally redeployed into the Buddy role.

**74%** of respondents signed up as a volunteer

**61%** supporting with shopping weekly

**58%** supporting with prescription pick-up

**92%** supporting with a friendly phone call

**68%** have a greater sense of pride in the organisation and being a member of Team Caerphilly

**50%** would definitely like to volunteer in a similar capacity

**45%** would maybe like to volunteer in a similar capacity

**Other support responses (examples):** picking up hearing aid batteries- paying bills at Post Office- help with texting, topping up mobile phone- weeding the garden- help accessing e-Library resources- helping with on-line banking- walking the dog- putting bins out-been able to help when he can't get an online shopping slot

**How have you made a difference?(examples):** definitely no ability to shop on-line- able to buy at supermarket prices rather than corner shop- my gentleman is blind and would have been unable to social distance easily if out and about- daughter is also elderly and vulnerable, not sure they would have managed- been able to help with anxiety about their situation- helped with queries about the Welsh government food parcel- have a good old chinwag in the garden- lady has cancer, without a supermarket shop her diet would have been limited- just being on the other end of phone- helped with the loneliness- seeing my children once a week has given him a smile- formed a new friendship- my lady has no family or friends under 70 who would have been able to help her- she is 87 and I can't imagine how she would have queued for 50 mins outside a pharmacy- taken a weight off their shoulders- helped her keep up her gardening by picking up items she wanted- has family help with shopping but was embarrassed to ask her grandson to buy personal items- been able to stay in touch with her son who lives away- he moved to Wales during COVID due to an emergency relocation and has no family nearby, been able to help with household items and cleaning products for his flat- she is happy to ask her neighbours for small shops but would be embarrassed to ask for a big weekly shop- he lives in a very rural area and would find it very hard to get essential supplies, I am happy to help

**One positive experience (examples):**a smile says it all really- I don't have any close family and know I would need this type of support if older- a listening ear when they are really low- it give me a sense of purpose in lockdown- helping people who would have struggled gives me a great sense of gratification- it's been a pleasure and a privilege- community cohesion is greater- every time I go she is waiting in the window smiling- feeling like I am helping in a dreadful crisis- finding out facts about the area I would never have known and my children seeing how positive volunteering can be- meeting people in my community I would never have met otherwise- we always have a laugh and it's nice to see them smile- I work full time and have a little one but this few hours a week helping someone else has been so positive for me- it is helping me cope with the situation we are all in- it has taught me that helping people gives you great satisfaction- their faces lighting up when I arrive with their shopping- knowing that simply posting a birthday card can mean so much for someone- picking out birthday cards for her daughters who live away- seeing their joy when I turned up with flour- I suffer from lack of confidence and anxiety, being a buddy has really helped my communication and I have benefited so much mentally from helping other people, so much so that I want to look at a career in social care.

**Can you tell us why you answered as you did when asked whether you would like to be involved in future (examples):**it has been difficult balancing work and family and buddy

commitments- I would be only too glad to continue- I don't think I will be able to continue when I am back in full time work- as long as I have the time I am happy to help- always been interested in volunteering but have never done it in the past- at the start I was a little nervous but am now proud of what I have done- it depends on my change on workload and returning to family commitments, kids clubs etc- it just depends on my time- I am happy to help whenever I can- I couldn't commit because of children's hectic after school schedule- as long as I could do it around my work- I would like to stay in touch with them- I have enjoyed meeting new people- as we get back to normality it will depend on how much spare time I have- it's important to give back to the local community, the only thing that stops me is lack of time- I hope that more good within CCBC will come from this pandemic and stay for future years even when this is all over. Community used to mean lots to people in previous years let's make this a new team and community- Simply put, if it is needed by the community then it is a valuable thing to be involved in.

## Appendix 2 Vulnerable Persons Data Assessment

Calls to every vulnerable person (1500+). 971 responses. Categorised as:

**Red:** definitely in need of continued support (many on the NHS shielding list\*\*)

**Green:** no longer needs support

**Amber:** somewhere in between support and no support

Total figures:

**Red:** 342 (35%)

**Amber:** 349 (36%)

**Green:** 280 (29%)

500 people were not contactable but it would be reasonable to assume that there would be another 150 that could be categorised as Green.

### Greens

Subsequent calls to the Buddies to double-check their opinion of whether support can be withdrawn. At the same time, asking the Buddies if they have capacity to take on a replacement vulnerable person, to help with flex in the system as some teams go back to normal roles.

Many of the people who originally called us for help at the start of the lockdown were in need of support because their usual methods of getting food delivered were unavailable - no online delivery slots, or friends and family were themselves self-isolating after displaying Covid-19 symptoms. Many of the Greens have now been able to get online delivery slots, or someone they know is helping them with their shopping. This means our community response has done exactly what we hoped it would do – identified people who were in danger, alone, and within our reach, and supported them to get all the way through the lockdown, until they were either self-sufficient or able to be supported by friends/family.

### Reds

Many other people registered will need support for some time. Around half of the people classified as Red are also on the “shielded” list, having medical conditions that make them ‘clinically extremely vulnerable\*\*’ to Covid-19. These are people with organ transplants, severe heart and lung conditions, certain types of cancer, and similar ailments that mean they should stay at home to avoid the virus. It is unlikely it will be safe for these people to return to normality any time soon, perhaps until a working vaccine is widely available, and they are likely to need support of some kind for months. Other people on the Red list fall into two broad sub-categories: those with multiple serious ailments that are not on the shielding list, but on the next lower list of ‘clinically vulnerable\*\*’ ailments (milder heart and lung conditions, diabetes, Parkinson’s, and many others); or people with physical disabilities that prevent them from doing their own shopping.

### Ambers

The Amber category includes a wide range of people, mainly those with illnesses in the ‘clinically vulnerable’ category, people over 70 but otherwise physically well, people displaying symptoms of Covid-19 and needing short-term support while self-isolating, and those with physical or mental health issues that make shopping for themselves difficult. A significant number of people in this category have managed to arrange delivery of shopping but have asked to continue with their Buddy either for prescription collection only, or in case online delivery slots are unavailable – these people may be able to be managed out of the system with the right support.



## **Next steps**

Many vulnerable people are now able to access food through on-line shops or local delivery or are asking their Buddies to top up fresh food items only. A relatively high number now only need help collecting prescriptions either weekly or monthly. Handing over to a model where community volunteers, or engaged community support networks, should help with building personal resilience. Many of the people our call handlers spoke to highlighted the value they placed on the social interaction from their Buddy – this means they may be reluctant for support to be withdrawn even if it is no longer needed, and handing over to phone-based befriending support may play an important part in our step-down. Age Cymru are providing a telephone befriending service.

## **Feedback**

Call handlers routinely reported praise for the Community Response, both for the individual Buddies and the way the system had been organised:

- *“Mr S praised and thanked Rhian to the highest saying she’s a genuine diamond.”*
- *“Gwyneth advised she has been in awe of how CCBC has managed during the pandemic with the buddy system and free school meals.”*
- *“Stacy doing a wonderful job gathering Gail's shopping and she has asked could we give her five stars.”*
- *“So grateful to Ann the Buddy and said that CCBC has really come up trumps through this tough time.”*
- *“Both Mr and Mrs M advised me that they cannot put into words how grateful they are of the support that Tara has given them both. Mrs. M informed me that she loved Tara to bits as she was a kind and considerate young lady”*
- *“Karla advised that Colin her buddy has been professional, discreet, friendly and appropriate. With so much negativity in the media it has been reassuring to have something positive going on and this service has put her at ease. Really grateful for the service provided.”*
- *“First class service (member of a myeloma support group and we are one of the only councils delivering this service - Marlene said that her support group members are very envious). Service has been brilliant. Cardiff, RCT etc don’t have this.”*

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## CABINET – 30TH JULY 2020

**SUBJECT: EDUCATION OTHER THAN AT SCHOOL (EOTAS) STRATEGY**

**REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE SERVICES**

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- 1.1 The attached report outlined the Education Other Than at School (EOTAS) Strategy, which was considered by the Education Scrutiny Committee 24<sup>th</sup> February 2020 prior to consideration by Cabinet on 22<sup>nd</sup> April 2020.
  - 1.2 Members were advised that the strategy attached as appendix 1 to the main report has been developed in consultation with schools. This strategy will be aligned to the Service Improvements Plan and other strategic documents. The aim is to provide a good quality service to young people, with an ambition that they should feel important and safe within their learning environment.
  - 1.3 The scrutiny committee were informed that the strategy contains a Passport and Guidebook for each child to support them to obtain both their formal qualifications and also ensure they have emotional and wellbeing support. The ambition is to provide these children with the same outcomes as any other child.
  - 1.4 Members were provided with assurance that there is already a good provision with a range of options from the Learning Centre, Home Schooling, Innovate Bases at Blackwood and Rhymney as well as the Learning Progress Centres based at Heolddu and Lewis Boys schools. The strategy outlines a collaborative approach with schools through outreach work and a Centre for Vulnerable Learners Hub and Spoke Model.
  - 1.5 The scrutiny committee sought clarification regarding the aim to reduce the numbers excluded from schools and if the strategy will still include the option to home school. It was stated that the numbers that are educated outside the school setting are too high, with many interventions possible in the school setting making removal from school unnecessary. In terms of home schooling officers have been working with families to encourage a return to school but there has been limited success. A change in culture is needed with the new model having a potential to reduce home schooling by 50%. Members were advised that it is vitally important to maintain the links with the schools when children are excluded or home schooled in order to make a return to school easier.
  - 1.6 Scrutiny committee members asked for detail of the impact of changing the use of WG Band B funding, for the purpose of supporting this strategy. Members were advised that Welsh Government guidelines have now shifted since the original Band B proposals were agreed. The revised guidelines are seeking transformational spending, which is the aim of this strategy. Members asked if this will impact school refurbishment projects and it was confirmed that additional funding will need to be identified for refurbishment spends. However it was also clarified that the original Band B proposals did not specifically set out any potential refurbishment projects.
  - 1.7 Members asked if details on the design of the Centre for Vulnerable Learners had been

agreed and if officers had looked at examples of other models elsewhere. It was clarified that no design has been carried out and it is important to understand exactly what the provision will need to look like as well as ensuring value for money. It is planned to look at other centres of excellence and ensure that the plans meet the needs in the longer term in line with the Wellbeing of Future Generations.

- 1.8 Members asked what the overall aim would be and were advised that it is to reduce exclusions, ensure that the wellbeing of the children is a key factor, consistency, communication and working with schools. The hope is that the number of referrals will reduce once schools invest and although financial savings are not the driver; this strategy could mean that funding could be targeted more appropriately.
- 1.9 The scrutiny committee sought details on the differences between the support needed by primary and secondary schools. Members were advised that at present 10% of support is provided to primary and 90% to secondary. Members suggested that a shift towards providing earlier support at primary schools would help the pressures upon secondary schools. Feedback from Head Teachers also suggests that issues can be masked at a younger age and emerge when they move to secondary schools. Therefore a new centre will allow the focus to shift and address issues at an earlier stage and the strategy can also support schools to manage within the school setting.
- 1.10 Following consideration and discussion the Education Scrutiny Committee unanimously agreed, recommend to Cabinet that:
- (i) The views of Education Scrutiny Committee contained herein are considered and agree the EOTAS Strategy attached as appendix 1.
- 1.11 Cabinet are asked to consider the report and the above recommendation.

Author: Catherine Forbes-Thompson, Scrutiny Manager – forbecl@caerphilly.gov.uk

Appendices:

Appendix Report to Education Scrutiny Committee 24<sup>th</sup> February 2020 – Agenda Item 10



## **EDUCATION FOR LIFE SCRUTINY COMMITTEE – 24TH FEBRUARY 2020**

**SUBJECT: EDUCATION OTHER THAN AT SCHOOL (EOTAS)  
STRATEGY**

**REPORT BY: RICHARD EDMUNDS, CORPORATE DIRECTOR FOR  
EDUCATION AND CORPORATE SERVICES**

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### **1. PURPOSE OF REPORT**

- 1.1 To consult with Members on the Education Other Than At School (EOTAS) Strategy and to seek their views prior to consideration of Cabinet.

### **2. SUMMARY**

- 2.1 This report introduces the EOTAS Strategy which is attached as Appendix 1. The Strategy has been developed in consultation with schools and will be considered by Cabinet in April.

### **3. RECOMMENDATIONS**

- 3.1 That Members note the content of this report and provide their views prior to its presentation to Cabinet on the 22nd April 2020.

### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 To consult Members on the EOTAS Strategy so their views can be represented in the coming Cabinet report.

### **5. THE REPORT**

- 5.1 The EOTAS Strategy sets out the background and rationale for change in order to meet the needs of an increasingly complex group of vulnerable learners.
- 5.2 The Local Authority (LA) has a high level of ambition in regard to the provision to be offered to these learners and the Strategy sets out these plans in more detail.

## 6. **ASSUMPTIONS**

- 6.1 No related assumptions have been felt to be necessary in relation to this report.

## 7. **LINKS TO RELEVANT COUNCIL POLICIES**

- 7.1 Corporate Plan –

Wellbeing Objective 1 – Improve Education Opportunities for all

Shared Ambitions Strategy –

To raise standards and ensure our learners are healthy, confident, proud and ambitious and can benefit from high quality educational opportunities, settings and experiences.

- 7.2 As well as the above links to Council Policies, the report can also be linked to:

SEN Code of Practice for Wales (2002)

Exclusion from Schools and Pupil Referral Units Guidance (2015)

SEN and Inclusion Strategy

Education in Wales: Our National Mission

EOTAS: Framework for Action (2017)

Equality and Equity in Education (2017)

## 8. **WELL-BEING OF FUTURE GENERATIONS**

- 8.1 This report contributes to the Well-being Goals as set out in Links to Strategy above. It is consistent with the five ways of working as defined within the sustainable development principle in the Act and more specifically for the principles noted below.

- Long term – The report considers the importance of balancing the short term needs to safeguard the ability to also meet long term needs. Continuing to support and work with schools to promote a common moral purpose in managing a spectrum of learners' behavioural needs. Promote early intervention and the use of appropriate strategies to support learner needs within their mainstream settings is crucial to the effective implementation of a sustainable behaviour model.
- Prevention – Implementing effective early intervention strategies and support working collaboratively with schools, and all other service providers will reduce the need for more intensive interventions later in learner's educational pathways. This will be balanced against having effective identification systems and referral routes identified to support learners during their educational journey.
- Integration – The behaviour and wellbeing of all Caerphilly learners leads to a more prosperous and healthy adult population

- Collaboration - . Working collaboratively with other service providers such as health, social and youth services provides a more cohesive approach to managing the behavioural needs identified within the education system.
- Involvement – All stakeholders need to be full participants in this behavioural model development to support and challenge and enhance the development itself. This will be at a local, regional and national level. This approach will lead to increased outcomes for all learners as they progress into adult hood and become meaningful contributors to living and working Caerphilly

## **9. EQUALITIES IMPLICATIONS**

- 9.1 Council’s full Equalities Impact Assessment (EIA) process is adhered to at all times. In writing the strategy the LA has focused on the philosophy that all learners will have equality of opportunity and the right to receive a high quality education. Specifically this strategy outlines how this will be achieved for the most vulnerable learners in the LA. The Equalities Impact Assessment (attached as Appendix 2) indicates there is no potential for discrimination.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 Rising numbers of young people accessing educational provision outside of mainstream schools continues to put an increasing strain on the Authority’s budget. It is recognised that this financial pressure, which is an on-going overspend, needs to be resolved. The EOTAS Strategy will have implications from both a capital and revenue perspective which will require further consideration. Proposals to develop a Centre for pupils age 12 through to 18 are currently being developed under 21<sup>st</sup> Century Band B proposals, whilst the revenue implications will need to be reviewed as the “working” details of the model develop.
- 10.2 The purpose of this report is to consider the Strategy for this area of provision. From a financial perspective a further report will need to follow and consider funding linked to a change in the delivery model.”

## **11. PERSONNEL IMPLICATIONS**

- 11.1 The purpose of this report is to consider the Strategy for this area of provision. From a personnel perspective a further report will need to follow and consider change in staffing of delivery model.”

## **12. CONSULTATIONS**

- 12.1 The strategy has been developed in consultation with schools.

## **13. STATUTORY POWER**

- 13.1 Education Act 1996  
 Equality Act 2010  
 United Nations Convention On The Rights Of The Child  
 Inclusion and Pupil Support Guidance Welsh Government 2016

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Sue Richards, Head of Education Planning & Strategy

Sarah Ellis, Lead for Inclusion & ALN

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Jane Southcombe, Finance Manager

Paul Warren, Lead for School Improvement

Councillor Teresa Parry, Chair Education for Life Scrutiny Committee

Councillor Carol Andrews, Vice Chair Education for Life Scrutiny Committee

Councillor Barbara Jones, Cabinet Member for Education & Achievement

Anwen Cullinane, Senior Policy Officer (Equalities & Welsh Language)

Ros Roberts, Performance Management

Rob Tranter, Legal Services

Steve Harris, Interim Head of Business Improvement Services

Background Papers:

Appendices:

Appendix 1 The EOTAS Strategy

Appendix 2 EOTAS Presentation

Appendix 2 Equalities Impact Assessment



**Cyfarwyddwr Addysg a Gwasanaethau Corfforaethol**

**Directorate of Education and Corporate Services**

# EOTAS Strategy



## Background

The Local Authority (LA) is committed to ensuring that all learners have equality of opportunity and recognise the right of all children and young people to receive high quality education, no matter where that education may be delivered (as set out in the United Nations Convention on the Rights of the Child (Article 28)).

Caerphilly County Borough Council recognises that children and young people who may require provision outside of school at a given time, that is Education Other Than At School (EOTAS) provision, are some of our most vulnerable learners. These children and young people often come from chaotic and challenging backgrounds. They can frequently experience family breakdown and mental health issues, and are often exposed to substance misuse and domestic violence. It is no surprise, therefore, that these children and young people often have less positive learning outcomes than their peers.

Section 19(1) of the Education Act 1996 gives local education authorities the power to make 'arrangements for the provision of suitable education at school or otherwise than at school for those children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless such arrangements are made for them,' (Great Britain, 1996).

In realising our commitment towards this vulnerable group of learners, we must focus upon what is important for the individual, and what will work best for them. In this regard the pupil voice is vital. The principles here are consistent with the Welsh Government approach to reshaping the Additional Learning Needs (ALN) agenda in terms of person centred practice.

Underpinning this is the undertaking to ensure:

- a core entitlement for all learners
- a high quality workforce who have access to appropriate professional learning
- a high quality bespoke curriculum and progression pathway for learners
- a focus on reintegration into mainstream education
- collaboration and partnership working is a priority

- a focus on preventative strategies to:
  - make sure that any additional support needs that children have are recognised as early as possible
  - appropriate intervention is in place as early as possible
  - reduce the number of children and young people requiring alternative provision as far as possible, linked to appropriate early intervention
  - suitable arrangements are made to avoid exclusion
  - reduce the numbers of young people who are becoming Not in Education, Employment or Training (NEET)
- clear processes and procedures
- rigorous monitoring and evaluation
- excellent leadership and management

## **Current Context**

The LA has rigorous and robust established processes for identification and provision for those who require education other than at school (EOTAS). Both nationally and locally the number of those pupils in need of this provision have increased. Currently, there is provision within Caerphilly as well as access to procured external providers. This provision can vary considerably in terms of cost and quality. Through our self-evaluation, we have concluded that current provision could be further developed and enhanced in order to improve pupils' outcomes and value for money. It is the Council's priority to provide the best possible education for all pupils, particularly those most vulnerable to under-achievement. There is a commitment and determination to develop a centre of excellence through a portfolio Pupil Referral Unit (PRU) approach to ensure an enhanced offer which will meet the needs of all pupils and provide a bespoke pathway appropriate to their needs. Following consultation with schools, providers and pupils, it is clear that we are in a position to proceed to significant change in how this service will work.

A new centre for vulnerable learners will be aspirational and will be established to deliver the best in terms of learning experiences and support for wellbeing.

An expanded Pupil Referral Unit (PRU) will be the hub and, as part of its portfolio, there will be a primary phase PRU (The Learning Centre), youth education settings (Innovate), as well as strong links with schools through Learning Pathways Centres (LPCs) and the delivery of tuition. Bespoke packages will continue to include links with outdoor education and the colleges.

Pupils will be assessed to identify appropriate pathways and interventions required. These interventions will be monitored for impact. There will be access to an appropriate behaviour curriculum and relevant therapies, as well as continued involvement in enrichment activities. As often as possible, pupils will be reintegrated into mainstream provision. It will be important to forge strong working relationships with all partners and to extend support to families.

## The Vision

Schools across the authority share the same commitment to Inclusion. In accordance with this, the development of Wellbeing is prominent in all improvement plans and professional learning opportunities. In nearly all cases, disengagement with learning, individual needs and challenging behaviour are addressed and resolved in mainstream school. In a very few instances however, it is evident that individual needs cannot be met at a mainstream school and, under such circumstances, the local authority is developing Cwmpawd.

**Cwmpawd / *Compass*** is based on the following principles:

- We are all committed to equity and excellence
- Every young person deserves the best start in life
- No successful journey was ever made without a passport and a guide book
- We all need to stop now and again to check we are travelling in the right direction
- The future prosperity of our communities and nation depend on what we do today.

Cwmpawd will be the LA's EOTAS provision with its budget managed by the Headteacher.

Students at Cwmpawd will continue their educational journey in order to grow as lifelong learners. They will develop as ambitious, enterprising, ethically informed and healthy citizens of Wales.

Students will be referred to Cwmpawd via the half-termly panel. Aligned with the principles of collaboration and integration, and with student-voice at the forefront of all decisions made, multi-agency working will ensure effective placement initially within Cwmpawd and then subsequently to the most appropriate satellite provision.

Referrals will be received at set times throughout the school year. They will be scrutinised by members of the Behaviour Support Service, Educational Psychology team and other senior members of the Inclusion Service. When it is clear that the graduated response policy has been followed and that the appropriate professionals have been involved with the young person, the referral to panel will be authorised.

At panel the discussion will centre around individual learning and wellbeing need. Staff from all provisions will attend along with representatives for the Behaviour Support, Educational Psychology and Statutory teams. Once decisions are made, there will be appropriate timescales to ensure clear communication and seamless transition.

**Cefnogaeth (Support)** meetings are the hallmark of the work we will undertake to ensure that from an emotionally and physically perspective, our students are able to learn and make progress in our environment. Following the initial meeting set as part of the transition phase, regular dates will be set to discuss bespoke curriculum and intervention needs, review progress and re-integration plans. These will also ensure that all statutory duties are undertaken correctly where additional learning needs have been identified. Ensuring the appropriate people are round the table, including

representatives from mainstream schools, increase the probability of progress and potential re-integration. Appropriate partners will work together to maximise opportunities for success.

Learning and ambition will be at the heart of what we do. All students within Cwmpawd will develop their own **targets** that run alongside agreed targets developed by staff and parents. As part of our self-evaluation and quality assurance calendar, progress towards targets meetings will be held on a termly basis at Cwmpawd and all satellite provisions.

The hub of Cwmpawd will be our Centre for Vulnerable Learners (CVL). Within this building there will be a combination of classrooms, working spaces, intervention and calm rooms. Facilities will include dedicated staff areas for both relaxation and professional learning, a library for students and facilities for both families and the community to share the work the young people are doing. We will have specialist expressive arts and digital media suites alongside the partnering health facilities.

Students will be transported to and from Cwmpawd.

Alongside the CVL we will have a discrete KS2 / 3 provision at **The Learning Centre, Glanynant**, providing education for pupils experiencing social emotional and behavioural difficulties.

As with all of our provisions, students will be supported here to help them learn to understand and manage their emotions and improve their behaviour before a possible return to mainstream.

Further satellite provisions will include the current **Innovate** project which is run in conjunction with the Youth Service. This Project based on two sites allows young people to grow in confidence, self-esteem and independence by learning new skills. Bespoke learning plans are utilised on each site with the focus on self-regulation and behavioural needs.

The **HIVE** is a small group setting with a high ratio of adult support for pupils that have reported high levels of anxiety who may be supported by Caerphilly My Support Team (CMyST), Child and Adolescent Mental Health Services (CAMHS) or open to Social Services. It is underpinned by Emotional Literacy Support Assistants (ELSA), Thrive and Mindfulness. Pupils have a Pathway Plan which identifies transition need and support. Programmes support pupils and include GCSE & Entry Pathways and Youth Work qualifications.

In addition to the above, Cwmpawd work with school current Learning Progress Centres (**LPC**) provisions to support young people as they transition back towards mainstream education. Our centre at Lewis Pengam focuses specifically on intervention to facilitate a short turnaround whilst the centre at Heolddu caters for high functioning Autistic Spectrum Disorder (ASD) students.

All students will receive a broad and balanced **curriculum** as part of their entitlement. This will allow them to focus appropriately on all Areas of Learning, to address individual learning needs and relevant therapies. The bespoke interventions at each centre will help distinguish Cwmpawd from other mainstream schools.

Where this is not possible within Cwmpawd, partnerships will be developed so that resources within mainstream schools are used.

Collaboration with the authority's Caerphilly Adventures Group and Positive Futures will allow us to expand our curriculum offer further, whilst utilisation of Coleg Gwent and independent providers will ensure specialisms can be followed where appropriate.

As part of our extra-curricular programme students will conduct visits to areas of significant local and national interest, have the opportunity to go to the theatre, spectate at live sporting events, represent Cwmpawd at various competitions and attend places of worship.

We recognise that all our young people require a passport (in the form of formal qualifications) and a guide book (in the form of emotional and wellbeing support) in order to allow them to successfully navigate adult life and make a positive contribution to society.

Our curriculum will deliver a blend of both.

Skills are fundamental to progress. Whilst Literacy, Numeracy and the Digital Competence Framework (DCF) form the basics, these are intertwined with the development of thinking skills, resilience, creativity, collaboration and innovation as we instil in the young people the skills necessary to exist and thrive in adult life.

Staff at each centre will deliver lessons on site, in the community and will work as part of our outreach service within mainstream schools.

Interventions will focus on Adverse Childhood Experiences (ACE) and trauma informed practice to support students. We will also follow a Human Givens approach with Thrive - (an approach to develop healthy, happy and confident children) and ELSA being at the heart of training and work. Whilst the majority of our time will be spent working directly with young people, staff will also allocate intervention and educational work with friends and family members of the young people at Cwmpawd.

Within Cwmpawd there will be a clear leadership structure to ensure vision and aims are realised. The Headteacher is joined by a Professional Learning lead, Additional Learning Needs Co-ordinator (ALNCO) and Designated Safeguarding Officer to ensure both staff and students are supported, challenged and make the progress expected.

As an organisation we are committed to the principles underlying **Schools as Learning Organisations**. All staff are committed to professional growth and an extensive menu will be available to commit to action based research and aspire to be a better teacher are all underpinned by the Professional Standards for Teaching and Leadership.

The development of Cwmpawd will allow us to refine the work of the Behaviour Support Service. The team will deliver professional development sessions, interventions at student and adult level, both within Cwmpawd and in mainstream schools.

## **Therapeutic approaches**

It is well recognised that experiences in childhood can affect us throughout our life and can lead to long term harm. In the context of education this may impact on engagement in education, academic performance and outcomes. Supporting children's wellbeing is therefore essential.

In order to ensure that all children can access the educational opportunities available the Council works in partnership with the consortia, Health Services and Social Care to provide a range of services that support the development of wellbeing (physical and emotional).

People who know young people well are best placed to identify wellbeing concerns, build resilience and deliver low-level therapeutic input.

Relationships between pupils, young people in EOTAS settings, teachers, youth workers and parents are key to developing safe and healthy schools where young people are able to achieve and there should be clear mechanisms and structures which support positive relationships.

In order to support the most vulnerable learners services such as educational psychology and school based counselling are continuing to develop the range of interventions and training to ensure that schools build capacity to address emerging needs (see Wellbeing Strategy 2020).

In relation to children who may require provision outside of school the Council is committed to developing the support to the portfolio of provisions and enhancing this in line with Welsh Government vision.

A person centred approach, robust assessment of need, and early identification are underpinning principles of the strategy. Services will continue to develop in order to ensure that children's needs are clearly understood on the basis of a comprehensive set of information and that interventions are targeted appropriately whether from school based or more specialist services.

## **Monitoring and Evaluation**

Key Performance Indicators for this service exist at individual, satellite provision and Cwmpawd level. Standards in relation to qualifications gained, average points score, and attendance and exclusions will be tracked in detail. Progress towards targets meetings ensure starting points are also taken into consideration when measuring performance.

Bespoke wellbeing measures are fundamental in the progress of Cwmpawd to ensure interventions are appropriate and re-integration a realistic outcome.

Rates of re-integration and progression pathway planning which impact on NEET figures will contribute significantly to the range of performance measures we use.

The Headteacher for Cwmpawd will develop and implement an extensive self-evaluation calendar which ensures all areas are scrutinised and actions within the Improvement Plans will be monitored. Progress towards targets meetings will be supplemented by observations, learning walks, stakeholder engagement events and work scrutiny. Responding to the Pupil Voice will be a priority and Cwmpawd will engage in support and challenge activity provided by the Education Achievement Service (EAS).

The development of the Management Committee will ensure progress is challenged and celebrated each term and attendance of senior members of the LA within this committee will provide further rigour.

At local authority, reports will be generated at all levels from Senior Management Team through to Cabinet to ensure the work carried out on a daily basis is aligned with the corporate aims and vision.

The impact of this strategy will be reviewed annually and pupil outcomes will be reported at Senior Management Team and Scrutiny Committee meetings.

### **Links to other strategies / key documents**

Welsh Government - Inclusion and Pupil Support 203/2016

Public Health Wales – Report 1 Aces

Estyn – Happy and Healthy (2019)

Estyn – Education other than at school (2016)

Public Policy Institute for Wales: Promoting Emotional Health, Well-being, and Resilience in Primary Schools 2016

National Behaviour and attendance review (2008)

Wellbeing of Future Generations Act

Additional Learning Needs Act (2018)

Shared Ambitions (2019)

Behaviour Strategy (2020)

Wellbeing strategy (2020)

Inclusion and ALN Strategy (2020)

Managed Moves Policy

Elective Home Education Protocol

Safeguarding Policy



# Every Child's Entitlement

**(EOTAS Strategy)**

**Education for Life Scrutiny**

**24<sup>th</sup> February 2020**

Page 63

A greener place    Man gwyrddach



# Context

Page 64

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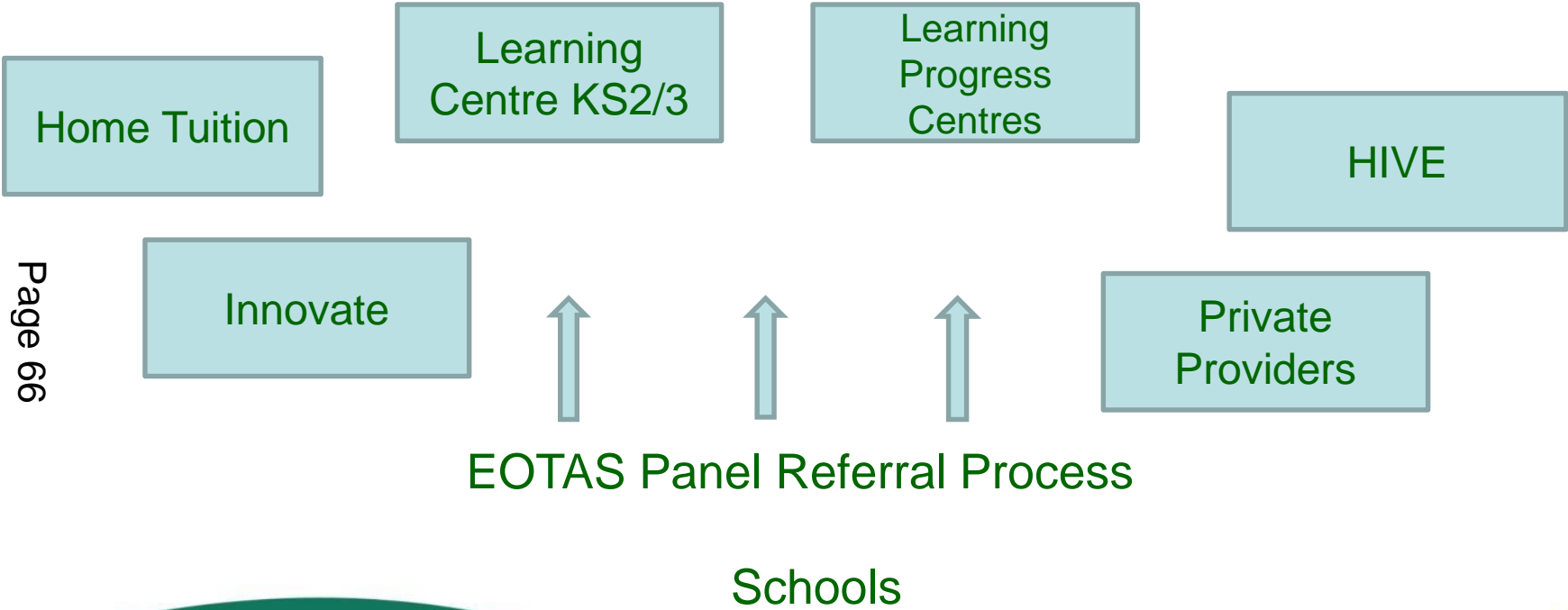
# Ambition

Page 65



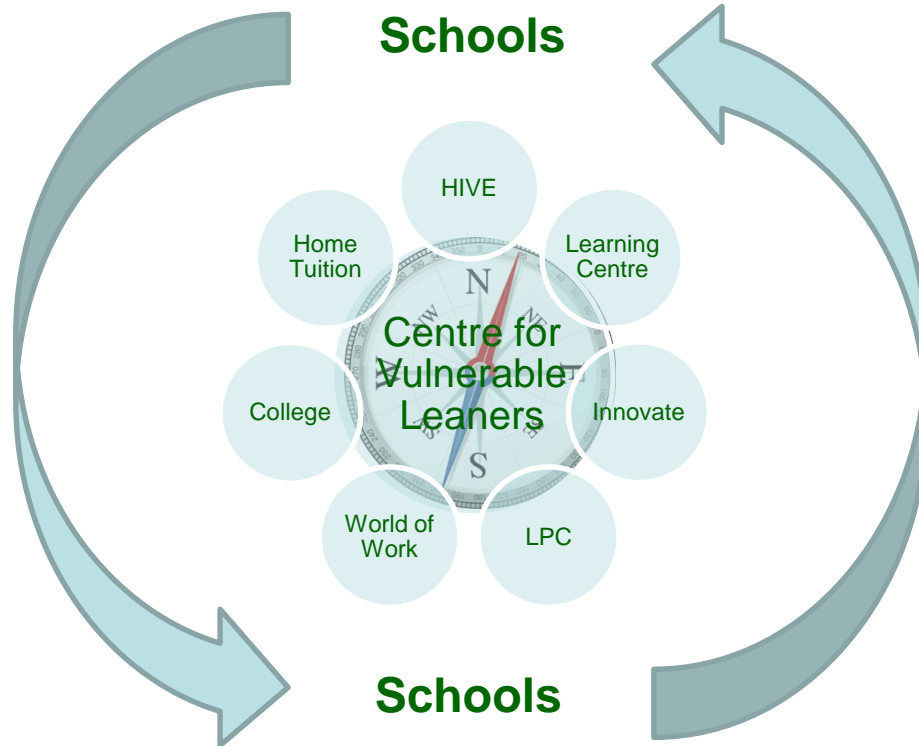
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# Currently



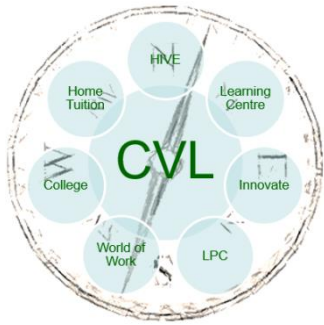
Page 66

# Proposed



Page 67

A greener place    Man gwyrdach

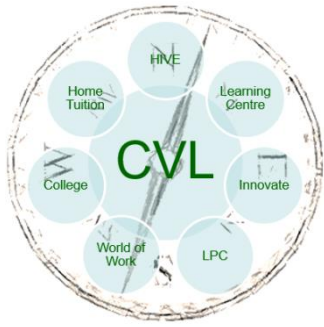


# What next?

Page 68

A greener place    Man gwyrdach





# Questions

Page 69

A greener place    Man gwyrdach



# EQUALITY IMPACT ASSESSMENT FORM

July 2019

## THE COUNCIL'S EQUALITIES STATEMENT

This Council recognises that people have different needs, requirements and goals and we will work actively against all forms of discrimination by promoting good relations and mutual respect within and between our communities, residents, elected members, job applicants and workforce.

We will also work to create equal access for everyone to our services, irrespective of ethnic origin, sex, age, marital status, sexual orientation, disability, gender reassignment, religious beliefs or non-belief, use of Welsh language, BSL or other languages, nationality, responsibility for any dependents or any other reason which cannot be shown to be justified.

EIAs are a legal requirement under equalities legislation (Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011) where the potential for a significant negative impact has been identified. This legislation has been in place since 2000. We also have a legislative duty to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

The Act explains that having due regard for advancing equality involves:

- removing or minimising disadvantages experienced by people due to their protected characteristics
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

The protected characteristics are:

- |                                  |                                  |
|----------------------------------|----------------------------------|
| • Age                            | • Race                           |
| • Disability                     | • Religion, Belief or Non-Belief |
| • Gender Re-assignment           | • Sex                            |
| • Marriage and Civil Partnership | • Sexual Orientation             |
| • Pregnancy and Maternity        | • Welsh Language*                |

\* The Welsh language is not identified as a protected characteristic under the Equality Act 2010, however in Wales we also have to treat Welsh and English on an equal basis as well as promoting and facilitating the use of the Welsh language.



## THE EQUALITY IMPACT ASSESSMENT

<b>NAME OF NEW OR REVISED PROPOSAL *</b>	EOTAS strategy
<b>DIRECTORATE</b>	Education & Lifelong Learning
<b>SERVICE AREA</b>	LEI
<b>CONTACT OFFICER</b>	Sarah Ellis Rhys Evans
<b>DATE FOR NEXT REVIEW OR REVISION</b>	July 2020

**\*Throughout this Equalities Impact Assessment Form, ‘proposal’ is used to refer to what is being assessed, and therefore includes policies, strategies, functions, procedures, practices, initiatives, projects and savings proposals.**

The aim of an Equality Impact Assessment (EIA) is to ensure that Equalities and Welsh Language issues have been proactively considered throughout the decision making processes governing work undertaken by every service area in the Council as well as work done at a corporate level.

The Council’s work across Equalities, Welsh Language and Human Rights is covered in more detail through the **Equalities and Welsh Language Objectives and Action Plan 2016-2020**.

When carrying out an EIA you should consider both the positive and negative consequences of your proposals. If a project is designed for a specific group e.g. disabled people, you also need to think about what potential effects it could have on other areas e.g. young people with a disability, BME people with a disability.

There are a number of supporting guidance documents available on the **Corporate Policy Unit Portal** and the Council’s Equalities and Welsh Language team can provide advice as the EIA is being developed. Please note that the team does not write EIAs on behalf of service areas, the support offered is in the form of advice, suggestions and in effect, quality control.

Contact [equalities@caerphilly.gov.uk](mailto:equalities@caerphilly.gov.uk) for assistance.

## PURPOSE OF THE PROPOSAL

<b>1</b>	<p><b>What is the proposal intended to achieve?</b> <i>(Please give a brief description and outline the purpose of the new or updated proposal by way of introduction.)</i></p> <p>The EOTAS strategy outlines the ambition of the LA to meet the needs of all vulnerable learners and how this will be achieved.</p> <p>The LA aims to ensure that there is</p> <ul style="list-style-type: none"><li>• a core entitlement for all learners</li><li>• a high quality workforce who have access to appropriate professional learning</li><li>• a high quality bespoke curriculum and progression pathway for learners</li><li>• a focus on reintegration into mainstream education</li><li>• a focus on collaboration and partnership working</li><li>• a focus on preventative strategies to:<ul style="list-style-type: none"><li>• make sure that any additional support needs that children have are recognised as early as possible</li><li>• appropriate intervention is in place as early as possible</li><li>• reduce the number of children and young people requiring alternative provision as far as possible, linked to appropriate early intervention</li><li>• suitable arrangements are made to avoid exclusion</li><li>• reduce the numbers of young people who are becoming Not in Education, Employment or Training (NEET)</li></ul></li><li>• clear processes and procedures</li><li>• rigorous monitoring and evaluation</li><li>• excellent leadership and management</li></ul>
<b>2</b>	<p><b>Who are the service users affected by the proposal?</b> <i>(Who will be affected by the delivery of this proposal? e.g. staff members, the public generally, or specific sections of the public i.e. youth groups, carers, road users, people using country parks, people on benefits etc. Are there any data gaps?)</i></p> <ul style="list-style-type: none"><li>• Young people who at a given point in time are assessed as being unable to access education through mainstream opportunities and are therefore at risk of exclusion from mainstream provision and of becoming NEET</li><li>• Head Teachers and school staff</li><li>• LA staff</li><li>• Parents / cares</li><li>• Community</li><li>• Alternative providers</li></ul>

## IMPACT ON THE PUBLIC AND STAFF

<b>3</b>	<p><b>Does the proposal ensure that everyone has an equal access to all the services available or proposed, or benefits equally from the proposed changes, or does not lose out in greater or more severe ways due to the proposals?</b></p> <p><i>(What has been done to examine whether or not these groups have equal access to the service, or whether they need to receive the service in a different way from other people?)</i></p> <p>;</p> <p>The Local Authority (LA) is committed to ensuring that all learners have equality of opportunity and recognise the right of all children and young people to receive high quality education. The proposal will ensure that for all learners whose educational opportunity may not be accessed through mainstream settings there is equality of access to appropriate pathways and relevant interventions.</p>
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<b>4</b>	<p><b>Is your proposal going to affect any people or groups of people with protected characteristics?</b></p> <p><i>(Has the service delivery been examined to assess if there is any indirect effect on any groups? Could the consequences of the policy or savings proposal differ dependent upon people's protected characteristics?)</i></p> <p>There are no negative consequences. The positive consequences for young people are greater support to remain in education and training. The service will be delivered to vulnerable young people regardless of race, gender, sexuality, language or religious belief.</p>
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Protected Characteristic	Positive, Negative, Neutral	What will the impact be? If the impact is negative how can it be mitigated?
<b>Age</b>	<b>positive</b>	All children will be supported to remain in school wherever possible. Where it has been identified that a school placement cannot be maintained based on identified need, children will be provided with appropriate support regardless of protected characteristics.
<b>Disability</b>	<b>positive</b>	All children will be supported to remain in school wherever possible. Where it has been identified that a school placement cannot be maintained based on identified need, children will be provided with appropriate support regardless of protected characteristics.
<b>Gender Reassignment</b>	<b>positive</b>	All children will be supported to remain in school wherever possible. Where it has been identified that a school placement cannot be maintained based on identified need, children will be provided with appropriate support regardless of protected characteristics.
<b>Marriage &amp; Civil Partnership</b>	<b>NA</b>	

<b>Pregnancy and Maternity</b>	<b>positive</b>	All children will be supported to remain in school wherever possible. Where it has been identified that a school placement cannot be maintained based on identified need, children will be provided with appropriate support regardless of protected characteristics.
<b>Race</b>	<b>positive</b>	All children will be supported to remain in school wherever possible. Where it has been identified that a school placement cannot be maintained based on identified need, children will be provided with appropriate support regardless of protected characteristics.
<b>Religion &amp; Belief</b>	<b>positive</b>	All children will be supported to remain in school wherever possible. Where it has been identified that a school placement cannot be maintained based on identified need, children will be provided with appropriate support regardless of protected characteristics.
<b>Sex</b>	<b>positive</b>	All children will be supported to remain in school wherever possible. Where it has been identified that a school placement cannot be maintained based on identified need, children will be provided with appropriate support regardless of protected characteristics.
<b>Sexual Orientation</b>	<b>positive</b>	All children will be supported to remain in school wherever possible. Where it has been identified that a school placement cannot be maintained based on identified need, children will be provided with appropriate support regardless of protected characteristics.

<b>5</b>	<p><b>In line with the requirements of the Welsh Language Standards. (No.1) Regulations 2015, please note below what effects, if any (whether positive or adverse), the proposal would have on opportunities for persons to use the Welsh language, and treating the Welsh language no less favourably than the English language.</b></p> <p><i>(The specific Policy Making Standards requirements are Standard numbers 88, 89, 90, 91, 92 and 93. The full detail of each Standard is available on the Corporate Policy Unit Portal. Although it is important that what is outlined in the proposal is available in Welsh and English, please consider wider impacts on Welsh speakers.)</i></p> <p>The proposed strategy could have a positive effect on the opportunity for persons to use the Welsh language. The LA is committed to developing opportunities for provision to be delivered through the medium of Welsh where possible. As part of any recruitment process the ability to speak Welsh would be considered to be desirable</p>
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## INFORMATION COLLECTION

<b>6</b>	<p><b>Please outline any evidence and / or research you have collected which supports the proposal? This can include an analysis of service users.</b> <i>(Is this service effectively engaging with all its potential users or is there higher or lower participation of uptake by one or more protected characteristic groups? If so, what has been done to address any difference in take up of the service? Does any savings proposal include an analysis of those affected?)</i></p> <p>Welsh Government and Estyn have historically reviewed practices in relation to pupil placement and EOTAS. This information as outlined below has been used as the context for developing the LA Strategy in terms of effective practice and legislation whilst developing this strategy. We have also considered self-evaluation findings from our current practice whilst looking to develop this strategy.</p> <p>Estyn:– Effective use of managed moves(2018) Healthy and Happy (2019) Pupil registration practices(2019) Eotas (2016)</p> <p>Welsh Government: Framework for action (2017) Statistical release (EOTAS)</p> <p>Welsh Government are currently reviewing processes and procedures in relation to PRUs and reviewing EOTAS guidance for delivering and commissioning services. Caerphilly officers are part of the advisory group for Welsh Government linked to this work and therefore can keep up to date with any relevant changes.</p>
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## CONSULTATION


<b>7</b>	<p><b>Please outline the consultation / engagement process and outline any key findings.</b> <i>(Include method of consultation, objectives and target audience. What steps have been taken to ensure that people from various groups have been consulted during the development of this proposal? Have you referred to the Equalities Consultation and Monitoring Guidance?)</i></p> <p>There is an ongoing audit of current provision including stakeholder feedback (student voice). This will be ongoing.</p> <p>The strategy has been circulated to all headteachers within Caerphilly. It has also been shared with senior members of the local authority for consultation. All of the initial responses at this point have been positive.</p>
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## MONITORING AND REVIEW

<p><b>8</b></p>	<p><b>How will the proposal be monitored?</b>  <i>(What monitoring process has been set up to assess the extent that the service is being used by all sections of the community, or that the savings proposals are achieving the intended outcomes with no adverse impact? Are comments or complaints systems set up to record issues by Equalities category to be able analyse responses from particular groups?)</i></p> <p>This development is a priority in the Service improvement plan and will be monitored through the Directorates self evaluation processes.</p> <p>Rigorous monitoring and evaluation process will be developed as part of the strategy itself including improvement actions, target setting, progress towards targets, and stakeholder engagement activities.</p> <p>There will also be engagement with EAS in their role to support and challenge schools.</p> <p>Provision will be subject to Estyn Inspection.</p>
<p><b>9</b></p>	<p><b>How will the monitoring be evaluated?</b>  <i>(What methods will be used to ensure that the needs of all sections of the community are being met?)</i></p> <p>Progress will be monitored through Education SMT, the management committee and Education Scrutiny Committee.</p>
<p><b>10</b></p>	<p><b>Have any support / guidance / training requirements been identified?</b>  <i>(Has the EIA or consultation process shown a need for awareness raising amongst staff, or identified the need for Equalities or Welsh Language training of some sort?)</i></p> <p>Training needs will be continually evaluated in light of National developments and Service developments and linked through the PDR process.</p>
<p><b>11</b></p>	<p><b>If any adverse impact has been identified, please outline any mitigation action.</b></p> <p>None identified.</p>
<p><b>12</b></p>	<p><b>What wider use will you make of this Equality Impact Assessment?</b>  <i>(What use will you make of this document i.e. as a consultation response, appendix to approval reports, publicity etc. in addition to the mandatory action shown below?)</i></p> <p>The assessment will form part of the appendices of the report to cabinet.</p>

<b>13</b>	<p><b>An equality impact assessment may have four possible outcomes, through more than one may apply to a single proposal. Please indicate the relevant outcome(s) of the impact assessment below.</b></p> <p style="text-align: right;"><b>Please tick as appropriate:</b></p> <p><b>No major change</b> – the impact assessment demonstrated that the proposal was robust; there was no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <input checked="" type="checkbox"/></p> <p><b>Adjust the proposal</b> – the impact assessment identified potential problems or missed opportunities. The proposal was adjusted to remove barriers or better promote equality. <input type="checkbox"/></p> <p><b>Continue the proposal</b> – the impact assessment identified the potential problems or missed opportunities to promote equality. The justification(s) for continuing with it have been clearly set out. (The justification must be included in the impact assessment and must be in line with the duty to have due regard. Compelling reasons will be needed for the most important relevant proposals.) <input type="checkbox"/></p> <p><b>Stop and remove the proposal</b> – the impact assessment identified actual or potential unlawful discrimination. The proposal was stopped and removed, or changed. <input type="checkbox"/></p>
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<b>Form completed by:</b>	
<b>Name:</b>	Sarah Ellis / Rhys Evans
<b>Job Title:</b>	Lead for Inclusion and ALN / Head of provision for vulnerable learners
<b>Date:</b>	10.2.2020

<b>Head of Service Approval</b>	
<b>Name:</b>	Keri Cole
<b>Job Title:</b>	Chief Education Officer
<b>Signature:</b>	
<b>Date:</b>	10.2.2020

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## CABINET – 30TH JULY 2020

**SUBJECT: LEARNING CATCH UP**

**REPORT BY: CORPORATE DIRECTOR EDUCATION & CORPORATE SERVICES**

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### **1. PURPOSE OF THE REPORT**

- 1.1 To seek Cabinet approval to equip all pupils in Years 10 and 11 with core text books and revision guides for English or Welsh, Maths and Science to enable learners to make sustained progress as well as mitigating against any potential impact on learning of future disruptions.

### **2. SUMMARY**

- 2.1 Over recent months, Caerphilly's pupils have been unable to physically access schools due to the COVID-19 pandemic and the movement restrictions associated with the national lockdown.
- 2.2 During this time, Schools and their learners have done an excellent job in migrating to a distance learning model almost overnight, but this transition has not been without its challenges.
- 2.3 While work is going on in the background to begin to provide all learners with IT equipment and to design and implement content to support a blended learning model over time, this was originally a multi-year programme and will need time to develop.
- 2.4 The intention to provide a physical set of textbooks and revision guides covering core subjects for all Key Stage 4 learners means that Caerphilly's pupils will be able to access content in the classroom, and from home, over an extended period.
- 2.5 Individual access to these key resources will improve opportunities for our learners to catch up and make progress more swiftly at a key time as well as mitigate any risks to attainment that would be associated with any further period of lockdown.

### **3. RECOMMENDATIONS**

- 3.1 That Cabinet:
- a) Agrees to the use of £302k of one-off funding from the Education and Corporate Services Retained Underspend Reserve to provide every year 10 and year 11

learner across Caerphilly with a suite of core text books and revision guides.

#### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 To ensure that Caerphilly's learners at a key stage in their education can regain any ground lost to the pandemic and are also equipped to continue their learning should physical access to schools be restricted at any point in the future.

#### **5. THE REPORT**

- 5.1 One of the Council's highest priorities is to improve outcomes for pupils by the end of KS4. The potential impact of our learners being unable to attend school physically throughout lockdown could have a limiting effect on future outcomes if the Council and School communities do not act quickly.
- 5.2 The Council is currently working with Welsh Government as part of the EdTech or Hwb programme to equip pupils from across our year groups with devices such as ChromeBooks, Laptops and i-Pads to enable them to learn in new ways both within the classroom and from home. While this is a very exciting initiative, it will take time to procure, equip and develop and, even with the equipment available, further time will be required to develop lesson content to operate on the new platform. Time is not a luxury that pupils at Key Stage 4 have at present and it is important that we intervene in other ways.
- 5.3 While schools are scheduled to return in September, the further impact of COVID-19 over coming months cannot be predicted with any certainty. Should schools be required to close again, either in response to a local or regional lockdown, the Council wishes to be in the strongest position possible to ensure our learners are not further disadvantaged.
- 5.4 To mitigate the potential of a further lockdown on learning and as a key component of a future blended learning strategy, the Council wishes to make available a set of current specification core text books and revision guides for English or Welsh, Maths and Science to every Year 10 and Year 11 learner.
- 5.5 As of September, there will be 2032 learners in Year 10 and 1997 learners in Year 11. This would mean a total of 4029 pupils would be provided with these much needed resources at a key time in their education.

In making these resources available a number of additional benefits would exist:

- All pupils will be able to access resources at the level they need and no learner is disadvantaged.
- Blended learning will be further supported and not always dependent on either IT or physical access to the classroom.
- Their provision will give a huge boost to morale in schools.
- Teacher workloads will be reduced at a key time as there would not be a need to reproduce resources that are in books.
- The intervention would not adversely impact schools on budgets at a critical time but would have a positive impact on outcomes

- 5.6 The cost of a full set of core text books and revision guides is £75 per learner which would mean a total expenditure of £302,175. Should Cabinet be minded to support this initiative, the funding would be made available to schools on a per pupil basis with schools then required to purchase and distribute the relevant text books to their learners.
- 5.7 While this will be a one-off investment for the Council, the textbooks and revision guides will themselves be reusable for future KS4 learners over coming years. Should schools wish to replace these resources beyond the initial investment, they would need to meet any costs themselves.
- 5.8 The Council has consulted with the Caerphilly Secondary Headteachers Association on this proposal. The CHSA very much welcomed the proposal and believe that the intervention will have a significant impact on every learner in Caerphilly at Key Stage 4.

5.9 Conclusion

With Caerphilly's learners unable to physically access schools over recent months, Schools and their learners have transitioned to a distance learning model that has supported the majority of pupils. While work is underway to equip all learners to be able to learn online over future years, this will take some time to be fully implemented. Through the provision of a physical set of text books and revision guides, our pupils can access learning resources both in the classroom and from home over an extended period. This in turn, will improve opportunities to catch up and make progress swiftly at a key time.

6. **ASSUMPTIONS**

- 6.1 None.

7. **LINKS TO RELEVANT COUNCIL POLICIES**

- 7.1 Well-being Objective1 as set out within the Corporate Plan 2018-2023 is defined as being to "Improve education opportunities for all".
- 7.2 Within this Objective, a number of outcomes are also stated that are relevant, such as:
2. Raise standards of attainment.
  3. Reduce the impact of poverty on attainment for both vocational and non-vocational qualifications to provide equality of opportunity.
- 7.3 The Council has also adopted a Shared Ambitions Strategy, describing its intent as "Working together to achieve the best outcomes for our young people" and setting out how the Council, the School Improvement Consortia and the Schools will support this intent.

8. **WELL-BEING OF FUTURE GENERATIONS**

- 8.1 This Learning Catch Up approach will assist the authority in its duties as a public

body under the Well-being of Future Generations (Wales) Act 2015 to contribute to the well-being goals for Wales: -

- 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 Delivery of the Learning Catch Up Approach aligns to the sustainable development principle as follows:

- **Long Term** – Making available these physical assets to every pupil allows a short term need to be met. The core text books and revision guides that will be made available as a result of the Council's intervention will, however, be reusable over many years and will sit alongside digital equipment and content in a blended learning approach that will be fit for the long term.
- **Prevention** – Investing in physical text books mitigates the risk to learning associated with any further restrictions on accessing classrooms physically that may emerge over coming months.
- **Integration** – The Council's Wellbeing Objective 1 is to improve education opportunities for all. Every learner at key stage 4 receiving access to a physical set of text books and revision guides would certainly meet this objective as well as contribute to the wellbeing goals of a more prosperous Wales, a resilient Wales and a more equal Wales.
- **Collaboration** – The intervention will be made across all of Caerphilly's Secondary Schools and the approach and associated learning will also be shared with other Local Authorities across the SEWC region.
- **Involvement** – The Caerphilly Secondary Heads Association have been directly involved in the development of this proposal.

## 9. EQUALITIES IMPLICATIONS

9.1 An EIA screening has been completed in accordance with the Council's Strategic Equality Plan and supplementary guidance. No potential unlawful discrimination and/or low level or minor negative impact has been identified; therefore a full EIA has not been carried out.

## 10. FINANCIAL IMPLICATIONS

10.1 The Learning Catch Up Approach will require £302k of funding to be made available to schools on a per pupil basis. The Education Finance Team will apportion accordingly while other Education staff will work with schools to ensure the needs of learners are met by the resources being purchased.

10.2 It is proposed that the one-off cost of £302k should be funded from the Education & Corporate Services Retained Underspend Reserve.

## **11. PERSONNEL IMPLICATIONS**

11.1 None.

## **12. CONSULTATIONS**

12.1 The draft report was distributed as detailed below and consultation responses have all been supportive of the recommendations set out within this report.

## **13. STATUTORY POWER**

13. The Local Government Acts 1998 and 2003.

Author: Richard Edmunds, Corporate Director of Education and Corporate Services

Consultees: Philippa Marsden, Leader of the Council  
Cabinet Members  
Christina Harray, Chief Executive  
Corporate Management Team  
Stephen Harris, Interim Head of Corporate Finance & Acting S151  
Keri Cole, Chief Education Officer  
Robert Tranter, Monitoring Officer and Head of Legal Services  
Lynne Donovan, Head of People Services  
Teresa Parry, Chairs of Scrutiny  
Carol Andrews, Vice Chair of Scrutiny  
Cllr C Mann, Leader, Plaid Group  
Cllr G Simmonds, Leader, Independent Group  
Caerphilly Secondary Heads Association

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