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For all enquiries relating to this agenda please contact Emma Sullivan
(Tel: 01443 864420 Email: sullie@caerphilly.gov.uk)

Date: 25th August 2021

Dear Sir/Madam,

A digital meeting of the **Cabinet** will be held via Microsoft Teams on **Wednesday, 1st September, 2021** 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

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Christina Harrhy'.

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 gwyrdach



To approve and sign the following minutes: -

3 Cabinet held on 21st July 2021. 1 - 6

To note the Cabinet Forward Work Programme.

4 Cabinet Forward Work Programme. 7 - 8

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

5 Car Parking Charges. 9 - 16

6 Strategic Framework for Recovery - Progress. 17 - 44

7 Managing Building and Service Risk at Alert Level Zero. 45 - 62

Circulation:

Councillors S. Cook, N. George, C.J. Gordon, P.A. Marsden, L. Phipps, J. Pritchard, Mrs E. Stenner, A. Whitcombe and R. Whiting

And Appropriate Officers

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CABINET

MINUTES OF THE REMOTE MEETING HELD VIA MICROSOFT TEAMS ON WEDNESDAY, 21ST JULY 2021 AT 10.30 A.M.

PRESENT:

Councillor P. Marsden (Leader) - Chair

Councillors:

S. Cook (Social Care), N. George (Waste, Public Protection and Street Scene), C. Gordon (Corporate Services), L. Phipps (Housing), J. Pritchard (Infrastructure and Property), E. Stenner (Performance, Economy and Enterprise), A. Whitcombe (Sustainability, Planning and Fleet) and R. Whiting (Learning and Leisure).

Together with:

C. Harry (Chief Executive) R. Edmunds (Corporate Director – Education and Corporate Services) D. Street (Corporate Director Education and Corporate Services) and M.S. Williams (Corporate Director – Economy and Environment).

Also in Attendance:

R. Tranter (Head of Legal Services and Monitoring Officer), S. Richards (Head of Education Planning and Strategy), H. Lancaster (Senior Communications Officer), V. Doyle (Policy Officer), P. Warren (Strategic Leader for School Improvement), HP. O'Neill (Senior Youth Services Manager), S. Ellis (Lead for Inclusion), M. Harris (Committee Services Support Officer/Chauffeur) and E. Sullivan (Senior Committee Services Officer).

Councillor C. Mann

RECORDING AND VOTING ARRANGEMENTS

The Leader reminded those present that the meeting was being filmed but would not be live streamed, however a recording would be available following the meeting via the Council's website – [Click Here To View](#). She advised that decisions would be made by Microsoft Forms.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from S. Harris (Head of Financial Services and Section 151 Officer)

2. DECLARATIONS OF INTEREST

There were no declarations of interest received at the beginning or during the course of the meeting.

3. CABINET – 7TH JULY 2021

RESOLVED that the minutes of the meeting held on 7th July 2021 were approved as a correct record.

4. CABINET FORWARD WORK PROGRAMME – TO NOTE

Cabinet were provided with the Cabinet Forward Work Programme, which detailed the scheduled reports for 29th September 2021. Members were reminded that the Cabinet Forward Work Programme is a working document and therefore subject to change.

Cabinet were asked to consider the addition of an item to the Forward Work Programme for the 1st September 2021 Cabinet meeting, a report on Montclair Avenue – Culvert Repairs.

Following consideration and discussion, it was moved and seconded that subject to the aforementioned additional report the Forward Work Programme be noted. By a show of hands this was unanimously agreed.

RESOLVED that the Cabinet Forward Work Programme be noted.

5. COMMUNITY EMPOWERMENT FUND

Consideration was given to the report which presented a proposed approach to the delivery of the Council's newly instigated Community Empowerment Fund (CEF) and sought endorsement for its proposed funding criteria and grant management arrangements. The views of Cabinet were sought on the appropriate support required to enable Elected Members to effectively champion the Community Empowerment Fund across their communities.

Cabinet noted that the Council was focussed on further strengthening the relationships between it and its communities, its residents, businesses, voluntary and community groups. Caerphilly County Borough benefits from a vibrant and engaged voluntary and community sector, which offers significant opportunity to maximise community participation.

Reference was made to the recent resident survey 'The Caerphilly Conversation', in which 78% of respondents felt it was a positive suggestion to make a community budget available to residents, to enable them to do more things for themselves in the future. 89% also agreed that offering incentives to communities would likely encourage them to take greater pride in their area.

The report set out the proposed approach to the delivery of the fund together with a draft application form, guidance for the fund and draft guidance for Ward Members.

Clarification was sought as to whether Community Centres and Allotment Committees could make application to the fund and assurances were given that as long as they were formally constituted groups then they could apply to the fund.

Clarification was also sought as to whether Community Councils could make an application and it was explained that although they could not, they could play an important part in raising awareness of the fund and identify community groups that could make application and benefit from it.

Cabinet discussed the implications for sponsoring County Borough Members in terms of declarations of interest. The Monitoring Officer confirmed that Members would need to take care in this regard and ensure that they completed a declaration of interest form to explain

their contact and interest in the group being sponsored. It was noted that Declarations of Interest guidance would form part on the wider training programme on the Community Empowerment Fund taking place throughout the summer. Assurances were given that any such declaration would not prevent or disqualify a group on which a Councillor is an elected committee member. The Monitoring Officer suggested that any Member that is unsure of the nature of the interest contact him for advice.

Cabinet noted that the Fund was an important element of the Transformation Strategy, by delivering local projects identified by residents themselves and Elected Members as Community Leaders would play a vital role in raising the profile of this initiative, which could make an incredible difference to communities. It was noted that there would be a lot of hard work in terms of the administration of the fund and the level of support required for processing would be monitored.

Cabinet placed on record their thanks to Officers for all the hard work in bringing the report forward and welcomed this initiative as a tool to empower and enrich communities. To take ownership of projects that mattered to communities and emphasised the importance of highlighting the fund so that community groups did not missed out on this exciting opportunity.

Following consideration and discussion, it was moved and seconded that the recommendations in the report be approved. By way of electronic voting this was unanimously agreed.

RESOLVED that: -

1. The proposed approach to the delivery of the Community Empowerment Fund and the funding criteria and grant management arrangements for the fund be endorsed.
2. The views of Cabinet on the appropriate support required to enable Elected Members to effectively champion on the Community Empowerment Fund across their communities be noted.
3. A review of the Community Empowerment Fund after 12 months in order to review take up of the fund to date and to identify and mitigate against any emerging barriers to the scheme be supported.

6. INCLUSION COMPENDIUM

Consideration was given to the report which sought Cabinet endorsement for the new Inclusion Compendium.

Cabinet were advised that the Strategy had been developed in consultation with Local Authority Staff, schools, parents, carers, children, Governors and partners from Health and Social Care.

The Strategy explored the roles and responsibilities of schools and key partnerships with the Education Achievement Service (EAS), local and regional services, schools, child care settings and other education settings, emphasising the importance of working together to understand and support the needs of all children and the commitment to those who are most vulnerable.

Cabinet were referred to Appendices 3-9 of the report which contained the suite of documents of which the Inclusion Strategy was the foundation. It was noted that the strategy can be viewed as stand-alone documents or as part of the compendium as a whole.

Sarah Ellis (Lead of Inclusion) presented a summary of the Inclusion Compendium and its journey so far. Cabinet noted the involvement of Head Teachers, Governors, Education Colleagues and Young People and how this would be used to transform exclusion to inclusion and secure outcomes for children and young people with wellbeing and relationships at its heart.

Cabinet placed on record its thanks to all those involved in this extraordinary piece of work and recognised the challenges in bringing together approaches that would enable and empower schools to provide the right support for the right person and the right time.

The Corporate Director for Education and Corporate Services also placed on record his thanks to all those that had worked so hard on the strategy and emphasised that the compendium brought together all those working collectively to secure the very best for our learners, in making that shift from exclusion to inclusion and was a tremendous example of the Team Caerphilly ethos.

Following consideration and discussion, it was moved and seconded that the recommendation in the report be approved. By way of electronic voting this was unanimously agreed.

RESOLVED that the Inclusion Compendium be endorsed.

7. ENGAGEMENT AND PROGRESSION (NEETS) STRATEGY

Consideration was given to the report which sought Cabinet approval for the new Engagement and Progression (NEETs – Not in Education, Employment or Training) Strategy and associated matters.

Cabinet noted that the NEETs Strategy had been developed in consultation with Local Authority Staff, Head Teachers, Young People and members of the Caerphilly's Engagement and Progression framework. It clearly stated the collective approach to engaging with the associated issues across multiple agencies, as well as outlining the reasons for young people becoming NEET and the associated consequences.

The Strategy is informed by key internal and external initiatives and realities as well as an increasing focus by Estyn on the performance of secondary schools and Local Authorities with regard to the securing of appropriate destinations for young people who are 16 years of age or more.

Cabinet was advised that as a standalone statement of intent the strategy aims to provide a collective focus by the various contributing services of the fortunes of young people who might otherwise not transition successfully to 6th Form, Further Education, worked based learning or employment and who might otherwise become disengaged from their communities and society. However, accompanying the core document are supplementary resources that help to underpin the nature of the collective effort by defining the NEETs related roles and responsibilities of contributing services and offer guidance as to the workings of the various accompanying systems.

Clarification was sought as to whether a vocational training option was being explored and it was noted that all appropriate options would indeed play an important part in the strategy. Cabinet were advised that a further report would be presented in the Autumn detailing the work currently underway on a website specifically designed to marry with the strategy. The platform would provide access to all vocational and educational activity available to young people and would also be available to parents and teachers. Officers hoped to present a model of the 'Caerphilly Pathways' to Cabinet in the Autumn.

The importance of empowering young people to be able to access this type of information was emphasised as it provided them with the tools to make well informed choices about their futures.

Cabinet placed on record their thanks for all those involved in the strategy and welcomed it as a framework for success providing life changing opportunities for our most vulnerable learners.

Following consideration and discussion, it was moved and seconded that the recommendation in the report be approved. By way of electronic voting this was unanimously agreed.

RESOLVED that the new Engagement and Progression (NEETs) Strategy be approved.

The meeting closed at 11.30am

Approved and signed as a correct record subject to any corrections made at the meeting held on 1st September 2021.

CHAIR

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Cabinet Forward Work Programme – September 2021

01/09/2021 10:30	Car Parking Charges	For Cabinet to consider the future of car parking charges in town centre car parks after the period of free parking which expires on 30th September 2021.	Williams, Mark S;	Cllr. Pritchard, James;
01/09/2021 10:30	Strategic Framework for Recovery - Progress	To provide Cabinet with a progress update in relation to the Covid Recovery Framework.	Harrhy, Christina;	Cllr. Marsden, Philippa;
01/09/2021 10:30	Managing Service Risk at Alert Level Zero	To set out a potential framework against which the risks of reopening Council premises that are currently closed to the public can be assessed and to propose a process for managing and monitoring the situation moving forwards.	Edmunds, Richard (Ed);	Cllr. Gordon, Colin J;
15/09/2021 10:30	Regeneration Board - Project Proposals	To recommend the allocation of up to £130,000 from the Regeneration Project Board Development Fund towards two recently endorsed and evaluated project proposals; (i) Risca – Redevelopment of Strategic Town Centre site (Feasibility & Master-planning); (ii) Bargoed Empty Property Enforcement Action Plan.	Kyte, Rhian;	Cllr. Stenner, Eluned;
15/09/2021 10:30	Welsh Government Prospectus and Social Housing Grant Programme Delivery Plan (PDP)	To seek Cabinet approval for the distribution of SHG (Social Housing Grant) and the Prospectus document requirement by Welsh Government.	Roberts-Waite, Jane;	Cllr. Phipps, Lisa;
15/09/2021 10:30	Staff Benefits Scheme	To seek Cabinet approval of a new staff benefits and reward platform and further recognition of long service.	Donovan, Lynne;	Cllr. Gordon, Colin J;
29/09/2021 10:30	Workforce Development Strategy	To seek Cabinet approval of the Workforce Development Strategy 2021 - 24.	Donovan, Lynne;	Cllr. Gordon, Colin J;
29/09/2021 10:30	Well-Being Strategy 2021 - 24	To seek Cabinet approval of the Wellbeing Strategy 2021 - 24.	Donovan, Lynne;	Cllr. Gordon, Colin J;
29/09/2021 10:30	Montclair Avenue - Culvert Report	To seek Cabinet approval to fund the culvert repair.	Street, Dave;	Cllr. Phipps, Lisa;

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CABINET – 1ST SEPTEMBER 2021

SUBJECT: CAR PARKING CHARGES

REPORT BY: CORPORATE DIRECTOR FOR ECONOMY AND ENVIRONMENT

1. PURPOSE OF REPORT

- 1.1 To update Cabinet on the latest position with the Economic impact on town centres caused by the coronavirus pandemic and to seek a Cabinet steer on a further period of free car parking to support the local economy.

2. SUMMARY

- 2.1 Many businesses within the County Borough have faced significant challenges as a result of Covid-19 and the lockdown and/or trading restrictions that have resulted. This includes many town centre businesses and particularly the town centre hospitality sector.
- 2.2 Supporting town centres is a key feature of the Council's over-arching regeneration strategy (A Foundation for Success) the Area Regeneration Masterplans that sit under the over-arching strategy and its Covid economic recovery plan.
- 2.3 The length of Welsh Government lockdown periods and the resultant restrictions on the retail and hospitality sector have placed significant pressure on the high street and businesses within our town centres. This has continued to make the economic position extremely challenging for our town centre businesses. The Welsh Government easing of restrictions from 7th August 2021 signals the real start of recovery which will see our town centre businesses try to recover from the economic impact of the pandemic over the coming months.
- 2.4 On 17th June 2020 the Chief Executive, in consultation with the Leader, Cabinet Members and Acting Section 151 Officer took a delegated powers decision to temporarily suspend car parking charges until 31st December 2020 as part of the Covid economic recovery plan. On 9th December 2020 Cabinet took a further decision to extend the suspension of car parking charges until 31st March 2021. On 24th March 2021 Cabinet reviewed the position again and took a further decision to continue the suspension of car parking charges until 30th September 2021.
- 2.5 In light of the continued economic challenges and continued imposition of trading restrictions this report therefore seeks the thoughts of Cabinet on whether to continue with the suspension of car parking charges beyond 30th September 2021.

3. RECOMMENDATIONS

3.1 It is recommended that Cabinet: -

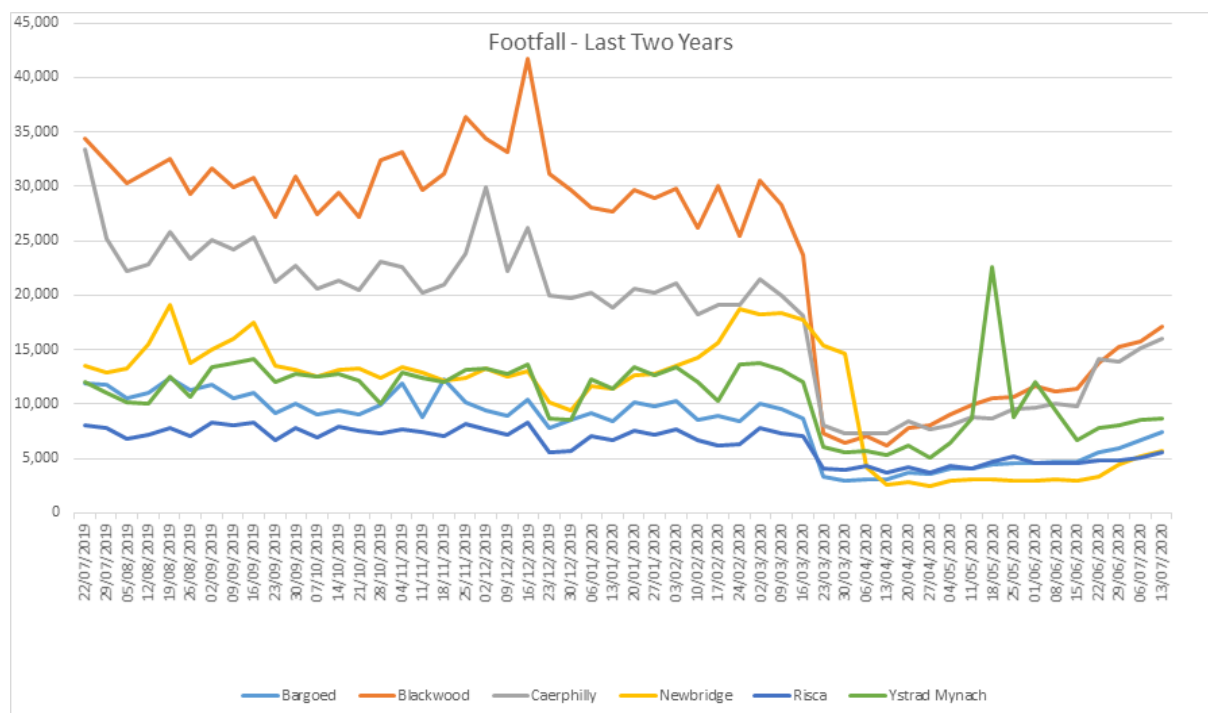
- 3.1.1 Agrees to extend the period of free car parking in town centres for a further 12 months until 30th September 2022.
- 3.1.2 Agrees that the projected income shortfall of £660k is funded from the previously approved Covid-19 Earmarked Reserve.
- 3.1.3 Requests the Joint Scrutiny cross party task and finish group to undertake a further review of town centre car parking charges in light of the effects of the pandemic on the economy of our town centres.
- 3.1.4 Agrees that the residents' season ticket only use of the three car parks in Blackwood (Gordon Road, Libanus and Highland Terrace) should be removed for the duration of the free parking.

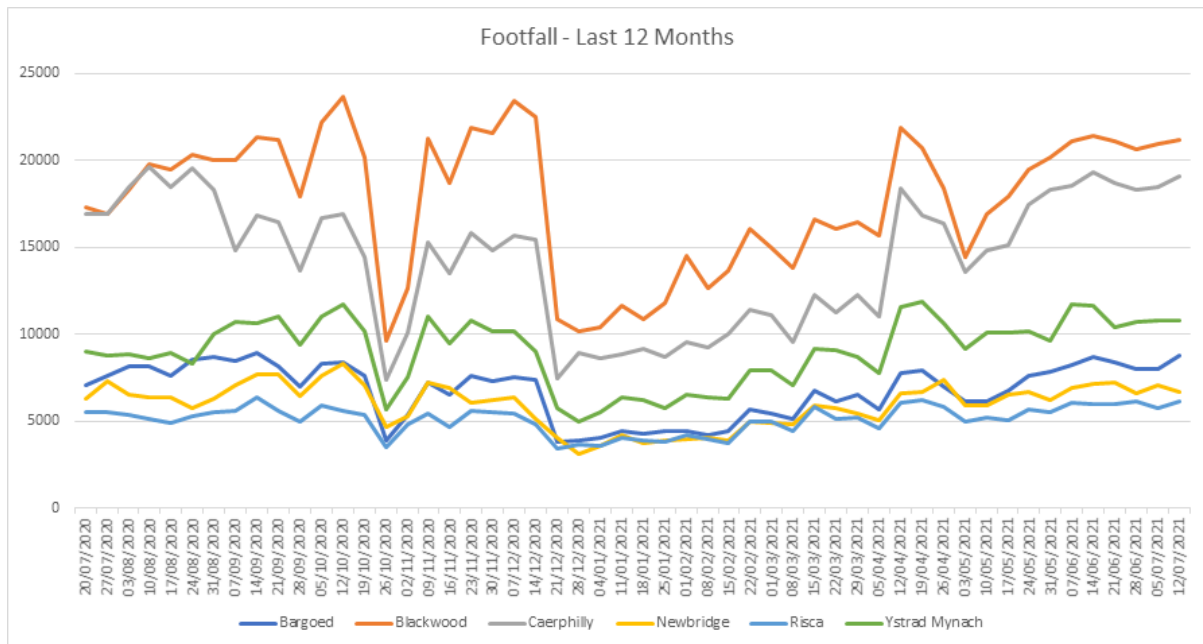
4. REASONS FOR THE RECOMMENDATIONS

4.1 To support the Authority's local town centre economy in the current, challenging economic climate and to support local residents in "staying local" for shopping.

5. THE REPORT

5.1 As outlined above, the economic climate remains extremely challenging for town centres and the continued use of lockdown and/or trading restrictions is contributing to the challenging economic trading conditions. This is illustrated by the town centre footfall graphs below:





- 5.2 One of the key messages in the fight against Covid-19 has been “stay local” which equally applies to shopping and routine, daily exercise.
- 5.3 One of the key ways in which the Authority has assisted in supporting this “stay local” message is to offer residents the benefit of free car parking at its town centre car parks.
- 5.4 As the Authority has previously committed to offer free car parking at its Town Centres until 30th September 2021, a new decision is required which takes the Authority beyond this date and this report therefore seeks the view of Cabinet with regard to the period beyond the 30th September 2021.
- 5.5 In considering a new decision it is important that Cabinet are aware of the options available and potential risks associated with these options.
- 5.6 On 15th December 2020 a joint task and finish group of the Environment and Sustainability and Regeneration and Housing Scrutiny Committees presented its final report to a joint meeting of both Scrutiny Committees.
- 5.7 At this meeting the joint Scrutiny Committee agreed 16 recommendations for consideration by Cabinet. The key recommendations in relation to car park charges at Town Centre car parks were:
- Standardisation of hourly tariffs for short and long term parking.
 - Installation of new, modern pay and display machines capable of card and cash payment.
- 5.8 These new pay and display (P&D) machines were ordered and installed in the first quarter of 2021 at a cost of circa £300k (with Welsh Government Grant Support of £170k). These machines are subject to 12 months warranty but as yet have not been tested due to tariff free parking being in existence. Officers have explored whether the machines could be used to issue tickets without any charge, and while this is possible with some reconfiguration of the machines / software, it is considered

that the potential cost and resource implications would outweigh any benefits and make it an unviable option.

- 5.9 It should also be noted that this requires a new Traffic Regulation Order (TRO) to be put in place which would take circa 6 months to achieve. Furthermore, in order to issue tickets without any charge the P&D machines would need to be recalibrated and the tariff signs would need to be amended, the total cost of which would be approximately £16K. Valuable staff resources (approximately 4 hours per week) would also be taken up in restocking the machines and dealing with complaints. There is also a risk that certain mischievous individuals could obtain an infinite number of tickets for their own amusement.
- 5.10 In the event that car parking charges were to be removed on a permanent basis then it is likely that the £170k Welsh Government Grant would need to be repaid.
- 5.11 As outlined above, the economic impact of Covid-19 is still being felt by town centre businesses and the future of town centres is likely to change forever in light of the influence of Covid-19 in areas such as on-line shopping. Consequently, the future “look and feel” of our town centres is likely to change as they re-model themselves in a post covid recovery world which will take time.
- 5.12 Given that there is a long and complex legal process required to make changes to car park tariffs, times etc. (referred to as a TRO process) then Cabinet only has 2 options from 1st October 2021. These options are:
- i). Re-introduce charges in line with the County Borough wide tariff joint Scrutiny recommendation.
 - ii). Continue with an extended period of free town centre parking subject to further review.

The advantages and disadvantages of these options are set out below in order that an informed decision can be made by Cabinet.

5.13 Re-introduction of Charges

5.13.1 Advantages

- Avoids loss of income of circa £55k per month
- Increases “churn” in town centre car parks and avoids valuable shopper spaces being taken by employees parking all day (this issue is currently the subject of a number of complaints in Blackwood and Caerphilly).
- Allows the new pay and display machines to be used and tested while still under 12 months warranty.

5.13.2 Disadvantages

- Anecdotally at odds with assisting town centre businesses to recover from the economic impact of Covid.
- Introduction of charges from 1st October 2021 may not allow sufficient time for new town centre models to become embedded in a post Covid recovery landscape.

5.14 Extending the Period of Free Town Centre Parking

5.14.1 Advantages

- May assist town centre businesses with recovery from the economic impacts of Covid.
- Allows for a further review (possibly by the Scrutiny cross party task and finish group) of a future town centre car park charging strategy.
- Potential alignment with town centre re-modelling/Covid recovery strategy.

5.14.2 Disadvantages

- Loss of income of circa £55k per month.
- New pay and display machines would remain unused, untested and the 12 month manufacturer warranty would expire (dependent on the period involved).
- Will not stimulate “churn” in short term town centre visitor parking.
- Enables employees to park free of charge all day using valuable town centre visitor car parking spaces with no mechanism in place to control this practice. Complaints from residents of overspill parking would continue.

5.15 Residents’ Season Tickets

5.15.1 There are three car parks in Blackwood (Gordon Road, Libanus and Highland Terrace) which are reserved for resident season ticket holders for which the cost of an annual permit is £93. This charge has been suspended since the start of the pandemic and usage of the car parks has not been restricted / non-residents have been able to use the facilities. Although we have received a small number of complaints from residents about non-residents using the facilities, there are a number of alternate car parks located in close proximity (Market Traders, Thorncombe Road 2 and Woodbine Road) which can be used by residents if/when there are no spaces available. It is considered that it would not be appropriate to issue free resident season tickets whilst the parking charges are suspended as this would not be consistent with the current on-street parking regime where residents are still required to pay £15 for a residents’ parking permit. Consequently recommendation 3.1.4 (above) clarifies this matter.

5.16 **CONCLUSION**

Clearly the economic impact of Covid-19 has been felt by Town Centre Businesses and the re-modelling of town centres is at the heart of assisting businesses to recover. However, this will take time to achieve and any decision relating to car parking charges is an important consideration in this context.

As can be seen from this report, there are a number of advantages and disadvantages attached to re-introducing or continuing with the suspension of car parking charges and it is important that all of these factors are considered in the decision making process.

6. ASSUMPTIONS

- 6.1 The report has assumed that the challenging economic climate for businesses and residents may last beyond September 2021 but this will need to be kept under review.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 The report links to a number of corporate well-being objectives, namely.
- Objective 2 – Enabling employment.
 - Objective 4 – Promote a modern integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment.
 - Objective 5 – 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.
 - Objective 5 – Support citizens to remain independent and improve their well-being.
- 7.2 Economic Recovery contributes to the Well-being objectives as set out above. It is consistent with the five ways of working as defined within the sustainable development principle in the Act and it is aimed at improving the economic, environmental, social and cultural well-being and recovery of the area.
- 7.3 As such it aligns with the following well-being goals:
- A Prosperous Wales – Providing more jobs and housing in the area will create more wealth for the local population.
 - A Resilient Wales – Providing additional and more diverse employment will make the area more resilient to external economic factors.
 - A Wales of Cohesive Communities – providing local employment and more diverse will help to stabilise and develop local communities and prevent outmigration.
- 7.4 The report's recommendations are consistent with the five ways of working as defined within the sustainable development principle in the Act. The five ways of working of the sustainable development principle, listed in the Act are:
- Long Term – The importance of balancing short-term needs with the need to safeguard the ability of future generations to meet their long-term needs;
 - Prevention - How acting to prevent problems getting worse, may help public bodies meet their objectives;
 - Integration – Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies;
 - Collaboration – Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives;
 - Involvement – The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

- 7.5 No Integrated Impact Assessment has been completed. On 17th June 2020 the Chief Executive, in consultation with the Leader, Cabinet Members and Acting Section 151 Officer took a delegated powers decision to temporarily suspend car parking charges until 31st December 2020 as part of the Covid economic recovery plan. On 9th December 2020 Cabinet took a further decision to extend the suspension of car parking charges until 31st March 2021 (links to the reports are as follows). On 24th March 2021 Cabinet reviewed the position again and took a further decision to continue the suspension of car parking charges until 30th September 2021.

[Link to Cabinet report 9th December 2020](#)

[Link to Cabinet report 24th March 2021](#)

- 7.6 In light of the continued economic challenges and continued imposition of trading restrictions this report therefore seeks the support of Cabinet on continuing with the suspension of car parking charges beyond 30th September 2021.

8. FINANCIAL IMPLICATIONS

- 8.1 Any extension of free parking beyond September 2021 will result in lost income of circa £55k per month. The loss of income is not eligible for funding through the WG Covid-19 Hardship Fund as the waiving of the charges is deemed to be a local decision.
- 8.2 The lost income for the 2020/21 financial year was absorbed within the wider underspend on the Council's revenue budget.
- 8.3 The lost income for the period 1st April 2021 to 30th September 2021 has been funded from the Covid-19 Earmarked Reserve, as approved by Cabinet at its meeting on the 24th March 2021.
- 8.4 The projected loss of income for the period 1st October 2021 to 30th September 2022 is £660k. Cabinet is asked to consider a recommendation that this shortfall is also funded from the Covid-19 Earmarked Reserve.
- 8.5 As outlined above there is likely to be a requirement to refund the £170k WG grant received for the new pay and display machines in the event that free town centre car parking becomes permanent.

9. PERSONNEL IMPLICATIONS

- 9.1 There are no personnel implications associated with this report.

10. CONSULTATIONS

- 10.1 The report reflects the view of the listed consultees

11. STATUTORY POWER

- 11.1 Local Welsh Government Act 2000. This is a Cabinet function.

12. URGENCY

- 12.1 All Cabinet decisions will be subject to a “call-in” procedure whereby the relevant Scrutiny Committee can ask for the implementation of the decision to be delayed until it has considered the matter and, if the Scrutiny Committee is so inclined, to ask Cabinet to reconsider its decision.

Author: Mark S Williams, Corporate Director for Economy and Environment

Consultees: Councillor James Pritchard, Deputy Leader & Cabinet Member for Infrastructure and Property
Councillor Eluned Stenner, Cabinet Member for Performance, Economy & Enterprise
Robert Tranter, Head of Legal Services and Monitoring Officer
Stephen Harris, Head of Financial Services & S151 Officer
Marcus Lloyd, Head of Infrastructure
Clive Campbell, Transportation Engineering Manager
Dean Smith, Principle Engineer, Traffic Management
Rhian Kyte, Head of Regeneration and Planning
Councillor Tudor Davies, Chair of Environment & Sustainability Scrutiny
Councillor Adrian Hussey, Vice Chair of Environment & Sustainability Scrutiny
Councillor John Ridgewell, Chair of Housing & Regeneration Scrutiny
Councillor Mike Adams, Vice Chair of Housing & Regeneration Scrutiny

Background Papers:

Council 6th October 2020 – Report on “Decisions taken by the Chief Executive During the Pandemic”.

Cabinet 9th December 2020 – Car Parking Charges

Cabinet 24th March 2021 – Car Parking Charges



CABINET – 1ST SEPTEMBER 2021

SUBJECT: STRATEGIC FRAMEWORK FOR RECOVERY - PROGRESS

REPORT BY: CHIEF EXECUTIVE

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1. PURPOSE OF REPORT

- 1.1 To update Cabinet on the progress made against the Strategic Recovery Framework agreed in September 2020 and to adopt some measures of success that will enable future progress to be assessed.

2. SUMMARY

- 2.1 The Covid 19 pandemic has provided an unprecedented set of challenges to the Council and the communities of Caerphilly since March 2020. During this period the Council has focused on decisions and interventions designed to protect our people and our place.
- 2.2 In September 2020, Cabinet adopted a Strategic Recovery Framework that provided an overarching framework through which the Council and its communities could work together to bring about a successful recovery.
- 2.3 Twelve months on, the Council and the Communities of Caerphilly are still operating to a large extent in response to the pandemic. That said, some aspects of recovery have been possible and this report updates Cabinet on the progress made against the Strategic Recovery Framework over the last year.
- 2.4 Moving forwards it is also important that the size and scale of our recovery can be objectively assessed and, with this in mind, a number of success measures have also been proposed within this report that will enable progress to be monitored.

3. RECOMMENDATIONS

- 3.1 That Cabinet:
- a) Note the progress made against the Strategic Recovery Framework for Caerphilly in the last twelve months
 - b) Agree the proposed measures of success for monitoring progress set out in 5.9

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To keep Cabinet apprised of our progress against the Strategic Recovery Framework and to ensure future progress can be monitored effectively.

5. THE REPORT

- 5.1 The Strategic Recovery Framework was organised under two recovery aims and five strategic principles that would be used to focus the work of the organisation through the recovery period. While the Council's six Wellbeing Objectives have been retained during this period the SRF has become the principal focus of the Council over the last twelve months.

- 5.2 The two overarching Strategic Recovery Aims were agreed as follows:

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

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

- 5.3 The five strategic principles were:

Strategic Principle 1 – Service Reintroduction

Strategic Principle 2 – Future Wave Preparation

Strategic Principle 3 – Supporting Businesses

Strategic Principle 4 – Caerphilly Cares

Strategic Principle 5 – Service Transformation

Over the coming paragraphs the progress made over the last twelve months is set out against the relevant principle.

5.4 PROGRESS AGAINST STRATEGIC PRINCIPLE 1 – SERVICE REINTRODUCTION

This principle was focused on the reintroduction of key services that had been paused or affected as part of the pandemic response. While any such reintroduction would need to take into consideration relevant guidance, regulations and risk assessments, it was also accepted that in some cases the services being reintroduced may not function in the same way that they had done prior to lockdown.

The projects and programmes that were included within the Service Reintroduction Principle and the progress made against them are set out below:

5.4.1 Returning all learners to School (Primary, Secondary and Preschool Settings)

As schools returned for the new academic year in September 2020, a local lockdown was announced for Caerphilly.

School communities had to ensure extra vigilance in regard to mitigation within their risk assessments and adjust to the Test Trace Protect (TTP) process for identifying

close contacts of pupils and staff. Major decisions had to be made in the light of tighter risk assessments. These included arrangements for Planning, Preparation and Assessment (PPA) cover, the status of breakfast clubs and the minimising of visitors/contractors onto sites.

As numbers of positive cases increased across the Country and particularly our Borough, more and more schools were affected in regard to self-isolation, with headteachers on call to provide information to TTP out of hours. Local Authority staff were also on call to support and a specialist headteacher helpline was introduced.

By December, secondary schools were directed to deliver remote learning and the LA agreed for primary and special schools to do this as well for the last two days of term. The LA agreed to co-ordinate the provision of childcare for vulnerable children and those of key workers, although no applications were received.

Disruption of on-site learning continued until the summer term and this triggered Welsh Government to lead a working party in regard to assessment and qualifications. The outcome of this was the Centre Determined Grades process which has just been completed by all secondary schools.

It is important to note that there were no school closures in Caerphilly during this academic year in spite of significant levels of self-isolation among pupils and staff at many settings.

As measures have been relaxed in Wales, headteachers await further guidance for the 2021/22 autumn term. There are still many uncertainties but schools, in partnership with the LA, are absolutely committed to ensure that pupils and staff remain as safe as possible on school sites and that pupils are offered high quality learning experiences which may well be remote in nature, at times.

5.4.2 Recommencing Social Services Day Opportunities

Day Opportunities began to recommence in August 2020 in the form of 1:1 sessions in the community. Initially, sessions were for those individuals rated red by Assessment Care Management Teams.

As more staff were able to be returned to their substantive roles in day services the number of sessions was increased to include people rated as amber.

Day services were provided in accordance with WG guidelines and were compliant with all stated measures

In June 2021, two day bases were re-opened on a phased basis. The bases offered sessions to those people with complex needs whose outcomes could not be met in the community as they require access to specialist equipment for personal care

Further proposals to reshape day services are currently being progressed.

5.4.3 Increasing Respite Care for adults and children with a disability

During the pandemic, the Montclair adult respite facility remained open, albeit operating at a reduced capacity accommodating only two people at any one time for up to 3 nights. Since that time, the Council has also opened the Ty Gwilym facility and capacity has been increased in both locations.

Three people can now be supported in Mont Claire and two in Ty Gwilym. In July 2021 the number of nights individuals can stay was increased and unpaid carers can now book for a week or more to cover their holidays.

The Ty Hapus children's respite facility has remained open throughout the pandemic with attendance linked to school bubbles and hubs

5.4.4 Recommencing Housing Non-Emergency Repairs

On commencement of the first lockdown all non-emergency repairs to council stock ceased immediately. Understandably, many people would have been reluctant to have workman in their homes in the midst of a pandemic and the safety of our employees was paramount.

Housing staff were redeployed across the authority and played a fundamental role in the inception of the buddy scheme and the delivery of free school meals and meals on wheels during that time.

As soon as restrictions were lifted the Council recommenced non-urgent repairs but only with the consent of the tenants and with full risk assessments in place. Initially, there was some nervousness among tenants in allowing workmen back into their homes but this has reduced over time.

Being unable to undertake non-essential repairs has created a significant backlog which now has to be worked through. At the current time, the Council has 260 work orders and 115 inspections outstanding.

5.4.5 Recommencing Planning Enforcement

As part of its response to the COVID-19 crisis the development management and enforcement functions have been forced to operate in different ways, investing in paperless working, providing a different level of service with a focus on its statutory obligations as a priority. Most staff delivering the planning and enforcement service can do so from their homes, and they will continue to do so. However, certain administrative functions such as receiving the post, printing letters or certain IT functions can only be undertaken by attending the office and staff are on a rota basis to continue with these aspects of the service.

While all site visits on planning applications and enforcement complaints were initially suspended, WG advice is that such visits (where the purpose of the site visit could not be achieved through other means) are a reasonable excuse to travel for the purpose of the Coronavirus Regulations (as these cannot be conducted at home). Such visits continue to be carried out in compliance with the requirements of the Coronavirus Regulations and having regard to the Risk Assessments that have been put in place.

The Planning Enforcement Service has continued to receive complaints electronically throughout the crisis (via our online complaints form), and Members will be aware that there is also a significant historic backlog of enforcement cases which will take some time to clear despite recent investment in the enforcement service. Accordingly, officers are having to continue to prioritise their site visits and investigations to Priority 1 cases as referred to in our Council Approved Planning Enforcement Charter. There will therefore continue to be delays in progressing site visits on those cases which are not considered to be significant or urgent i.e. Priority 2 and 3 cases in the short to medium term while the backlog is being addressed.

5.4.6 Return to Full Decision-Making and Scrutiny

Decision Making and Democratic engagement was paused in response to the first lockdown between March and June 2019, with urgent decision making delegated to the Chief Executive.

Welsh Government introduced “The Local Authorities (Coronavirus) (Meetings) (Wales) Regulations 2020 which allowed remote meetings to take place. Cabinet meetings began again on June 24th and have continued regularly ever since.

Over the summer, all elected members were equipped and trained to participate in virtual meetings via the Teams platform paving the way for the remaining Committee and Decision-Making processes to be brought back on stream.

Full Council held its Annual General Meeting on the 3rd September and has met virtually and regularly ever since.

The Council’s five Scrutiny Committees were brought back on stream from September onwards and have met virtually and regularly ever since.

The Council’s regulatory and advisory committees are all now able to function virtually.

The Council is currently undertaking a procurement exercise to equip the Council Chamber at Ty Penallta to host hybrid meetings which will enable those Members wishing to attend physically to participate alongside those attending remotely.

5.4.7 Reopening Libraries

In response to the Welsh Government COVID-19 instruction, Caerphilly Library services were paused on Friday 20th March 2020.

With reading benefitting lives, mental health and well-being it was crucial that library services were made available again as quickly as possible recognising that in some cases innovative new approaches would be required.

In the first instance, the LibraryLink Home Delivery Service was reinstated. This required the creation of an online and telephone reservation system and resulted in thousands of book deliveries to vulnerable residents across the Authority during a key time in the pandemic.

In order to then expand our services beyond our vulnerable residents, a new ‘order and collect’ facility was established to complement the deliveries. The ability to order online and via the telephone and collect from Library buildings was then put in place across our sites.

Whilst physical Library buildings remained closed, the service looked to maximise the use of online and digital contact with customers. The eDigital service, which supports access to e-books, saw usage increase by 59.57% on the previous year with 82,721 downloads recorded.

In May 2021, Library buildings re-opened for appointment based browsing in accordance with a set of robust risk assessments and safe systems of work designed to keep our staff and residents as safe as possible.

At the time of writing, further risk assessments are being undertaken to reinstate wider library services and offer wider access to our buildings.

A number of the service changes that have been introduced throughout the pandemic have proved popular with our customers and will now be embedded within our future Library Services service delivery model.

5.4.8 Reopening Leisure Centres

March 2020 presented a range of unprecedented challenges for Sport & Leisure Services and the residents of Caerphilly County Borough. The cessation of the sport and leisure provision in accordance with Welsh Government guidance resulted in the service staff being initially redeployed to support the continued delivery of key and essential services in accordance with the Team Caerphilly ethos and application.

This included the provision and delivery of free school meals, supporting the implementation and delivery of the Test, Trace & Protect service, supporting the reopening of Household Waste Recycling Centres, assisting with community support programme for vulnerable residents.

Sport & Leisure Services quickly flexed and adapted services through efficient and targeted communications to ensure that residents were able to continue to engage with and participate in sport and active recreation. Examples included:

- the development of a dedicated free to access You Tube channel providing a range of Group Exercise classes that would traditionally be available in leisure centres
- enhanced developments to the Leisure Lifestyle 'app' to support digital access and engagement – resulting in close to 15,000 downloads
- targeted provision of bespoke activity for customers registered on the National Exercise Referral programme. This included virtual and hard copy resources
- school holiday programmes delivered virtually in collaboration with a range of local clubs and organisations
- ongoing and regular communication with key user groups and National Governing Bodies
- a collaboration with other local authorities in Gwent to provide an 'open membership' for residents to visit their nearest facility (when appropriate) to reduce travel requirements and comply with Welsh Government guidance

From early January 2021 in partnership with Aneurin Bevan University Health Board Sport & Leisure staff, supported the initial setting up and organising throughout of arrivals at the Mass Vaccination Centre at Newbridge Leisure Centre. A truly humbling experience for all staff involved.

As restrictions eased, public health conditions created an environment where leisure centres could re-open and essential health and wellbeing services resumed, albeit in a cautious and incremental manner.

Four leisure centres opened initially, Caerphilly, Risca, Heolddu and Cefn Fforest supported by robust safety and communication measures that included, a 'what to

expect' customer video, advance prebooking, non - cash payments, restricted capacity and enhanced cleaning regimes.

The measures were established to ensure the safety of all staff and customers, along with ensuring that the level of public confidence in services being provided remained positive. Customer feedback received through then Net Promotor Score process has been extremely positive with the safety measures exceptionally well received.

Further easing of restrictions, supported by continued high levels of customer confidence, supported the reopening of full leisure centre portfolio, along with the reintroduction of a broader range of activity and increased capacity.

With the recent move to Alert Level O in Wales, all leisure centres are now providing the full range of activities that have traditionally been available. Retaining customer confidence remains an essential component of service delivery, and in that context further easing of restrictions and increases in capacity will be managed incrementally and supported by robust risk assessments and acknowledgement of then prevailing public health conditions.

A number of the, particularly digital, initiatives will remain in place post pandemic as approaches to engagement in sport and active recreation change. Along with the increased focus of the benefits of leading healthy lifestyles, the service is well placed to deliver upon the ambition set out in the Sport & Active Recreation Strategy (SARS).

5.4.9 Youth Service Provision

Over the last twelve months, Caerphilly Youth Service has continued to provide for the inclusion of young people, with particular focus on those disengaged from education and their local community. Directly supporting the majority of vulnerable learners, specialist teams within the Youth Service have continued to support on both a one-to-one and group basis with various groups such as:

- NEET or potentially at risk of NEET status;
- Homeless or potentially homeless;
- LGBT young people (understood to be at higher risk from mental health issues and homelessness, for example);
- Children Looked After;
- Young people who have experienced trauma.

Youth workers have maintained contact with vulnerable young people and their families either through risk assessed face-to-face meetings or online. Contact has been sustained during the periods of school closures and school holidays, maintaining the support necessary for the most disadvantaged and vulnerable. The service has also coordinated the distribution of emergency food parcels, activity packs, period dignity products, cooking advice and recipes etc.

The intention over the next twelve months is to assess recent best practice and provision for young people and consider how this can be integrated long term into the Youth Service model. This includes evaluating the strengths and shortcomings of the pilot project which aims to increase and improve the quality of targeted support for those most in need.

5.4.10 Catering

Free School Meals

When schools closed on the 20th March, the catering department faced a huge logistical challenge as to how they could meet the needs of over 6243 FSM pupils within the borough. This involved the need to design, implement and deliver a whole new service from scratch.

An online application system was established, a series of borough wide delivery routes were planned and the team worked in partnership with local suppliers to set up cold storage and a packing and distribution centre in the grounds of Ty Penallta.

In the first week alone, the catering team along with a team of volunteers packed and delivered over 12,500 meals.

The scheme has now been running for over 16 months catering for all school holiday periods and also providing FSM to pupils who have needed to isolate due to Covid.

Over 1.4 million meals have been delivered to our most vulnerable families and during this time FSM take-up has also been increased from 68% to 96% of those eligible.

In support of the delivery programme, over 20 local authority service areas have worked together to ensure the meals were packed into a fleet of cars and then delivered to each and every FSM pupil's door step.

The scheme has attracted significant mainstream media attention from Heno S4C, BBC Wales, Wales on Line, and the Caerphilly Observer as well as receiving high praise on social media.

The Catering team has also been shortlisted for "Team of the Year" in the prestigious MJ Local Government Awards. The judges recognised that the work involved in creating a bespoke delivery mapping service, and associated ordering processing systems, coupled with the logistics of unloading and loading thousands of meals each week for home delivery was an incredible achievement for all involved.

School Catering

The catering staff have worked in partnership with schools to change the way the service is delivered in order to meet the specific risk assessment requirements of each individual setting.

Examples would include delivering meals to classrooms, setting up multiple serving areas to cater for the individual bubbles and working split lunch breaks to ensure the schools could continue to educate our pupils in Caerphilly in the safest way possible.

The catering staff have continued to demonstrate the team Caerphilly ethos right throughout the last 16 months by assisting the in-house cleaning team by providing staff to perform additional cleaning duties. The catering staff have been flexible enabling the cleaning team to continue to deliver to the very high standards our schools demand.

5.4.11 Building Cleaning

Throughout the pandemic, building cleaning have continued to provide cleaning services across all settings including corporate buildings, educational hubs, schools (including non-sla schools), polling stations and vaccination centres.

This has required adapting and working closely with each individual setting in order to meet their specific risk assessments and requirements. In many cases this has meant providing additional cleaning or emergency response cleaning to ensure minimal disruption.

In order to achieve the requirements, circa 150 additional cleaning staff have been appointed on a temporary basis as well as staff being redeployed from the catering service, leisure and school crossing patrol.

In addition, building cleaning have worked closely with colleagues in Environmental Health and Social Services to provide residential cleaning to enable residents to remain in their properties or return home from hospital.

5.4.12 Transport (Public/Social Services/Education, SEN and EOTAS)

Education Transport.

All education transport services ceased to operate following school closures on 20th March 2020. To safeguard the bus and taxi industry during this period, and in line with the recommendation of WG and WLGA, contracts continued to be paid 75% of the normal daily rate. This payment included the caveat to continue to pay the staff associated with these contracts e.g. drivers and escorts, and that the staff and vehicles would be available when required. Between April and July 2020 transport for vulnerable pupils to attend some ALN bases continued.

From the end of June 2020 schools re-opened for a short period of “catch up” sessions prior to the summer school holidays. All school transport provision returned for these three weeks, albeit under strict WG guidance and with risk assessments in place.

Since September 2020 the school transport provision has continued to operate whilst adhering to WG guidance. Regular risk assessment reviews have taken place to ensure compliance with the guidance. This has not been without challenges due to the number of positive cases in schools and the requirement for isolation at the instruction of track and trace colleagues.

The education transport team are currently preparing for the return to school in September and will continue to ensure the safe travel for all students.

Social Services Transport

As with education transport contracts, routes operating on behalf of social services to day centres etc. ceased to operate in March 2020 due to services not running during the pandemic. These contracts also continued to receive 75% of the daily contract rate for a period of six months. These contracts were terminated in October 2020 due to the unknown return date for service provision and have not been re-tendered to date.

The Council's internal fleet of social services vehicles and drivers have continued to be busy during the period of day centre closures by supporting the Council's FSM delivery scheme. Support was also provided to pharmacies in delivering prescriptions.

Mental Health Standby.

The social services provision has adapted to the restricted access to centres and is currently offering community services provision to individuals. This involves collecting service users from home and taking them on trips around the county borough which offers much needed respite for both the individual and their families.

Public Transport

The public transport industry has been severely impacted as a result of the Covid-19 pandemic and would not be operational today if it was not for the Concessionary Fares reimbursement scheme, and the Bus Emergency Scheme (BES) funding, made available by WG.

Public bus service contracts funded by the Council also benefitted by receiving 75% of the daily contract rate for the duration that contracts were required to operate. These contracts are predominantly evening and weekend services.

Although bus services were encouraged to return following the initial lockdown in September 2020, the requirement for social distancing on vehicles severely impacted on how routes could be operated. Public confidence was also impacted and as a result patronage dropped to approximately 25% of the pre Covid-19 numbers.

Bus services are currently on the increase and there has been a recent change to WG legislation allowing for all forward facing seats within service buses to be utilised, however patronage remains low with approximately 50% of pre Covid-19 numbers on local bus services, but less on longer services where passengers generally use for commuting to work.

In addition, the industry is currently experiencing a shortfall of drivers, resulting in some companies not being able to increase their service levels. It is believed that many drivers found alternative employment during the pandemic e.g. supermarket deliveries etc. and have not returned to the industry. This has resulted in some evening and weekend journeys not being able to return.

The Council continues to work with WG, TfW, and regional colleagues in reviewing the current level of service whilst investigating opportunities for future operations.

5.4.13 Bulky Household waste collections

During the onset of the Covid pandemic and the first national lockdown, bulky collections were suspended in line with government guidance. This allowed the service to focus on delivering priority front line waste collection services.

When the service was reintroduced in May 2020, in line with government and corporate guidance, the risk assessment was amended to include a number of measures to protect not only our employees but members of the public.

This included restricting any contact between residents and our staff, enhanced cleansing of items prior to our team placing them on delivery vehicles, additional PPE and crew members travelling in separate vehicles. Administrative staff also contact

residents the day prior to a collection to ensure that no one in the household is symptomatic or tested positive.

Due to Furniture Revival furloughing their staff and suspending the collection of reusable furniture and fridges/freezers, the bulky collection service was expanded to collect these items leading to an increased demand.

A new online booking service was introduced on 24th May 2021 which allows residents to book and pay for a collection 24 hours a day, 7 days a week allowing them to select a date up to 4 weeks in advance.

5.4.14 Household waste recycling centres

On 20th March 2020 in response to the Welsh Government COVID-19 instruction, all six Household waste recycling centres across the Borough were closed. The sites reopened on 26th May 2021 with revised risk assessments including changes to signage, layout and other on-site operations. Due to the demand for the service as well as the restrictions on site, a traffic management company were initially appointed to control queuing traffic. Staff were also deployed from the leisure service to assist with the on-site procedures.

During the second National Lockdown in Wales, in line with Welsh Government instruction, all sites closed from 24th October 2020 and reopened on Monday 9th November 2020.

Following the relaxation of restrictions across Wales, the risk assessments have been reviewed and amended to allow a gradual increase in throughput. These will be further refined following any further Welsh Government announcements.

5.4.15 Public Protection

Throughout the pandemic Public Protection officers have responded to the ever-changing legislation and restrictions aimed at reducing the spread of Coronavirus. Environmental Health staff have been diverted from "normal" Public Protection work to the Covid response. They have been helping to keep Caerphilly safe by investigating and managing individual cases and clusters of cases of Covid 19. They have provided regular Infection Prevention and Control advice to Care Homes, schools and other educational settings, along with all types of businesses and employers including large factories.

For long periods the service was operating 7 days a week including out of hours and has put in place comprehensive support and advice arrangements for schools to minimise the numbers of pupil bubbles required to isolate and hence miss out on valuable education. Advice to business and the public has also been provided throughout to protect the health safety and welfare of all involved.

As a consequence of the above commitments, much of the enforcement of coronavirus legislation associated with commercial premises and licensed premises has fallen to our Trading Standards and Licensing Teams.

The Environmental Health teams have been responsible for dealing with close contact services such as hairdressers, barbers, beauticians, gyms, indoor play areas and numerous other premises such as offices and other enclosed workplaces. The service has continued to support business with advice in complex circumstances as we have had some 36 different versions of the Regulations since the start of the pandemic.

Additionally, a comprehensive, high profile advice and enforcement response has been delivered to encourage compliance and to address those who choose not to comply in order to keep Caerphilly safe.

Public Protection aims to support the post-Covid recovery at some point by resuming the business inspection programme in particular high risk premises, Food, Health & Safety at Work, Feed and Animal Health. A small number of inspections of high risk premises have taken place, but the coronavirus pandemic continues to have a significant draw on available resources. Additionally, the findings from those inspections undertaken reveal a drop in standards from the pre-pandemic position requiring further resources to bring the businesses back into compliance.

Throughout the pandemic, there has been an escalation in groups of youths causing anti-social behaviour and not adhering to the Covid regulations. As a result, the Community Safety Wardens have been undertaking joint operations with Gwent Police to address these issues working closely with Gwent Police and other Community Safety Partners to enforce 16 Dispersal Orders which have been issued to address the most problematic areas across the county borough. In 202/21 Over 220 people were referred into the Safer Caerphilly Anti-Social Behaviour 4 Strike Process for committing acts of anti-social behaviour (some linked to Covid breaches) which has resulted in 227 warning letters, 6 Acceptable Behaviour Contracts being signed and one individual receiving a Civil Injunction at court. Csws also carried out joint patrols with Gwent Police of country parks and other beauty spots monitoring and policing the stay at home requirements.

Our Registration Service has always had very high customer satisfaction ratings. Offering a professional but personal service providing facilities for birth, death, marriage and civil partnership registration. The coronavirus pandemic meant that couples with marriage and civil partnerships booked had their plans and dreams shattered. The team had to contact couples looking to re-arrange their big days without actually knowing when they may actually be able to go ahead. For months Registrars were unable to register births or take notices of marriage and civil partnership. Saddest of all was the registration of deaths and stillbirths by telephone. Registrars have been working to manage the demand for ceremonies now that these can take place. Unfortunately the Registration Service recovery has been hampered by a major malfunction of national registration database.

5.4.16 Reintroduction of Car Parking Charges

Throughout the pandemic car parking charges have been suspended at all town centre car parks to assist town centre businesses to recover from the economic damage caused by lockdowns and other restrictions on retail and hospitality businesses.

The suspension of car parking charges has been the subject of a number of Cabinet reports and decisions throughout 2020 and 2021 with the result that car parking charges remain suspended until 30th September 2021. Cabinet will be reviewing the matter again in September 2021 and will then make a further decision on the matter.

5.5 **PROGRESS AGAINST STRATEGIC PRINCIPLE 2 – FUTURE WAVE PREPARATION**

This principle was focused on preparing the Council and our communities for further waves of the virus and reducing the impact on people and place as much as possible.

The projects and programmes that were included within the Future Wave Preparation Principle and the progress made against them are set out below:

5.5.1 Reflections on COVID Response

During July 2020, and under the stewardship of the Council's Recovery Group, a series of engagement exercises were undertaken that were designed to reflect on the Council's response to the first lockdown and identify any lessons learned that could assist service planning ahead of future waves.

The engagement took the form of a detailed survey of Leadership Team with similar questions posed to members of the Management Network. In addition, informal digital focus groups were held with a total of 51 participants from across all directorates

In terms of positives, the survey returned the following views: -

- Business continuity plans were fit for purpose; however, the scale of the emergency did bring challenges to the plan that no one could have predicted.
- Staff were able to respond to the challenges they faced and did so.
- The Organisation felt joined up and responded well with the Team Caerphilly ethos fully embraced.
- Clear communication from the senior leaders within the Organisation.
- In many cases it was business as usual with little to no disruptions to service provision.

Reflecting on what could have been done differently or better, the key themes emerged as:

- Initially limited support and equipment for agile working – staff having to use their own equipment.
- Lack of redeployment opportunities initially
- Management communication on working arrangements and approach to working arrangements were inconsistent.
- Initial lack of PPE and equipment

The survey also identified the following worries or concerns that staff were feeling at the time: -

- A feeling of isolation due to home working
- Concerns of backlog of work in substantive role for those who have been re-deployed

Corporate Management Team received a report from the Chair of the Recovery Group on Wave 1 Reflections and Planning for Wave 2 at its meeting of the 16th October 2020. The report included a detailed analysis of the survey on Wave 1 response and an outline action plan for ensuring the response to future waves was enhanced.

5.5.2 Wave 2 Service Planning

As part of the report to CMT on the 16th October, a draft action plan was presented that would enable service delivery to be assessed against a range of factors such as the potential for the autumn and winter months to place different burdens on the Council's workforce and that of our Partners such as the NHS.

The plan provided Heads of Service with a framework against which they could assess any service delivery challenges and raise them at an early stage in order for potential issues to be avoided.

The plan was also designed to ensure the Council could prioritise and focus its resources on critical services which may be different in Autumn or Winter compared to those experienced during the first wave which took place over the Spring and Summer.

The plan also enabled collaboration with and support from external agencies and the third sector to be factored in to service delivery planning at an early stage.

5.5.3 Supporting Strategic Coordinating Group (LRF)

The Council, along with partner agencies such as those set out below forms part of the Local Resilience Forum.

- Gwent Police
- South Wales Fire and Rescue
- Neighbouring Local Authorities
- Natural Resources Wales

The LRF has been operating as a Strategic Coordinating Group or SCG throughout the pandemic response and has successfully raised and resolved a number of challenges in a coordinated and unified manner throughout that time.

The Chief Executive and Corporate Management Team have regularly participated in the SCG meetings while the Council's Head of Public Protection, Community & Leisure Services has been ever present. The Head of Public Protection, Community & Leisure Services has also chaired the Gwent Incident Management Team meetings which has helped to co-ordinate the regional response. The Environmental Health Manager has chaired the Caerphilly IMT supporting the response on the ground to the situation in Caerphilly.

5.5.4 Supporting Gwent Test, Trace and Protect Service

The Caerphilly Contact Tracing Team operates as part of the Gwent Contact Tracing Service. This is a project initiated in May 2020 in response to Welsh Government's *Test, Trace, Protect Strategy* and went live in June 2020 thanks to redeployed staff working completely agilely using an interim IT system.

With the introduction of an all Wales IT system and a Welsh Government funded recruitment process the service has developed significantly since those early days.

The service involves contacting and providing advice to people who have tested positive, finding out who their close contacts have been, and reaching those close contacts to advise them on what they need to do. Contact tracers try to build trust to find out who people have been in contact with, especially where individuals may be reluctant to admit they have broken the rules.

The contact tracing service operates 7 days a week and is supported by our Environmental Health Officers and across the region by staff from Aneurin Bevan

University Health Board. At its peak the Caerphilly Contact Tracing Team consisted 148 full time equivalent staff; a head count of 172 employees.

The Caerphilly team are also involved in managing arriving travellers that become positive cases.

The service has been working extremely closely with our schools to assist in the management of school bubbles.

In March 2021 Welsh Government's Technical Advisory Group (TAG) published a paper modelling the Welsh TTP (Test, Trace, Protect) system. TAG estimated that during winter high transmission and prevalence (outside of firebreak), TTP reduced R (the growth rate of coronavirus) from approximately 1.7 to 1.3. The Contact Tracing service is funded through to the end of March 2022.

In August 2021, the Council was made aware that the Caerphilly Contact Tracing team has been selected as one of the top finalists in the APSE Service Awards Best service team of the year category - Environmental Health, Trading Standards and Regulatory service.

5.6 PROGRESS AGAINST STRATEGIC PRINCIPLE 3 – SUPPORTING BUSINESSES

This principle was focused on providing support to assist business stability and growth across Caerphilly.

The projects and programmes that were included within the Supporting Businesses Principle and the progress made against them are set out below:

5.6.1 Economic Recovery Framework

The Strategic Vision for the Regeneration of the County Borough has been clouded throughout 2020 by 2 significant events Covid-19 and Brexit and the significant economic impact of both continues to persist. In addition to the well-documented impact of the pandemic on public health, its effect combined with the impact of BREXIT on the economy is profound.

The Council, in partnership with the Welsh Government, has been at the forefront of responding to the immediate and short-term needs of local businesses as both events have unfolded with circa £61m of grant support being awarded to local businesses since the start of the pandemic. There is now a pressing need to support and strengthen the local economy and in order to do this a renewed strategic approach is required to address this unprecedented period of economic turbulence and lay the ground to enable the county borough to build back better.

The economic recovery framework, 'Delivering Prosperity', was agreed by Cabinet in September 2020 as a means of delivering our strategic objective of Supporting Business. The framework has three, distinct phases: The Restart phase; The Revive phase; and the Renew phase.

The recovery framework outlined what actions the Council will take to support our economic recovery as we emerge from the crisis. An update report will be brought before Cabinet over the coming months.

5.6.2 WG Economic Resilience Fund

During the 2020/21 financial year Caerphilly CBC, along with all Council's in Wales, administered a range of Covid-19 Business Grant schemes on behalf of WG on an agency basis.

This was a significant challenge that required systems and processes to be put in place at pace to ensure that funding was channelled to local businesses and other eligible organisations as expediently as possible to help mitigate the financial impact of the pandemic.

The Council's Business Rates Team made a total of over 9,000 Non-Domestic Rates (NDR) grant payments during the financial year with a total value of over £55m. This provided much needed financial support to over 3,000 businesses and other eligible organisations.

In addition, a number of other grant schemes were administered by the Council's Business Enterprise & Renewal Team with payments totalling over £5m as detailed in the table below: -

Grant	Businesses Supported	Total Paid (£)
Covid-19 Start Up Grant	119	197,500
Covid-19 Childcare Provider Grant	16	55,669
Covid-19 Freelancer Fund	254	635,000
Firebreak Discretionary Fund	532	1,036,500
Restrictions Business Fund (RBF) Discretionary Grant	1,244	2,378,000
Covid-19 Town Centre Grant	16	93,121
Covid-19 Valleys Task Force Grant	35	242,429
Caerphilly Enterprise Fund	69	359,316
Coronavirus Safety Grant	82	14,760
Total	2,367	5,012,295

The one-off funding provided by WG has provided a lifeline to many businesses during this unprecedented period. The Council's Economic Recovery Framework will now be a key element in helping local businesses to understand the evolving implications of Covid-19, the economic impact of Brexit, and how to respond moving forward.

5.7 PROGRESS AGAINST STRATEGIC PRINCIPLE 4 – CAERPHILLY CARES

This principle was focused on wrapping support around individuals and communities, to enable them to help themselves prosper and grow.

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

5.7.1 Caerphilly Cares

Caerphilly Cares was officially launched in April 2021 and referral pathways have now been established with several internal departments. The key aims of Caerphilly Cares are as follows:

Aim 1: To establish a universal gateway model for vulnerable individuals, providing advice, support, and signposting to enable them to become more resilient and live as independently as possible through a strength based, community centred model.

Aim 2: To support our communities to be resilient, cohesive, and sustainable, and enable them to help themselves. To create the conditions for community assets to thrive and create a balance between service and community support by removing any barriers and for our services to work alongside communities in ways that are empowering, engaging, and meaningful.

As part of the launch a series of Member seminars were held and an information package with referral contact numbers was provided. Members have started signposting and directly referring to Caerphilly Cares and the numbers and issues are being monitored as part of the monitoring process.

A community services directory has been created containing details of universal services, as well as more localised community provision. Public and staff pages have been developed and these are now live on Dewis providing a Caerphilly Cares professional view as well as a Caerphilly Cares public view.

A 'What Matters' briefing session has been developed for staff, to support their conversations with vulnerable people ensuring that the discussions are person centred with 'how can you help yourself' being the starting point. Alongside this one of the members of the team has completed the Connect 5 train the trainer course, which is a Health Board brief intervention course for mental wellbeing. Both are initially being delivered to paid staff and then included in the programme of training available to volunteers. This will mean the reach of the training will be much wider, not only benefitting the volunteers and their personal development but also the people they are supporting in the community.

Collaborative working is also being developed with Health through the Integrated Well Being network and Neighbourhood Care network, which includes health and social care services including GPs. Caerphilly Cares will form part of the workplan for the Integrated Partnership Board.

A forum for volunteer led organisations across the borough to network and encourage peer to peer support has been established. The meeting established common goals, issues and identified areas for joint working/delivery such as training for volunteers and leaders of the community organisations to support their volunteers.

A subgroup of the Voluntary Sector Liaison Committee is being established to enable voluntary/ community groups, Cllrs, and Community Councils to directly input into the delivery of Caerphilly Cares.

Support from Caerphilly Cares has now been included in the self-isolation grant application to provide wider social support. Referrals are also being received from Council Tax and Housing Benefit for people experiencing financial difficulties. Income gained for period April – June period saw **£625k** of additional income gained for residents.

Caseload Update

In conjunction with support for the wider community, groups, organisations etc. the Caerphilly Cares team also carry a caseload of support for vulnerable individuals.

Initial referrals were largely for foodbank parcels, volunteer buddies or just general advice/assistance with issues related to Covid19 such as isolation payments or vaccinations.

However, since the launch of CC in April, the team has seen an increase in the numbers of complex cases being referred to the team. Such cases require interventions from multiple teams & services to meet the needs of individual but by acting in a coordinating role, the CC team has provided the vulnerable people with a 'constant' throughout their journey of support.

The increase in caseload has also led to the identification of areas for the potential development of services, most recently in relation to garden maintenance and cleaning (in properties).

Food Poverty

Through the Food Poverty Grant and support from the RDP team a strategy to increase awareness and availability of local and affordable healthy food will be established by working across sectors to develop and deliver a joint vision for a better food system. A new post has been appointed funded by the grant and will be responsible for:

- Mapping current food policies and strategies, assets, and initiatives across Caerphilly.
- Establishing and developing of a dynamic, high impact food partnership.
- Coordinating a multi-strand consultation on key food issues, opportunities, and priorities.

A further grant application of £112,000 to support this agenda has also been submitted to Welsh Government. (Food Insecurity Grant)

The following funding has been secured to deliver the Caerphilly Cares service:

- WG COVID Recovery Grant - £200,000
- WG Food Poverty Grant - £127,000

5.7.2 Buddy Scheme

This scheme was set up in response to the COVID-19 pandemic to support the most vulnerable people in the community with practical support (shopping, prescription collection, befriending phone calls etc) but has evolved following the easing of restrictions into a wider community support scheme. The scheme is run in partnership with GAVO who employ the Volunteer Co-ordinator and lead on volunteer management.

The new postholder has been appointed to the Volunteer Co-ordinator role and started in post on 19th July, following the departure of the previous postholder in May. This change in staff has afforded a natural pause to review the existing processes and roles of the volunteers.

Whilst demand during the first year of the pandemic meant volunteers were focussed largely on practical support, the Caerphilly Cares team is now seeing a shift in support towards more social based issues such as mental wellbeing and isolation.

Alongside GAVO, the Caerphilly Cares team will be reviewing the role, training requirements and recruitment of new volunteers in line with the changes in restrictions related to the pandemic and the issues that vulnerable people are presenting with. Recruitment of new volunteers will be a particular priority as current Buddies are at capacity, with several volunteers supporting more than one vulnerable person.

5.7.3 Employee Volunteering Policy

The Caerphilly Cares team oversee the delivery of the policy, which was developed in partnership with the Corporate Policy team alongside a review group made up of representatives from across the authority.

Under the policy and following discussion with their line managers, employees can take part in full or half day opportunities (environmental clean ups, events etc.) or opportunities requiring a longer-term commitment (Buddies, night shelter schemes, committees). Ahead of 'going live', colleagues in HR have been setting up the leave of absence systems on iTrent, which will be tested by the existing council 'Buddies'.

All eligible opportunities will be hosted on the Volunteering Wales website to ensure they have all the appropriate volunteer management systems in place and employees will be required to create a profile to log their hours. The Caerphilly Cares team will link with community groups to identify day/half day opportunities, for example Cefn Fforest Eco Park, who have a largely elderly committee unable to carry out physical work to maintain the site. The team will also support groups looking for longer term volunteers such as the Scouts group in Risca that has a waiting list of young people unable join due to a lack of volunteer leaders. It is also hoped that the launch of the policy will help to recruit new volunteer Buddies, as currently the scheme is at capacity.

The team is also working with colleagues in the Transformation and Policy teams to submit a grant application to the Volunteering Wales Strategic Grant to help to implement the scheme.

5.8 **PROGRESS AGAINST STRATEGIC PRINCIPLE 5 – SERVICE TRANSFORMATION**

This principle was focused on how we could reframe Council services based on COVID learning and embed the changes through the Council's ambitious transformation programme TeamCaerphilly

The projects and programmes that support the Service Transformation Principle, along with the progress made in the last twelve months are set out below:

5.8.1 Walk-In Services Corporate Review

This review focuses on the Council's 'walk in' provision; that is – buildings that residents can physically visit in order to access council services.

To date, extensive mapping activity has been carried out in order to assess levels of service currently offered across these assets and opportunities to ensure we are making the most effective use of our 'walk in assets' in meeting customer need across public service.

Longer term, this will offer an option of providing multiple services from locations. Should this be explored, extensive internal and external engagement with both staff and customers will form a crucial element of the review.

5.8.2 Remote Contact Corporate Review

This review focuses on the provision of service outside of the 'walk in' provision referenced above where customers can interact with the council using telephone based or online channels.

There has been fairly significant progress made to date. A new telephony system has been rolled out across customer services enabling faster resolution of customer enquiries and providing real-time data on call volume and agent availability.

The project review team are currently mapping existing contact options, including self-service, automation and face to face processes, aiming to shape services to become even more citizen centric.

The council has also received support from the Centre for Digital Public Services Wales to carry out a 'discovery phase' to inform the development of a new public website. A new staff intranet is also being progressed which will provide an opportunity to create a more engaging presence accessible to all staff over the coming months.

A new Complaints and Concerns policy has also been adopted, in line with the latest guidance from the Public Services Ombudsman. A project designed to automate the Council's complaints processes is nearing conclusion which will create capacity for staff to develop better ways of listening to and learning from customers in order to further drive service improvement and the quality of the Council's engagement.

5.8.3 Information, Insight and Intelligence Corporate Review

This review focuses on enhancing the use of intelligence and evidence derived from the extensive data collected across the council. The review should enable improvements in the consistency and efficiency of collection, the creation of tools and dashboards to join together previously disparate data sets to offer unique insights as well as creating additional analytical capability.

To date, an initial audit of data sources across the council has been completed and analysis of this audit is underway. Work has also begun on mapping data analysis capacity across the council, with a view to considering recommendations for a future model of data management.

A Digital Solutions Board has been created and meets regularly to advise on consolidation, renewal and replacement of software solutions as contracts expire. A forward work programme for this board is developed on the basis of schedules on current contracts.

Software package Power BI has been used to pilot a comprehensive Covid-19 reporting dashboard with the review looking to convert a number of current reporting systems to a single Power BI format based on this experience.

Work has also commenced on a joined-up approach to tackling digital exclusion, with initial round table discussions scheduled involving a number of council teams whose work covers digital inclusion/exclusion.

5.8.4 Support Services Corporate Review

This review builds upon learning and insight gathered from colleagues both prior to and during the Covid-19 pandemic and focuses on ensuring support services and processes are as effective and as efficient as possible.

A baseline data gathering exercise has been concluded across all support services within the remit of the review as well as an analysis of any current or pending programmes of work that will support increased efficiency/effectiveness. Business partner arrangement data has also been collated as part of this process.

Further focus group sessions are scheduled with further cross-sections of support service and non-support service staff to seek views on support services as 'enablers' to effective service provision.

Following two successful pilots of Codebase 8 intelligent automation software (with free school meal applications and Supporting People referrals), there is an additional opportunity to explore further use of this intelligent software to assist support services with technological change, automating previously time consuming processes and creating further staff capacity for other tasks.

A work stream is also considering the council's customer service standards and is reviewing recent insight from both staff and residents to ensure customer service standards are fully fit for purpose.

5.8.5 Frontline Services Corporate Review

This review seeks to ensure the council has a frontline service that is fully fit for the future and meets customer and organisational needs into the longer term.

The review group is considering how best to maintain and improve in-house frontline services alongside the provision of opportunities to develop a number of commercial partnerships.

Project leads are currently working alongside colleagues in Digital Services on aligning the roll out of the Abavus software platform with streamlining service request processes for the benefit of both the customer and the organisation.

Data collection exercises have also been completed reviewing how capacity could be further strengthened across the frontline, particularly during periods of inclement weather, flooding or where a frontline service area is facing particular service pressures.

Similarly, an extensive piece of work which will support further relationship building across the frontline is nearing completion.

Colleagues in the council's Housing Repairs Team have been instrumental in supporting this review with demonstrations of how their service area operates a paperless service and how a similar system could benefit the full frontline service area in the future.

Finally, an extensive engagement campaign is in late planning stages which will explore feedback gained from members of the public via the recent resident survey on 'quality of life' issues that affect their daily lives. This engagement campaign will

explore how the council and community can work closer together in future to mitigate against the issues identified.

5.8.6 Agile Working Corporate Review

Almost overnight, the Council moved to an agile working model of delivery with a significant proportion of its workforce operating from home. Building capacity has been significantly reduced during that time while access to CCBC laptops and IT equipment has significantly increased.

While the initial shift was swift the Council recognised the need to develop a longer term, more formalised approach to agile working. In defining this, a categorisation exercise has been carried out across the workforce along with a high level analysis of relevant data. Two staff surveys have been undertaken, a year apart, that sought to establish staff views on agile working and to assist with refining practice.

A further data collection exercise on digital resource/infrastructure among staff currently working remotely is also nearing completion. Moving forward a review of a number of key HR policies and procedures will be necessary as the Council seeks to embed agile working as a core component of future service delivery

5.8.7 Workforce Development Corporate Review

This review focuses on the insight gained both before and during the Covid-19 pandemic and will work to ensure the council has a fully fit for purpose workforce development strategy in place to meet its organisational needs into the longer term.

A draft workforce development strategy and draft wellbeing strategy have been developed and shaped by consultation and feedback from colleagues at all levels of the organisation. Similarly, a workforce planning framework and management toolkit are nearing completion before being considered by the Team Caerphilly Programme Board, Scrutiny and Cabinet in the Autumn.

An options appraisal for a centralised learning and development resource is underway and a directory of training opportunities has been drafted with engagement in place with private training providers, trade unions and the academic sector on current and future training opportunities.

The green light has been given for a new Intranet and a developer is currently being sought.

In addition, a full end-to-end review of the council's recruitment process is well underway, with a process mapping exercise complete, iTrent modules for 'onboarding' and 'mobile self-service' demonstrations received and an engagement plan for future roll out in place.

Finally, a review into the opportunities to incorporate a paperless service is underway, with a mapping exercise completed with a view to longer term streamlining and digitisation of some processes to make them suitable for an agile working environment.

5.8.8 Volunteering and Community Partnerships Corporate Review

This review is seeking to build upon the council's strengthening relationships with communities across the county borough, particularly in light of the sterling efforts from local communities to play their part during the Covid-19 pandemic.

An extensive mapping exercise has been undertaken on community groups from across Caerphilly to identify their resources and the support they provide to local communities. The Dewis online information platform has also been utilised to ensure this information is widely accessible for those who require it.

The Caerphilly Cares service formally launched in April and to date has supported over 200 individuals with a range of identified issues including isolation and loneliness, debt management, income maximisation and training. The team work closely alongside GAVO and have a jointly funded post whose focus is on building relationships with local volunteers to support this important area. Feedback from those using the service continues to be extremely positive.

The council has recently approved the roll out of a Community Empowerment Fund which will enable communities to bid for funding on a ward level to carry out community projects to meet identified areas of need. This, together with the procurement of an online digital engagement platform and the development of an engagement strategy will further support the council and the community in strengthening that relationship even further.

An employee volunteering scheme has also recently been supported by Cabinet and is in the final stages of development prior to roll-out. This important scheme will bring additional community capacity to Caerphilly county borough communities while also supporting staff members to volunteer. Finally, an additional work stream is in its data collection phase to explore voluntary organisation financial support and grant funding.

5.8.9 Sustainable Financial Planning Corporate Review

This review builds on extensive work carried out over a number of years on longer term financial planning. Among the outcomes from this review will be a review of the council's investment strategy, a review on the councils' financial regulations and identification of any required training and development around this important area.

The review is also exploring, following feedback from colleagues, opportunities to centralise, simplify and automate in some cases internal invoicing procedures, again with the opportunity to make use of intelligent automation software.

All work streams under this review are making solid progress, with each review area in its data collection and process mapping phase.

5.8.10 Decision Making Corporate Review

This review seeks to further engage with staff and elected members on the decision-making process to ensure the process is efficient, effective, user friendly and widely understood. This review will also utilise sharing and reviewing good practice with other local authorities and incorporate any learning into the future.

To date, the decision making processes of three other local authorities have been explored, with the responses and recommendations for any learning currently in draft. Further support has also been offered from the Welsh Local Government Association in identifying further review focus areas under the decision-making process review as appropriate.

5.9 Strategic Recovery Framework Proposed Measures of Success

In order to assess the impact of our Strategic Recovery Framework moving forwards, it is important that Cabinet agree a set of appropriate measures.

With our Recovery Aims focusing on our reassuring our communities, steadying our economy and reshaping the organisation to meet need, the following four measures of success are proposed for consideration:

SRF Measure 1	Resident percentage satisfaction with Council Services (via resident survey)
SRF Measure 2	Percentage of services contained within Strategic Principle 1 that are available and accessible to residents
SRF Measure 3	Percentage of available WG Economic Recovery Grant paid to eligible businesses in Caerphilly
SRF Measure 4	Amount of additional income generated for residents through Caerphilly Cares

5.10 Conclusion

The report details the significant progress that has been made across the organisation in delivering the Strategic Recovery Framework. It is also worth noting that much of the progress outlined has been delivered alongside “the day job” and the pandemic response and really does highlight the organisations capability to deliver in exceptionally challenging circumstances.

6. ASSUMPTIONS

6.1 None.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

7.1 No IIA has been produced as this report is for the purpose of updating Cabinet on progress and therefore is for information only.

8. FINANCIAL IMPLICATIONS

8.1 The economic impact of COVID has been significant upon our communities. Welsh Government have again committed to providing COVID support funding to Councils to cushion the impact of the pandemic over the current financial year.

8.2 The costs of supporting service delivery and the ongoing recovery will continue to be kept under close monitoring and review and will be incorporated into our budget setting process for 2022/23.

8.3 This Framework has provided a lens through which the recovery effort of the Council and some of its partners has been focused in order to mitigate the impact on the Community as much as possible.

9. PERSONNEL IMPLICATIONS

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

10. CONSULTATIONS

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

11. STATUTORY POWER

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

Author: Christina Harray, Chief Executive

Consultees: Cllr Philippa Marsden, Leader
Cllr Colin Mann, Leader -Plaid Cymru
Cllr Kevin Etheridge, Leader - Independent
Cllr Gez Kirby, Chair P & R Scrutiny Committee
Cllr Brenda Miles, Vice Chair, P & R Scrutiny Committee
Richard Edmunds (Ed), Corporate Director for Education & Corp Services
Dave Street, Corporate Director Social Services & Housing
Mark S Williams, Corporate Director Economy & Environment
Robert Tranter, Head of Legal Services & Monitoring Officer
Stephen Harris, Head of Financial Services & S151 Officer
Lynne Donovan, Head of People Services
Leadership Team

Appendices:

Appendix 1 Strategic Recovery Framework

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Strategic Recovery Framework

Recovery Aim

1

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

Recovery Aim

2

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

Strategic Principle

01

SERVICE REINTRODUCTION

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

Strategic Principle

02

FUTURE WAVE PREPARATION

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

Strategic Principle

03

SUPPORTING BUSINESSES

Provide support to assist business stability and growth.

Strategic Principle

04

CAERPHILLY CARES

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



Strategic Principle

05

SERVICE TRANSFORMATION

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

Our Values:

Innovative



Trusted



United & Connected



Resilient



Open & Transparent



Fframwaith Adfer Strategol

Nod Adfer

1

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

Nod Adfer

2

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

Egwyddor Strategol

01

AILGYFLWYNO GWASANAETHAU

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

Egwyddor Strategol

02

PARATOI AT AIL DON YN Y DYFODOL

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

Egwyddor Strategol

03

CEFNOGI BUSNESAU

Darparu cefnogaeth i gynorthwyo sefydlogrwydd a thwf busnes.

Egwyddor Strategol

04

GOFALU AM GAERFFILI

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



Egwyddor Strategol

05

TRAWSNEWID GWASANAETHAU

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

Ein Gwerthoedd:

Arloesol



Dibynadwy



Unedig a Chysylltiedig



Gwydn



Agored a Thryloyw





CABINET – 1ST SEPTEMBER 2021

SUBJECT: MANAGING BUILDING AND SERVICE RISK AT ALERT LEVEL ZERO

REPORT BY: CORPORATE DIRECTOR EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 The move to Alert Level zero in Wales in early August along with the new universal guidance released by Welsh Government has provided an opportunity to assess whether any Council buildings that are currently closed to the public can be reopened with any risks suitably minimised.
- 1.2 The report seeks Cabinet's endorsement for an evidence-based risk model to be adopted as a basis for undertaking these building assessments in a consistent and methodical manner, while also enabling the different risk factors, and therefore overall risk, at individual settings to be considered.

2. SUMMARY

- 2.1 On the 7th August 2021, Welsh Government moved Wales to Alert Level Zero and introduced a set of Universal Guidance for businesses, employers, activity and event's organisers as a result.
- 2.2 While Wales is now at Alert level zero, coronavirus has not gone away and it remains a serious health risk. We have a collective responsibility to help minimise risks to protect ourselves, our employees and customers
- 2.3 The Universal Guidance has been designed to provide the 'responsible person' at businesses, workplaces, public places and events with a framework of controls through which a set of reasonable measures can be defined that minimise risks to people on premises being exposed to, or spreading, coronavirus.
- 2.4 In determining those reasonable measures the guidance provides a hierarchy of control model. The model is a widely accepted system promoted by numerous safety organisations as a way of "determining how to implement feasible and effective control solutions, leading to inherently safer systems where the risk of illness or injury has been substantially reduced".

- 2.5 The Council has continued to deliver many 'critical services' from locations such as residential care homes throughout the pandemic. Some non-critical services such as Libraries and Leisure have been made available to the public via conditional building access supported by Risk Assessments. Other premises, however, have been closed to the public since the beginning of the pandemic as part of the Councils stated aim to protect our people and place.
- 2.6 Where buildings have been completely closed to residents, services have been successfully provided through a range of alternative methods such as by telephone, online, click and collect, the use of post office cards or through staff operating an outreach service within the community. These alternative methods have enabled services to remain accessible to the public either in full or in part while appropriately balancing the risks associated with the pandemic.
- 2.7 The move to alert level zero and the revised guidance from Welsh Government includes a number of relaxations and, as such, provides an opportunity to reassess whether the previous risks associated with delivering services from those buildings closed to the public can now sufficiently mitigated, or whether the closures should remain in place.
- 2.8 This report sets out a potential framework against which all such risks can be assessed and proposes a process for managing and monitoring the potential reopening of certain Council premises that are currently closed to the public.

3. RECOMMENDATIONS

- 3.1 That Cabinet agree to:
- 1) Endorse the Hierarchy of Controls Template set out in Appendix 1 as the mechanism by which the reintroduction of in person services can be assessed
 - 2) That the planning for the reopening of Reception and Customer Services at Ty Penallta can now begin in accordance with the controls set out in Appendix 2 under the elimination and substitution controls
 - 3) Task relevant Heads of Service, in consultation with the appropriate Cabinet Member, with assessing all remaining Council buildings currently closed to the public using the template at Appendix 1
 - 4) Receive a supplementary report at its meeting of the 29th September 2021 that sets out which of those council buildings should now be reopened and under what conditions and controls
 - 5) To receive reports that outline any further changes that need to be made should the guidance or risk level change again.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The change to Alert level zero in August has provided an opportunity for the Council to assess whether the risks associated with delivering non-critical services from council buildings that are currently closed can now be sufficiently mitigated. With a legal responsibility to ensure that reasonable measures are introduced that minimise risks to people on premises being exposed to or spreading coronavirus it is important that a

consistent framework is agreed and utilised. It is equally important that these risks and reasonable measures remain under review as future changes to the guidance or local situation emerge.

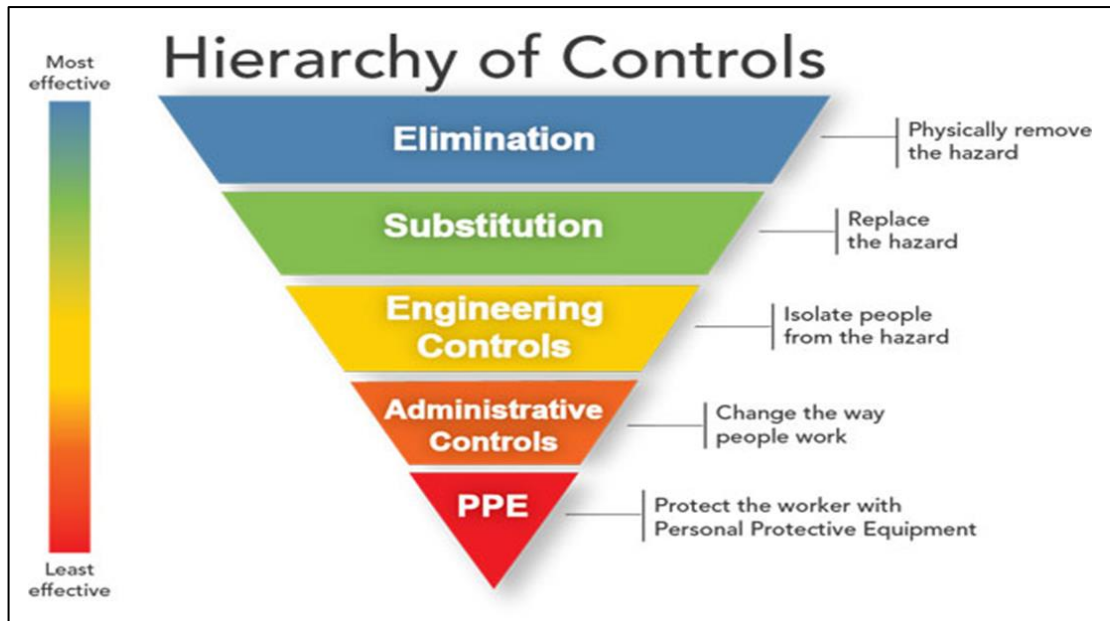
5. THE REPORT

- 5.1 Wales moved to Alert level zero early in August, but coronavirus has not gone away and remains a serious health risk. As a result, Welsh Government has also introduced Universal Guidance for businesses, workplaces, public places and events.
- 5.2 The Council has a legal responsibility to protect workers, visitors, clients and face to face customers who attend our premises from risks to their health and safety and must do everything reasonably practicable to minimise those risks.
- 5.3 The risks attached to COVID-19 are significantly reduced when premises and buildings are closed. Moving from a closed setting to one that is accessible by workers, visitors, clients and face to face customers naturally increases that risk.
- 5.4 Each setting will also differ in terms of available space, required staffing levels, ventilation and the ability to support separate access and egress. As a result the risks of reopening buildings that are currently closed will differ depending on a range of local factors.
- 5.5 As a result, each setting will need to be individually risk assessed, with only buildings that can support effective controls and the implementation of reasonable measures to minimise risks, ultimately being reopened at this point.
- 5.6 The hierarchy of controls presented within the Welsh Government Guidance is widely accepted as an effective way of determining how to implement feasible and effective control solutions that lead to inherently safer systems where the risk of illness or injury has been substantially reduced. These are explored over coming paragraphs.
- 5.7 Hierarchy of Controls:

The model includes five levels of control which range from Elimination as the most effective method of managing the risk to PPE as the least effective.

Elimination	-	Physically remove the hazard
Substitution	-	Replace the hazard
Engineering Controls	-	Isolate people from the hazard
Administrative Controls	-	Change the way people work
Personal Protective Equipment	-	Protect the worker with PPE

Within each control a range of scientifically evidenced measures are proposed that could be applied to each setting and situation in order to minimise risk



5.7.1 **Elimination: aim to avoid or remove the risk.** (most effective intervention) to stop people becoming exposed and infected. There are different ways that this can be done but they should include:

- Stopping an infectious person being in an environment by, for example, prohibit people from attending if they feel unwell, and advising they should get tested and ensuring that all employees follow self-isolation advice if they are a contact of a possible confirmed case.
- Ensuring that accurate records are kept of which employees (and, where applicable, customers/visitors/clients) have been present so that they can be contact traced if necessary.
- Closing high risk environments in your work setting as much as possible, such as areas where social distancing cannot be maintained.
- Staff takes both vaccine doses as soon as recommended.

5.7.2 **Substitution – aim change the risky activity for a less risky one.** There are different ways that this can be done but they could include:

- Reducing the time that people come into face-to-face contact.
- Changing work patterns so that people work in a fixed group or cohort or arrive at and leave work at staggered times. This limits the number of people that the virus can potentially spread to.
- Moving to working outdoors to reduce how much the virus can spread through surface contamination and aerosol transmission.
- Using other technologies to replace face-to-face interactions, for example using 'click and collect' technologies, remote working, phone/video consultations.
- Installation of partitions at appropriate places (e.g. reception desks or between work stations) to separate staff etc. If used ensure they are cleaned and disinfected in line with cleaning procedures. Cleaning, hygiene and handwashing to make your workplace COVID-secure ([hse.gov.uk](https://www.hse.gov.uk))

5.7.3 **Engineering controls – aim to try to lower the risk by changing the way the activity takes place.** Different approaches can be taken to do this such as:

- Using anti-microbial surfaces
- Reduce shared surfaces, where this cannot be avoided altogether
- Using no-touch (contactless) technologies
- Providing additional hand wash stations
- Regular handwashing and sanitising, including providing facilities and signage to encourage regular handwashing and sanitising
- Increasing fresh-air ventilation in poorly ventilated spaces
- Limiting or controlling movement of people, for example one way systems, or limiting number of people accessing confined areas such as lifts, toilet facilities, kitchens or meeting rooms at the same time
- Provide clear signage (eg signs, floor tape or paint) for physical distancing, queuing systems, one way systems etc.
- Encourage vaccination take up of your workforce
- Physical distancing of staff and customers/children
- Limit time spent and/or numbers in rooms before ventilation
- Workforce planning and teams to maintain operational capacity
- Effective communications and feedback on improvements for community safety
- Remove unnecessary restrictions when it is safe, in order to promote adherence to necessary ones

5.7.4 **Administrative Controls - aim to lower any remaining risks of exposure.** There are different ways that this can be done but they should include:

- Frequently cleaning surfaces that are touched a lot
- Increasing training on quality and effectiveness of cleaning
- Providing hand sanitiser
- Avoiding sharing of equipment such as 'hot-desking'
- Reducing how many people are working in a particular location by, for example, encouraging home working where possible
- Staggering shifts
- Ensuring people are maintaining physical distance between them,
- The use of face-coverings and or face-shields in indoors areas for workers and members of the public
- Covid-passport/Covid-certificate or PCR testing, encourage LFD at home

5.7.5 **Personal protective equipment (PPE) – aim to protect the worker from residual exposure through use of PPE. (Least effective intervention)** Attention must be paid to avoiding infection control during wear, removal, storage and disposal

- Fluid resistant surgical face masks (where indicated by guidance)
- Gloves and aprons
- Eye protection

5.8 Attached at Appendix 1 is a template that sets out the hierarchy of controls and a range of measures within that enable the risks of reopening a setting to be assessed. Appendix 2 includes a completed template undertaken by the Head of Customer and Digital Services in consultation with the Cabinet Member for Corporate Governance that supports the reintroduction of reception and customer services from the ground floor of Ty Penallta, which is currently closed to the public.

- 5.9 Subject to Cabinet approving the recommendations within this report, Heads of Service in consultation with the relevant Cabinet Member or Members will use the template at Appendix 1 to complete an assessment of each Council building that is currently closed.
- 5.10 Having carried out the assessments, the template requires the Head of Service to make a recommendation as to whether the building should reopen or not, the level of control that should be applied and any considerations that need to be taken in to account.
- 5.11 Once these assessments have been undertaken across the Council buildings that are currently closed, a further report will be brought back to Cabinet and an approved position will be established. Further reports will also be delivered should new guidance be released, COVID case prevalence change, or Alert Levels are adjusted again in the future. Buildings will remain closed to the public until such time as the relevant assessments have been carried out and Cabinet approval has been received.
- 5.12 There will be instances whereby a closed building is occupied by more than one service and one Head of Service. In this situation it may not be possible to open the building to all services in order to maintain a Covid safe environment. Therefore, in these circumstances, the relevant Heads of Service that occupy the building will undertake a joint risk assessment and make a joint recommendation on opening the building and the appropriate services that could be provided in a covid safe environment.
- 5.13 While this report seeks to manage the safe reopening of Council premises to the public, it is also worth recognizing that the move to Alert level zero provides an opportunity to assess whether the current restrictions on staff access to Council buildings can also be relaxed.
- 5.14 Many staff are now routinely working from home and the Council is progressing an approach to Agile Working through a separate Corporate Review. As this review progresses, a 10% increase on the total building capacity has been proposed for staff access to the Council's main administrative buildings, subject to the necessary risk assessments being in place. This would take the capacity at Ty Penallta for example up from 100 (of 1000 desks) to 200 per day.
- 5.15 This additional capacity should enable those staff who find working remotely from the office a significant challenge to begin spending a greater proportion of the working week physically in the workplace while not departing from the agile principles that are being developed.
- 5.16 In addition, the Council is also in the process of procuring and implementing a technology solution for use across its Meeting rooms that will enable hybrid meetings (a mix of in person and remote) to take place. The work is on course to be concluded in September and, subject to relevant training then being undertaken, hybrid meetings should be possible in the very near future.

5.17 **Conclusion**

This report seeks to establish a consistent, evidence-based framework against which the risk of reopening Council's buildings that are currently closed to the public can be

assessed, and recommendations can be made on the reasonable measures and conditions that would support any future reopening.

6. ASSUMPTIONS

6.1 None.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

7.1 This report does not require an IIA as it seeks only to adopt a template and commission further work ahead of any change being implemented.

8. FINANCIAL IMPLICATIONS

8.1 There should be no significant adverse financial implications attached to this report as budgets remain in place for the operation of core council buildings.

8.2 There may be adhoc expenditure required should recommendations be to open specific settings that require additional safety features (partitions, signage etc) to be purchased.

8.3 It is also possible that should the reopening of buildings require redeployed staff to return to their substantive posts, additional fixed term resources would need to be recruited.

9. PERSONNEL IMPLICATIONS

9.1 Where reasonable measures include the deployment of staff that are double vaccinated there may be some personal implications that emerge if staff that are employed in front facing roles are not sufficiently vaccinated. Vaccinations remain a matter of personal choice, therefore there may be a need to redeploy staff in order to mitigate any risks highlighted, which will be worked through accordingly.

10. CONSULTATIONS

10.1 The consultees are set out at the bottom of this report and any views received are set out below:

Author: Richard (Ed) Edmunds Corporate Director Education & Corp Services

Consultees: Cllr. Philippa Marsden, Leader of the Council
Cllr. Colin Gordon, Cabinet Member for Corporate Governance
Christina Harray, Chief Executive
Cllr Colin Mann, Leader, Plaid Cymru
Cllr Kevin Etheridge, Leader, Independent
Corporate Management Team
Robert Tranter, Head of Legal Services & Monitoring Officer
Lynne Donovan, Head of People Services
Steve Harris, Head of Corporate Finance & S151 Officer

Leadership Team
Cllr Gez Kirby, Chair of Policy and Resources Scrutiny Committee
Cllr Brenda Miles, Vice Chair of Policy and Resources Scrutiny Committee

Appendices:

Appendix 1 HOC Template Blank

Appendix 2 Completed HOC Template for Customer Services at Ty Penallta

Venue & Service	Elimination - Physically remove the hazard	Substitution - replace the hazard	Engineering controls - isolate people from the hazard	Administrative controls - change the way people work	PPE - protect the worker with Personal Protective Equipment	Recommend to open? and conditions?
<p>[Include]</p>	<p><u>Reasonable Measure</u> Stopping an infectious person being in an environment by e.g. prohibit people from attending if feel unwell, and advise they should get tested and ensuring that all employees follow self-isolation advice if they are a contact of a possible confirmed case.</p> <p><i>Proposed Approach:</i> [TBC]</p> <p><u>Reasonable Measure</u> Ensuring that accurate records are kept of which employees (and, where applicable, customers / visitors / clients) have been present so that they can be contact traced if necessary</p> <p><i>Proposed Approach:</i> [TBC]</p> <p><u>Reasonable Measure</u> Close high risk environments in your work setting as much as possible, such as areas</p>	<p><u>Reasonable Measure</u> Reducing the time that people come into face-to-face contact.</p> <p><i>Proposed Approach:</i> [TBC]</p> <p><u>Reasonable Measure</u> Changing work patterns so that people work in a fixed group or cohort or arrive at and leave work at staggered times. This limits the number of people that the virus can potentially spread to.</p> <p><i>Proposed Approach:</i> [TBC]</p> <p><u>Reasonable Measure</u> Moving to working outdoors to reduce how much the virus can spread through surface contamination and aerosol transmission.</p> <p><i>Proposed Approach:</i> [TBC]</p> <p><u>Reasonable Measure</u> Using other technologies to replace face-to-face interactions, for example</p>	<p><u>Reasonable Measure</u> Using anti-microbial surfaces.</p> <p><i>Proposed Approach:</i> [TBC]</p> <p><u>Reasonable Measure</u> Reduce shared surfaces, where this cannot be avoided altogether.</p> <p><i>Proposed Approach:</i> [TBC]</p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach:</i> [TBC]</p> <p><u>Reasonable Measure</u> Regular handwashing and sanitising, including providing facilities and signage to encourage regular handwashing and sanitising</p> <p><i>Proposed Approach:</i> [TBC]</p>	<p><u>Reasonable Measure</u> Frequently cleaning surfaces that are touched a lot</p> <p><i>Proposed Approach:</i> [TBC]</p> <p><u>Reasonable Measure</u> Increasing training on quality and effectiveness of cleaning</p> <p><i>Proposed Approach:</i> [TBC]</p> <p><u>Reasonable Measure</u> Providing hand sanitiser</p> <p><i>Proposed Approach:</i> [TBC]</p> <p><u>Reasonable Measure</u> Avoiding sharing of equipment such as ‘hot-desking’</p> <p><i>Proposed Approach:</i> [TBC]</p> <p><u>Reasonable Measure</u> Reducing how many people are working in a particular location by, for example, encouraging</p>	<p><u>Reasonable Measure</u> Fluid resistant surgical face masks (where indicated by guidance) Gloves and aprons Eye protection</p> <p><i>Proposed Approach:</i> [TBC]</p>	<p>Yes / No</p> <p>Control:</p> <p>Caveats:</p>

Venue & Service	Elimination - Physically remove the hazard	Substitution - replace the hazard	Engineering controls - isolate people from the hazard	Administrative controls - change the way people work	PPE - protect the worker with Personal Protective Equipment	Recommend to open? and conditions?
	<p>where social distancing cannot be maintained.</p> <p>Proposed Approach: [TBC]</p> <p>Reasonable Measure Staff takes both vaccine doses as soon as recommended.</p> <p>Proposed Approach: [TBC]</p>	<p>using 'click and collect' technologies, remote working, phone/video consultations.</p> <p>Proposed Approach: [TBC]</p> <p>Reasonable Measure Installation of partitions at appropriate places (e.g. reception desks or between work stations) to separate staff etc. If used ensure they are cleaned and disinfected in line with cleaning procedures. Cleaning, hygiene and handwashing to make your workplace COVID-secure (hse.gov.uk)</p> <p>Proposed Approach: [TBC]</p>	<p>Reasonable Measure Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p>Proposed Approach: [TBC]</p> <p>Reasonable Measure Limiting or controlling movement of people, for example one way systems, or limiting number of people accessing confined areas such as lifts, toilet facilities, kitchens or meeting rooms at the same time.</p> <p>Proposed Approach: [TBC]</p> <p>Reasonable Measure Provide clear signage (eg signs, floor tape or paint) for physical distancing, queuing systems, one way systems etc.</p> <p>Proposed Approach: [TBC]</p>	<p>home working where possible</p> <p>Proposed Approach: [TBC]</p> <p>Reasonable Measure Staggering shifts</p> <p>Proposed Approach: [TBC]</p> <p>Reasonable Measure Ensuring people are maintaining physical distance between them,</p> <p>Proposed Approach: [TBC]</p> <p>Reasonable Measure The use of face-coverings and or face-shields in indoors areas for workers and members of the public – all above</p> <p>Proposed Approach: [TBC]</p> <p>Reasonable Measure Covid-passport/Covid-certificate or PCR testing, encourage LFD at home</p>		

Venue & Service	Elimination - Physically remove the hazard	Substitution - replace the hazard	Engineering controls - isolate people from the hazard	Administrative controls - change the way people work	PPE - protect the worker with Personal Protective Equipment	Recommend to open? and conditions?
Page 55			<p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p><i>Proposed Approach:</i> <i>[TBC]</i></p> <p><u>Reasonable Measure</u> Physical distancing of staff and customers / children</p> <p><i>Proposed Approach:</i> <i>[TBC]</i></p> <p><u>Reasonable Measure</u> Limit time spent and/or numbers in rooms before ventilation</p> <p><i>Proposed Approach:</i> <i>[TBC]</i></p> <p>Reasonable Measure: Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach:</i> <i>[TBC]</i></p> <p>Reasonable Measure: Remove unnecessary restrictions when it is safe, in order to promote</p>	<p><i>Proposed Approach:</i> <i>[TBC]</i></p>		

Venue & Service	Elimination - Physically remove the hazard	Substitution - replace the hazard	Engineering controls - isolate people from the hazard	Administrative controls - change the way people work	PPE - protect the worker with Personal Protective Equipment	Recommend to open? and conditions?
			<p>adherence to necessary ones</p> <p>Proposed Approach: [TBC]</p> <p>Reasonable Measure: Workforce planning and teams to maintain operational capacity</p> <p>Proposed Approach: [TBC]</p>			

Assessment Summary

Venue _____
 Service(s) _____

Open Yes / No _____
 Control _____

Head of Service (Title): _____
 Signed: _____
 Date: _____ / _____ / _____

Director _____
 Signed: _____
 Date: _____ / _____ / _____

Venue & Service	Elimination - Physically remove the hazard	Substitution - replace the hazard	Engineering controls - isolate people from the hazard	Administrative controls - change the way people work	PPE - protect the worker with Personal Protective Equipment	Recommend to open? and conditions?
<p>Ty Penallta</p> <p>Customer Services and Reception</p> <p style="text-align: center;">Page 57</p>	<p>Reasonable Measure Stopping an infectious person being in an environment by e.g. prohibit people from attending if feel unwell, and advise they should get tested and ensuring that all employees follow self-isolation advice if they are a contact of a possible confirmed case.</p> <p>Proposed Approach: <i>Access by a limited number of appointments per day only.</i></p> <p>Reasonable Measure Ensuring that accurate records are kept of which employees (and, where applicable, customers / visitors / clients) have been present so that they can be contact traced if necessary</p> <p>Proposed Approach: <i>Access by appointment only will enable accurate records of staff, contact details of customers and time and date in the building.</i></p>	<p>Reasonable Measure Reducing the time that people come into face-to-face contact.</p> <p>Proposed Approach: <i>Yes appointments only – no payments unless part of a service request such as buying a permit</i></p> <p>Reasonable Measure Changing work patterns so that people work in a fixed group or cohort or arrive at and leave work at staggered times. This limits the number of people that the virus can potentially spread to.</p> <p>Proposed Approach: <i>Yes appointments only</i></p> <p>Reasonable Measure Moving to working outdoors to reduce how much the virus can spread through surface contamination and aerosol transmission.</p> <p>Proposed Approach: <i>Not possible</i></p>	<p>Reasonable Measure Using anti-microbial surfaces.</p> <p>Proposed Approach: <i>Appointments only, no payments taken unless part of a service request ie: buying a permit. Limit staff available,.</i></p> <p>Reasonable Measure Reduce shared surfaces, where this cannot be avoided altogether.</p> <p>Proposed Approach: <i>As above</i></p> <p>Reasonable Measure Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p>Proposed Approach: <i>As above</i></p> <p>Reasonable Measure Regular handwashing and sanitising, including providing facilities and signage to encourage</p>	<p>Reasonable Measure Frequently cleaning surfaces that are touched a lot</p> <p>Proposed Approach: <i>New process required and agreement for staff to do this, new furniture if cloth furniture in place.</i></p> <p>Reasonable Measure Increasing training on quality and effectiveness of cleaning</p> <p>Proposed Approach: <i>New processes required or cleaning staff dedicated to the area</i></p> <p>Reasonable Measure Providing hand sanitiser</p> <p>Proposed Approach: <i>In place at setting</i></p> <p>Reasonable Measure Avoiding sharing of equipment such as ‘hot-desking’</p> <p>Proposed Approach: <i>Manageable if appointment only</i></p>	<p>Reasonable Measure Fluid resistant surgical face masks (where indicated by guidance) Gloves and aprons Eye protection</p> <p>Proposed Approach: <i>All available for use</i></p>	<p>Yes under stated Elimination Controls</p> <p>Suggest –</p> <p>September to December and monitor impact, footfall and refine approaches</p>

Venue & Service	Elimination - Physically remove the hazard	Substitution - replace the hazard	Engineering controls - isolate people from the hazard	Administrative controls - change the way people work	PPE - protect the worker with Personal Protective Equipment	Recommend to open? and conditions?
	<p><u>Reasonable Measure</u> Close high risk environments in your work setting as much as possible, such as areas where social distancing cannot be maintained.</p> <p><i>Proposed Approach:</i> <i>Ty Penallta provides sufficient space for social distancing and access and movement controls to be in place.</i></p> <p><u>Reasonable Measure</u> Staff takes both vaccine doses as soon as recommended.</p> <p><i>Proposed Approach:</i> <i>Only use staff in setting with two vaccines in place</i></p>	<p><u>Reasonable Measure</u> Using other technologies to replace face-to-face interactions, for example using 'click and collect' technologies, remote working, phone/video consultations.</p> <p><i>Proposed Approach:</i> <i>Yes move all services on line and stop payment collections unless its part of a service request ie: buying a permit</i></p> <p><u>Reasonable Measure</u> Installation of partitions at appropriate places (e.g. reception desks or between work stations) to separate staff etc. If used ensure they are cleaned and disinfected in line with cleaning procedures. Cleaning, hygiene and handwashing to make your workplace COVID-secure (hse.gov.uk)</p> <p><i>Proposed Approach:</i> <i>Partitions in place at Ty Penallta. Cleaning and</i></p>	<p>regular handwashing and sanitising</p> <p><i>Proposed Approach:</i> <i>In place</i></p> <p><u>Reasonable Measure</u> Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p><i>Proposed Approach:</i> <i>Limited opportunities – keep door open</i></p> <p><u>Reasonable Measure</u> Limiting or controlling movement of people, for example one way systems, or limiting number of people accessing confined areas such as lifts, toilet facilities, kitchens or meeting rooms at the same time.</p> <p><i>Proposed Approach:</i> <i>Setting allows for this. One way system can be established, appointments would control numbers</i></p>	<p><u>Reasonable Measure</u> Reducing how many people are working in a particular location by, for example, encouraging home working where possible</p> <p><i>Proposed Approach:</i> <i>Staff numbers can be reduced through introduction of appointments only.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach:</i> <i>Officer Hours only but staff numbers can be reduced through introduction of appointments only.</i></p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach:</i> <i>Partitions in place. Queuing and one way systems can be introduced.</i></p>		

Venue & Service	Elimination - Physically remove the hazard	Substitution - replace the hazard	Engineering controls - isolate people from the hazard	Administrative controls - change the way people work	PPE - protect the worker with Personal Protective Equipment	Recommend to open? and conditions?
Page 59		<i>disinfecting to be carried between appointments</i>	<p><u>Reasonable Measure</u> Provide clear signage (eg signs, floor tape or paint) for physical distancing, queuing systems, one way systems etc.</p> <p><i>Proposed Approach:</i> <i>In place at Setting</i></p> <p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p><i>Proposed Approach:</i> <i>Underway</i></p> <p><u>Reasonable Measure</u> Physical distancing of staff and customers / children</p> <p><i>Proposed Approach:</i> <i>Partitions in place. Queuing systems can be introduced.</i></p> <p><u>Reasonable Measure</u> Limit time spent and/or numbers in rooms before ventilation</p>	<p><u>Reasonable Measure</u> The use of face-coverings and or face-shields in indoors areas for workers and members of the public – all above</p> <p><i>Proposed Approach:</i> <i>Use of face coverings in indoor spaces to be requested</i></p> <p><u>Reasonable Measure</u> Covid-passport/Covid-certificate or PCR testing, encourage LFD at home</p> <p><i>Proposed Approach:</i> <i>This would require a new process and an associated HR policy would be required</i></p>		

Venue & Service	Elimination - Physically remove the hazard	Substitution - replace the hazard	Engineering controls - isolate people from the hazard	Administrative controls - change the way people work	PPE - protect the worker with Personal Protective Equipment	Recommend to open? and conditions?
Page 60			<p>Proposed Approach: <i>Appointments only combined with queuing system</i></p> <p>Reasonable Measure: Effective comms and feedback on safety improvements</p> <p>Proposed Approach: <i>Strong, consistent signage together with offering Customers opportunity to provide verbal feedback on experience</i></p> <p>Reasonable Measure: Remove unnecessary restrictions when it is safe, in order to promote adherence to necessary ones</p> <p>Proposed Approach: <i>Will remain under review</i></p> <p>Reasonable Measure: Workforce planning and teams to maintain operational capacity</p> <p>Proposed Approach: <i>Appointments only will assist</i></p>			

Assessment Summary

Venue Ty Penallta

Service(s) Customer First

Reception

Open Yes / No Yes

Control Elimination

Head of Service (Title): _____

Director _____

Signed: _____

Signed: _____

Date: / /

Date: / /

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